



SAFEGUARDING IMPROVEMENT PLAN 2022

Theme	Issue & Audit Reference	Action	Who Responsible	Timing	Risk Rating	Notes at March 2022
Leadership and Governance						
Diocese	Representation on the Diocesan Safeguarding Steering group	COO attends as the Cathedral representative.	COO	Ongoing		COO or Ops Officer (Safeguarding) or Safeguarding and Pastoral Officer attends
	There is a service level agreement between Diocese and Cathedral governing the safeguarding arrangements. (6.1.10)	Review SLA	DSA/COO	Q1-2 2021		Being reviewed on 29th March at meeting between COO, SJ and Bristol Diocese (Caroline Jowett – Ive, Diocesan Director of People and Safeguarding, and Adam Bond, DSA)
	Annual safeguarding report for the Bishop		COO	Q4 2021		Next report due for meeting in April 2022
	Chapter to adopt Diocesan Safeguarding Policies and guidance as part of closer working arrangements. (6.1.1) (6.1.9) (6.1.14) (6.1.15)	Full details to Chapter meeting on 16 th March	COO	Mar 16 th 2022		COO to prepare full proposal for Chapter
Chapter	There is a Chapter lead for safeguarding. (6.1.1) (6.1.14) (6.1.15) (6.1.16) (6.1.17)	The Dean is the Chapter lead.	Dean/COO	Ongoing		Ideally should be a Lay Canon, but currently the Dean is the best fit.
	Safeguarding is a standing item on each agenda	Agenda and briefing	COO	each meeting		Chapter have been briefed on ongoing compliance work but also case issues as they

Theme	Issue & Audit Reference	Action	Who Responsible	Timing	Risk Rating	Notes at March 2022
	(6.1.1) (6.1.15) (6.1.16)					come up. Currently used predominantly to inform of issues, and info re SCIE audit. Needs to be used in a more proactive way – e.g. looking at a case study at each meeting.
	Chapter members have safeguarding as an explicit responsibility in their role descriptions (CWG rec) (6.1.1) (6.1.14) (6.1.15) (6.1.16)	Role descriptions needed for lay members of chapter	Dean / COO	Q3 2022		Role descriptions for Lay Canons need to be developed following vision and strategy cycle. Training for Lay Canons in Q3 2022
	A memorandum of understanding for the management of choristers (6.1.2) (6.1.13) (6.1.16)	Statement developed, needs to go to chapter.	Head of Safeguarding at BCCS / Head of CPS / COO	Chapter in November		Clear statement of responsibilities has been written and agreed by both schools.
Probationer schools	A briefing for probationer schools (6.1.2) (6.1.13) (6.1.16)	COO to send letter to probationer schools confirming practice and arrangements and asking for safeguarding lead details.	COO	November		Safeguarding lead details for each probationer's school is saved on the G drive in the HR and Safeguarding Cathedral Choir folder. Once safeguarding policy adopted by Chapter, this will be shared with the schools along with a copy of the revised Chorister Handbook.
Safety of pupils from both schools when moving	Large numbers of pupils moving between school buildings, in public road (main way in to Cathedral Car Park). Pupils and	COO meeting with Exec Principle of CST, and head of BCCS	COO	October 21		Concerns about risk to children. Managed currently by school staff in high vis jackets. But could we do more to make it a more people friendly space and reduce risks? Update 12/10/21 Following meeting, COO and head of

Theme	Issue & Audit Reference	Action	Who Responsible	Timing	Risk Rating	Notes at March 2022
around the site	families from CPS spilling off pavements into road at pick up time (and to some degree drop off time). (6.1.2)					BCCS are reviewing risk assessment together and writing to Bristol City Council to suggest physical changes that we would like to see on College Square to mitigate risks further.
Policies and procedures						
Safer working practices for areas of the Cathedral's life	We need a standard format for each area of work – clear, concise, accessible. (6.1.1) (6.1.2) (6.1.9) (6.1.15) (6.1.16) (6.1.17)	Being developed as part of Safeguarding Handbook	COO / RB / Area Leads	Q4 2021		Forms part of the overhaul of policy, procedure and writing of new handbook.
Clear public information about safeguarding	Accessible information available to Cathedral community – particularly children, young people, parents and vulnerable adults. (6.1.1) (6.1.2) (6.1.5) (6.1.13) (6.1.16)	Ensure clear information is available throughout the Cathedral, and all is up to date, clearly written in plain English. Use key locations (backs of toilet doors, song school, children's church / Education Room), all offices, Vergers cubby, Ringing Room. Ensure website contents is up to date.	Led by COO / CG. Wider involvement needed.	Q4 2021 – Q1 2022		Prevention is an important part of good practice. Children, young people and vulnerable adults need to be well equipped to protect themselves. Safeguarding information is clearly displayed in all the key locations. Chorister handbook currently being rewritten and will reflect SCIE audit's findings.

Theme	Issue & Audit Reference	Action	Who Responsible	Timing	Risk Rating	Notes at March 2022
		Induction materials for choir / parents.				
Pastoral enquiries	A process for Vergers and others to escalate concerns. (6.1.1) (6.1.2) (6.1.3) (6.1.16)	No Action	Nicola Stanley, Sarah Jenkinson and Vergers			After discussion between vergers, pastoral team and Dean it was decided this was unnecessary, as there is almost always a member of clergy available for referral. We need to put in place a system for the very rare occasions when there are no clergy on site.
Complaints procedure	A draft procedure has been written and needs signing off (6.1.1) (6.1.9)	Approval by Chapter	Finance and Ops Director	Chapter QI 2022		Draft circulated for review.
Whistleblowing policy	The HR handbook for lay staff contains a whistleblowing procedures and it is included in the safeguarding procedure (6.1.1) (6.1.9)	This is part of the new staff handbook and safeguarding handbook	COO Lisa Sherman (HR)	QI 2022		
Fair recruitment of ex-offenders	Policy in place, we have adopted the Diocesan policy (6.1.1) (6.1.9)	review every 3 years	COO	QI 2022		Adam to send documentation to Rachel
H&S risk assessments	All choir / education activities have a risk assessment produced (6.1.1) (6.1.2)		Music/Education teams	ongoing		Choir tours have their own processes and insurance Note – choir touring in 2022. Check paperwork and DBS checks. See folder on H drive for tours.

Theme	Issue & Audit Reference	Action	Who Responsible	Timing	Risk Rating	Notes at March 2022
						Process and template needs to be in Safeguarding Handbook
Safeguarding Agreements	These are put in place through the DSA for those that may pose a risk to children, young people and vulnerable adults in the Cathedral (6.1.2)	The Cathedral has one Safeguarding agreement – which is reviewed annually	DSA/COO	Next review due 07/2022		COO and Diocesan Safeguarding caseworker reviewed the agreement in July 2021 Description of process needs to be in handbook – Adam to send to Rachel
Photography	How to use photographs of children in Cathedral publicity Members of public taking photos in the Cathedral (6.1.1) (6.1.2)	We need a policy which sets out under what circumstances we can use photos of children in Cathedral publicity / social media Also needs to cover when we restrict photography in the Cathedral	COO	Q2 2022		New item added Oct 2021 Minors 13-16 are required to give their own consent in addition to their parents. Those 17 and over no longer require parental consent.
Venue T&Cs and room hire	specific requirements in terms of safeguarding (6.1.1) (6.1.2) (6.1.5) (6.1.3) (6.1.9) (6.1.13)	Room hire agreement completed Amend Cathedral T&Cs	SMT	Q3 2022		T&C of hire review underway, ensure Safeguarding requirements are included. Reference to the visiting choir form.
Access to policies	Policies are not currently stored in obvious places	Develop file storage system to enable everyone that needs to	COO	Q2 2022		New IT system will facilitate this through Sharepoint. PeopleHR system will give us a central library of policies available to all staff.

Theme	Issue & Audit Reference	Action	Who Responsible	Timing	Risk Rating	Notes at March 2022
	(6.1.1) (6.1.9)	find policies and procedures can				We will also ensure up to date safeguarding handbook is on the cathedral website so all volunteers can access at any time.
Visiting Bell Ringers and Visiting Choirs	Safer working practices are in progress for Bell Ringers and visiting Bands. (6.1.1) (6.1.2) (6.1.5) (6.1.9) (6.1.13) (6.1.16)	Develop process – including declaration that visiting groups have appropriate safeguarding processes in place. Also clear communication if under 18 years olds will be part of any visit	COO / Head Verger / Matt Gardiner / Ian Hill	Q3 2022		<p>No system in place, but visits have only just restarted.</p> <p>We must know if visits involve under 18s, that there is consent system for those under 18, that there are safeguarding processes if under 18 will be present.</p> <p>Link to visiting choir booklet Visiting Choir Handbook.pdf which requires a declaration about safeguarding procedures.</p> <p>For bell ringers we need a record of who was part of the visit (signing in system).</p> <p>Also – to be noted that there is also no system for checking competence of bell ringers before they are allowed into the tower.</p> <p>Clarity as to who supervises the bell ringers when on site? Chrissie Graham attending Cathedrals Safeguarding Group during Q4 '21 which includes bell ringing on the agenda</p>

Theme	Issue & Audit Reference	Action	Who Responsible	Timing	Risk Rating	Notes at March 2022
Training						
Training schedule	We need to maintain an accurate schedule of which roles need which training. (6.1.1) (6.1.8) (6.1.9)	Review schedule	COO	Ongoing		CG working through training Dean, Residentiary Canons, Director of Music and COO currently undertaking Senior Leadership training with the Church of England.
Training Record	Training record needs to be up to date (6.1.1) (6.1.8) (6.1.9)	Review to ensure it is up to date. Move volunteer records across to Churchsuite once in place – and develop automated system within database to email reminders etc	COO / CG /MP	Q1 2022		Miranda Payne started in Nov 2021 as Operations Officer – she is overseeing the implementation of Churchsuite. Staff training records have moved across to PeopleHR.
HR						
HR processes / record keeping	Not all HR files are complete – with outdated job descriptions and contracts (6.1.1) (6.1.8) (6.1.9)	Undertake review of files of current staff to ensure it is up to date, job descriptions include safeguarding responsibilities	HR director	Q4 2021		
Organisation Structure	Not always clear lines of responsibility (6.1.1)	Propose new structure with clearly defined roles – including management responsibility	COO	Q1 2022	j	
Safeguarding officer	Safeguarding officer performance and capacity	The COO has an annual appraisal with the Dean which	Dean/COO / CG	Q4 2021		COO / Dean probationary review due end of November 2021

Theme	Issue & Audit Reference	Action	Who Responsible	Timing	Risk Rating	Notes at March 2022
	(6.1.1) (6.1.6) (6.1.7) (6.1.8) (6.1.10) (6.1.13) (6.1.15) (6.1.16) (6.1.17)	includes discussion on compliance and process. Chrissie Graham appointed as Deputy Safeguarding Officer to ensure sufficient capacity / availability.				Safeguarding and Pastoral officer appointed and started work in February 2022
Nominated person	Appointing a Safeguarding Advocate (6.1.1) (6.1.2) 6.1.4) (6.1.6) (6.1.7) (6.1.9) (6.1.13) (6.1.15) (6.1.16)	Helen Wardle has agreed to take on Safeguarding Advocate role	COO/SJ	Q1 2022		SJ/CG safely recruiting Helen Wardle Lay person, not involved in activities with children, who can act as contact/advocate. Will have a meeting with choristers, consort etc when starts.
DBS checking system	Management of the on-line checking system (ThirtyOneEight) (6.1.1)	processing of checks for staff and volunteers	COO	ongoing		Checks are up to date. CG is doing these with support from Adam B.
	Review checking matrix (6.1.1)	Needs simplifying	COO	Q1 2022		Review each year at least, but revise as guidance changes. CG will review this Q2 2022
Safer recruitment process	Review safer recruitment checklist (6.1.1) (6.1.7) (6.1.9) (6.1.16)	Develop a comprehensive system which is tracked and monitored by CG Process is accessible to others	COO / CG	Q1 2022		CG overseeing Safer Recruitment process and working with JC on volunteer process.
	Complete safer recruitment processes where there are gaps	Complete process paperwork for priority groups	CG	Ongoing		CG working through safer recruitment process to ensure all volunteers and staff have been through correct process.

Theme	Issue & Audit Reference	Action	Who Responsible	Timing	Risk Rating	Notes at March 2022
	(6.1.1) (6.1.9) (6.1.16)					
Volunteer Support	(6.1.1) (6.1.7) (6.1.9) (6.1.11) (6.1.12) (6.1.15) (6.1.16)	Update volunteer handbook for safeguarding and H&S Establish consistent induction process for volunteers. Clarity of rights and responsibilities	COO / Visitor Experience Director	Q2 2022		FB and JC are working with CG to check the eligibility for DBS All volunteers recruited Summer 2021 did C0 and C of E volunteer training modules, and signed a code of conduct. In future, all volunteers will do C0, and all welcomers and stewards will do the volunteer training module in addition. Volunteer training is up to date.
Staff Handbook	Too wordy, doesn't reflect the culture of the organisation. Only available in printed form. (6.1.1) (6.1.9) (6.1.15) (6.1.16)	Rewrite this, in accessible language – with links to locations of policies. Concise – with practical information (pay day, holidays etc) not just H&S info.	COO/ HR director	Q4 2021		
Survivor support – no cases requiring action						
Data protection and record management						
Data protection policy	Policy sets out retention policy in terms of safeguarding and HR information (6.1.1) (6.1.11)	The retention schedules will be worked up	COO	tbc		Awaiting more NST guidance Revisit once other priorities are addressed

Theme	Issue & Audit Reference	Action	Who Responsible	Timing	Risk Rating	Notes at March 2022
Database	Current Database is not used properly. (6.1.1) (6.1.11) (6.1.12)	Implement new database - Churchsuite	COO	Q1 2022 and ongoing		
Information sharing - Schools	We don't have up to date agreements that cover what is needed (6.1.1) (6.1.2) (6.1.4) (6.1.11) (6.1.12) (6.1.16)	Agree data sharing agreement with: <ul style="list-style-type: none"> • Bristol Diocese • Cathedral Schools Trust • Probationer Schools • Trinity College • Bishops Office 	COO	Q1 2022		SJ to contact Dee Cooley to ask for any agreements she knows of between Cathedrals and schools, dioceses, and training colleges.
Information Sharing – Internal	We don't have effective systems for sharing concerns – particularly with regard to vulnerable adults / pastoral work (6.1.1) (6.1.3) (6.1.11) (6.1.12) (6.1.16)	Ensure records are stored centrally and accessible by those that need to know. Take part in pilot for C of E National Safeguarding Case Management System Risk assessment process for working with vulnerable adults	Nicola Stanley/ COO /Sarah Jenkinson/ DSA	Q1 2022		New IT systems will allow for better sharing of information. We need to work out the practical method for Pastoral team knowing what they need to know when they are going to work with someone – particularly off site. Warning markers. SEE VULNERABLE ADULTS SECTION BELOW
File Storage	All HR and safeguarding records are kept in locked cabinets in the Gatehouse (6.1.11)	Ask colleagues to put their HR and safeguarding records into central registry. Start moving files into electronic format –				No action needed.

Theme	Issue & Audit Reference	Action	Who Responsible	Timing	Risk Rating	Notes at March 2022
		keeping paper format in locked archive				
Vulnerable adults	Case work system for vulnerable adults (6.1.1) (6.1.3) (6.1.8) (6.1.11) (6.1.16)	SJ has set up a case work system for those receiving regular pastoral care	Nicola Stanley/ SJ	Ongoing		Locked cabinet in the operations office.
Cyber security	robust ICT systems (6.1.11)	IT contract is being moved to new local company and they will review security arrangements. Also implement Sharepoint to enable better sharing of files.	COO / Finance and Ops Director	Q1 2022 – but depends on contract		System needs updating
Communications						
Signage	There needs to be clear signage about safeguarding in the Cathedral and Gatehouse (6.1.1) (6.1.2) (6.1.3) (6.1.4) (6.1.5) (6.1.16)	Ensure clear information is available throughout the Cathedral, and all is up to date, clearly written in plain English. Use key locations (backs of toilet doors, song school, children's church / Education Room), all offices, Vergers cubby, Ringing Room.	COO / Vergers	Q4 2021 – Q1 2022		Safeguarding signage is clearly visible in all the key locations

Theme	Issue & Audit Reference	Action	Who Responsible	Timing	Risk Rating	Notes at March 2022
Staff ID	Clear identification for cathedral staff (and volunteers?), including obvious way of identifying those who have been cleared to work with children, young people & vulnerable adults. (6.1.1) (6.1.20) (6.1.3) (6.1.4)	Produce ID badges for Cathedral staff.	COO / Tim Popple / Frances Bircher	Q1 2022		Done by Frances Bircher
Website	Clear information on safeguarding (6.1.1)	New links from home page banner	Tim Popple	ongoing		Safeguarding page is in place and up to date.
Cathedral Community	Community meeting of congregation & volunteers (6.1.1) (6.1.17)	Provide a N&N briefing quarterly on safeguarding include an item at Community meetings to make sure congregation are aware of work and processes	COO	Q1 2022		Needs addressing through Comms review to ensure that the right information is communicated online, in print and in person. Helen Wardle to be introduced on the Sunday Sheet with info about the advocate role.

Theme	Issue & Audit Reference	Action	Who Responsible	Timing	Risk Rating	Notes at March 2022
Good practice						
AEC/CAFA	keep up to date with any safeguarding conversations at the AEC Executive group – circulate to Chapter (6.1.1) (6.1.17)	ongoing	COO			Currently managed by AW and SM
National safeguarding leads group	Regular staff attendance at group (6.1.17)	ongoing	COO			COO
Conferences	Staff to attend relevant conferences and training opportunities in addition to the formal training framework (6.1.1) (6.1.2) (6.1.17)	ongoing	all staff			Includes the annual Choir Schools Association conference Review of staff assessment and training needs to be addressed once new vision and strategy is in place – include Safeguarding as needed
Finance						
Insurance	Annual EIG review	Ensure provision for safeguarding is covered in annual meeting	COO / Fin and Ops Director	ongoing		