

Area for Action	Auditors Questions	Response	Proposed Actions	Target Date	Progress
<ul style="list-style-type: none"> Safe Activities and Working Practices 					
Precincts and Buildings, Page 7	1. What Practical steps could be taken to improve the safety and security in the Cathedral and its associated buildings and surroundings?	The Cathedral's aim is to ensure all staff, volunteers and visitors feel safe and protected whilst at the Cathedral or within its associated buildings. It strives to seek a balance between maximising security and safety for the building and staff, whilst ensuring all visitors continue to feel welcome and at ease whilst at the Cathedral.	To ensure the safety and security of the Cathedral, consideration will be made for the installation of physical systems. e.g., CCTV.	June 2022	The Church of England CCTV policy was located, and enquiries are underway regarding the practicalities of installing internal and external CCTV at the Cathedral and within its associated buildings.
			To ensure entrances and exits where members of the public are not permitted, are kept closed. During working hours doors will be kept unlocked from the inside to ensure easy exit in an emergency. Periodic monitoring by CSO will occur to ensure compliance.	Ongoing	Direction provided to ensure all doors are closed. Inner door code changed
	2. How might the lone worker policy be developed, in conjunction with staff and volunteers, to provide firmer support to those who work alone regularly or occasionally?	The Cathedral has a lone worker policy, but this needs to be updated to reflect the working practices of all staff and volunteer duties, ensuring compliance with safeguarding and health and safety measures.	The lone worker policy will be updated to ensure it accurately depicts the working practices of all staff and volunteers, including the arrangements in place following a safeguarding concern.	March 2022	Lone worker policy is currently under review. Discussions being held with staff and volunteers, and CSO awaiting updates of any further lone working practices.
		Staff and Volunteer handbooks will be updated to reflect the lone worker policy.			
	3. Given the limited capacity, how realistic is it to expect the verger team to provide a 'ministry of welcome' throughout the Cathedral's opening hours in addition to their other responsibilities?	The Ministry of Welcome provided by our Verger Team was a response to the COVID-19 pandemic and was welcomed by visitors to the Cathedral.	Verger duties to be realigned with the Cathedral's priorities and objectives. Duties to be reflected in the Verger job description.	June 2022	The Verger Teams duties are currently under review.
Children, Page 9	4. What additional measures are needed to support	Cathedral staff responsible for children's activities were	Group leaders to ensure all children activities have up to date risk assessments in place, and	March 2022	

	improvements in the safety and wellbeing of children attending the Cathedral's activities?	recruited in line with the Church of England's safer recruitment policy and undertake regular training. We aim to improve the safety and wellbeing of our children by building better working relationships between staff and families.	timescales for further review. All risk assessments to be reviewed by CSO.		
			School visits policy to be updated with mention to safeguarding and then reviewed by CSO.		
			All job profiles to incorporate responsibility for safeguarding.		
			Parents and families are to be given the ability to provide anonymous feedback regarding the safety and welfare of activities.		
	5. How might the leaders of children's activities be engaged in the oversight of safeguarding arrangements in the Cathedral and contribute to developing good practice in all areas?		CSO to introduce 6 monthly meetings with all staff and volunteer group leaders responsible for children's activities. This will allow the CSO to engage regularly with group leaders and their activities, whilst providing advice, support, and constructive challenge.		
Adults, Page 11	6. What needs to be done to ensure that awareness of safeguarding responsibilities is as well-developed across the entire Cathedral community as that for pastoral care, and that systems of support, reporting and oversight are integrated?	All volunteers are required to complete safeguarding training. The training provides information to the signs and symptoms of abuse and reporting procedures. All staff and volunteers actively working at the Cathedral have completed this training. The CSA has had oversight of reported pastoral encounters, however there is a need for a more systematic approach to the two reporting pathways. The Cathedral's safeguarding is a standing agenda item at both Chapter and DSAP.	Review the need for either an integrated electronic reporting and management system for Pastoral and Safeguarding pathways, or for the CSA to have oversight of all pastoral encounters.	March 2022	
			Have a comprehensive cover of day chaplains available in the Cathedral, ensure they complete advanced levels of safeguarding training and have awareness to the new safeguarding reporting procedures.	Complete	The Cathedral has increased its staffing to 9 day-chaplains, providing a comprehensive cover across the week. All completed the appropriate safer recruitment and safeguarding elements.
			Provide further training to the Verger Team, including awareness to domestic violence and Mental Health.	Ongoing	The National Safeguarding Teams' online training titled, 'Raising Awareness to Domestic Abuse 2021' is now a requirement for the Verger Team.
			The Cathedral to provide a quarterly report to Chapter and DSAP, presenting on safeguarding incidents.		The Dean and CSO are now active participants within the DSAP meetings. A summary report and presentation are provided on Cathedral safeguarding matters.

- **Choirs and Music**

Choirs and Music, Page 13	7. How might the OMC be best supported in his role as head of the music department, and ultimately accountable for ensuring high safeguarding and welfare standards across the entire music department?	The OMC is supported by the AO and Choir Matron. The OMC holds responsibility for the male choristers' performance and welfare, whilst the AO has responsibility for the female choristers.	Ensure separation of strategic and operational duties.	June 2022	
	8. How might the OMC contribute to the development of safeguarding across the Cathedral?	The Choir Matron takes additional responsibility for the choristers' wellbeing. The Choir Matron is present during rehearsals and ensures welfare and safety of children on arrival and exit of the building.	Recruitment of new Choir matron assistants, to provide extra support.	Ongoing	A choir matron assistant has been successfully recruited for part time coverage. Further recruitment is still ongoing.
	9. How might the Cathedral assure itself that arrangements for the safety and wellbeing of choristers are working as well as possible?	A weekly welfare meeting takes place for sharing and discussing of choristers. Concerns raised are reported to the CSO	OMC to be involved in the 6 monthly meetings held between CSO and those responsible for children's activities.	March 2022	
	10. What needs to be done to ensure that the policies, procedures, and guidance in the music department are explicit, accessible, understood and consistently observed?	This year, the Music Department have updated their policies and procedures to incorporate awareness to both safeguarding and health and safety best practice.	Parents/carers can arrange meetings to discuss safeguarding matters with the departmental staff at any time; reminders will be issued at six-monthly intervals via Choir Notes (internal messaging system).		
			Provide support and understanding to choristers when faced with challenging life transitions and allow for a healthy balance between choir rehearsals and other home and school commitments.	Ongoing	The OMC and AO currently allow for discretionary breaks from choir rehearsals, and actively seek to adjust rehearsal schedules to suit other life commitments, such as school exams.
			To continue updating policies and procedures, with incorporation of safeguarding and health and safety best practices.		Updating of policies began in early 2021.
			CSA to review all policies, procedures, and practices to provide safeguarding oversight.	June 2022	
			Policies, procedures, and practices to be uploaded on the Cathedral database for all staff to view.		

- **Case Work (including information sharing)**

Page 19	11. What might be the benefits of a single route for reporting all concerns and how might this be monitored for consistency?	In 2021 the Cathedral implemented a new and more robust reporting system and appointed a new CSA to manage concerns.	Introduce clear and easy to understand policy and procures for reporting concerns which integrates safeguarding and pastoral encounters.	June 2022	
			Dean to provide oversight of safeguarding case files.	Ongoing	CSA raises concerns to the Dean when required.
			CSA to continue to build strong relationship between the Cathedral and Diocese Safeguarding Team		A memorandum of understanding is currently in place between the Cathedral and Diocese for providing safeguarding support.
	12. How might the general understanding of confidentiality, responsibility for reporting concerns, recording and GDPR be improved across the Cathedral?	The Cathedral implemented mandatory safeguarding training, which includes awareness to confidentiality, and the need to report and record concerns.	Staff to be trained in GDPR	June 2022	
The Volunteer handbooks will be strengthened to encompass greater emphasis on confidentiality, information sharing, and the recording of concerns.			March 2022		

- Training

Page 22	13. What needs to be done to prepare for full and timely implementation of the national safeguarding learning and development framework?	Mandatory safeguarding training is now in place. Staff and volunteers are unable to take up post until the Basic awareness and Foundation online training is completed. The CSA holds a record of staff and volunteer training completions.	Devise a training matrix to ensure staff and volunteer roles coincide with relevant training.	March 2022	
			All job profiles to be updated with clear training requirements.		
			Provide information and accessibility to training on the Cathedral website safeguarding page.		
	14. What improvements are needed to the ways in which safeguarding training is recorded, monitored,	Utilise the training matrix to track staff and volunteer's adherence to training.	A centralised record for volunteers was created to ensure compliance with safer recruitment, and safeguarding training.		

	evaluated, and reported, and how might these be achieved?		Training renewals to be monitored monthly, and reminders sent to individuals 3 months prior to the expiry date.	Ongoing	Majority of staff and volunteers recently renewed their basic and foundation safeguarding training. This will not need renewing for another three years.
			Request feedback from staff and volunteers following online training completions.	June 2022	CSA has led discussions with volunteer leaders regarding the online training packages. CSA now looks to implement face to face training.
<ul style="list-style-type: none"> • Safer Recruitment 					
Page 24	15. What experience and skills are required to formalise HR oversight within the Cathedral, and what role (existing or new) would this most appropriately sit within?	The Cathedral hopes to implement a service level agreement with the Diocese to address the lack of HR expertise and oversight.	Continue to review the need for wider HR experience at the Cathedral.	June 2022	Service Level agreement is under discussion between the Cathedral and Diocese.
		We have been adhering to safer recruitment guidelines without the use of a separate HR department. Specific HR duties are included in different staff roles.	Integrate HR duties into pre-existing roles at the Cathedral and ensure job profiles are updated.	March 2022	
	16. Who would be best placed to attend safer recruitment training?	Those required to complete safer recruitment training have been identified and requested to complete	Utilise a training matrix to continually review those required to undertake safer recruitment training.	Ongoing	Successful completions from 4 people holding main responsibilities for recruitment at the Cathedral. CSA currently reviewing those with oversight.
	17. How should volunteer recruitment files be reorganised and reviewed (including role profiles) to ensure that they reflect good practice?	The volunteer manager ensures safer recruitment elements are completed for each volunteer prior to them commencing work at the Cathedral. This includes an application form, interview records, two references, signed job description and a checklist. A centralised record for tracking volunteer safer recruitment elements is overseen by the COO.	All new and pre-existing volunteer files will be reviewed by the COO to ensure appropriate oversight	June 2022	
			A single recruitment file to be held for each volunteer.	Ongoing	Each volunteer file holds all safer recruitment elements. Pre-existing files are also compliant with safer recruitment guidance.
			Review all volunteer job profiles to incorporate the need to safeguard and eligibility for a DBS.	March 2022	All new job profiles include the need for safeguarding. Pre-existing job profiles still to be reviewed.
			Review DBS eligibility for all staff, volunteers, and chapter members.		

<ul style="list-style-type: none"> Policies, Procedures and Guidance 					
Page 27	18. What steps could be taken to clarify the Cathedral's overall approach to safeguarding, and align all policies, procedures, and practice guidance to reflect this?	The Church of England's national policies, procedures and guidance are often more relevant to Dioceses and their parishes, and the Cathedral see a need for a further localised policy to reflect their practices.	Review the need for a localised policy for reporting and managing safeguarding incidents and concerns.	June 2022	
	19. What system could be put into place to ensure that policies, procedures, and guidance are comprehensive, accessible to and understood by all clergy, staff, and volunteers, consistently implemented, and regularly reviewed?	Policies are currently accessible from the Cathedral's shared drive. Employment related policies have recently been updated and all are currently awaiting endorsement by Chapter.	<p>Safeguarding policy statement to be clear and consistent across departments and teams</p> <p>Staff and volunteer handbooks to signpost relevant safeguarding policies</p> <p>Strengthen policies relating to social media, lost children, sharing protocols, managing electronic communications, external threats.</p> <p>Ensure all staff confirm in writing, their reading and understanding of the updated policies. Policies to be reviewed every 6 months to reflect new legislation, technologies, and local and national best practice.</p>		
<ul style="list-style-type: none"> Cathedral safeguarding officer / Diocese safeguarding advisor 					
Page 29	20. What additional adjustments are needed to enable the CSO to work effectively and ensure that operational leaders take on their full responsibilities for safeguarding?	The CSA manages case files at the Cathedral, and when necessary, seeks advice and support from the DST.	Implement a localised policy where clear roles and responsibilities for safeguarding are set out	June 2022	
	21. How might the Cathedral work with the Diocese to ensure that its requirements for a safeguarding service are adequately	The Cathedral has formalised the SLA between the Cathedral and Diocese. The CSA is currently assisting the Diocese, whilst building their own experience of safeguarding within a wider religious organisation.	<p>CSO and ACSO job description to be aligned with the 'key roles and responsibilities guidance. Job profiles to match the duties being undertaken,</p> <p>CSO and DST relationship to be strengthened.</p> <p>Ensure the proposed SLA accurately reflects the full needs of the Cathedral.</p>		

	assessed, provided, and reflected in the SLA?				continually reviewed to ensure both the Cathedral and DST are benefiting from the agreement.	
<ul style="list-style-type: none"> Recording and IT systems 						
Page 31	22. What would a single, centralised HR record (covering both staff and volunteers) look like, and who would need to have access to it to ensure more coordinated oversight and standardised practice?	The Cathedral recognises the need for a single central record for both staff and volunteers and have begun implementing this. Our discussions with the Diocese for an SLA include the need for HR expertise and IT support.	Continue to implement a centralised management system, to include staff and volunteers.	June 2022		
			Review the need to appoint a human resources officer or allocate duties to a pre-existing employee.			
			Finalise the SLA with the Diocese to provide HR expertise and oversight.			
	23. How might the current system of locally held records and incident books be combined to enable oversight of low-level concerns?			Review the need for the CSO to have access to locally held records such as HR files and wellbeing issues raised by the Music department.	March 2022	
	24. What does the Cathedral need to do to satisfy itself that all potential safeguarding concerns are identified and reported promptly?		We are currently utilising an electronic reporting system. Reports are sent directly to a @safeguarding mailbox. The CSA and ACSO both have access to the mailbox to monitor incoming concerns.	Strengthen the safeguarding page of the Cathedral website, ensuring the responsibly to raise concerns is clear.		
Continually review the online reporting process to ensure its reliability.				Ongoing		The online reporting system is accessed via the safeguarding page of the Cathedrals website. This has proven to be a reliable way of reporting.
<ul style="list-style-type: none"> Quality Assurance 						
Page 34	25. What benefits might there be in developing a strategy for Promoting a Safer Church with an accompanying delivery plan, and how could this be achieved?	The Cathedral agree that a strategy and delivery plan is needed to ensure compliance with the national policy 'Promoting a Safer Church'.	Develop a clear strategy and delivery plan.	March 2022		

	26. What needs to be done to put in place a comprehensive framework for quality assurance which will be able to evidence progress in creating a strong safeguarding culture and compliance with the expectations of Promoting a Safer Church?	Oversight is required to ensure compliance is achieved as expeditiously as possible.	Present an annual written report to Chapter, which details how quality is assured in safeguarding and the progress made in improving safeguarding culture and practices. Strategies and delivery plan for complying with the 'Promoting a Safer Church' national policy will also be shared for discussion on its progress.	April 2022	This needs to be addressed at the next Chapter meeting.
	27. How might the Cathedral seek regular feedback from a range of children and adults, including survivors of abuse, as part of its commitment to its mission and ministry?		To implement annual feedback from all persons involved in Cathedral activities.	June 2022	
			Raise the profile of the section of the safeguarding website to victims and survivors of abuse, and to include a link for providing feedback.		

• **Complaints about the safeguarding service**

Page 36	28. What benefits might there be for the Cathedral in either developing its own complaints procedure or incorporating the diocesan complaints policy alongside its own policies and procedures and how might its use be promoted?	The Cathedral always strives to take complaints seriously, and ensure issues raised by its staff, volunteers and visitors are thoroughly dealt with. Currently, complaints are directed to a manager, or member of clergy. The Cathedral continually seeks to improve their service and do see the benefits of implementing a safeguarding complaints policy.	To create a safeguarding complaints policy or adopt the current Diocese policy.	June 2022	
			Update staff and volunteer handbooks with links to the safeguarding complaints policy.		
			The safeguarding page of the Cathedral website to clearly signpost the safeguarding complaints policy, and direct how to make a complaint.		

• **Whistleblowing**

Page 37	29. How might the Cathedral whistleblowing procedure be promoted, and its use encouraged?	The Cathedral has had a whistleblowing policy in place since April 2020 and agree that further promotion is needed for improving confidence levels in its procedure.	Strengthen the whistleblowing policy, to include the staged process undertaken, signposting to external organisations for further advise and support, and links to the CSO and reporting form.	June 2022	
			Staff and volunteer handbooks to feature details and links to the whistleblowing policy.		
<ul style="list-style-type: none"> • Diocesan Safeguarding Advisory Panel 					
Page 38	30. How might the Cathedral best work with the Diocese to enhance the effectiveness of the scrutiny and challenge role of DSAP in relation to the Cathedral?	The Dean and CSO were welcomed as new attendees of DSAP in early December. The Cathedral provided a safeguarding report for discussion and scrutiny. The Cathedral will remain a standing agenda item at the meeting going forward.	Continue to engage with DSAP and provide regular safeguarding reports which details safeguarding performance and issues at the Cathedral.	Ongoing	The Dean and CSA will continue to represent the Cathedral at DSAP meetings.
			Review the need for regular assessments by the independent chair of the Cathedral safeguarding arrangements.	June 2022	
<ul style="list-style-type: none"> • Leadership and Management 					
Page 39	31. What more might the Dean and clergy do to promote understanding of the importance of safeguarding and its integral place in church life?	The Dean is an active member within safeguarding working groups, ensures safeguarding is an agenda at critical meetings, and continually engages with Cathedral members to promote the need for safeguarding.	More explicit reference to safeguarding within sermons and prayers, when the daily reading provides a platform for it.	March 2022	
	32. What adjustments to the structures and systems within the Cathedral are needed to ensure that the relative responsibilities for strategic and	The Dean leads the Cathedrals operational duties for implementing the Promoting a Safer Church' policy. Chapter will provide strategic oversight.	To request a standing agenda items at Chapter, to review the Cathedrals progress for delivering the Promoting a Safer Church policy.		

	operational safeguarding leadership are clear and that there is proper accountability for activities and progress in delivering the Promoting a Safer Church policy?	Operational leadership branches to the executive team, which includes the Dean, clergy, and lay staff. aided by the appointment of a new safeguarding lay member in early 2020.	Standing agenda items to be added to the executive weekly meetings where operational leaders attend.		
	33. How might the Cathedral work with the Diocese to agree an SLA which sets out relative roles and responsibilities, including the interface between the CSO and the DST, within a reasonable timeframe?	A formal agreement relating to IT, HR property support and safeguarding are currently in place, and being reviewed on a continual basis.	Review the need for an SLA to include roles and responsibilities.	Ongoing	The CSA and DST are currently working together.
<ul style="list-style-type: none"> • Culture 					
Page 42	34. What needs to be done to promote and embed a culture across the Cathedral in which safeguarding is owned as 'everybody's business' and which puts the experiences of victims and survivors at its heart?	The Cathedral's promotion of the newly appointed CSO, and collective responsibility to safeguarding, along with its implementation of mandatory safeguarding training for volunteers has provided a foundation of awareness to safeguarding.	Explore with the communications team, the ability for further safeguarding messages to feature within online platforms.	March 2022	
			Review the need for an annual 'safeguarding week'. This will allow for heavy promotion of safeguarding, stories of past abuse and lessons learnt, and a chance for victims and survivors of church-based abuse to be heard.	June 2022	