



social care
institute for excellence

Truro Cathedral independent safeguarding audit (June 2019)



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1 INTRODUCTION

1.1 THE AUDIT PROGRAMME

The Social Care Institute for Excellence (SCIE) is conducting an independent audit of the safeguarding arrangements of the cathedrals of the Church of England. This programme of work will see all the Church of England's cathedrals audited between late 2018 and early 2021. It represents an important opportunity to support improvement in safeguarding.

All cathedrals are unique, and differ in significant ways from a diocese. SCIE has drawn on its experience of auditing all 42 Church of England dioceses, and adapted it, using discussions and preliminary meetings with different cathedral chapters, to design an audit methodology fit for cathedrals. We have sought to balance cathedrals' diversity with the need for adequate consistency across the audits, to make the audits comparable, but sufficiently bespoke to support progress in effective and timely safeguarding practice in each separate cathedral.

1.2 ABOUT SCIE

The Social Care Institute for Excellence (SCIE) improves the lives of people who use care services by sharing knowledge about what works. We are a leading improvement support agency and an independent charity working with adults', families' and children's care and support services across the UK. We also work closely with related services such as health care and housing.

Safeguarding is one of our areas of expertise, for both adults and children. We have completed an independent safeguarding audit of diocesan arrangements across the Church of England as well as supporting safeguarding in other faith contexts. We are also committed to co-producing our work with people with lived experience of receiving services.

1.3 THE AUDIT PROCESS

1.3.1 SCIE Learning Together and our approach to audit

SCIE has pioneered a particular approach to conducting case reviews and audits in child and adult safeguarding that is collaborative in nature. It is called **Learning Together** and has proved valuable in the adults' and children's safeguarding fields. It built on work in the engineering and health sectors that has shown that improvement is more likely if remedies target the underlying causes of difficulties, and so use audits and reviews to generate that kind of understanding. So Learning Together involves exploring and sharing understanding of both the causes of problems and the reasons why things go well.

1.3.2 Key principles informing the audit

Drawing on SCIE's Learning Together model, the following principles underpin the approach we take to the audits:

- Working collaboratively: the audits done ‘with you, not to you’
- Highlighting areas of good practice as well as problematic issues
- Focusing on understanding the reasons behind inevitable problems in safeguarding
- No surprises: being open and transparent about our focus, methods and findings so nothing comes out of the blue
- Distinguishing between unique local challenges and underlying issues that impact on all or many cathedrals

1.3.3 Supporting improvements

The overarching aim of each audit is to support safeguarding improvements. To this end our goal is to understand the safeguarding progress of each cathedral to date. We set out to move from understanding how things work in each cathedral, to evaluating how well they are working. This includes exploring the reasons behind identified strengths and weaknesses. Our conclusions, will pose questions for the cathedral leadership to consider in attempting to tackle the underlying causes of deficiencies.

SCIE methodology does not conclude findings with recommendations. We instead give the Cathedral questions to consider in relation to the findings, as they decide how best to tackle the issue at hand. This approach is part of the SCIE Learning Together audit methodology. The approach requires those with local knowledge and responsibility for progressing improvement work, to have a key role in deciding what exactly to do to address the findings and to be accountable for their decisions. It has the additional benefit of helping to foster ownership locally of the work to be done to improve safeguarding.

1.3.4 The process

The process will involve reviewing documentation as well as talking to key people, including focus groups. Further details are provided in the **Appendices**.

The site visit will be either three days or 2.5 days. Cathedrals have been selected for the three-day audit to provide a broad base, or on the scale of an operation and/or where concerns may have been raised in the past for cathedral or diocese.

1.3.5 Structure of the report

This report is divided into:

- Introduction
- The findings of the audit presented per theme
- Questions for the Cathedral to consider are listed, where relevant, at the end of each Findings section
- Conclusions of the auditors’ findings: what is working well and areas for further development
- An appendix sets out the audit process and any limitations to this audit

2 CONTEXT

2.1 CONTEXT OF THE CATHEDRAL AND DIOCESE

Truro Cathedral is a vibrant, active church at the physical and spiritual heart of the city. Designed by Gothic Revival Architect, John Loughborough Pearson, and completed in 1910, Truro Cathedral was the first Anglican cathedral to be built on a new site since 1220. It was constructed by the people of Cornwall for everyone to experience and enjoy. It has an iconic presence that dominates the city skyline. The Cathedral delivers a diverse and inspiring programme of worship, events, educational activities and community outreach to engage and spiritually enrich over 70,000 visitors each year.

The three-spired Cathedral is home to a world-renowned Father Willis organ, birthplace of the Festival of Nine Lessons and Carols and today houses one of the finest cathedral choirs in the UK. Therefore, as a centre of music-making in Cornwall, the Cathedral is a beacon in the rich tradition of cathedral music. Most recently, the Cathedral Choristers appeared on *Britain's Got Talent*. The Cathedral hosts many concerts throughout the year, and in May 2019 hosted many of the concerts of the Cornwall International Male Voice Festival, the largest festival involving male voice choirs in the world.

The Cathedral is also becoming a venue for significant events, including local fashion shows and tourism awards, as well as for college graduations, indicating its willingness to be a place where community life is celebrated in a variety of forms.

Many county-wide events take place in the Cathedral, ranging from civic events to exhibitions reflecting the interests of the county. Recently, a local schools' exhibition took place in the Cathedral which highlighted young people's interest and concerns about the environment, especially plastic pollution on Cornwall's many beaches.

Cornwall being a major tourist destination, the Cathedral attracts many holiday-makers each year. The Cathedral does not charge for entry and welcomes everyone, whether they wish to visit the shop and restaurant, or whether they wish to step into a safe space to be quiet or light a candle.

2.2 CONTEXTUAL FEATURES RELEVANT TO SAFEGUARDING

Truro Cathedral is one of the country's smaller cathedrals, located in a predominantly rural county which is far from major centres of population, highly dependent on seasonal work and not affluent overall, despite pockets of wealth. This limits the Cathedral's capacity for raising funds, and difficult decisions have to be made about how to use its comparatively limited resources.

Recent successful bids for funding are leading to increased capacity to develop more commercial activities, raising the profile of the Cathedral and developing it further as a venue for large public events. The present temporary closure for refurbishment of The Hall for Cornwall is assisting this development. The funding is also providing resources to improve the Cathedral's fundraising efforts to provide financial resilience for the future.

The Dean and Chapter work hard to realise their vision of '*sacred space, common ground*' through making the Cathedral an open and welcoming place which is free for all to enter. They and the wider cathedral community are justifiably proud of this commitment, despite the challenges it can sometimes bring.

Music at Truro is outstanding, with the choirs being amongst the best in the country. This reflects significant commitment by both children and parents. A decision enacted two years ago to concentrate the education of the choristers in two local schools (rather than the three previously used) has been beneficial, although the very small number of choristers who chose to remain at the third school until the end of the current school year have been supported to do so.

2.3 DESCRIPTION OF THE SAFEGUARDING STRUCTURE (INCLUDING LINKS WITH THE DIOCESE)

The Dean and Chapter adopt a collegiate approach to leadership, with the Dean clear that he holds ultimate responsibility. The Canon Pastor is the lead safeguarding officer in Truro Cathedral, where she works part time; the remainder of her time is split between her role as a rural dean and as a vicar of two parishes. She is assisted in her safeguarding role by the Canon Precentor. They take a lead role in relation to safeguarding vulnerable adults and children respectively.

The Cathedral has its own Cathedral Safeguarding Committee (CSC), which was established between two and three years ago and is chaired by the Dean. It is attended by the Canon Pastor, the Canon Precentor, the Director of Music, the Diocesan Safeguarding Adviser (DSA), and the Cathedral's safeguarding administrator.

The SCIE independent safeguarding audit of the Diocese of Truro, published in January 2018, found that '*a good working relationship exists between the Cathedral and the Diocese and this has been able to exist without the need for a formal arrangement*'. Since then, a service level agreement (SLA) has been put into place between the Diocese and the Cathedral which formalises the relationship in relation to safeguarding policy and practice and commits the Diocesan Safeguarding Team to provide a range of advice, support and training to the Cathedral.

The Canon Pastor attends the Diocesan Safeguarding Advisory Panel (DSAP) as the Cathedral's representative, and provides a '*large church lens*' to that group's work. However, the DSAP itself has no formal role in relation to the Cathedral.

2.4 WHO WAS SEEN IN THIS AUDIT?

The audit involved reading key documentation and talking with people either individually or in focus groups. Conversations were held with the Dean, the Canon Pastor (who was the audit liaison person), the Canon Precentor, the Canon Chancellor, the Director of Operations, the DSA, and a range of employed and voluntary lay and ordained people with a safeguarding role. Focus groups included volunteers, choristers, lay vicars and choral scholars, and the parents of children who sing in the Cathedral choirs. A more complete list is in the appendix.

The auditors also talked with a parent of a young chorister, at their request.

The audit took place during a week in which many of the girls' and boys' choir members were involved in public and school examinations. For this reason, the usual choir practices and involvement in services did not take place. This meant that auditors were unable to directly observe some of the arrangements in place around these events. However, they were able to observe an early morning choir practice involving a small number of junior boy choristers, which demonstrated the supervision and handover arrangements in place within the choir practice itself and between the Cathedral and the schools.

No individual came forward to speak with auditors who had previously disclosed abuse, shared concerns, or expected help from the Cathedral to keep safe for any reason.

The audit was well planned and organised with very good attendance and engagement by parents of children involved in the life of the Cathedral, volunteers and staff members.

More details of the audit process are given in the Appendix.

3 FINDINGS – PRACTICE

3.1 SAFE ACTIVITIES AND WORKING PRACTICES

Church of England policy is that the care and protection of children, young people and vulnerable adults involved in Church activities is the responsibility of the whole Church. Everyone who participates in the life of the Church has a role to play in promoting a safer Church for all.

In Truro, the auditors found that a great deal of thought and care has been given to ensuring that the Cathedral is open, safe and welcoming to all. Where problems have arisen or shortcomings been identified, rapid and effective action has been taken to address them.

3.1.1 Children

This section is about children who come to the Cathedral in various capacities other than as choir members. Choirs are referred to in the next section.

Description

Children come to Truro Cathedral as members of the congregation, on school visits, as attendees at the Children's Church, and as visitors. The Children's Church meets during the Sunday morning service in the Cathedral crypt, catering for a small but variable number of children. Those who are under five are accompanied by their parents. Whilst parents attend the service a similar theme is explored through Bible stories, discussion, art and craft activities, music, singing and prayer. The children rejoin the service with items they have made during Children's Church contributed as their offering. The auditors understand that, up until now, children attending the Children's Church have not had access to the choir toilets in the crypt, instead having to use facilities elsewhere in the Cathedral.

The Education Officer organises and oversees visits by schools, primarily aimed at students in years 3 – 6 (key stage 2), although both younger and older children are also catered for. School visits account for the majority of children coming to the Cathedral as part of an organised visit, with more than 2,200 visiting each year during term time. In the absence of dedicated teaching space, the Cathedral itself is used as 'the classroom'. The strong theatre and arts background of the Education Officer makes the visits a highly interactive learning experience incorporating use of props and costumes, investigation, reflective activities and role play. Schools remain responsible for safeguarding at all times, including the right staff/adult to child ratio and the risk assessment, with the Education Officer providing information to the schools to inform their risk assessment.

Whilst there is no written policy about taking photographs of children in the Cathedral, this is actively discouraged by the vergers team, the Education Officer, and the music department staff.

Analysis

The Education Officer has ensured that good arrangements are in place to safeguard children who come to the Cathedral on school visits. Relevant information is shared in advance with the schools, through provision of a booking form, checklist and handbook. These make it clear that children attending the Cathedral on school trips remain the responsibility of the school at all times. There is no explicit mention of the Cathedral or school safeguarding policy. This could be addressed when the documents are next revised.

The Education Officer makes the verger team aware of forthcoming school visits, but no particular role is spelled out for that team, whose members may or may not be visible or in close proximity during a visit. On occasions, the Education Officer has had to deal with visitors taking photographs of the children whilst managing a school visit. Clearer expectations of the verger team would assist in ensuring that school visits proceed smoothly and without interruption.

The Children's Church meets in the Cathedral crypt, which is accessed from within the Cathedral down stone steps. The crypt is cluttered and not a particularly suitable or manageable space for small children to meet. Its access via steps (or else via an outside door which requires a long walk around the outside of the Cathedral) means that access may be restricted for some children and/or parents with mobility difficulties. The leader of the Children's Church does not have the means to call for assistance if needed, as she does not have access to one of the radios in use by other volunteers.

Parents are expected to accompany children aged under five. Medical and other relevant details are recorded for regular attendees in order to ensure that safe care can be provided. However, this arrangement was described as 'haphazard' in respect of children who are less regular in their attendance. A register is kept, but not held by the leader of the Children's Church, which means that there are occasions when it is not available. Volunteer support for the leaders appears to be inconsistent, which means there may be times when the Leader is alone in charge of a group of children, albeit with the parents of younger children present.

Questions for the Cathedral to consider:

- What arrangements could be made to improve access, management, recordkeeping, accommodation and facilities for the Children's Church, and to enable the leader to call for assistance if needed?
- How can the Education Officer and verger team work together to develop the safeguarding arrangements in place during school visits to the Cathedral?

3.1.2 Choir

Description

Truro Cathedral has both a boys' choir and a girls' choir; each of which can have up to 20 members. Boys usually join the choir in year 4 (aged around seven or eight) and stay until the end of year 8 (aged 12/13). The girls' choir was established in

2015, with girls joining at the beginning of year 9 and leaving at the end of year 13 (aged 18). All members of the children's choirs attend Truro Prep School or Truro School, with the exception of three boys who chose to remain at a local school formerly associated with the Cathedral. They will all be at Truro Prep School or Truro School from September 2019. A very small number of choristers are boarders at school; the majority live at home with their parents.

Both groups sing with the adult choir, which comprises salaried adult singers known as lay vicars and choral scholars, the latter of whom sing with the choir for a year. The boy and girl choristers sing together only occasionally, for some of the biggest services, concerts and recordings with Truro Cathedral Choir. The choral scholars are often only slightly older than the eldest members of the girls' choir. A code of conduct for scholars is in place (last reviewed in August 2018) which gives clear guidelines for behaviour around scholar-chorister relationships.

The adult choristers (lay vicars) are not expected to take any welfare or oversight role with the boys and girls in the choirs and therefore are not DBS checked.

The duties of the boy choristers and girl choristers are different, with the boys having a more demanding schedule. Each choir practises daily during the week; the girls practice in school each morning, and sing alternately in one evensong service one week and two the next plus at services every other weekend. The boys practice in the Cathedral twice a day, morning and evening, and sing at evensong alternately four evenings one week and three the next, plus at services every other weekend. The boys have no duties after school on Thursdays.

Most of the choir members live at home (a small number of girls are boarders at school). The boys are dropped off at rehearsal in the morning by their parent, and handed over to the Director or Assistant Director of Music and the organ scholar, who keeps a register. After the morning rehearsal, all the boys are taken by minibus to school. The reverse arrangement happens in the evening; boys are kept with the music department staff until handed over into the care of their parents to return home. The girls rehearse each morning in their school. In the evening, they are either collected by their parents after the service, or – if it has been agreed in advance – they are permitted to make their own way home.

The auditors observed a morning choir practice involving only the junior boys. The atmosphere was purposeful and good humoured. The Director of Music confirmed later that some of the training at this level is repetitive (such as the correct use of the mouth to make the right sound) but it sounded fresh and enthusiastic. Members of the focus group thought that the Director of Music is fair in his use of reprimands.

A Choir Assistant and deputy are employed by the Cathedral to provide pastoral care to the children in both choirs. One or other is present at all evening rehearsals and services. They sit within sight of the choir at all services and performances, in order to be able to respond rapidly if required. Both schools also have a staff member with responsibility for the oversight of chorister welfare, known as a Chorister Mentor. The Chorister Mentor to the girl choristers is the parent of a boy chorister; and the Chorister Mentor to the Truro Prep School boy choristers is the parent of a girl chorister.

Choir rehearsals take place in a designated area of the crypt. Probationers (the very youngest choir members) are looked after for a period of time by the organ scholar in a separate room in the crypt, until they are ready to join the full rehearsal. Toilet facilities for the choir are accessed from the crypt and are not available for anyone else to use at the same time (although they can be used outside service times by visiting school groups).

Analysis

All cathedral choirs raise a number of potential safeguarding issues. Young children, sometimes away from home, working towards a highly prized goal all add to the potential for choristers to be groomed by people in positions of trust within the choir context. Additionally, the demands of regular public performance can be in tension with child welfare requirements and expectations.

Truro Cathedral takes the safeguarding and welfare of its choristers very seriously. Comprehensive procedures are in place in relation to the choir, both whilst 'at home' and also away on tour. These are regularly reviewed and revised. Regular termly meetings are held with parents and the Director of Music makes himself very available to anyone who wishes to speak with him. There is regular dialogue between the Director of Music, the Choir Assistant and deputy, and the schools' Chorister Mentors. Transfer arrangements between home, school and Cathedral are managed carefully and work well, although there is not any written guidance about this.

All the junior choristers spoken with felt safe and enjoyed being in the choir, which they described as '*....amazing....*' and as having '*...a ton of bonuses*'. They really appreciate being part of something so good and professional, and learning so much about music. The boys enjoy the opportunity of going abroad on choir tours. All enjoyed the experience of the recent trip to London to take part in *Britain's Got Talent*.

Having a heavier workload associated with the choir meant, for the boys, that some commented on having insufficient time for non-choir activities they would enjoy, such as participating in sport, or simply maintaining friendships. They confirmed that they felt able to raise concerns directly with staff in the music department, and with the Choir Assistant and her deputy. Whilst acknowledging that achieving a high standard of performance can result in high pressure during rehearsals, and occasional annoyance on the part of the adults, this was usually experienced as a fair response to the demands of the moment. This is less of an issue for the girls, who are older.

Whilst commendable that the new members of the boys' choir (the probationers) are prepared by the organ scholar for a period before they are ready to join full rehearsals, this takes place in a room with a solid door. A glass panel in the door so that anyone passing by could see into the room would reduce the vulnerability of both parties.

All the parents felt their children were safe while in the Cathedral. They were confident with the Choir Assistant and her deputy, and spoke highly of the welfare oversight of the Chorister Mentors in the schools. They felt that the Director of Music communicated well with them, and had an approach which viewed every child as an individual.

Whilst the exchange of pastoral and safeguarding information about the young choristers between Cathedral, Choir Assistants, parents and school appears to be good, it consists entirely of verbal exchange and emails. Whilst this is perfectly adequate for day-to-day exchanges, there may be times when information is of greater significance and therefore should be recorded. It would be helpful if consideration were given to the agreement of a threshold and system for recording that is proportionate, complies with data protection regulations, and has the formal consent of parents for the keeping and sharing of information.

Some parents did comment on the high level of commitment required as a chorister parent, particularly of the boys – saying ‘*we would like our Tuesdays back*’ – although they did recognise that this reflected the commitment of the Cathedral to the excellence of its choirs. Some also commented that it can be difficult to ensure that their children get enough exercise, given the combined time commitment of practices, services and school. There was a query by some parents whether the lighter timetable and expectations of the girls’ choir was a disadvantage to the girls.

Two recent incidents involving the behaviour of a vulnerable adult during a Cathedral service were talked about at length by both choristers and parents. The first incident had caused significant distress to the children, who felt that action taken to respond and ensure their safety and wellbeing took too long. Older choristers were able to empathise with the vulnerable adult concerned; the younger ones less so. Choristers confirmed that they felt they now have permission to leave a service at any time if they feel anxious or unsafe, and gave the example of having done this when the second incident occurred. This was a good development, in their view, and to the credit of the Cathedral that they had thought this through and taken prompt and effective action.

In relation to the first incident, some parents were also concerned that the response of Cathedral clergy and staff did not prioritise the welfare of the children over that of the adult promptly enough. All parents were happy with the rapid response of the Director of Music, however, who wrote to parents within hours of the first incident occurring, and subsequently met with them the following week to discuss measures planned and already taken to address areas of risk which had been highlighted by the incident.

Regarding the relationships between the Director of Music, his team and the choristers, the view of parents was that, ‘*they (the adults) see them as children, as individuals, and they like them*’. This is a good basis for getting the balance between high choral standards and the wellbeing of the children right.

The lay vicars recognise the balance that needs to be struck between achieving high performance standards and other considerations. Some commented that they would prefer to have a DBS check, to enable them to take a clearer role with the children in the choirs, given the amount of time they spend with the children both in the Cathedral and also whilst away on tours. Some are former teachers, and feel that they would be in a good position to support less experienced staff in their management of the choristers, given a perceived lack of order on some occasions.

The lay vicars have noticed that the older girls are sometimes making use of the Cathedral crypt during the day on the Sundays when they sing, but are not

supervised by any of the usual staff at these times; the doors to the outside are open as there are services going on, and the adult lay clerks are present. The auditors regard this as risky.

The auditors note the lack of training for musicians wishing to take up posts in cathedrals across the Church of England, in terms of managing the choral education and welfare of small children. This is a point for the Church as a whole but it is commendable that, in Truro, a handbook is planned for the organ scholar on all aspects of training the probationers. This will be a good start. See section 6 Conclusions for further comments.

There is a Scholars' Code of Conduct in place which aims to provide clear guidelines for scholar-chorister relationships. This was updated in August 2018. The Director of Music has identified that further thought needs to be given to relationships between music department staff and choir members and asked for support from the CSC in doing this. The lay vicars had also indicated some concerns in this area. The auditors agree that it would be useful to develop a code of conduct which includes all choirs and music department members and reflects the reality of their day-to-day interactions as well as their age and experience.

A request by the lay vicars for regular meetings with music department staff would offer opportunities for dialogue about the above and other issues that may arise.

Questions for the Cathedral to consider:

- Are there ways to ensure music lessons are conducted in an environment that is safe for both choristers and staff?
- In what ways might the safeguarding arrangements and expectations for all members of the choirs and music department be strengthened and formalised?
- How might the Cathedral be sure that it is achieving the right balance between ensuring the welfare and best interests of the members of the boys' and girls' choirs and achieving excellent standards of performance?
- How might the exchange between Cathedral, school, and parents of personal pastoral and safeguarding information about choristers be recorded in a way which is proportionate, useful to all parties, has the formal consent of parents, and is compliant with regulations and good practice?

3.1.3 Vulnerable adults

Description

The Chapter is proud of its commitment to keep the Cathedral as an open and welcoming place which is free for all to enter. Although Truro is a small city, there are within the Cathedral community adults who have additional vulnerabilities and are, or may be at risk of, abuse and neglect, including self-neglect and self-harm. This includes people in need of pastoral support, people who are homeless, and those who have care and support needs arising from mental health problems, learning disabilities, or other cognitive impairments such as dementia. A number of people in

volunteer roles within the Cathedral fall into this category by virtue, for example, of increasing frailty as they age.

The auditors were told about a small number of regular visitors from the city's growing homeless community, some of whom use the building as a safe place for sleeping during the day. Cornwall's position as a tourist destination also means that visitors from elsewhere, some of whom have vulnerabilities, make use of its space in large numbers.

The Canon Pastor has the lead role in Chapter for vulnerable adults. A Chaplain is available during the week to offer pastoral ministry to those who request it. There is also a small and well-regarded team of accredited Lay Pastoral Ministers, overseen by the Canon Pastor, who visit people in their homes on request.

Analysis

The Dean and Chapter have been very successful in developing a deeply caring culture within the Cathedral community. Their inclusive approach is appreciated and supported widely across the Cathedral community.

Vulnerability is most likely amongst the ageing congregation and volunteer groups, due to the potential decline of both physical and mental health. At present, whilst there is a degree of recognition of this, and efforts made to keep track via the knowledge and contacts of the pastoral care team, the auditors saw no evidence of active planning by managers.

The pastoral care team itself comprises six trained pastoral ministry team leaders and a team of 13, all of whom are DBS checked. They meet regularly with the Canon Pastor and make significant efforts to 'keep an eye out' for people who need support, following up with regular home visits where requested. Most of the team had careers that demanded knowledge of safeguarding before becoming a lay minister and their collective level of awareness and confidence about responding is good. Records are kept of who is being visited and by whom. The team has greater capacity than is being used at present, and would like to be better known. They require guidance on seeking consent to keep and share information, on what records to keep and what information is permissible to share with whom.

The auditors heard evidence that Cathedral staff know the few very vulnerable people who are regularly in and around the building, and judged that the Cathedral can support them sensitively. Examples included:

- Allowing members of the homeless community who use St Mary's Aisle to catch up on sleep during the day
- Providing drinks or a meal to those in need
- Supporting vulnerable adults to become or remain as volunteers.

The auditors noted a general understanding that any conversations with vulnerable people, adults or children, should be conducted in private, but in sight of others and clear understanding of how to raise concerns and make a referral. Case files also indicate a prompt and caring response to vulnerable adults, and appropriate consultation with the DSA.

In considering examples of responses to individuals who are clearly vulnerable, but whose behaviour caused concern and distress to others, including children, the auditors wondered whether the Cathedral has achieved the right balance between responding to the needs of an individual and safeguarding the wellbeing of others, including potential victims of harm. Whilst this can never be prescribed, it is an issue which needs to be kept under constant review.

Questions for the Cathedral to consider:

- What steps can the Cathedral take to strengthen its approach and responses to vulnerable people, some of whom are volunteers?
- How might the Cathedral assure itself that it is getting the balance right between caring for a vulnerable adult and ensuring the safety and wellbeing of others who may be vulnerable?

3.1.4 Bell ringing

Description

The Cathedral has a team of 13/14 adult bell ringers who ring on Sundays and practise weekly on a Thursday. Access to the bell tower is from within the Cathedral via a spiral staircase. Because of the nature of the bells and their location, the team does not include children. Older young people who might wish to join the team would be expected to be accompanied by a parent. There are no young people under 18 in the team at present.

The Tower Captain has undertaken an appropriate level of safeguarding training, but is not in receipt of a DBS check. There are no separate safeguarding procedures operating within the bell tower; activities fall within the Cathedral's overall health and safety and safeguarding policies and procedures.

Analysis

Safeguarding arrangements appear to be adequate in present circumstances, given that there are no young people under 18 involved in bell ringing, and no known vulnerable adults. However, given the wish to extend the membership of the bell ringing team, the use of the tower on occasions by visiting ringers, and the potential for anyone to be vulnerable at times, it would be sensible to plan for this eventuality and ensure that appropriate safeguards are in place. The Central Council of Church Bell Ringers has produced useful guidance which could be used as a basis.

Questions for the Cathedral to consider:

- How might the safeguarding arrangements on the bell tower be strengthened so that the tower is ready for an unaccompanied under 18 or a vulnerable adult bell ringer, rather than responding reactively?

3.2 PRECINCTS AND BUILDINGS

Description

Truro Cathedral occupies a site in the centre of the city of Truro. The main Cathedral building incorporates St Mary's Aisle, the Cathedral shop and restaurant, and an extensive crypt, which can be accessed from within and outside the Cathedral. A range of activities take place in the crypt, including choir practices and the Children's Church. The bell tower is accessed from inside the Cathedral. St Mary's Aisle has its own Parochial Church Council (dating back to when it was part of the principal church in the town), but operates within the safeguarding arrangements for the Cathedral, confirmed by resolution at the Annual Parochial Church Meeting.

There are additional buildings in the Cathedral precinct, some of which are used for private accommodation. The former Cathedral school building has been converted to provide good-quality office and meeting-room space. The top floor is rented by a privately run organisation.

The Cathedral is open to the public every day from 7.30am until after evensong. The Head Verger and his small team are on duty throughout this period, usually as a team of two, but early in the morning (7.30 – 8.00) there is only a single worker. Events in the evening are separately managed, including an additional security team as appropriate. The Cathedral hosts some 70,000 visitors each year, the majority of whom are tourists.

The vergers are assisted during services from a team of about 30 lay assistants; they welcome the congregation, take the collection, etc. One lay assistant confirmed that he does occasionally help the vergers on duty to deal with difficult situations.

CCTV cameras have been installed at key points within and outside the Cathedral, and oversight is maintained by the verger team. The cameras outside are more recent, and have already proved useful in helping address some antisocial behaviour issues in the less overlooked areas of the precinct. Some areas inside the building do not yet have CCTV coverage; this is a topic of continuing dialogue with the Fabric Advisory Committee (FAC), which advises the Chapter on matters relating to the care, conservation and development of the Cathedral.

The Canon Pastor and Canon Chancellor in particular have worked to build relationships within the wider city, including with those organisations that work with the homeless community. The Head Verger has good relationships with the local police and organisations such as Shopwatch.

The development of the Cathedral as a centre for large events is bringing new challenges. New appointments being made to manage this development provides an opportunity to ensure that safeguarding considerations are built in from the outset.

Analysis

The vergers are a visible presence within the Cathedral during opening hours. The introduction and extension of the CCTV to areas of the Cathedral has enhanced their ability to maintain good oversight of many areas. There remain areas which are not

covered by CCTV, some of which are used on occasions by members of the homeless community to rest and sleep during the day. This can be a source of anxiety to others in the Cathedral.

The vergers are very aware of the potential tension between offering sanctuary and welcome to all who wish to enter the Cathedral and maintaining safety. Whilst having received no training, most members of the team are confident about managing potentially challenging behaviour. The auditors were told about a small number of incidents where the vergers on duty were elsewhere, and not able to deal with a challenging incident which occurred during a service. Lessons were learned from this, and procedures altered accordingly, which appear to be working well.

Volunteers within the Cathedral appreciate the presence of the verger team, who some described as 'brilliant'. The guides, welcomers and the Education Officer all make use of the personal alarms and radios which have been introduced to enhance personal safety. Other volunteers do not have access to these items. Volunteers expressed less confidence in their ability to manage the difficult situations that they sometimes encounter, and would welcome some discussion and training about this.

There are times that vergers are not visible, or may be unaware of the presence in the Cathedral of a volunteer. This is particularly an issue in the parts of the Cathedral which still have no CCTV. Some volunteers do not have access to the radios, and there is no effective protocol in place to ensure that volunteers working in the shop are safe. Given the potential vulnerability of volunteers, many of whom are comparatively elderly, it is important that existing policies and procedures, including the lone-worker policy, are reviewed to ensure they are comprehensive, well understood and consistently applied.

Questions for the Cathedral to consider:

- How can the Dean and Chapter be confident that volunteers in all roles associated with the Cathedral are aware of the lone-worker policy, and have received an appropriate level of safeguarding training, and that procedures are in place to ensure their safety?
- Are the capacity and working practices of the verger team adequate to ensure that there is a visible presence maintained in the Cathedral during the hours when the Cathedral is open?
- How might the Dean and Chapter best work with the FAC to achieve a safe balance between strong safeguarding arrangements and the need to maintain the integrity of the fabric of the building?

3.3 CASEWORK (INCLUDING INFORMATION SHARING)

When safeguarding concerns are raised, a timely response is needed to make sense of the situation, assess any risk and decide if any action needs to be taken, including whether statutory services need to be informed. In a Cathedral context, this includes helping to distinguish whether there are safeguarding elements to the circumstances of people receiving pastoral support.

In Truro, there has been a limited demand for casework. Such as there is has been carried out by various individuals, including the Dean and other members of Chapter, certain operational staff and by the pastoral care team. Access to the advice and support of the Diocesan Safeguarding Adviser (DSA) has been sought on occasions, and this has been formalised recently through the SLA.

A total of nine Cathedral case files were reviewed, six of which related to persons who may pose a risk to others; three related to vulnerable adults. There were no files relating to children. Where they existed, the corresponding diocesan files were also reviewed.

3.3.1 Quality of recording practice

All Cathedral case files reviewed were in electronic format. These files are kept securely, with limited access. All files seen contained relevant information. Not all files had a running record or front sheet, which meant that it was not always straightforward to establish the basic facts of the case, and what had been done, by whom, and when. A common approach to maintaining case files would be beneficial, and would support a more systematic approach to casework.

Diocesan files seen usually contained a clear running record so it was easy to see what was happening with a case. The Diocese is developing an electronic case record system (PAMIS) to which a small number of Cathedral staff will have limited access, under the terms of the SLA.

3.3.2 Effectiveness of response to allegations against clergy and people in church related roles including volunteers

One case seen by auditors concerned an allegation of this nature. The matter was referred promptly to the DSA.

3.3.3 Effectiveness of responses to reports of abuse not related to Cathedral officers e.g. familial, domestic

There were no cases of this nature seen by auditors. The nationally available training on domestic abuse has been made available to the Cathedral, and the auditors found very little awareness of the potential implications of domestic abuse within the Cathedral community. This will need to be prepared for.

3.3.4 Effectiveness of responses to vulnerable people or anyone in crises

The two cases seen had been managed with thought and care, but there was no indication that there had been any consideration about whether either case had met the threshold for referral to adult social care services. There was no record of an attempt to determine whether any other agencies were involved.

Many vulnerable people make use of the Cathedral to find safety and sanctuary, and they are supported to do so by the clergy, vergers, chaplains, volunteers and the wider Cathedral community. A recent incident involving a person who was both distressed and angry during a service was dealt with by a number of people, including the Dean, all of whom worked to support the person concerned.

3.3.5 Effectiveness of responses to information about unsafe people or feedback about unsafe practices

The auditors saw two examples of effective information sharing and responses concerning individuals from outside Truro who were potentially unsafe. In both cases, the issues, advice given and action taken were clear and appropriate.

3.3.6 Effectiveness of risk assessments, safeguarding agreements and the risk management plan

Safeguarding agreements are a key mechanism to support offenders who wish to attend the Cathedral, to do so safely. They should be underpinned by a risk assessment that details the risks posed by a worshipper, the measures in place to manage those risks, and therefore the reasons for the safeguarding agreement. Having a clear rationale for any restrictions helps people enforce the agreements with the level of diligence appropriate to safeguarding agreements. Clarity about the risks that a safeguarding agreement is intended to address also allows for a robust reviewing process, which allows agreements to be strengthened where needed, or indeed terminated if appropriate.

The auditors were told that there are no individuals currently subject of a formal safeguarding agreement. However, six of the cases seen by auditors concerned persons in a Cathedral-related role who may pose a risk to others, although none had a conviction. None of these cases was managed by means of a safeguarding agreement; a small number of these had a long history of not being well managed. The DSA has been supporting the Cathedral to address this so that the Chapter's strong commitment to pastoral support does not cloud the ability to maintain a clear view of potential risk and take appropriate action. The auditors were satisfied that the DSA and relevant others were aware of this and working to address potential risks.

The SCIE audit of safeguarding in the Diocese drew attention to the legacy of cases that had been poorly dealt with in the past and the Cathedral has its share of this legacy. Efforts are being made to apply contemporary standards and this is commendable.

A second case highlighted confusion between safeguarding processes and human resources (HR) procedures. This has been identified and acknowledged by all concerned, and has helped clarify some areas of confusion regarding case oversight and management.

3.3.7 Quality of engagement with the people who disclose abuse, share concerns of unsafe people or practice, or ask for help to keep safe for any reason, including use of any targeted resources e.g. Authorised Listeners

Despite efforts by the Canon Pastor to encourage anyone in the congregation who was a survivor of abuse to come forward to talk with the auditors, none did. One person, a chorister parent, got in touch to share their views about safeguarding arrangements for the children's choirs. Their comments are referenced elsewhere in the report.

3.3.8 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])

Case files indicate a good level of information sharing about persons of concern who have come to the attention of the DSA. Discussion with individuals and in focus groups also indicated a good awareness of the need to share information appropriately about matters or individuals of concern. All were clear that they would approach one of the Chapter safeguarding leads in the first instance, if not the DSA directly.

Appropriate records are kept in relation to specific areas of activity, e.g. the choir and the Children's Church, concerning the information needed to maintain the safety and health of children.

There was a great deal of concern expressed about the implications of the recently introduced General Data Protection Requirements (GDPR), and what this means for recording and information sharing practice. The practice (common in local authorities, for example) of seeking consent to share specified personal information in specific circumstances has not been introduced in the Cathedral, meaning that there can be an issue with both sharing too much and too little information.

Questions for the Cathedral to consider:

- How might the Cathedral and diocese work together to ensure that the delivery of casework by the DSA on behalf of the Cathedral is reflected in the SLA? This would include the risk assessment and management of safeguarding agreements and associated informal arrangements.
- How will Chapter members make sure that their strong commitment to pastoral support does not cloud their ability to maintain a clear view of potential risk and take appropriate action, in the context of previous poor management of risk?
- How might the Cathedral clarify its approach to information sharing and record keeping whilst complying with the GDPR?

3.4 CLERGY DISCIPLINARY MEASURE

No CDM complaints were seen.

Questions for the Cathedral to consider:

- There are no questions in this section.

3.5 TRAINING

Safeguarding training is an important mechanism for establishing safeguarding awareness and confidence throughout the Cathedral. It requires good quality content, based on up-to-date evidence, with relevant case studies, engaging and

relevant to the audience. It also requires strategic planning to identify priority groups for training, details the training needs/requirements of people in different roles, and an implementation plan for training over time that tracks what training has been provided, who attended and who still needs to attend or requires refresher sessions.

Description

Safeguarding training is provided to the Cathedral by the Diocesan Safeguarding Team, under the terms of the service level agreement (SLA) between the Cathedral and the Diocese. This comprises delivery of the nationally specified safeguarding training, as well as training more specifically tailored to the Cathedral context.

The Cathedral's Safeguarding Administrator has been proactive in developing record keeping and oversight of safeguarding training. She has maintained a spreadsheet of who has received safeguarding training, and at what level, and has now uploaded the information onto the new HR system – Breathe HR – which will make it possible to maintain a good oversight of who has received what training, and when refresher sessions are due. Although responsibility for clergy training sits with the Diocese, the Safeguarding Administrator ensures that records are kept in the Cathedral as well, so that the picture of training needs is complete.

The CSC maintains an oversight of training, but does not scrutinise details at present.

Analysis

The Cathedral's self-assessment identified training as an area which needs to be addressed, to ensure that all staff and volunteers received basic awareness training, that those in more responsible or specialist roles had the correct level of training, and that the training delivered was aligned to the Cathedral environment as well as the national safeguarding training criteria. The auditors agree with this assessment.

Over the last two years, the Cathedral has been working with the training team at the Diocese to develop a programme of Cathedral-focused, in-house training based on the national training framework and covering levels C0 to C2. Whilst many staff and volunteers spoken with found the training useful and relevant, feedback given to the auditors by others suggested that work is needed to improve both the style of delivery and the relevance of the content. Whilst this has been recognised, a lack of resources and competing priorities meant that development on this has not progressed as rapidly as would have been desirable.

There is no training strategy and delivery plan in place at present, although Breathe HR does now contain the information to enable this to be developed. Further clarity is needed within the Cathedral about allocating the right levels of training to individual roles, in line with the national requirements set out in the *House of Bishops' Training and Development practice guidance (2017)*. This information then needs to be reflected in the job/role descriptions, person specifications and associated information (e.g. staff handbook) and delivery/take-up monitored.

Whilst responsibility for this area of activity has been added on to an already complex workload for the member of staff carrying out safeguarding administration, it

is difficult to see how sufficient capacity will be available to achieve this in a timely fashion.

The auditors were concerned that, whilst the many volunteers were happy to have received safeguarding training and found it useful, a number of volunteers questioned the relevance of receiving safeguarding training at all and the take-up of training seemed to be patchy. A view was expressed that should all volunteers be required to complete safeguarding training within a given timescale, many would leave. This was put forward as an argument for not insisting on C0 (basic awareness) training for volunteers but suggested to the auditors that some difficult conversations with some volunteers may be overdue. It is not acceptable that volunteers should feel they can sidestep mandatory training.

The concern above was compounded by the information that sometimes volunteers have been recruited by other volunteers and not by the formal process, leaving the Cathedral without solid data on who is volunteering and what training they have had.

Questions for the Cathedral to consider:

- 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 Cathedral?
- 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?
- 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?
- Would an offer of safeguarding training to the congregation assist the Cathedral in developing its safeguarding culture?

3.6 SAFER RECRUITMENT

Description

Recruitment of staff and volunteers is overseen by the Director of Operations. HR services are commissioned from a Cornish HR consultancy – Sapience HR. There is currently nobody within the Cathedral’s staff team who has a professional HR qualification.

DBS checks are managed by the Safeguarding Administrator, and the Cathedral has access to the Diocese DBS application system under the terms of the SLA. The DSA advises in circumstances where there is a blemished DBS record.

The Chapter members express confidence that their recruitment processes are safe but have identified a lack of clarity regarding the interface between safeguarding and HR procedures.

Operational staff were less confident, and confirmed that recruitment processes were not always compliant with safe recruitment policy. They also highlighted that a number of job descriptions for lay posts need to be updated, especially in terms of the requirement, or not for DBS checks.

Choristers were very pleased to have been involved in the recruitment of the Deputy Director of Music, and felt that their views had been taken into account in the final selection.

Analysis

Safe recruitment of staff and volunteers is an essential element of a safeguarding culture, reinforced by a systematic approach to induction. The auditors found recognition and acceptance of this amongst leaders and managers. The Safeguarding Policy makes this clear, and it is also referenced in the staff handbook.

The introduction of the Breathe HR system will enable systematic oversight of this important area, and also integrate with the training records for each individual.

Eight HR files were seen by the auditors, relating both to staff and volunteer recruitment. All were well kept and clear to follow, and several contained a useful checklist which included important information relating to DBS checks, references, etc. The files showed evidence that efforts are being made to refresh the records and references of long-standing volunteers who had begun work before safe recruitment processes were introduced, which is very positive.

What was less clear from the files was the read across from job/role description to requirements for DBS and a specified level of safeguarding training. This needs addressing.

Of concern to the auditors was evidence that two relatively recently recruited staff members had begun work at the Cathedral without a second reference having been received.

The evidence of less than 100 per cent compliance with the national and local policy guidelines on safe recruitment, together with the lack of consistency concerning job descriptions and person specifications, indicates that more needs to be done to reinforce expectations and practice at all levels in the Cathedral, for both paid staff and volunteers, and to undertake promptly the work needed to bring the HR records (including job/role descriptions) properly up to date.

Questions for the Cathedral to consider:

- What needs to happen to ensure that all recruitment and record-keeping practices meet the standards specified within the national and Cathedral-specific policy and practice guidance regarding safer recruitment, and that this is carefully monitored?

4 FINDINGS – ORGANISATIONAL SUPPORTS

4.1 POLICY, PROCEDURES AND GUIDANCE

All parts of the Church of England must adopt or take account of the House of Bishops' Policy Statement (2017) *Promoting a Safer Church* within their own safeguarding policy. The Policy Statement must actively underpin all safeguarding work within the Church and the drive to improve safeguarding practice.

This has been supplemented by more recent practice guidance Key Roles and Responsibilities of Church Office Holders and Bodies (2017) which sets out more explicitly than before the safeguarding expectations for cathedrals.

Description

Truro Cathedral has had its own safeguarding policy since 2016 (last reviewed in February 2018), which aims to provide 'a framework to promote the welfare and protection of children and vulnerable adults' and reflects House of Bishops' Policies and the Diocesan Safeguarding Guidelines. This is publicly accessible via the Cathedral's website. It is intended to be read alongside the Cathedral's employee handbook. The PCC which oversees St Mary's Aisle has delegated safeguarding responsibilities to the Dean and Chapter.

Whilst there is no overarching Diocesan Safeguarding Policy in place, the SCIE audit of the diocesan safeguarding arrangements (published in January 2018) found that the Diocese adheres to all guidance, policies and procedures that are published by the National Safeguarding Team. There is a dedicated safeguarding section on the diocesan website, which mainly focuses on local safeguarding arrangements and contains a wide range of resources aimed primarily at parishes.

The SLA between Truro Cathedral and the Diocese of Truro includes a general reference to ensuring consistency in practice and policy implementation, but no detail about how this might be achieved.

The Cathedral safeguarding policy contains a series of policy statements, which include reference to safe recruitment, training, management of offenders, and commits the Cathedral to review the policy annually. The policy document also contains guidelines/procedures in relation to a range of relevant matters including DBS vetting, training, responding to concerns and managing allegations. Other relevant subjects are referenced and briefly described. A series of appendices include reporting abuse, supervision of choristers, and a safeguarding risk assessment template. Although there is reference to a code of conduct, this is not included. Instead there is a link through to the diocesan website and the Parish Safeguarding Handbook. There are no links in the document to the more detailed procedures which are in place in relation to each of the subject headings, such as a whistleblowing procedure.

A comprehensive range of policies, procedures and practice guidance relating to the choirs and the boy and girl choristers are in place and regularly reviewed. More are developed in response to changed circumstances or new situations. For example,

the participation recently of the boys and girls in TV's *Britain's Got Talent*, entailing a trip to London, resulted in an update to the Chorister Touring Policy.

Leaders of other areas of Cathedral activity have developed their own procedures and records in response to perceived need.

Analysis

The policy document makes it clear that Truro Cathedral is compliant with House of Bishops' safeguarding policies and procedures. It opens with a clear statement of principles, and is strong throughout in the message that concerns must always be shared, and referrals made to statutory bodies whenever appropriate. This message is somewhat diluted by the document proposing 'suggested actions to take' in response to concerns and disclosures, rather than being clear that such concerns and disclosures must always be responded to promptly.

Procedures relating to the choir are well understood and consistently applied. The Director of Music is vigilant in his oversight, and proactive in developing new procedures in response to emerging needs. The recent development of a bullying policy in response to concerns expressed by chorister parents is an example. Likewise, an incident which highlighted some weaknesses in oversight of choir welfare in services was responded to promptly and rapid action was taken to address deficits in existing procedures.

Auditors were told of a number of areas where procedures need strengthening or possibly developing. These include lone working (not all groups of volunteers feel safe at all times when working in their volunteer roles). The bell tower does not have a separate set of procedures and members of the team work within the Cathedral safeguarding policy. At present, no children are members of the team, and there are no known vulnerable adults. However, there are vulnerabilities associated with the physical access to and aspects of the tower, and the potential for young people to wish to respond to the public invitation to join the bell-ringing team. A proactive response to ensure that all appropriate safeguards are in place would be desirable.

The processes for the oversight, risk assessment and management of perpetrators or persons posing risk to others are underdeveloped, and the interface with HR procedures unclear. Again, this has been recognised by the Cathedral.

The Cathedral's own self-assessment highlighted clarity and consistency of guidance and response as an area for improvement, and the auditors would agree with this assessment. They would also suggest that there is a clear process put into place for collating and signing off procedures in order that standards are clear and compliance can be monitored.

4.1.1 Information sharing protocols

Auditors were told that the Cathedral's compliance officer has led the development of information sharing protocols between the Cathedral, Diocese and other relevant bodies, but these have not yet been disseminated. There is no information sharing protocol in place within the Cathedral itself. However, there is widespread understanding of the need to keep particularly sensitive information confidential. The

good awareness of the recent introduction of GDPR is undermined by confusion about its implications for information sharing, case discussion and record keeping. This risks creating a situation where important information is not shared. Work is needed to clarify what the implications are for the Cathedral and its systems.

Within the Chapter, there is awareness and anxiety of the challenge in keeping sensitive personal information confidential within such a small group of people, particularly as members tend to become involved in casework. At times, this has resulted in poor information sharing practice, and a failure to use appropriate HR systems to manage a staffing issue. The SLA with the Diocese should assist with this; good practice needs to be better understood and embedded.

Information relating to the health and wellbeing of choristers is communicated between parents, Director of Music, Choir Assistants and the staff in the schools who hold lead responsibility for oversight of the choristers. This enables all concerned to maintain close oversight of the children's wellbeing and be aware of any particular pressures or difficulties. This system appears to work well, with both choristers and parents expressing confidence. Comments about the need to record the exchange of specific information about choristers are made above in section 3.

Complaints policy

The Cathedral's comprehensive Employees Handbook (2018) contains a Grievance Procedure (which covers 'any concern, problem or complaint that you have in relation to your employment') and a Public Interest Disclosure (Whistleblowing) Policy. The Grievance Procedure helpfully sets out a staged, timed process for response and resolution but is an entirely internal process. The whistleblowing policy is discussed later in this report.

The Volunteer Policy (2014, revised July 2018) does not refer to complaints or whistleblowing directly, but does contain information on support and resolving problems, and specifies that volunteers are expected to work within the Cathedral's policies and procedures, including those relating to safeguarding. The safeguarding policy makes reference to allegations and whistleblowing.

The auditors heard examples of situations which indicated that members of the Cathedral community felt able to raise concerns.

Questions for the Cathedral to consider:

- What merit might there be in combining the Cathedral and diocesan safeguarding policies, to reflect the alignment enshrined with the SLA?
- How might the Cathedral develop its HR understanding and capacity in order to ensure that correct HR procedures are followed where appropriate?
- What steps does the Cathedral need to take to ensure that information sharing protocols and standards are properly understood and complied with by staff and volunteers?

4.2 CATHEDRAL SAFEGUARDING ADVISOR AND THEIR SUPERVISION & MANAGEMENT

Description

The House of Bishops' Practice Guidance *Key Roles and Responsibilities of Church Office Holders and Bodies* (December 2017) requires cathedrals to appoint a safeguarding professional as Cathedral Safeguarding Officer (CSO) to work with the Dean, the Chapter and Cathedral staff to implement House of Bishops' policy and guidance. In Truro, this function is delivered by the Diocesan Safeguarding Adviser (DSA) within the terms of the SLA, which formalised an informal arrangement that had been in place for some time.

The DSA is a qualified and registered social worker and is managed within the Diocese by the Diocesan Secretary. She works four days per week. The DSA has been in her diocesan role for a number of years and is a member of a small safeguarding team which includes a part-time trainer and a part-time Safeguarding Governance Manager. The DSA has regular, independent professional supervision from a suitably experienced professional. There is no feedback arrangement from the supervisor, for example as a contribution to an annual performance review, although the DSA is confident that the supervisor would raise any matters of concern promptly.

The Cathedral's two Safeguarding Officers are both Canons. They provide a point of contact for all safeguarding concerns within the Cathedral. The DSA links directly with them on casework matters, and has regular dialogue with the lead safeguarding officer (the Canon Pastor). More recently, the DSA has become a member of the Cathedral Safeguarding Committee (CSC), her role – as specified in the SLA – being 'to provide guidance and advice'.

Analysis

The DSA operates as the Cathedral's safeguarding adviser. She is well qualified for her role, very experienced, and respected by her key contacts within the Cathedral, who value the advice that she gives and generally involve her appropriately with specific cases. Her services, and those of the Diocesan Safeguarding Team (DST) (e.g. in relation to training) are set out in the recently signed SLA, and comprise mainly advice and guidance.

The DSA works to a job description which is dated March 2019, but does not fully reflect the model job description outlines in *Roles and Responsibilities*. It contains no reference to the DSA's role with the Cathedral. In particular, neither the job description nor the SLA refers to any responsibilities for casework. In effect this means that, for the Cathedral, the clergy tend to be the ones managing cases, albeit with advice from the DSA. The auditors saw a small number of examples where this was problematic, and the Cathedral itself has recognised that this area needs addressing. Particular risks are that cases (both of children and of vulnerable adults) are managed internally rather than there being clear understanding and monitoring of appropriate thresholds for statutory support and intervention, and that the monitoring of safeguarding agreements (both formal and informal) is inconsistent.

Although the Diocesan Safeguarding Team has recently been enhanced by the employment of the Safeguarding Governance Manager, it remains a small team. Its ability to deliver training in a timely manner across the Cathedral community is limited, which means that, for the Cathedral, its ability to really develop and embed its approach to safeguarding has been restricted.

The SLA contains an appendix which assigns hours and costs for a number of different areas of activity. The average time allocation of the DST for 2019 was just over two hours per week, and that assigned for 2020 averages just over one hour per week. The view of the auditors is that this is not adequate to provide a good level of service and to address the issues identified above.

The SLA will be reviewed after a year and would probably benefit from some tightening up in terms of who does what. In particular, the auditors thought that the DSA role should be strengthened to comply with the expectations in *Roles and Responsibilities*, and that the DSA should be consulted about concerns at an earlier stage and undertake casework for all cases that meet an agreed threshold, rather than the role being restricted to giving advice that the Chapter might or might not follow.

Questions for the Cathedral to consider:

- How might the Cathedral work with the Diocese to ensure that its requirements for a safeguarding service, to include casework, are adequately assessed, provided for and reflected in the SLA?
- 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?

4.3 RECORDING SYSTEMS AND IT SOLUTIONS

Description

Having effective, safe and useable IT systems supports good recording and makes sure that information is secure, but accessible to those people with a legitimate need to see it.

Truro Cathedral has both IT and paper-based systems. Those relating to recruitment, DBS checking, training and casework are kept securely by the Safeguarding Administrator. Records relating to clergy are held in the Diocese. The Diocese has developed a comprehensive electronic case management system, PAMIS. Case records concerning cases referred to the DSA by the Cathedral are recorded on this system. The SLA commits the Diocese to providing access to PAMIS, and training and support for the Cathedral in its use, so that records can be appropriately aligned and duplication avoided.

The Cathedral has invested in a new IT system – Breathe HR – which will enable it to maintain a single central record of all staff, and make reporting, monitoring and oversight much more efficient. The system can also incorporate records of volunteers but the decision has yet to be made to action this.

The music department keeps records of information about choristers which is relevant to their safety and wellbeing, including medical details and contact numbers. Similar records are kept by the Children's Church with respect to the children attending. The auditors did not see where these are kept, but understand they are kept securely. They are accessible only on a 'need-to-know' basis.

The auditors examined a sample of different paper and electronic files, including those held by the Cathedral (staff, volunteers, casework) and those relating to aspects of Cathedral life which were held within the Diocese. These comprised one clergy Blue File, and relevant casework files.

Analysis

The auditors looked at files relating to 11 individuals, three of which were files from the Cathedral only; the remaining cases had a file in both the Cathedral and the Diocese. A small number of files relating to other safeguarding matters were also reviewed. Files held in both Cathedral and Diocese are clear, and there is generally a good read across from one to the other. Some case files seen by auditors helpfully had a full case summary at the front, together with details about the case subject. Others comprised only trails of emails. Occasionally, a case file contained a reference to another person as well as the file subject. A more systematic approach to case file contents would be beneficial.

Eight recruitment files were examined, four each relating to staff and volunteer recruitment. Efforts had clearly been made to standardise the contents, and many had a helpful checklist at the front which included reference to the application form, DBS, references and other relevant matters. Job descriptions were included in each staff file; not all volunteer files contained a role description. Requirements for DBS checks and a specified level of safeguarding training were unclear from the job/role descriptions.

Files of long-standing volunteers showed evidence of being recently refreshed, with new references being requested. Whilst all files contained two reference requests, not all contained the required two references. This is of concern.

Training records are held on an Excel spreadsheet, and read across from the individual case files to training records is laborious.

There is limited staff capacity for HR administration within the Cathedral. The current post-holder has worked hard to address gaps and bring in a more systematic approach, but has lacked capacity to bring all HR files up to date. The new IT system, Breathe HR, will assist significantly with improving record keeping and general HR oversight, but will need capacity to ensure that all relevant records are transferred across promptly. The CSC is aware of this issue but has not yet addressed the capacity problem.

The Cathedral will need to consider how to balance the advantage of having a single central record of all staff and volunteers, enabling clear and timely oversight of HR related processes such as safer recruitment and safeguarding training, whilst maintaining the efficiency of communications with volunteers which are enabled by the current volunteer database and may not be as manageable using Breathe HR.

Comments on recruitment and HR processes are made elsewhere in the report.

Questions for the Cathedral to consider:

- What steps should be taken by the Cathedral to enhance the efficiency of HR systems for both staff and volunteers whilst maintaining comprehensive oversight of important HR processes related to safer recruitment and safeguarding training?

5 FINDINGS – LEADERSHIP AND ACCOUNTABILITY

5.1 QUALITY ASSURANCE

A safe organisation needs constant feedback loops about what is going well and where there are difficulties in relation to safeguarding, and this should drive ongoing cycles of learning and improvement. Potential sources of data are numerous, including independent scrutiny. Quality assurance (QA) needs to be strategic and systematic to support accountability and shed light on how well things are working and where there are gaps or concerns.

Description

The auditors identified a number of different QA activities that are in place. Examples include:

- A report by the Cathedral's lead safeguarding officer (CLSO) to most meetings of Chapter
- An annual report by the CLSO to the Chapter and the Diocesan Safeguarding Advisory Panel
- Using the opportunity of the SCIE audit to consult with a wide range of people in the Cathedral community about safeguarding
- Vigilant oversight by the Safeguarding Administrator of engagement with training, application of safer recruitment processes, DBS checks
- Consultation with the DSA regarding blemished DBS returns
- The SLA gives the DSA an oversight role regarding the overall approach to safeguarding in the Cathedral, and the management of safeguarding allegations and concerns regarding a church officer in particular
- A check in summer 2018 by Cornwall Council on procedures and processes relating to Child Performance Licences, which resulted in the appointment and training of six chaperones to cover the Cathedral's Child Performance Licence commitments.

Analysis

The responsibility for ensuring that the Truro Cathedral is a safe place, and that national and local safeguarding-related policies are fully implemented, lies with the Dean and Chapter. They achieve this through taking personal leadership responsibility for a number of aspects of the Cathedral's safeguarding work, and by receiving regular reports at each Chapter meeting. Minutes indicate that a wide range of topics relevant to safeguarding are discussed, and that there is recognition that a number of systems need strengthening. The SLA with the Diocese also implies a QA role for the Diocese in relation to the Cathedral, although the systems to provide assurance are underdeveloped.

Whilst there is no specific QA framework in place, there are many procedures in place (for example, in relation to safer recruitment) which can be used as the basis

for providing information about the effectiveness of aspects of the safeguarding policy. The Safeguarding Administrator has been particularly vigilant in relation to recruitment, DBS and training records and practices. There are also individuals (e.g. the Dean, CSOs, DSA, Director of Operations) and bodies (e.g. CSC, DSAP) who have an actual or potential role to play in providing oversight of the Cathedral's safeguarding arrangements.

These individuals and bodies need both to recognise the importance of compliance with safeguarding standards and procedures, and have regular access to accurate and systematic performance information (both quantitative and qualitative). This is to ensure that the commitments within the national and local safeguarding policy framework (e.g. related to a safely recruited, appropriately trained workforce) are being translated into purposeful activity and consistently applied procedures. Without such information, there is no evidence that this is the case.

At present, the CSC is intended to meet the quality assurance and other requirements set out in *Roles and Responsibilities* (December 2017) in relation to DSAPs. The terms of reference for the CSC do not reflect this requirement, however, and the terms of reference predate (May 2017) the national guidance. In particular, there is an expectation that such a body should be independently chaired by an independent, lay person. An early review of the terms of reference of CSC to ensure that it meets the standards and requirements set out in *Roles and Responsibilities* would be of significant assistance to the Chapter in strengthening its approach to QA.

Likewise, there is potential in developing the QA role of DSAP in relation to the Cathedral, which the independent chair of DSAP would be keen to explore.

Questions for the Cathedral to consider:

- How might the Dean and Chapter work together with the Bishop and Diocese to strengthen the safeguarding system within the Cathedral, including in relation to the Diocese, and develop a comprehensive quality assurance framework?
- What roles should the Cathedral Safeguarding Committee and DSAP take in overseeing the Cathedral's quality assurance arrangements?

5.2 COMPLAINTS ABOUT THE SAFEGUARDING SERVICE

A good complaints policy enables people to raise concerns, and to have timely and appropriate consideration of any problems. A strong policy is clear about who complaints should be made to, and how they can be escalated if necessary. Positive features include an independent element, and clarity that raising a safeguarding concern and making a complaint about a safeguarding service, are two distinct and different actions.

Description

The Cathedral's comprehensive Employees Handbook (2018) contains both a

Grievance Procedure (which covers ‘any concern, problem or complaint that you have in relation to your employment’) and a Public Interest Disclosure (Whistleblowing) Policy. The Grievance Procedure helpfully sets out a staged, timed process for response and resolution but is an entirely internal process.

The Volunteer Policy (2014, revised July 2018) does not refer to complaints or whistleblowing directly, but does contain information on support and resolving problems, and specifies that volunteers are expected to work within the Cathedral’s policies and procedures, including those relating to safeguarding. The safeguarding policy makes reference to allegations and whistleblowing.

There does not appear to be a Cathedral complaints policy which applies to those who may wish to complain about the safeguarding service. There is a diocesan complaints policy accessible via the diocesan website. This refers to safeguarding and other matters, and makes a distinction between reporting a safeguarding concern and making a complaint about the safeguarding service. The policy is available for all to use.

Analysis

At present there is no clear, formal process within the Cathedral, accessible to staff, volunteers and the wider community, for a complaint to be made about the safeguarding service.

The auditors did hear that particular individuals, particularly the Dean and the Director of Music, make themselves available to anyone who might wish to speak with them and raise concerns, which is very positive, but this is not a substitute for a clear procedure with a suitably independent element.

The auditors did not see or hear of evidence of dissatisfaction with the safeguarding service provided either by the Cathedral or by the DST on behalf of the Cathedral.

Questions for the Cathedral to consider:

- What potential is there for the Cathedral to work with the Diocese to produce a single procedure for making a complaint about the safeguarding service?

5.3 WHISTLEBLOWING

Description

The Cathedral’s Public Interest Disclosure (Whistleblowing) Policy is set out in the Employee Handbook and applies to staff only. This has been recognised as a gap which needs to be addressed this year, in order to be fully compliant with House of Bishops’ practice guidance *Roles and Responsibilities*.

The Diocese has a comprehensive whistleblowing policy in place which applies to clergy, lay staff and volunteers.

Analysis

The auditors saw evidence of a member of the Cathedral community raising concerns and these being responded to, although they were not framed as falling within the whistleblowing policy. It is a helpful indication of a level of awareness among staff of their responsibility to raise concerns.

Questions for the Cathedral to consider:

- What merit might there be in aligning the forthcoming Cathedral whistleblowing policy with that of the Diocese?

5.4 CATHEDRAL SAFEGUARDING COMMITTEE

Based on the national guidance in *Roles and Responsibilities* for Diocesan Safeguarding Advisory Panels, the panel should have a key role in bringing independence and safeguarding expertise to an oversight, scrutiny and challenge role, including contributing to a strategic plan. No specifics are provided in relation to cathedrals, with the apparent assumption being that cathedrals are part of diocesan structures.

Description

Truro's Cathedral Safeguarding Committee (CSC) is chaired by the Dean and has been in place for nearly three years. It meets quarterly. The CSC's terms of reference (May 2017) state its role is to '*provide support and guidance to The Chapter as they fulfil their role in ensuring matters relating to all aspects of Safeguarding in the Cathedral are fit for purpose and communicated fully internally and externally*'. CSC does not oversee the management of safeguarding cases. The DSA has been a member of the CSC since its inception, to provide '*guidance and advice*' as specified in the SLA. Minutes are taken by the Safeguarding Administrator and actions noted.

The Diocesan Safeguarding Advisory Panel (DSAP) is independently chaired by a former Director of Social Services, who operates on a voluntary basis and has no other role within the Church of England. Its membership is drawn from a range of Church and statutory bodies. Although the Canon Pastor sits on the panel as the Cathedral representative, with her presence and contribution highly valued, DSAP has no role at all in relation to the Cathedral.

Very recently, there has been discussion within the CSC about a potential role for DSAP's Core Group in overseeing the management of '*larger more serious safeguarding incidents*' which may occur in relation to the Cathedral, in order to provide a degree of independent oversight. This is included in the SLA, but has not yet been enacted in practice.

Analysis

The Dean and Chapter acted with commendable foresight in establishing the CSC in 2016. The Dean has chaired it since its inception, and ensures that its deliberations are reflected at Chapter meetings. Its membership is not specified in the terms of

reference, but comprises the Canon Pastor, the Canon Precentor, and the Director of Music. Meeting minutes indicate that there is a systematic approach to agenda setting and that items discussed are of relevance. It is not easy to see whether actions agreed in previous meetings are consistently followed up.

Since the most recent review of the CSC terms of reference (May 2017), the House of Bishops has issued the practice guidance *Key Roles and Responsibilities of Church Office Holders and Bodies*. This contains clear requirements for DSAPs, together with model terms of reference. Amongst other details, this includes specifying that DSAPs should have an independent lay chair, and a link with the Cathedral via a representative. No specifics are provided in relation to cathedrals, with the apparent assumption being that cathedrals are part of diocesan structures, although the section on cathedrals does assign them the same general safeguarding responsibilities as the dioceses.

In Truro, the CSC is limited in its effectiveness due to a number of factors. The chairing by the Dean, whilst demonstrating his very clear determination to 'lead by doing', does compromise his ability to stand back and exercise the responsibilities for oversight that are assigned to him in *Roles and Responsibilities*. Likewise, the predominantly clerical membership of CSC, and the non-inclusion of key officers such as the Director of Operations (who holds ultimate responsibility for safer recruitment practice), may also limit the ability of the CSC to exercise its full responsibilities for the oversight of safeguarding arrangements. The lack of a safeguarding strategy means that CSC has no strategic framework within which to operate. A paucity of QA information also limits the ability of CSC to feel confident in relation to compliance with and understanding of the spirit as well as the letter of its safeguarding policy, procedures and arrangements.

The strategic review of staffing and responsibilities which is underway in response to work on the Truro Cathedral Vision provides a good opportunity to revisit the terms of reference of the CSC, including its relationship with the DSAP. This could usefully include how the DSAP might assist in providing the Dean with evidence and assurance of relevant matters, particularly those relating to the management of cases, including of people who pose a risk to others. It should also include consideration of how survivor perspectives could be represented or accessed.

Questions for the Cathedral to consider:

- What should the governance arrangements between the Diocese and the Chapter be in respect of safeguarding, and how might these operate in practice?
- How can the role of the CSC be brought in line with the requirements of *Key Roles and Responsibilities of Church Office Holders and Bodies* (October 2017)?
- How might the Dean and Chapter work together with the Bishop and the Diocese to develop the role of the DSAP in relation to the Cathedral and its safeguarding committee, in order to ensure that the overall safeguarding governance framework for both Cathedral and Diocese works effectively in line with the spirit as well as the letter of the House of Bishops' guidance?

5.5 LEADERSHIP AND MANAGEMENT

Safeguarding leadership falls in the first instance to the Dean, in that he leads on all aspects of life in the Cathedral. However, safeguarding leadership takes various forms – strategic, operational and theological/spiritual – with different people taking different roles. How these roles are understood, and how they fit together, can determine how well led the safeguarding function is.

5.5.1 Theological leadership

The remit for theological leadership in relation to safeguarding is clearly always with the clergy and especially with the Dean of the Cathedral. This is extremely valuable in helping congregations and clergy to understand why safeguarding is a priority and intrinsic to the beliefs of the Church of England. This aspect of the leadership role is the foundation for the culture of the Church and is critical in terms of making it a safer place for children and vulnerable adults.

The Dean has been in his post since September 2012, and was previously Archdeacon of Cornwall. He has not, to date, preached specifically on the subject of safeguarding.

5.5.2 Strategic leadership

In recent years, the Dean and Chapter led and consulted on a wide-ranging strategic review which has resulted in a new Cathedral vision, supported by a new ambition, values and five core aims. *Creating a positive and safe environment* is integral to the vision. The accompanying five-year strategic plan has been followed by a review of leadership, governance and operational structures, the latter being led by the Director of Operations (the senior lay officer at the Cathedral). This is a good opportunity to check whether safeguarding roles and responsibilities at all levels are appropriate and sufficiently clear. Successful bids for funding are enabling the welcome expansion of the Cathedral's operational leadership and workforce.

The House of Bishops' *Roles and Responsibilities* practice guidance assigns different and overlapping roles to Dean and Chapter, with the former having a clear leadership role in relation to safeguarding, and Chapter having a strategic and oversight role in relation to the Church of England's *Promoting a Safer Church* safeguarding policy. This includes the requirement to have a Promoting a Safer Church action plan in place that sets out, in line with national and local priorities, how the policy is being put into action and is reviewed regularly.

The Dean takes his leadership role for safeguarding very seriously and, together with Chapter colleagues, seeks to demonstrate his commitment to pastoral care through his collegiate approach to leadership and his openness to being directly approached by anyone from the Cathedral community. The Dean and Chapter have been very successful in promoting this sense of collective welcome and auditors were given many examples of how this works in practice.

Safeguarding is a standing item on every Chapter meeting agenda, and the Dean chairs the Cathedral Safeguarding Committee. The Canon Pastor and Canon Precentor hold roles as Cathedral Safeguarding Officer (CSO), with the Canon

Pastor holding the lead role. The Canon Pastor is the lead for vulnerable adults, and the lead for vulnerable children is held by the Canon Precentor. The Canon Chancellor oversees the educational life of the Cathedral, the Chaplains, guides and welcome stewards, and will shortly be taking over management and oversight of the vergers. He also holds leadership responsibility for health and safety.

The auditors found some confusion about accountabilities for safeguarding at both leadership and operational levels. Leadership of safeguarding has been delegated by the Dean to the CSOs, whose CSO role description includes both strategic and operational aspects. As the person with professional safeguarding expertise, the DSA should (according to *Roles and Responsibilities*) undertake more operational activities, including casework. In practice though, this is done by the two CSOs, who consequently have little time and capacity to fulfil the more strategic and leadership responsibilities inherent in their roles.

Strategic management and oversight of persons who pose a risk to others, including those subject to a safeguarding agreement, is unclear. Again, because the DSA does not currently have a role to deliver casework on behalf of the Cathedral, the two CSOs (and sometimes the Dean) are also in the position of becoming more operationally involved than is desirable. The auditors would advise that this is addressed promptly.

The Dean has questioned whether the membership of Chapter needs to be extended to include a lay person with safeguarding expertise. The auditors agree that this would be a welcome and useful development, provided the role is carefully defined within the overall framework of accountability, and could provide support for the Dean to step back from more operational activity, such as chairing the CSC.

It might also be beneficial to review the relevance of the CSO roles as currently constituted, and consider replacing them with a single role of Cathedral Safeguarding Lead (CSL). This would need adequate capacity, and a role description that is focused on strategic leadership and development rather than operational engagement.

5.5.3 Operational leadership and management

The Dean delegates the lead for safeguarding to the Canon Pastor but, in practice, they clearly operate as a team with all the Residentiary Canons. The Canon Precentor takes the lead for children's safeguarding while the Canon Pastor retains the lead for adult safeguarding and the Canon Chancellor, through his line management of the vergers, leads on the response to vulnerable adults within the Cathedral buildings. Some people felt that this shared responsibility had the unintended consequence of diluting the safeguarding response, with comments like, 'People wouldn't know who to go to if they were concerned'.

The Dean talked about how his collegiate approach to leadership had had the unintended consequence, in safeguarding, of the blurring of lines of responsibility. He had recognised the need to step back and be more impartial in the early stages in case he had to make decisions later on.

It is unfortunate that the Canon Pastor is a part-time residentiary canon as she

cannot give the safeguarding aspect of her role the time she believes it needs and she is unable to be present in the Cathedral as much as would be needed to be the public face of safeguarding. The latter role falls to the Canon Chancellor as the canon most often 'walking the floor' despite him being the canon without a formal safeguarding lead.

A small number of case files seen by the auditors demonstrate both the commitment to pastoral care and significant operational engagement by the clergy. Although well intentioned, they are neither safeguarding nor HR professionals, which can lead to confusion. Whilst professional safeguarding advice and guidance is provided by the DSA and regularly sought, the SLA does not assign specific casework responsibilities to the DSA. A lack of HR trained staff, together with an outsourced HR function, means that the interface between safeguarding and HR processes is unclear. These issues have been recognised by the Dean and his colleagues, and the auditors agree that they need to be addressed as a priority.

5.5.4 Culture

The most critical aspect of safeguarding relates to the culture within the Cathedral and the extent to which priority is placed on safeguarding individuals as opposed to protecting the reputation of the Church. Also integral is the ability of all members of the Church to 'think the unthinkable' about their friends and colleagues.

SCIE's experience auditing safeguarding in faith contexts more broadly, suggests that in areas where there is experience amongst senior clergy of previous serious abuse cases, a culture of openness and humility in approaching safeguarding issues can be stronger and accompanied by a move away from responses which give too much attention to reputational issues and the welfare of (alleged) perpetrators, as opposed to the welfare of victims and survivors.

An open learning culture starts from the assumption that maintaining adequate vigilance is difficult and proactively seeks feedback on how safeguarding is operating, and encourages people to highlight any concerns about how things are working so they can be addressed.

The Dean adopts a collegiate approach as a leader, seeking to work with others collaboratively and leading by example. He clearly articulated what he aims to achieve; a way of living in which all are cherished and valued, and described these values permeating the preaching at the Cathedral. The clergy all have strong backgrounds in pastoral care, and their commitment to Truro Cathedral as 'Sacred Space and Common Ground' is clearly evident.

The commitment of the leadership to be open and welcoming to all was articulated clearly by the majority of people who spoke with the auditors. Examples of recent incidents involving vulnerable adults demonstrated how this commitment to pastoral care works in practice. Less evident was an understanding of the potential impact of problematic adult behavior on the confidence and wellbeing of children.

Whilst many across the Cathedral community expressed their strong commitment to offering welcome and forgiveness to those who had a history of causing harm to others, less evident to the auditors was an awareness and understanding of the

perspectives of victims and survivors of abuse, and those who are vulnerable. Forthcoming training on domestic abuse will bring this further into focus. The importance of achieving a balance between extending welcome and forgiveness to those who have caused harm or whose behaviour may cause anxiety to others, and safeguarding those who are vulnerable due to their age or other factors, needs to be clearly communicated.

The auditors heard some criticisms of the Cathedral's communication with the congregation and with staff. In particular, the weekly newsletter now features the readings for the day to the detriment of news about safeguarding and the pastoral care team, for example. To build the culture of safeguarding, the auditors would suggest that persistent communication is needed so that everybody has some confidence about what they should be worried about and who they should go to.

The attitude to training expressed by some (see section 3.5) also suggests that safeguarding is not yet embedded and is still seen by some as an add-on that might be optional.

Questions for the Cathedral to consider:

- How might the Dean and Chapter use the framework of its Sacred Space and Common Ground strategic vision to develop a Promoting a Safer Church action plan which sets out how it is translating its safeguarding commitments and responsibilities into action?
- What more can the Dean and Chapter Canons do to share positive public messages about the importance of safeguarding and its integral place in Cathedral life?
- What assistance can the Dean and Canons draw on to help them reconsider the strategic and operational balance within their roles, and to make proper use of their operational and professional colleagues?
- How might the HR leadership function within the Cathedral be strengthened?
- How might the development of a Cathedral Safeguarding Lead role assist in clarifying strategic safeguarding responsibilities at Chapter?

5.5.5 Links with the National Safeguarding Team

Links with the NST are made directly to the Canon Pastor and via the DSA.

6 CONCLUSIONS

This section provides the headline findings from the audit, drawing out positives and the areas for improvement. The details behind these appraisals are in sections 3 – 5 above.

Safeguarding at Truro Cathedral has many areas of strength, many of which the Dean, Chapter and staff identified in their self-assessment:

- Much work gone into the vision and strategy for the Cathedral and it includes wanting to be open and available to all who wish to enter. Exploration of how the Cathedral can be relevant to widest possible range of people.
- Whilst there is a strong desire to improve, there is also recognition that more needs to be done to develop a strong culture of safeguarding and improve current practice.
- The Dean, Chapter and senior staff are willing to challenge themselves, and are very honest in their self-assessment and their desire to learn from past mistakes.
- The SLA with the Diocese is a big step forward and begins to give the DSA a proper platform to act within the Cathedral.
- The Canon Pastor provides a Cathedral voice on DSAP that is highly valued, and provides a good basis for the development of DSAP into a body which can be valuable to the Cathedral.
- All choristers in the focus group spoke enthusiastically about being members of the choir. Observation of the choir practice was a pleasure – the boys were clearly enjoying the rehearsal.
- Chorister parents were also positive and none had criticisms about the interface between themselves and the Cathedral, and with the schools.
- The children's choirs are safeguarded through the implementation of comprehensive procedures and good communications.
- Staff at all levels bring considerable skills, knowledge and experience which are of enormous benefit to the Cathedral. A number of individuals have grasped the safeguarding agenda and been proactive in moving things forward.
- The Pastoral Care Team is robust and well managed, and has a lot to offer due to the professional backgrounds of the pastoral ministers and their collective determination.
- Volunteers are also a committed group, with a wide range of expertise and interests.

The key areas for the Cathedral to address relate to:

- Developing a clear vision of what a strong safeguarding culture would look like and embedding it across all areas of activity. This will need to involve

- strengthening engagement with staff, volunteers and congregation, through use of sermons, meetings, written and electronic communications
- developing and implementing a training strategy
- implementing a consistent approach to safe recruitment.
- Engaging in dialogue with the Diocese about how to build a comprehensive quality assurance system which works for both partners.
- Strengthening procedures and processes in key areas, and ensuring that HR processes, in particular, are well managed.
- Clarifying strategic and operational accountabilities for the key safeguarding areas of safe recruitment, training, management of safeguarding agreements and oversight of casework.

Work in these areas will enable Truro Cathedral to continue developing an effective and reliable safeguarding culture which both promotes the Cathedral vision and works for everyone.

6.1 ANYTHING ELSE?

The NST may wish to consider whether there is merit in offering training for music department staff in the safeguarding aspects of the teaching and management of children.

The limited capacity in small cathedrals makes policy, procedure and practice guidance a challenge. Might there be scope for development of national policy and procedure templates to both reduce duplication of activity at local level and also provide a consistent quality standard?

APPENDIX: REVIEW PROCESS

DATA COLLECTION

Information provided to auditors in advance of the audit

- Self-assessment – May 2019
- SCIE Diocesan Audit report – October 2017
- Truro Cathedral Constitution – June 2011
- Cathedral Statutes – June 2011
- The Canons of Truro Cathedral – April 2015
- Staffing structure – April 2019
- Overview of Cathedral Governance – April 2019 (?)
- Cathedral context – May 2019
- Truro Cathedral Vision and strategy
- Chapter minutes – 27 June 2018
- Chapter minutes – 12 December 2018
- Chapter minutes – 20 March 2019
- National Safeguarding Cathedral Audit-Checklist (from National Committee) – February 2015
- Truro Cathedral – Safeguarding Audit – 23 December 2015

Cathedral floor plans:

- Floor plan (with disabled access)
- Crypt floor plan
- OCS floor plans

- Rolling health and safety action plan
- Safeguarding Annual Report 2018 – April 2019
- Risk register -- April 2019

Cathedral Safeguarding Committee:

- Terms of reference – May 2016, revised May 2017
- Minutes 26/6/18
- Minutes 18/12/18
- Minutes 19/2/19

- Safeguarding SLA – 30 April 2019
- (CSO) Safeguarding Officer role description (undated)
- Diocesan Safeguarding Advisor – Job Description – March 2019
- Cathedral Safeguarding Policy and guidelines 14/7/16 (last review 15/2/18)
- External Whistle Blowing Policy Development (undated)

- Safeguarding risk assessment template (undated)

Choir:

- Safeguarding hosting guidelines – 11/8/16, reviewed 18/10/18
- Safeguarding – transporting children guidelines – 1/9/17, reviewed 1/1/18
- Safeguarding – Choir tour procedures – 1/11/16, reviewed 18/3/19
- BGT choir trip risk assessment form -- January 2019
- BGT itinerary – January 2019
- BGT register – January 2019
- Chorister touring policy, revised for use on BGT London trip January 2019
Jan 2019
- Chorister touring procedure – updated June 2019
- Scholars' Code of Conduct in relation to Choristers – updated September 2018
- Chorister values/conduct statement – June 2018
- Boy chorister parents' meeting agenda – 10/9/18
- Letter to parents – 9/9/18
- Chorister anti-bullying policy – August 2018
- Continuity of care for boy and girl choristers across Truro School and Truro Cathedral
- Music Department safeguarding self-assessment – 2019
- Correspondence re need for new policy on relationships in the choirs – 18
March 2019

Staff and volunteers:

- Employee handbook – September 2018
- National Safeguarding Training Questionnaire for Dioceses & Church Bodies –
April 18
- Safeguarding training overview – 2019
- Staff – Safeguarding Training Overview-V2 – 24/5/19
- Volunteers – Safeguarding Training Overview (undated)
- Volunteering opportunities – March 2019
- Volunteering policy – 1/7/14 (revised 13/7/18)
- Volunteer application form
- Volunteer recruitment process flowchart
- Volunteering role description
- Volunteers – key roles
- Confidential declaration form and guidance notes

Participation of members of the Cathedral

During the audit, a Learning Together session was held at the start and end of the site visit, to discuss Truro Cathedral's safeguarding self-assessment, and the auditors' initial impressions. The auditors were taken on a tour of relevant parts of

the Cathedral and its associated buildings. The auditors also observed a morning choir rehearsal and an evensong service, at which the senior choir sang.

Conversations were held with:

- Dean
- Canon Pastor (Lead SG Officer)
- Canon Precentor (SG Officer)
- Canon Chancellor
- Director of Operations
- Director of Music
- Assistant Director of Music
- Choir Assistant
- Deputy Choir Assistant
- Education Officer
- Children's Church Leader
- Diocesan Safeguarding Advisor
- Head of Administration (and safeguarding administrator)
- Head Verger
- Tower Captain

A telephone conversation was held with the Chair of the Diocesan Safeguarding Advisory Panel.

Four focus groups, of between four and seven people, were held with:

- Chorister boys and girls (from non-exam years)
- Chorister parents and one choir mentor from a school
- Lay vicars and choral scholars
- A volunteers group comprising volunteers from a range of different activity areas
- Pastoral care network volunteers.

The audit: what records/files were examined?

The auditors looked at nine case files, six of which related to persons who may pose a risk to others, three of which concerned vulnerable adults. No safeguarding files relating to children were seen.

Eight HR files were reviewed for evidence of safe recruitment, four of which were for staff and four for volunteers.

One clergy Blue File was reviewed.

Limitations of audit

Nobody who had used the safeguarding service came forward for interview.

The boys' and girls' choirs were not involved in their usual services during the week of the audit; they had been given time off to prepare for and sit public and exams. Arrangements were agreed with the Cathedral to enable the auditors to get as clear a picture as possible of safeguarding arrangements which usually operate during a normal week.