

Gloucester Cathedral

Post- SCIE Audit Safeguarding Action Plan

Background

I.1 In January 2019 the Cathedral underwent an audit by SCIE (Social Care Institute for Excellence) of its safeguarding policy, practices, leadership and management along with its general safeguarding culture. The resulting SCIE audit, published in March, is available:

<https://www.gloucestercathedral.org.uk/content/pages/documents/1554114813.pdf>

I.2 Via the Action Plan, the Chapter of Gloucester Cathedral responds to the questions raised in the SCIE Review for consideration/recommendation. The plan contains responses, actions, who is responsible and timeframes.

I.3 The Action Plan needed to be published within three months of the final audit report and this plan was posted online June 24th 2019.

I.4 From the conclusions of the SCIE audit the following is reported about Gloucester Cathedral:

- a) There is strong safeguarding leadership allied to that of the diocese (6.1.1)
- b) There is conscious effort made to seek external input and oversight for safeguarding decisions (6.1)
- c) Operationally the DSAs are well managed and carry out training and casework to a high level (6.1)
- d) Strategic plans, a quality assessment framework, strong policies and procedures buttress the work of the cathedral and guide staff volunteers and visitors in what is expected of them (6.1.2)
- e) The Cathedral has a culture where people can learn and ask about safeguarding, and escalate concerns; when issues do arise they are dealt with promptly and creatively (6.1.3)

- f) A slight tightening of processes around safer recruitment and training would further strengthen the cathedrals work (6.1.4)
- g) A slight tightening of processes around complaints and whistleblowing would further strengthen the cathedrals work (6.1.4)
- h) Two new people the NSP and the Chapter Lead will need to be appropriately supported so they can develop their roles within a well-functioning system.

Action Plan

	SCIE questions for consideration	SCIE Audit Ref /page no	Chapter responses	Actions	Dates and who is responsible?	Progress/Evidence
1	Can the new front of house staff be scheduled to cover periods that are otherwise relatively low on staff/volunteer numbers?	3.1 (page 7)	From April 1 st Visitor Service Assistants (VSAs) provided front of house cover in the Cathedral daily between 10am and 5pm (11.30am and 5pm on Sundays) which provides more staff cover than ever before.	Review Verger rotas once the VSAs are embedded.	October 2019 - Canon Precentor and Chapter Steward	
2	How can good working relationship between the Vergers and front of house staff be developed from the outset?	3.1 (page 7)	The VSA team started April 1 st and already good relationships with the Vergers have been forged, These relationships will be maintained and strengthened through regular meetings and open lines of communications, ensuring both teams attend general staff and other joint meetings.	Review relationships 6 monthly via a joint team meeting	First review October 2019 - Canon Precentor and Head of Visitor Experience (as line managers)	

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3	Are multi-lingual leaflets/signs a productive way of managing the safe passage of non-English speaking visitors?	3.1 (page 7)	<p>We are increasing the number of different language leaflets, but it will not be possible to cover every language.</p> <p>It is not possible to produce signage in other languages, but we will ensure the use of simple English and the use of symbols.</p> <p>Also the personal welcome of the VSAs. volunteers and others, which includes the use of non-verbal communication, can be used effectively for non-English speaking visitors.</p>	<ul style="list-style-type: none"> - Visitor Experience team to review leaflets and signage to identify any gaps, - Review and identify any training gaps in the quality of welcome offered by VSAs and volunteers. - As part of Pilgrim Phase Two we will undertake data collection and analysis of our overseas visitors to understand better where 	<p>Q4 2019 - Head of Visitor Experience</p> <p>Q4 2019 - Head of Visitor Experience</p> <p>Pilgrim Manager 2020/2021</p>	

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				they hail from.		
4	Is there any reason not to include DSA details in the chorister handbooks?	3.1 (page 12)	Agree this should be actioned.	Include DSA details in next Handbook issue (due to be published September 2019).	By September 2019 - Music Department Manager	
5	Does the recruitment of new front of house staff offer an opportunity to staff the main entrance to the cathedral for Evensong visitors?	3.1 (page 12)	Currently the VSA team and Gatekeeper work until 5pm, which provides cover for weekend Evensongs but not weekday Evensongs. To provide this longer cover would have a financial cost which is currently not possible. If additional external funding was available, the Gatekeeper post could be extended to provide additional cover/support during weekday Evensongs.	To form part of budgeting process Review external funding sources	Q4 2019 - Head of Visitor Experience with Chapter Steward Q3 & Q4 2019 - Head of Visitor Experience with Head of Development	
6	Can the cathedral clarify whether people other than parents, can with appropriate notice, pick choristers up?	3.1 (page 12)	It is possible when parents have let us know in advance in writing or in an emergency by phone and this will be clearly conveyed in the handbooks.	Ensure there are clear instructions for parents and that the guidance is followed every time by staff.	For re-issue in September 2019 - Head of Safeguarding and Music	

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					Department Manager	
7	Can an equal opportunity for the parents from the three newer choirs be created to proactively raise issues with the music department?	3.1 (page 12)	There are annual meetings in place for the Girl Choristers, Cathedral Junior Choir, Cathedral Middle choir and Cathedral Youth Choir.	Ensure dates are included in the 'Dates List' issued again September 2019.	Sept 2019 - Music Department Manager	
8	Would it be helpful to include details of survivor organisations – e.g. MACSAS, NAPAC or the Survivors' Trust in the resources section of the Safeguarding Handbook?	3.2 (page 14)	This will be done.	Update Safeguarding Handbook	July 2019 – Head of Safeguarding	
9	How can the cathedral ensure all staff and volunteers are picked up in the safeguarding	3.4 (page 16)	We will ensure there are regular meetings between Head of Visitor Experience and Safeguarding team with this as a standing agenda item.	Twice yearly meetings between Head of Visitor Experience and Safeguarding Team.	1 st meeting September 2019 - Head of Visitor Experience and	

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	training programme?				Safeguarding Officers	
10	What are the expectations around training for paid and voluntary staff and are these clearly communicated to people?	3.4 (page 16)	Safeguarding and training requirements are clearly set out in volunteer agreements/policy/training schedules and in the staff handbook. The Cathedral has recently produced a staff welcome pack for new staff and we will ensure it includes this information.	Update staff welcome pack with safeguarding and training requirements	August 2019 – Chapter Steward	
11	Can references consistently address questions of safeguarding where appropriate? (Safer Recruitment)	3.5 (page 16)	Chapter will introduce quarterly checks of the staff and volunteer files by the lead member of Chapter for Safeguarding.	Quarterly checks/audit of references in personnel files to be initiated	1 st audit of files - September 2019 - Archdeacon of Gloucester	
12	How can the Nominated Safeguarding Person, (NSP) role most effectively be established so it is an effective liaison between the	4.2 (page 19)	The role of NSP is relatively new and needs to be reviewed within the wider context.	Head of Safeguarding to arrange a meeting with NSP and lead member of Chapter for Safeguarding.	Q3 2019- Head of Safeguarding	

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	cathedral community, the DSAs and other senior people in the cathedral?					
13	Is the DSAs supervision frequent enough?	4.2 (page 19)	DSAs are supervised regularly as part of their employment contracts and Chapter believes this meets best practice.	Supervision to continue as before	Ongoing - Head of Safeguarding	Ongoing
14	Can the complaints procedure be strengthened, in particular so that complaints about safeguarding can be addressed internally where possible, and then go to an independent person if they need to be escalated?	5.2 (page 22)	We will improve the Complaints Procedure and include reference to it in the Chorister Handbook.	Update Chorister Handbook Update general Complaints Policy to be more specific re safeguarding complaints	For September 2019 – Music Department Manager By September 2019 - Head of Safeguarding with Chapter Steward	
15	Can a whistleblowing procedure for volunteers be set out?	5.3 (page 22)	We will ensure the whistleblowing policy is included in the Volunteer Handbook	Include Whistleblowing procedure in Volunteer Handbook	By September 2019 - Head of Visitor Experience	

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16	Can whistleblowing procedures for both employees and volunteers contain details of Protect?	5.3 (page 22)	This will be included in the updated policy.	Include details of Protect in Whistleblowing policies	By September 2019 - Head of Safeguarding with Chapter Steward	
17	Can the DSAP chair have regular meetings with The Dean?	5.4 (page 23)	Meetings will be scheduled annually Minutes of every Safeguarding Advisory Panel meeting will also be shared with Chapter	annual meetings to be scheduled Minutes of next meeting (18/09/19) and subsequent meetings to be shared with Chapter	Q4 2019 - DSAP Chair and Dean After Sept 18 th 2019 - Head of Safeguarding	
18	What will be the focus of the new Chapter safeguarding lead?	5.5 (page 24)	The Chapter Safeguarding Lead will sit on the Safeguarding Advisory Panel (SAP) meetings, carry out quarterly Safer Recruitment checks and provide feedback in the standing agenda item on safeguarding.	Lead Chapter member to attend SAP meetings. Carry out quarterly checks of personnel files	Ongoing – Archdeacon of Gloucester	
19	How can the proposed stakeholder group best support	5.5 (page 25)	The new Stakeholder Group will be formed once new legislation is passed by Synod and Parliament.	Chair of Stakeholder Group to feedback to Chapter	After new Cathedral Measure is passed – 2020	

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	Chapter in its safeguarding work?		The Chair of the Cathedral Council (who is also a Chapter member) will use the intervening months/years to work with the Council on shaping the stakeholder group and provide updates to Chapter.		Chair of the Cathedral Council	

DATE For REVIEW - Oct 2019