

**Bradford Cathedral**  
**SCIE Audit of Safeguarding Arrangements Action Plan 2021/2**



Responsibility for the delivery and monitoring of this action plan ultimately sits with the Cathedral Chapter, with input from the Safeguarding Committee and relevant staff as required. 'Lead person' refers to those tasked with managing the implementation of specific tasks.

Questions for Consideration	Responses	Actions	Target Date	Lead Person	Progress/Comments	RAG Rate
<b>Safe Activities and Working Practices</b>						
<b>Precincts &amp; Buildings</b>						
What further resource or support may be required to ensure that planned development of a Cathedral-wide communication system, together with better-mitigated safety and security risks in St Aidan's Chapel are prioritised?	The Cathedral are aware that there are areas within the Cathedral not covered by CCTV including St Aidan's Chapel and have an aspiration to extend the network.	To scope the viability of extending the CCTV network to include St Aidan's and all areas of the Cathedral.	Q3 2022	COO		
	Cathedral-wide communication system	Scoping exercise to find out what would be the most effective way of improving communication across the Cathedral and costing's	Q2 2022	COO		

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Who is best placed to review the current lone working procedures to ensure that current vulnerabilities are addressed?	To address the challenges of lone working, the Cathedral is aware that this will have implications for staff time and costs.	Review the Lone Working Policy for Chapter's approval.	Q1 2021	COO		
		To include the Lone Working Policy in all new recruitment inductions.	Q1 2022	COO		
		To review staff working practices within the Cathedral and make recommendations including staff costing's.	Q4 2022	COO		
<b>Children</b>						
Is the cathedral confident that safeguarding arrangements for raising a concern are sufficiently clearly explained and understood by those who attend the	As a result of the pandemic Children's Space has been meeting online. As they return to the newly refurbished parish room, the	To reinstate the H&S and Safeguarding notice board in the parish room.	Q1 2022	Head Verger		
		SO/Designated Adult to arrange	Q2 2022 onwards	CSO		

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<p>cathedral as part of Children's Space</p>	<p>notice board will be updated to cover all H&amp;S notices and safeguarding. SO to visit Children's Space at regular intervals so that all the children are familiar with the designated adult.</p>	<p>regular visits to Children's Space.           Create a leaflet for Children on how to raise a concern. Explore whether this would be helpful online as well as hardcopy. Annual training for all children's activities to be diarized.</p>	<p>Q2 2022</p>	<p>SO/SA</p>		
<p><b>Adults</b></p>						
<p>What logistical and other support is need to enable the prioritisation of training in contextual issues to be delivered to those in public-facing roles within the cathedral?</p>	<p>Develop a training plan for all front facing staff that is contextualized using SMART goals.</p>	<p>Head of Departments and volunteers to identify their occupational training needs. These will then in turn be included in the Cathedral's overall training strategy and will be costed accordingly.</p>	<p>Q4 2022</p>	<p>COO/ Exec</p>		

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<p>Is the Cathedral confident that its current system for communicating about the support needs of, or risks posed by, individuals to those in wider-public facing roles within the Cathedral remains sufficient?</p>	<p>Weekly staff meetings before the pandemic would have traditionally communicated some issues of concern. Since the pandemic the weekly meetings have changed and the Cathedral needs to review how this issue can be addressed. We are confident that the current method of using incident reporting form and general safeguarding email allows for effective reporting.</p>	<p>Review and identify a method for addressing this issue.</p>	<p>Q2 2022</p>	<p>SO/SA</p>		
<p><b>Case Work Including Information Sharing</b></p>						
<p>How might the cathedral use their existing structures and mechanisms to ensure that safeguarding</p>	<p>The CSO and ACSO meet regularly to discuss all</p>	<p>The action to meet frequently and regularly has been implemented</p>	<p>Completed</p>			

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advice is consistent and predictable for those who have cause to seek it?	safeguarding matters	ensuring consistency.				
How might the current safeguarding reporting flowchart be expanded to formalise and clarify the procedure for information sharing and communication between the safeguarding Team and key leads within the cathedral, as well as guidance about who this might include and when it would not be appropriate?	The flowchart to be reviewed and staff training to be reviewed.	Flowchart to be reviewed. Flowchart to include volunteers and congregation. Regular training of all staff with regards to using the flowchart and all internal safeguarding practices. This will also be included in the induction process for all new staff.	Q3 2022	SO/SA		
What amendments to the current incident report form might aid the oversight and management of cases?	The form to be reviewed and amended to include a chronology & actions table	Form to be reviewed and amended, then all staff updated.	Q2 2022	SO/SA		
<b>Training</b>						
What would a single recruitment and training register look	This to be considered and other examples	Exec to review how training records can be	Q2 2022	COO		

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like for both staff and volunteers?	sought from other Cathedrals.	kept and maintained. This work is already underway.				
Is the cathedral confident that it has agreed and established an imperative for training completion amongst the wider volunteer body?	Since the audit the Cathedral has been running induction sessions for current volunteers, which have included training requirements. This will be expanded to include new volunteers in spring 2022	Developing training sessions for current and new volunteers, to include H&S and safeguarding training requirements.	Q2 2022	COO/SO		Underway
What opportunities exist, or could be created, to support the evaluation of training quality and impact and how could this data be used strategically?	To embed policies with regular staff training with an interactive element enabling knowledge to be tested and embedded.	Outline a program of ongoing staff training, which will include evaluation.	Q2 2022	SO/SA		
<b>Safer-Recruitment</b>						
In addition to those already identified for	Safer recruitment training has now	HODs are working with their	Q3 2021 onwards	COO/CSO		

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safer recruitment training, who else may benefit from it in order to support consistent and effective practice in volunteer recruitment under the new devolved approach?	been released and is online. All staff are being invited to undertake the training	departments to undertake the training. All staff involved in any recruitment volunteers or paid staff have to complete the training.				
What might a personnel file checklist look like at Bradford Cathedral, to support oversight and assurances of the completion of all relevant checks?	To add a cover sheet onto personal folders	Add a cover sheet onto personal folders, which includes dates and list of key information obtained	Q1 2022	COO		
<b>Policies, Procedures and Guidance</b>						
Does the current suite of policy and guidance effectively capture the cathedral's context in relation to safeguarding? How could this be further developed?	Review existing policies and update in order to contextualise it.	Review and amend the policies to reflect the context of Cathedral	Q2 2022	COO		
What would staff and volunteer handbooks look like, and who should be involved in their creation?	Both of these documents already exist. Annual review of their content	Review of staff and volunteer handbooks to be undertaken.	Q4 2022	COO		

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	should be scheduled.					
How will the cathedral ensure access to essential safeguarding material for all staff and volunteers the diocesan safeguarding advisor/cathedral officer.	All key documents are on the website. Safeguarding Policy also available in the Cathedral and on the notice boards and in the main office.	Signposts members of the congregation and staff to our website through regular congregation updates. Will also include updates as part of safeguarding Sunday in October.	Q3 2022	SO/SA		Done
<b>The Diocesan Safeguarding Advisor/Cathedral Safeguarding Officer</b>						
What opportunities already exist within the cathedral's current structures to address concerns around the consistency and availability of safeguarding advice and how can this be further refined to improve the predictability of the response that staff and volunteers receive?	See previous action point under Case Work					



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<p>What are the costs and benefits of independent, professional supervision for the CSO and what might such a provision look like?</p>	<p>This could be explored through the Cathedral Safeguarding Network to explore possibilities. For the safeguarding committee to consider and make recommendations to Chapter.</p>	<p>Contact the Cathedral Safeguarding Network.  Safeguarding Committee to make recommendations to Chapter</p>	<p>Q1 2022  Q3 2022</p>	<p>CSO  SO/ Chair of Committee</p>		
<p>What opportunities exist, or could be created, to ensure that the Cathedral and their link DSA share a common understanding of a live cases, concerns and patterns of need related to safeguarding at Bradford?</p>	<p>The current working pattern of the DSA team means that it is difficult for one member of the DSA to know about all the different cases at the Cathedral. This is something beyond the Cathedral safeguarding team scope. This could be explored through the Diocesan Senior</p>	<p>Safeguarding Committee to formerly pass this onto the diocese for consideration.</p>	<p>Q2 2022</p>	<p>SO/ Chair of Committee</p>		

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	Staff Safeguarding team meeting to discuss how greater consistency could be achieved.					
<b>Quality Assurance</b>						
Who would be best placed to contribute to the development of a quality assurance and learning framework for safeguarding?	Current practice is to use the Incident reporting form to record all H&S, Safeguarding and general mishaps within the Cathedral. This includes recording responses and follow-up actions. These forms create a clear history of events, which could be used as a learning tool.	For the Safeguarding Committee to determine who/or which group would be best placed to review the incident forms on a six monthly basis in order to create learning points and actions. Look at the process by which learning is shared across all areas of the cathedral. Where appropriate to seek external practitioners advice on areas identified for	Q2 2022	SO/ Chair of Committee		

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		development to ensure best practice.				
Is the cathedral confident that its current risk register reflects the cathedral's context, and contains the appropriate depth of detail required for strategic oversight?	Chapter has already begun to review the risk register with our insurers Ecclesiastical in order to address this issue.	Our insurers are currently reviewing the register and will report in due course for Chapter to consider. This will also include training.	Q2 2022	COO		
<b>Whistleblowing</b>						
How can the importance of whistleblowing, and the application of the current policy to the cathedral, be publicised and made clearer to those who may have cause to use it?	The policy needs to be reviewed and approved by Chapter. Chapter and Exec to develop a plan for publicising the policy for all concerned.	Chapter & Exec	Q2 2022	COO, Chapter & COO/Exec		

<b>Safeguarding Advisory Panel</b>						
Who is best placed to review the terms of reference of the Safeguarding Committee, and function of the safeguarding team meetings, such that the strategic and operational aspects of safeguarding are more clearly delineated?	Safeguarding Committee is a sub group of Chapter, therefore the terms of reference should be reviewed by Chapter. In order to facilitate this work, it is recommended that it is discussed at the safeguarding committee, exec and chapter. Consideration should be given to how to support CSO in maintaining professional decision making processes.	Safeguarding Committee, Exec and Chapter to review.	Q3 2022	CSO/ Chair of Committee		
Which group would be best placed to hold the cathedral's	The safeguarding Committee and Chapter.	Safeguarding Action plan to be approved by Chapter for	Q1 2022	SO/ Chair of Committee		

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safeguarding action plan, and what would membership of this group look like?		publication, then safeguarding committee to oversee the plan work. This will agree a schedule for reporting progress.				
<b>Leadership and Management</b>						
<b>Theological Leadership</b>						
What opportunities exist or can be created to better share the message of safeguarding and its importance in the cathedral's mission and the Christian faith?	The Cathedral has identified Safeguarding Sunday as part of its annual liturgical planning with a focus on the theology of safeguarding in the sermon.	The clergy and safeguarding team to explore and identify other opportunities for embedding the theology of safeguarding into all aspects of Cathedral life. The clergy team to explore how to embed the experience of survivors into the culture of the Cathedral with support from the NST.	2022-2021	SO/Dean		

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<b>Strategic Leadership</b>						
What systems and structures might enable a more shared and cohesive understanding and approach to safeguarding across the cathedral's strategic leadership?	A question for Chapter, Safeguarding Committee and Exec to consider and take appropriate actions when the new Dean is in post.	To go onto the agenda of Chapter, Safeguarding Committee when the new Dean is in post.	Q3 2022	SO/Dean		
Is the Cathedral confident that those in strategic leadership roles are sufficiently visible to all those who work or worship within it?	Currently information about staff and safeguarding team can be found on the Cathedral website. Safeguarding team information is also held on noticeboards in public spaces and included in the choir handbook, which is sent to all families.	To include members of chapter onto the website for public information.	Q1 2022	CSO		

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<b>Operational Leadership</b>						
How can the many forums for operational safeguarding discussion within the cathedral be more effectively streamlined as part of the wider governance review, reducing demand and increasing coordination?	Work has already begun with regards to governance in the light of the new Cathedral Measure. This would be a good opportunity to review safeguarding from a strategic and operational perspective.	Chapter and Safeguarding Committee to review and make recommendations.	Q4 2022	CSO/ Chair of Committee		
<b>Culture</b>						
Does the cathedral recognise this picture of potential naivety around safeguarding risk? What resources and expertise do the cathedral have to draw upon that might help to challenge this?	Experience has shown that the culture of the organisation is influenced by the attitude, knowledge and experience of those in senior leadership. By drawing on the	For strategic and operational safeguarding work to actively recruit volunteers from other professional organisation who specialise in the field of safeguarding.	Q3 2022	SO		

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	<p>expertise and experience of other safeguarding professional networks external to the Cathedral helps to focus and develop a deeper understanding of good safeguarding practice.</p>					