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Durham Cathedral

Independent Safeguarding Audit

July 2021



THE CHURCH
OF ENGLAND



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About SCIE

The Social Care Institute for Excellence improves the lives of people of all ages by co-producing, sharing, and supporting the use of the best available knowledge and evidence about what works in practice. We are a leading improvement support agency and an independent charity working with organisations that support adults, families and children across the UK. We also work closely with related services such as health care and housing.

We improve the quality of care and support services for adults and children by:

- identifying and sharing knowledge about what works and what's new
- supporting people who plan, commission, deliver and use services to put that knowledge into practice
- informing, influencing and inspiring the direction of future practice and policy.

Written by Susan Ellery and Jane Bee

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Social Care Institute for Excellence
83 Baker Street, London W1U 6AG

www.scie.org.uk

CONTENTS

1. INTRODUCTION.....	1
1.1 The audit programme.....	1
1.2 The audit process.....	1
1.3 Structure of the report	2
2. CONTEXT	3
2.1 Context of the Cathedral	3
2.2 Contextual features relevant to safeguarding.....	3
2.3 Description of the safeguarding structure (including links with the Diocese).....	4
2.4 Who was seen in this audit	5
2.5 Any limitations to audit	5
3. FINDINGS - PRACTICE	6
3.1 Safe activities and working practices	6
3.2 Choirs and music	12
3.3 Case work (including information sharing)	16
3.4 Clergy Disciplinary Measure	17
3.5 Training	18
3.6 Safer recruitment.....	18
4. FINDINGS – ORGANISATIONAL SUPPORTS.....	20
4.1 Policy, procedures and guidance	20
4.2 Diocesan Safeguarding Adviser/ and Cathedral Safeguarding Officer.....	21
4.3 Recording and IT systems	22
5. FINDINGS – LEADERSHIP AND ACCOUNTABILITY	24
5.1 Quality assurance	24
5.2 Complaints about the safeguarding service	25
5.3 Whistleblowing	25
5.4 Safeguarding Advisory Panel.....	26
5.5 Leadership and management	27
6. CONCLUSIONS.....	33
APPENDIX: REVIEW PROCESS	35
Data collection	35

1. INTRODUCTION

1.1 THE AUDIT PROGRAMME

- 1.1.1** The Social Care Institute for Excellence (SCIE) is delighted to have been asked to provide an independent audit of the safeguarding arrangements of the cathedrals of the Church of England.
- 1.1.2** This programme of work will see three cathedral audits in 2018, 16 in 2019, four in 2020, 17 in 2021 and a final three early in 2022. It represents a significant investment in cathedrals and an important opportunity to support improvement in safeguarding.
- 1.1.3** 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. Cathedral representatives will play a key role in adapting the audit framework to their particular cathedral context. Only in this way will we achieve bespoke audits that are right for each place respectively. Bespoke audits will in turn optimise the usefulness of the audit process and outputs to supporting progress in effective and timely safeguarding practice. We look forward to working with you to this end.

1.2 THE AUDIT PROCESS

SCIE Learning Together and our approach to audit

- 1.1.4** 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.

Key principles informing the audit

- 1.1.5** 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

Supporting improvements

- 1.1.6** 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.
- 1.1.7** 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.

The process

- 1.1.8** The process will involve reviewing documentation as well as talking to key people, including focus groups. Further details are provided in the [Appendices](#).
- 1.1.9** 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 STRUCTURE OF THE REPORT

1.1.10 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

1.1.11 The leadership in each cathedral, as part of the audit process, is asked to supply a brief description of the institution. Durham Cathedral's is here:

'The histories of both the Diocese and Cathedral of Durham are inextricably linked with the story of the origins of Christianity in the North East of England and of Holy Island, Lindisfarne, where the bishopric was created in 635. Uniquely in England, the Norman kings recognised the remoteness of Northumbria and its strategic importance in relation to Scotland, and gave political, military and taxation rights to the "Prince Bishops" of Durham, creating the Palatinate. These rights were finally dissolved in 1836.

Today, the Diocese covers the area of historic County Durham, "From the Tyne to the Tees, from the Dales to the Sea", but continues a close working relationship with the Diocese of Newcastle (the other half of the ancient See). The contemporary Diocese includes the metropolitan boroughs of Tyne and Wear south of the River Tyne (South Tyneside, Gateshead and the City of Sunderland); the towns of Darlington, Stockton-on-Tees and Hartlepool; together with the rural areas of Teesdale and Weardale, large parts of which are located in the North Pennines Area of Outstanding Natural Beauty.

The development of the medieval city and the founding of the University in 1832 owe everything to the increasingly powerful Benedictine community of monks established on the peninsula in 1083, shortly after the Norman Conquest. It was they who built the Cathedral as a shrine for St Cuthbert to replace the original wooden "White Church" and later stone "Great Church".

Durham Cathedral is acknowledged globally for its outstanding architecture and beautiful landscape setting, often cited as the finest Romanesque church in Europe. It is not surprising that the Durham World Heritage Site was one of the first in the UK to be inscribed by UNESCO in 1986. The Cathedral is home to two of the north's greatest saints. St Cuthbert's Shrine is the spiritual heart of the Cathedral and an inspiration for our life as a community. The tomb of the Venerable Bede, situated in the Galilee Chapel, is of equal importance, commemorating "the father of English History" and foremost European theologian, poet, scientist and biographer of his day.

Opened in 2016, Durham Cathedral Museum is the Cathedral's award-winning museum experience, housing many of its priceless treasures, including the "Treasures of St Cuthbert".'

2.2 CONTEXTUAL FEATURES RELEVANT TO SAFEGUARDING

1.1.12 Durham Cathedral is a major tourist attraction and, in normal times, welcomes a range of visitors and pilgrims, both local and from across the world.

1.1.13 The Cathedral, cloisters and precincts (known as The College) occupy a considerable area and present a maze of linked buildings, passages and open spaces. Some of the buildings present a high potential fire risk, such as the massive oak ceiling of the former monks' dormitory and wooden stacks in the adjacent library.

1.1.14 Being bordered on three sides by the River Wear, the Cathedral sits at the end of a

peninsula and is surrounded by university buildings, including the Castle. The streets leading to the Cathedral are narrow and often crowded with pedestrians, making emergency access potentially slow.

- 1.1.15** The Cathedral hosts, in normal times, several large events a year. In early July the Durham Miners Gala still brings as many as 200,000 people into the city and ends in a service in the Cathedral. Every other November the city hosts Lumière, a festival of light installations across the city and including in and around the Cathedral. Both bring particular challenges in a safeguarding context.
- 1.1.16** The Dean has been in post for five years and has modernised the structure of the organisation. In common with other large cathedrals, the lay staff team is quite large and this presents the challenge of embedding safeguarding in a complex organisation.

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

- 1.1.17** The House of Bishops' practice guidance Key Roles and Responsibilities of Church Office Holders and Bodies (2017) gives the Dean the role of providing leadership of safeguarding, and to encourage everyone to promote a safer church. The present Dean has been in post since 2016 and chairs Chapter, the Cathedral's governing body or board of Trustees. Chapter has oversight of the Cathedral's strategy and development, while day-to-day operations are delegated to an Executive Leadership Team.
- 1.1.18** Whilst safeguarding policy lies formally with Chapter, the Canon Pastor chairs the Cathedral Corporate Safeguarding (Management) Group which includes an independent member, who is Chair of the Durham Safeguarding Children Partnership.
- 1.1.19** In recent years, the Cathedral had in place a safeguarding group. However, the governance of safeguarding was reviewed and amended to comply with the House of Bishops' guidance. The Cathedral accessed the professional safeguarding services of the Diocesan Safeguarding Advisor, for which a service contract was subsequently implemented to comply with the House of Bishops' guidance. The Cathedral took the decision to replace this arrangement and so established the role of Cathedral Safeguarding Officer. The Lead Safeguarding brief was held by the Head of HR until July 2017, then transferred to the Head of Education, then transferring back to the Head of HR&OD in 2018.
- 1.1.20** The first substantive appointment of a Cathedral Safeguarding Officer was made in 2019. The current post-holder is the second. Prior to 2020, there were lay volunteer CSOs.
- 1.1.21** A partnership agreement between the Diocese of Durham and Durham Cathedral for Safeguarding Children, Young People & Vulnerable Adults was signed in March 2021. The agreement sets out the ways in which the Diocese and Cathedral work together at strategic and operational levels. It includes the governance of safeguarding and the objectives: communications, training, the provision of advice, DBS checks, service levels, complaints and information sharing.

2.4 WHO WAS SEEN IN THIS AUDIT

1.1.22 Conversations were held with:

- The Canon Pastor (who is the safeguarding lead)
- The Canon Precentor (Vice Dean)
- The Dean
- The Master of Choristers and Organist (one person)
- The Chapter Clerk and Chief Operating Officer (one person)
- The Head Verger
- Chief Officer, Visitor Experience and Enterprise
- The Assistant Chief Operating Officer, People
- The Volunteers Manager
- The Diocesan Safeguarding Adviser (DSA) and Cathedral Safeguarding Officer (CSO)
- The Bell Major
- The Security Manager
- The Headmaster, The Chorister School

2.5 ANY LIMITATIONS TO AUDIT

1.1.23 No focus groups were held during this audit and instead surveys were made available for both adults (staff, congregants, volunteers and parents of choristers) and children, although in the event solely choristers responded. These were analysed by the audit team and findings explored and referenced throughout conversations. Overall, 154 adults completed the survey and provided a broad range of additional comments, but only a very small number of choristers responded. Surveys limited the depth of knowledge that could be gained from participants and this was further limited by the inability to hold follow-up discussions with respondents.

1.1.24 Due to COVID restrictions, it was not possible to observe the choristers practising with the Master of Choristers. It was possible to observe an evensong, which was also livestreamed.

1.1.25 Late in day one of the audit, one of the auditors was notified via the NHS app of the immediate requirement to self-isolate. The auditor travelled home in the morning of day two and the co-auditor held four conversations alone. Thereon, the self-isolating auditor joined all but one of the remaining conversations as well as the feedback session via Zoom. This placed no known limitations to the audit but was less than ideal.

1.1.26 In addition, the Assistant Chief Officer, People was self-isolating throughout the audit so the conversation was via Zoom. Again, this placed no known limitations.

1.1.27 No survivors came forward to talk with the auditors, although given the lack of known recent cases within the Cathedral, this was to be expected.

3. FINDINGS - PRACTICE

3.1 SAFE ACTIVITIES AND WORKING PRACTICES

Precincts and buildings

- 3.1.1** There are significant challenges to running a place of worship that is open to the public. Managing the wellbeing of a large numbers of worshippers and visitors, some of whom may be vulnerable themselves, or a possible risk to others is a complex task.

Description

- 3.1.2** The Cathedral architecture is Norman (Romanesque) with large round columns supporting the oldest known surviving stone roof. The building is huge but, after the destruction of side chapels in the ambulatory, has fewer nooks and crannies than one might expect. The Shrine of St Cuthbert is the main secluded area.
- 3.1.3** Before the pandemic, visitor numbers had risen to about 750,000 a year, making the Cathedral one of the most visited places in the north of England. Biennially in November, the Cathedral takes part in Lumière, the UK's largest festival of light. This brings thousands of people into the Cathedral over four evenings, with the potential for children and vulnerable adults to go missing at night in winter.
- 3.1.4** In addition to the buildings, the Cathedral owns a considerable stretch of the riverbank. Geographically, the Cathedral sits on a cliff and the riverbank is, at this point, a steep-sided and wooded area.
- 3.1.5** Access to The College (which is to the rear of the Cathedral) is via one gateway which has a manned Porters Lodge. The Duty Porter is responsible for locking the gate at night and unlocking in the morning. All visitors who pass through the Lodge are required to sign in and receive a lanyard, which must be returned at the end of each day. Radios are available to everyone who wishes to have one and the auditors were told that they work as far as the riverbank and beyond. The site is covered by several intruder alarms, linked to a monitoring centre and the police, who always attend an activation.
- 3.1.6** The vergers team comprises five full-time vergers and seven additional vergers who are on zero-hours contracts. In addition, there are eight voluntary bedesmen who come into the Cathedral on a rota to provide assistance, but undertake shorter shifts. Vergers are a very visible presence in the Cathedral and the Head Verger described feeling supported by the porters, one of whom is always on duty. The vergers, porters, bedesmen and cleaners all carry radios, issued from the Porter's Lodge, enabling them to communicate with each other.
- 3.1.7** Several people talked about lone working and the steps taken to minimise it and to mitigate the risks. The Cathedral has a lone working policy which is clear and comprehensive.
- 3.1.8** The Cathedral also has a robust missing persons policy, although the auditors did not hear about any situations in which it had been used. The Cathedral and the College are widely covered by CCTV which is monitored by the porters. Many of the cameras can also be accessed by the vergers from their vestry. The Head Verger described being able to quickly access door cameras in the case of missing people and recognised some blind spots of which they were aware.
- 3.1.9** Specific arrangements for Lumière (see paragraph 3.1.3) were shared with the

auditors. The Cathedral has invested in security and has a dedicated Security Manager on site each day, with extra cover during Lumière. The Cathedral works in conjunction with the organisers of Lumière who are made aware of the Cathedral's safeguarding arrangements. As the company has been commissioned several times now, a continuity has built up. The Cathedral also works closely with Durham County's Gold Command and a member of Cathedral staff joins for each Lumière. Police are on the Cathedral site as well as dedicated security and the Cathedral undertakes briefings on safeguarding each evening as well as risk assessments being signed off by each relevant committee e.g., installations reported and signed off by the Fabrics and Finance Committee. Risk assessments undertaken by either the Cathedral or the organisers are shared, and the Chief Operating Officer described feeling that there was a good level of challenge when either party felt things were not as they should be. Due to past concerns regarding the planning for installations, the Cathedral meets every six weeks in the lead-up to the Lumière to plan these safely. All non-Cathedral staff are briefed and understand that they are subject to the Cathedral's safeguarding policy. The Property Department oversees any contractors and ensures that they receive and understand safeguarding policies and procedures.

- 3.1.10** The Cathedral is aware that it might be a target for a terrorist attack and the Security Manager has taken extensive steps to counter the threat. One hundred and forty 140 staff and volunteers have been trained in the recognition of potential terrorist activity. There is a procedure should a lock-in be necessary as well as evacuation procedures. The Security Manager attends the annual national conference on cathedral security, usually held at Westminster Abbey.
- 3.1.11** Fire is always a risk in such an ancient building. The Security Manager brought in a fire risk assessor and has since split the Cathedral and related buildings into six zones, independent of each other in terms of fire risk. All now have fire detection systems. In addition, work is nearing completion to ensure that, should large volumes of water be used on the roof, it will drain away and not accumulate so that the stone vault will not collapse, as happened at Notre Dame in Paris.
- 3.1.12** Multi-agency written feedback about safe activities and working practices in the context of the building was highly complimentary. A representative of Durham Constabulary said, 'I have found the Cathedral management, security and safeguarding staff to be very proactive in linking in with our department when incidents occur and in regards to any advice needed. During the recent refurbishment both the security and safeguarding off both visitors and staff have been taken into account. Incidents have shown that the Cathedral has provided staff training in regards to recognise and effectively deal with safeguarding issues they encounter whilst working there'. And from the Fire and Rescue Service, 'I am aware whilst working in partnership with representatives of the Cathedral that they have taken into account the safeguarding of individuals who may feel that the Cathedral may offer a degree of safety for themselves, balancing the safety of the individual in need against safeguarding the staff and volunteers from violence whilst managing such a case. I am also aware of significant measures in place to manage the safety of victims of a malicious attack in or near the Cathedral and that they have worked closely with the fire service to ensure the correct balance of safety measures are in place without compromising fire safety and evacuation'. All the feedback was positive.

Analysis

- 3.1.13** The auditors judged that the Cathedral is a safely managed space, due to the work of the Security Manager and the teams of porters, vergers, bedesmen and agency

security guards. Events are similarly well planned and risk is mitigated so far as is practicable.

- 3.1.14** The multi-agency feedback bears out what the auditors were told about the strength of partnership working to keep the Cathedral a safe place.
- 3.1.15** The auditors saw much evidence that the management of the Cathedral site works well, and the porters and vergers teams bring strong experience and additional training to support them to ensure that it is a place of safety for all within it. Both porters and vergers are recognisable by their uniforms, and commonly referenced by staff and volunteers as key points of contact for support.
- 3.1.16** Lone working in a cathedral space is not uncommon, by virtue of its size and operation. The auditors heard how this is also true at Durham, which has an unusually rambling site when one considers the riverbank. Seventy-nine per cent of the adult survey respondents said that lone working is relevant to their role; 31 per cent of those said that it was extremely avoided, 39 per cent moderately avoided and 9 per cent not at all.
- 3.1.17** To help to mitigate this risk, Durham Cathedral has a comprehensive lone working policy, including procedures for staff and volunteers who might find themselves working alone. The use of radios has been particularly effective in making sure that no one feels out of touch and auditors heard of two examples where radio emergency buttons had been used and support had been immediately forthcoming. The presence and support of the porters is also a mitigating factor.
- 3.1.18** Large events, and especially Lumière where the Cathedral is neither the main commissioner nor the provider, raise a host of safeguarding issues. The Cathedral has learned from previous iterations of Lumière and streamlined their approach so that Cathedral policies are followed on site and the Cathedral has membership of the relevant strategic and operational meetings.

Questions for the Cathedral to consider

- There are no questions in this section.

Vulnerable adults

- 3.1.19** People in the Cathedral deal with situations where pastoral care and safeguarding issues are intertwined and change over time, and so are not clear cut. In the context of cathedrals, the openness to visitors and wide range of roles in which clergy, staff and volunteers get involved in supporting vulnerable people, this tends to be challenging. It creates the need for clear processes for:
- Recording, and clarity about the appropriate level of detail to record
 - Reporting lines and requirements internally
 - Risk assessing and decision making about when a referral to statutory agencies

Description

- 3.1.20** Such is the depth of belief in the Benedictine Welcome (see section 5.6 below) that no charge is made for entry to the Cathedral, which means that an obvious barrier to people who are homeless or vulnerable in any way is not in place. At present, the restrictions placed by COVID, namely the need to sign in manually or by use of the NHS app is likely to deter some people from entering.

- 3.1.21** The auditors read and heard of sensitive work with congregants and volunteers who are vulnerable, to help them to feel part of the community. Written responses in the survey gave a more mixed picture. One person talked of a friend who found darkness rather than light, but spoke well of the vergers and some of the clergy. Another talked about a friend who had had mixed responses from clergy, but noted that the more negative experiences were generally from visiting clergy.
- 3.1.22** A very personal account talked about how the Cathedral has changed from a place where no one talked to them to one of welcome. The appointment of the Canon Pastor would seem to have been pivotal in the change perceived, along with the warm approach of the vergers.
- 3.1.23** Vergers described contact with some rough sleepers and although the number is small, the Cathedral does have some regular homeless visitors. Vergers have developed a good relationship with the Salvation Army, based nearby, and are able to refer to them. Money is not provided to individuals, but the Cathedral has a voucher system for the restaurant or will provide a sandwich for someone to take away if deemed more appropriate. The Cathedral also keeps a small number of sleeping bags or will refer to the Salvation Army to provide one. If supplies run low, a notice is placed in the weekly leaflet for donations.
- 3.1.24** The Head Verger described more contact than in previous times with adults who might be vulnerable due to mental health issues. The team would benefit from Mental Health First Aid training.
- 3.1.25** The Chair of Dementia Friendly Durham City told the auditors that, 'Durham Cathedral is enthusiastic in their approach to have their staff and volunteers attend the sessions, become Dementia Friends and turn their understanding into action, both in the workplace and in their personal lives. To date, 50 members of staff/volunteers from the Cathedral have attended a session. Obviously, this would have increased substantially but due to COVID-19 all sessions have been suspended since March 2020. Once face-to-face sessions are permitted, the programme will recommence'. Had it not been for this written evidence, the auditors would not have known the effort made by the Cathedral to be dementia friendly, perhaps due to the hiatus created by COVID.
- 3.1.26** There is an awareness amongst the clergy that the Cathedral was formerly over-identified with the local elite and that, apart from the Sunday of the Miners Gala, much of the population felt they had no place there. Chapter want this to change. Plans are in place for an evensong that recognises victims of domestic abuse by centring on a local charity and the canons are keen to do more to partner and promote County Durham charities.
- 3.1.27** The survey asked the question, 'To what extent does this cathedral take on a role in helping people who, due to personal circumstances or crises, need help to keep safe?'. Of the 84 per cent who saw it as relevant to their role, 68 per cent said extremely and 16 per cent moderately; no one said not at all.

Analysis

- 3.1.28** The auditors judged that the Cathedral has a very clearly articulated and shared understanding of the needs and vulnerabilities that those within the Cathedral community may bring, and has developed a range of training and offers to be able to support and be a place of welcome and safety.
- 3.1.29** The auditors saw a range of proactive training and support opportunities that have

been developed and offered to those in a range of roles to assure positive recognition and responses to adults at risk and in need. The focus on volunteer wellbeing and vulnerability is a strength of the Cathedral and was reiterated throughout conversations with a range of individuals, speaking to the extent to which it is embedded into the culture at Durham.

Questions for the Cathedral to consider

- How might the Cathedral satisfy itself that regular visitors who show signs of having mental health issues are adequately identified and supported?
- How can the Cathedral promote itself as a place of refuge and comfort to local people who might never have thought of visiting?

Volunteers

Description

- 3.1.30** About 750 volunteers supported the daily functioning of Durham Cathedral before the pandemic, of whom about 100 are not expected to return. They are a very visible presence around the Cathedral and, pre-pandemic, the museum. When the museum reopens, it will provide guided tours rather than free-flow visits, which decreases the need for volunteers to be everywhere all the time.
- 3.1.31** All volunteers are recruited by the Volunteer Manager who works in the HR department. All fill in an application form and provide two references, and a DBS if required. They have an informal interview with the Manager or another member of staff. The Volunteer Manager finds this a good way to get to know people and start to build a relationship of trust. New volunteers are mentored, either by a staff member or a senior volunteer, and shadow an experienced volunteer until they feel comfortable with their role.
- 3.1.32** The application form sets out the national church requirement for all volunteers to undertake safeguarding training and why it matters. Basic Awareness training must be done before starting and Foundation within a month; both certificates are needed to pass the induction phase.
- 3.1.33** The Volunteer Charter sets out mutual expectations of the Cathedral and of the volunteer. These are reinforced by the Induction Checklist. A very comprehensive volunteer policy goes through every aspect of the use of volunteers, including a pledge that they do not replace paid staff.
- 3.1.34** A volunteer handbook is in preparation and the auditors were told that it will most probably now go online, with only a few paper copies for volunteers unable to access the internet.
- 3.1.35** The Volunteer Manager has built a team-working ethos, especially amongst the stewards on the floor in the Cathedral. Senior stewards are responsible for a team and become the conduit for information to and from volunteers.
- 3.1.36** The auditors asked what happens if a volunteer becomes too infirm to fulfil their role, given that volunteering often provides structure, meaning and a creative outlet in life. The Volunteer Manager does a risk assessment with the volunteer and may re-allocate them, e.g. to a task that does not require standing for hours at a time. They may be paired with another volunteer. The Volunteer Manager is talking with the Friends of Durham Cathedral about the possibility of a 'Volunteer Emeritus' title for

retired volunteers, which would bring membership of a sub-section of the Friends and entitlement to trips, visits to the Cathedral and lectures, and continue a feeling of belonging.

- 3.1.37** The auditors saw case work evidence of a very sensitive approach to the support of a volunteer, and discussed this with the Volunteer Manager.
- 3.1.38** The Cathedral does not recruit volunteers under 18, although a small number of Duke of Edinburgh Award students request placements. Parental consent is always obtained and the students always work with a verger or bedesman who are DBS checked.
- 3.1.39** The auditors raised the survey finding that a small minority of adults seem to be vociferous in their opposition to the safeguarding message. The Volunteer Manager explained that, whilst volunteers must do safeguarding training, it works best to win hearts and minds, usually by showing people that they do meet safeguarding situations but probably haven't classified them as such, and that it would be good to know how to respond well. Volunteers are asked to rate their training and positive feedback is used to promote the message.

Analysis

- 3.1.40** Volunteers are safely recruited, given a thorough induction and well supported throughout their time at the Cathedral. The auditors met briefly and informally with a few volunteers as they were shown round and as they ate in the café, and all were welcoming and open about their pride in the Cathedral
- 3.1.41** Auditors judged that the procedures in place for volunteers in the Cathedral are well thought out and very well organised. A real culture of care for volunteers who might become vulnerable themselves was evident (see also Culture below).

Children

- 3.1.42** This section is about children who come to the Cathedral in various capacities. It does not cover choristers who are referred to in the next section.

Description

- 3.1.43** Currently there are no young people serving but the past arrangements will apply when servers return. All child servers (or vulnerable adults) are only on duty or being rehearsed with a parent or carer as part of the serving team with them. The Cathedral has considered the impact of livestreaming of services and will ensure that child servers are either off-camera or written permission has been given by the appropriate person for them to appear on camera.
- 3.1.44** Toddler groups and Sunday School are not operating with the exception of Forest School, which is run from within the Visitor Experience and Enterprise area. The auditors were told of clear policies over numbers, DBS enhanced checks, risk assessments and procedures.
- 3.1.45** Sunday School provision has been online to comply with COVID-related restrictions, but prior to the pandemic the Sunday School ceased in September 2019 due to a concern about the capacity of staff and volunteers to run it. Rather than have an intermittent provision, the aim was to provide a dedicated space with tables, chairs and resources at which parents and children could gather. The use of the Chapter House as a space for a Junior Church to meet was explored, to avoid the long walk across the cloisters to the Education Centre that previously had occurred.

- 3.1.46** Post-pandemic, engagement with children and young people is an area to be revisited and the likelihood is that it will be more focused along the lines of 'Messy Cathedral', and holiday clubs occurring separately from the Sunday provision.
- 3.1.47** School visits had just recommenced at the time of the audit, but the Education Centre was not in use. The auditors heard that plans are currently being discussed for re-opening the Education Centre and ideas regarding how it might be used. The Chief Officer for Visitor Experience and Enterprise has a background as a manager in retail and is very clear that changes should lead to an everyday safeguarding culture in education which he is keen to put into place.
- 3.1.48** Despite the Education Centre not currently being in use, school visits are now underway. Each visit must book in advance and have a nominated leader to meet the school and carry out track and trace requirements. Some visits are self-guided and others require a volunteer Cathedral tour guide. All are planned and timed. The booking forms describe the staff ratios required and that all children in the party remain the responsibility of the school at all times. Currently the Cathedral does not receive any detailed safeguarding information from schools and would like to improve this by having a separate safeguarding form if required.
- 3.1.49** The auditors heard that many schools in the area do not have the financial resources necessary to bring children to the Cathedral. The Education Team did some outreach work before the pandemic and was considering how to resume and strengthen this area of work.
- 3.1.50** The auditors also heard of other initiatives such as children making sections of the Lego model of the Cathedral, previously viewable in the Undercroft, which was the subject of a Youtube video.

Analysis

- 3.1.51** The involvement of children in worship, other than in the choirs, and the provision of activities for children is at a low ebb at present. The hiatus dictated by the pandemic has provided an opportunity to re-evaluate provision for children and make decisions about how to go forward.
- 3.1.52** Schools are however accessing the site and auditors saw guided tours being undertaken. Arrangements for school visits are in place and well managed, although the sharing of information about children who may need extra provision during a visit might be strengthened.

Questions for the Cathedral to consider

- How might the Cathedral further develop information sharing with schools regarding risk assessment and understanding of pupils for whom there are safeguarding concerns?
- How might other areas of the Cathedral assist the Education Centre in developing its outreach programme for schools, and for adult learners?

3.2 CHOIRS AND MUSIC

Choir

- 3.2.1** 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. Secondly, the demands of elite performance can be in tension or conflict with child welfare requirements and expectations. We deal with each in turn below.

- 3.2.2** Chaperoning is a key mechanism for enabling the safety of choristers across cathedrals. It is a supervisory role with a number of different functions, not all of which relate to safeguarding. These include making sure that no children go missing, managing individual and group behaviour, appearance and dress as well as maintaining vigilance in identifying any potential grooming behaviours and risks of abuse.

Description

- 3.2.3** The Music Department consists of the Master of Choristers and Organist (one post), who has been in post since 2017, a Sub Organist, in post since 2019, an Organ Scholar, in post since 2020 having previously been the Junior Organ Scholar, and a Junior Organ Scholar (currently vacant).
- 3.2.4** The audit took place just before the merger of the Choristers School, which was a department of the Cathedral, and Durham School. The Choristers School is based in the Cathedral precincts and has operated as a co-educational preparatory school. All choristers attend the school and choir membership has been limited to between years 4 and 8, after which the children go on to other schools. Most are day pupils. Durham School is an independent day school, taking children from the age of 3 through to sixth form.
- 3.2.5** The implications of the merger for the choristers have been thought through very carefully. The boarding house remains in the precincts and the prep school moves to the same building until year 7, when children will move to the Durham School site. The buildings in the precincts are more intimate for younger children although do lack dedicated outdoor space. Children are watched carefully when playing on the green spaces.
- 3.2.6** The choir has capacity for 24 boys and 24 girls but is currently below numbers and it is hoped that the merger will enable both choirs to grow. Boys and girls sing separately, except at major festivals, and on equal terms. Rehearsals are shared between the Master of Choristers, the Sub Organist and the Organ Scholars.
- 3.2.7** In addition, there is a 'back row' of six adult lay clerks and six choral scholars, the latter recruited from the university. The adults have no responsibility for the choristers and no formal interaction with them. The Cathedral takes the view, however, that it is not realistic to ban occasional informal interaction and there is always the potential for the start of grooming. Consequently, the lay clerks and deputy lay clerks all have DBS checks and undertake foundation (C1) training
- 3.2.8** The schools' merger has led to the creation of the post of Chorister Supervisor from September 2021. The post is funded and employed by Durham Cathedral School Foundation. The intention is that the post-holder will spend time in both schools and the Cathedral, negating the need for a handover of the children, and responsibility for them, at the door of the Cathedral. The choristers will remain the responsibility of the school at all times and the Chorister Supervisor and deputies will ensure constant cover. The Chorister Supervisor will also act as the conduit for questions or issues raised by chorister parents and well as providing a mechanism for information sharing.
- 3.2.9** The lay clerks have all been entered on the Single Central Register at the school, along with the music staff. They are treated as agency workers although they will never have cause to enter the school.

3.2.10 The Cathedral has a Visiting Choirs Procedure, unimplemented as yet due to COVID. The choir leader must confirm that:

- they have their own safeguarding children and vulnerable adults policy and have implemented its tenets
- they are familiar with Durham Cathedral's safeguarding policy and the policy statement and support its intent
- appropriate safeguarding checks have been made for all adult choir members including those choirs from abroad
- no one has any criminal convictions or restrictions that prevent them from having contact with any child or adult
- they know of no safeguarding concerns about anyone involved in any way with the choir.

Along with accompanying information about numbers/age of singers, chaperones, etc., this statement must be sent to the Cathedral before arrival.

3.2.11 Unfortunately, only a handful of choristers completed the children's survey, perhaps reflecting their young age, so it is difficult to extrapolate. All the children felt they had a good balance between school, choir and other activities, all felt safe in the Cathedral and well cared for on trips.

3.2.12 The Master of Choristers was clear in his understanding of risk during services and described a previous situation where he had been on the brink of removing choristers during a service in another cathedral. However, choristers are not specifically asked whether they feel safe themselves.

3.2.13 The Chorister School has a safeguarding policy which has included the Cathedral as the school is, until summer 2021, part of the Cathedral.

3.2.14 The auditors did not see a chorister handbook, either for children (some of whom are very young) or for parents. Such handbooks can be useful in setting out the expectations of and commitments expected by the Cathedral, the parents and the children. They might include some of the information in the safeguarding policy, such as what to do if your child is bullied, the social media policy, photography policy.

Analysis

3.2.15 The auditors judged the care and safeguarding of choristers to be very good. Safeguarding has formalised over time and the Cathedral and school work closely together. This will continue following the school merger. The Master of Choristers was able to provide good, relevant examples of boundaries, appropriate communication with choristers who might be nervous or undertaking too much, and risk assessments agreed with the school. It was clear to auditors that much care is taken of choristers, to the point that evensong times have been changed following the school merger to ensure that choristers based at Durham School will have sufficient time to move from one site to another without pressure.

3.2.16 However, the auditors did question whether, under the current close working arrangements there is a tendency for all safeguarding concerns to be managed by the school even if they were disclosed to staff within the Cathedral. The Master of Choristers advised that safeguarding concerns are usually reported directly to the school but that these would also be reported to the CSO. There have not been any

concerns to report in this way as of yet. Auditors felt that the school managing all concerns might not be what a child needed and in addition might dilute the opportunity for professional challenge between the Cathedral and the school.

- 3.2.17** Auditors also questioned what action the Cathedral might take should a lay clerk refuse for personal details to be entered onto the school's Single Central Record which is a place that does not employ them and they do not visit. Auditors wondered whether this could be an issue under GDPR and consent.

Questions for the Cathedral to consider

- How might the Cathedral ensure that safeguarding incidents reported to the school have been managed and how confident is the Cathedral that relevant information is shared with the CSO?
- What process might be put in place should the situation arise that a lay clerk refuses for their personal information to be shared with the school and placed on their Single Central Record?
- How will the Cathedral interact with choristers and their parents to assess the impact of the new Chorister Supervisor post in order to gain the maximum benefit for all?
- Would chorister parents appreciate a handbook that informs them of expectations and responsibilities within the choir?

Bellringing

Description

- 3.2.18** Durham Cathedral has 10 bells which are described as quite difficult to ring due to the mechanism to which they are attached. Teaching is therefore carried out at various other towers in the area, where the bells are easier to ring.
- 3.2.19** The Bell Major has only been in post for 16 months and so started at the same time as the first pandemic lockdown. There has been very little ringing since this time. The Cathedral has only six to eight ringers within its team, possibly because the bells can be difficult to ring, and this is therefore not enough to ring all 10 bells.
- 3.2.20** Bellringers practice once a week on a Thursday between 7.30 and 9pm. The Bell Major collects a key and a radio from the Porters' Lodge. The alarms are not set and following the return of the keys and radio, the porters undertake this task.
- 3.2.21** There are currently no under 18s who ring, but arrangements are in place both for teaching and for ringing for under 18s. A parent must be present at each session and usually there is more than one ringer in attendance.
- 3.2.22** Visiting ringers must sign in and out using the tower book which is held by the tower door, accessed from within the Cathedral.
- 3.2.23** The Bell Major described feeling part of the Cathedral, but more so over the last year when he has had regular contact with the CSO and Canon Precentor. There is less contact with the Dean, although he is known to the ringers. The Bell Major is classed as a Cathedral volunteer as is the Deputy, the Steeple Keeper and the Treasurer plus any other teachers. This means that they have been safely recruited and receive appropriate training and information as required.

- 3.2.24** The auditors were given a partnership agreement between the Cathedral and the Guild of Bellringers, which was in draft form. This agreement has subsequently been signed by all parties. A section addresses safeguarding and includes the requirements for training and DBS checks as well as expectations about keeping young people under 18 safe when learning to ring or ringing.

Analysis

- 3.2.25** The auditors judged safeguarding arrangements for the bell tower to be very good. The Bell Major has a good understanding of risk and shows care and attention to any risk. He described some ringers who might become less physically capable and for whom the 325 steps might be a concern. Working closely with other towers, he is able to suggest alternatives with easier stairs when this is required.

Questions for the Cathedral to consider

- How can the Cathedral maintain and build upon the relationships being made with the Bell Tower and keep ringers feeling included as part of the Cathedral community?

3.3 CASE WORK (INCLUDING INFORMATION SHARING)

- 3.3.1** 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 situations of people receiving pastoral support.

Effectiveness of responses

- 3.3.2** The Cathedral had relatively few examples of case work to share; a reflection of the lack of activity during the pandemic and of the fact that the post of CSO is still quite recent. Several cases were welfare rather than safeguarding; the assessment was still measured and the decision not to treat them as safeguarding was well evidenced. The auditors accept that, in a Cathedral community, if welfare concerns are taken seriously people are likely to feel more confident about sharing safeguarding issues.
- 3.3.3** The DSA and CSO reported working well together. One historic abuse case had had sensitive input from the DSA during the gap between the departure of one CSO and the arrival of the next. Some cases may cross over between the Diocese and the Cathedral, in which case the DSA and CSO agree who will take the lead.
- 3.3.4** The auditors saw evidence of very careful work with a survivor to reach a point where a meeting was possible. Sadly, it was not successful at that point but every effort had been made, in the opinion of the auditors.

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

- 3.3.5** Safeguarding agreements are a key mechanism to support offenders who wish to attend church, 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 safeguarding agreements to be strengthened where needed, or indeed terminated if appropriate.

- 3.3.6** No Cathedral-based risk assessments or safeguarding agreements were available to be seen. The auditors were told that two people who have been asked to sign agreements chose not to attend the Cathedral rather than sign and know that they would be known within the Cathedral.
- 3.3.7** The DSA shared that the CSO had been very helpful in a diocesan-based risk assessment when his police-based skills and gender had been useful in bringing about a conclusion. They both agreed that it would equally work the other way round and that their skills, as a social worker and former police officer, complement each other.

Quality of recording

- 3.3.8** Good quality recording is essential to being able to make sense of the development of situations over time, to allow cross-referencing between files, and to enable others to pick up work as and when necessary, and readily understand what they are dealing with. In a Cathedral context, good quality recording is essential to support good working together between the CSA and DSA.
- 3.3.9** Recording by the CSO was meticulous and detailed. He has reviewed older case files as well as starting his own, and has brought them all up to the same high standard.

Information sharing practice

- 3.3.10** The DSA reported that information sharing has received a boost since the arrival of the CSOs, both of whom have been ex police officers with strong multi-agency contacts.
- 3.3.11** There is no formal information-sharing agreement with other agencies but sharing between the Diocese and the Cathedral is addressed in the partnership agreement.

Analysis

- 3.3.12** There was not a lot of case work to be seen, but what the auditors saw was of good quality. Responses were timely and considered, for welfare as well as for safeguarding cases. Where cases had been reviewed, the recording of decisions was of particular note, with decisions for taking no further action recorded in the same details as those requiring action. Sometimes the case work was an exploration of the threshold for safeguarding, and the auditors judged it to be sound.

Questions for the Cathedral to consider

- There are no questions in this section.

3.4 CLERGY DISCIPLINARY MEASURE

Description

- 3.4.1** There were no known examples of the clergy disciplinary measure being used in a safeguarding context.

3.5 TRAINING

- 3.5.1** Safeguarding training is an important mechanism for establishing safeguarding awareness and confidence throughout the Cathedral. It requires good quality substance, 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 of 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

- 3.5.2** Of the survey respondents, 80 per cent said that safeguarding training received via the Cathedral was extremely adequate and a further 8 per cent said moderately adequate (some said it was not relevant to their role).
- 3.5.3** Staff and volunteers have received the National Church of England Safeguarding Training as appropriate to their role. Records are kept centrally within HR and key staff such as the Volunteer Manager are alerted when refresher training is due. There has been a handful of volunteers who are unhappy about safeguarding training but the importance of this is clearly stated to them, drawing from relevant examples. Where someone is unwilling to undertake the training, the Cathedral is clear that they cannot undertake their role. There remain one or two of such cases which the Cathedral is managing.
- 3.5.4** Durham Cathedral has thrown the net widely in terms of expectations of training in safeguarding, making it an expectation of all who are seen to represent the Cathedral. They are seeking, for example, to persuade an advisory committee to undertake basic safeguarding training and meeting resistance on the grounds that the committee members are neither staff nor volunteers. The auditors took the view that, if one is advising a cathedral, it makes sense to understand all the factors that should be considered in reaching a recommendation or decision, and safeguarding is now one of them. It did not seem a very onerous request.

Analysis

- 3.5.5** Training across the Cathedral for both staff and volunteers is taken seriously and is well recorded. Auditors judged it to be sound and well organised. The Cathedral has also considered and provided additional training which was evident for some staff, for example, dementia training, anti-terrorist training, autistic spectrum disorder, mental health and personal resilience.

Questions for the Cathedral to consider

- How can the Cathedral assess the requirement for additional training for specific staff and volunteers?

3.6 SAFER RECRUITMENT

Description

- 3.6.1** Safer recruitment lies within the remit of the Assistant Chief Operating Officer, People, who is also Head of HR and line manages the CSO, amongst others. He has lengthy experience of working in human resources in the local authority and charity sectors, which gave him a solid grounding in safeguarding.

- 3.6.2** The auditors were provided with the recruitment section of six personnel files of employees, all of which evidenced the use of safer recruitment, from the Request to Fill a Vacancy form through to the offer of employment and contract. References must be returned before an offer of employment is made, and the contract signed before the employee starts work.
- 3.6.3** All interview panels include a person trained in safer recruitment, with someone being brought in from outside the Cathedral if need be.
- 3.6.4** Safer recruitment is equally embedded for volunteers (see section 3.1).

Analysis

- 3.6.5** Auditors judged safer recruitment within the Cathedral to be good. It is of particular note that all volunteers are also safely recruited and clear records are held for each one.

Questions for the Cathedral to consider

- There are no questions in this section.

4. FINDINGS – ORGANISATIONAL SUPPORTS

4.1 POLICY, PROCEDURES AND GUIDANCE

4.1.1 The expectations on cathedrals as regards safeguarding were only specified nationally in November 2017, with the publication of Roles and Responsibilities policy and practice guidance. All cathedrals are expected to sign up to House of Bishops' safeguarding policy and practice guidance. Yet there has been very little consideration of exactly how requirements designed for dioceses actually apply in cathedral contexts. This raises questions about whether:

- there are any gaps of cathedral practice/activity not yet covered by national policy and practice guidance
- for areas of activity covered, local policies and practice guidance are required, and how any risks are mitigated. These might be the risk of potential confusion if they are inconsistent with national documents and are not up to date.

4.1.2 In SCIE's auditing of diocesan safeguarding, we have highlighted the need for clarity about what which parts of the processes contained within practice guidance must be followed, which should be followed but allow for local discretion, and the rationale for such discretion.

Description

4.1.3 The Cathedral has its own suite of safeguarding policy and guidance, available to download from the safeguarding page of the website:

- **Safeguarding policy statement**
- **Safeguarding policy**
- Online and social media policy
- **Photography policy**
- Whistleblowing policy.

4.1.4 In addition, the following policies and/or guidance were provided to the auditors:

- Bullying and harassment policy (for staff)
- Equality policy (for staff)
- Lone working policy (for staff, volunteers and contractors)
- Safer recruitment policy (staff)
- Volunteers policy
- Missing persons procedure
- The Chorister School safeguarding policy

4.1.5 The website carries a link to the National Church policy statement, Promoting a Safer Church, which in turn purports to link to supporting policy and practice guidance. In practice, the link takes you to the National Church page on reporting abuse. Further

down this page, there is a link to 'templates and resources relating to safeguarding policy and practice guidance, including those referenced in the Parish Safeguarding Handbook'. This link then takes you to another page which provides a further link to the page containing the Responding Well (2017/18) suite of policy and practice guidance. The auditors found it because they knew it had to be there but would suggest that many who are less conversant in the National Church policy and practice guidance would have given up. This is not the fault of the Cathedral and may well be the unintended result of a reconfiguration of the National Church safeguarding pages. However, it suggests that the links should be reviewed and made more direct.

- 4.1.6** The Cathedral has chosen not to link to any diocesan policy or practice. The DSA explained that the Diocese has adopted National Church policy and practice in its entirety, although it does have a comprehensive safeguarding policy.

Analysis

- 4.1.7** All the policies and practice guidance seen were comprehensive and well written, as well as being very up to date. Going ahead, the Cathedral should make sure that its own policies are reviewed regularly.
- 4.1.8** The auditors question why some of the policies shared related only to staff and not volunteers; primarily the bullying and harassment policy and the equality policy. The draft Volunteers Handbook shows the intention to provide a link to the equality policy but does not mention bullying or harassment as such.
- 4.1.9** The links to National Church policy and practice guidance on the Cathedral website do seem to be problematic.

Questions for the Cathedral to consider

- How confident is the Cathedral that policies apply equally to both staff and volunteers?
- Could the links between the Cathedral website and the National Church suite of policy and practice guidance be improved?

4.2 DIOCESAN SAFEGUARDING ADVISER/ AND CATHEDRAL SAFEGUARDING OFFICER

Description

- 4.2.1** The CSO is employed for 25 hours a week, and the auditors judged this to be a sufficient number of hours. A job description is in place.
- 4.2.2** The CSO takes all case work that relates entirely to the Cathedral. The CSO and DSA explained that, should a case be related to both Cathedral and Diocese, they would agree between themselves who should lead. As explained in paragraph 3.3.3 above, the working relationship seems strong and productive.
- 4.2.3** The CSO and DSA are separately employed and there is no management or supervisory relationship. The CSO is line managed by the Assistant Chief Operating Officer, People who has a strong career background in working in organisations where safeguarding is a daily reality.
- 4.2.4** Professional supervision was being arranged at the time of the audit, with a locally

based safeguarding consultancy. The CSO reported that he knew his supervisor to be from his time in the police.

- 4.2.5** The CSO maintains a high visible presence around the Cathedral and, when the auditors were shown round, he was obviously known personally to vergers, other staff and volunteers.

Analysis

- 4.2.6** The auditors judged that the leadership of safeguarding at Durham Cathedral is strong. The CSO is well recognised and credited with supporting much growth and progress, and this benefits from an effective relationship with the Diocese and the DSA.
- 4.2.7** The auditors heard a consistent recognition of the positive impact that the current CSO has had on safeguarding development within the Cathedral, and they are well valued for their advice and support and for the recent progress that has been seen, building on the earlier work of the previous post-holder. Much evidence was available to support this view, with the CSO clearly well embedded into Cathedral life and key safeguarding forums and through the considerable pace of change that has been achieved in recent months.
- 4.2.8** Everyone with whom the auditors spoke with clearly identified the CSO as being the key point of contact for safeguarding.
- 4.2.9** The auditors reflected that joint working is supported by open and clear lines of communication between the Cathedral and Diocese, and between key leaders within the Cathedral, which is contributing to a clear sense of a coordinated approach and message around the import of safeguarding. Appropriate pathways of line management are further benefitting this picture.
- 4.2.10** The Cathedral should make sure that the CSO's supervision contract is signed without delay.

Questions for the Cathedral to consider:

- Is there any obstacle to sign-off of the CSO's supervision contract?

4.3 RECORDING AND IT SYSTEMS

- 4.3.1** 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.

Description

- 4.3.2** The CSO has devised his own system of recording, based on police practice. His recording includes the reasoning behind decisions taken. It also allows for cross-referencing of information. This is a temporary measure whilst awaiting the National Church of England system.
- 4.3.3** Once the National Church finalises the intended recording system, the CSO plans to implement it and access for others will be provided as required.
- 4.3.4** Much of the recording of safeguarding or welfare concerns for choristers is completed by the school using their CPOMs system which provides a chronology and report as needed. To ensure that the Cathedral is included, the Canon Precentor has access to CPOMs should this be required.

- 4.3.5** Spreadsheet records for safer recruitment and training are kept centrally by HR and can be interrogated as required.

Analysis

- 4.3.6** Recording and IT systems within the Cathedral are judged as good. With the exception of the temporary system of recording devised by the CSO, there is access to records by relevant people which provides a good level of oversight.

Questions for the Cathedral to consider

- Should others have access to the CSO's current system of recording and should the CSO have access to CPOMs so that it enhances the investigation and is accessed by everyone with access to the folder?

5. FINDINGS – LEADERSHIP AND ACCOUNTABILITY

5.1 QUALITY ASSURANCE

5.1.1 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. Robust quality assurance enables an organisation to understand its strengths and weaknesses. Potential sources of data are numerous, including independent scrutiny. Quality assurance 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

5.1.2 At Durham Cathedral, quality assurance (QA) is primarily the remit of the Strategic Safeguarding Committee chaired by the Canon Pastor. The terms of reference give it the tasks of:

- the audit of the governance, policy, systems, procedures and practices of safeguarding within Durham Cathedral and the implementation of recommendations and measures that develop and improve safeguarding
- analysis of safeguarding data, such as nature of concerns or referrals, number and type of referrals, case files.

5.1.3 To date, the Committee has not been in operation for long and the QA function was not well evidenced in the minutes seen. This is probably inevitable as the push is still to embed systems rather than to evaluate how they work.

5.1.4 The auditors asked the Assistant Chief Officer, People what he would like scrutiny and QA to look like in two or three years' time. In addition to a set of performance data (training, safer recruitment, DBS checks, etc.), he would want to know how people feel about safeguarding and how embedded it is. A survey of staff to find out how they feel about their safeguarding skills and knowledge had been planned recently but was delayed due to the survey sent out by SCIE ahead of the audit. The auditors' advice was that two surveys within a short space of time might lessen participation in the second.

5.1.5 There are a number of other fora that support QA:

- Safeguarding is on the agenda at every Chapter meeting. The CSO presents an annual report to Chapter.
- The Dean has a responsibility to present an annual report on safeguarding to the Bishop.
- The Operational Group has Obstacles to Safeguarding on every agenda, and would flag up to the Strategic Group if good practice was obstructed or prevented.

Analysis

5.1.6 The auditors judged that Chapter shows scrutiny through seeking assurance about safeguarding within the Cathedral. There is a further opportunity to grow this in order to guide the strategic planning for safeguarding and enhance the depth of QA that takes place.

5.1.7 Chapter at Durham Cathedral has grown into an effective body for supporting change in safeguarding and the auditors heard how the Dean has prioritised this development to ensure a higher degree of QA than may have previously been the case. There is evidence that Chapter holds others to account and provides supportive challenge. This is aided by an experienced and diverse Cathedral Council who effectively fulfil a critical-friend function.

5.1.8 The stated intention of the Assistant Chief Officer, People to develop a QA system that seeks to test out how embedded the culture of safeguarding is as well as auditing the hard data is sound.

The close working between the Cathedral and Diocese further supports this and allows those leading safeguarding within the Cathedral to benefit from the discussions held at both the Diocesan Safeguarding Advisory Panel (DSAP) and the Diocesan Safeguarding Management Group.

Questions for the Cathedral to consider

- How might the Strategic Safeguarding Committee develop a system to self-audit the effectiveness of safeguarding measures?

5.2 COMPLAINTS ABOUT THE SAFEGUARDING SERVICE

5.2.1 A complaints process is required so that anyone who has contact with the safeguarding service knows how to complain should they feel that they have a complaint to make. 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 things. The outcome of complaints enables an organisation to learn from those who have had to use their service, enabling them to make any necessary changes or improvements

Description

5.2.2 The safeguarding complaints policy is accessed directly from the safeguarding page of the Cathedral website. It is, however, clearly a draft policy. In terms of content, it contains what it needs to, giving a three-stage process. The Cathedral might consider limiting the definition of a complainant to someone who is directly affected or speaking on behalf of someone who is unable to complain for themselves.

5.2.3 No complaints about the safeguarding service were shared with the auditors.

5.2.4 It would make sense to finalise the policy as published.

Questions for the Cathedral to consider

- What are the sticking points to finalising the policy?

5.3 WHISTLEBLOWING

5.3.1 Effective whistleblowing procedures enable workers to raise concerns about a range of issues (sexual abuse, bullying, fraud, etc.) without the fear that their disclosures will lead to any harassment or negative impact on their personal work role/environment.

Description

- 5.3.2** The whistleblowing policy is also accessible directly from the safeguarding page of the Cathedral website. It was reviewed earlier in 2021, although there was a gap before the revised policy was uploaded to the Cathedral website, causing the auditors to access an older version.
- 5.3.3** The policy does not signpost any external agencies that might help someone to whistleblow, such as Protect or Citizens Advice.
- 5.3.4** There was no evidence that the policy had been invoked as no examples were shared with the auditors.

Questions for the Cathedral to consider

- Should the Cathedral revise and reissue the whistleblowing policy, adding information about external agencies?

5.4 SAFEGUARDING ADVISORY PANEL

- 5.4.1** Based on the national guidance in Roles and Responsibilities for Diocesan Safeguarding Advisory Panels (DSAPs), 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

- 5.4.2** The Dean shared that he takes a keen interest in governance and set up the Strategic Safeguarding Committee and the Safeguarding Operational Group in order to achieve clearer governance of safeguarding.
- 5.4.3** The purpose of the Strategic Safeguarding Committee is given as to: undertake the effective scrutiny of and strategic management of safeguarding on behalf of Chapter and any other safeguarding-related matters that are considered appropriate within the Committee's function.
- 5.4.4** The Committee has terms of reference which are available to view on the website, and are approved by and regularly reviewed by Chapter, setting out its purpose, its membership and its meeting and administrative arrangements.
- 5.4.5** The Committee is chaired by the Canon Pastor, who is the safeguarding lead for Chapter, and reports back to it. The Canon Pastor sees the governance as lodged collectively in Chapter rather than in the Dean. There is an independent member who is neither a church member nor a citizen of Durham and is the Chair of the local Children's Safeguarding Partnership.
- 5.4.6** Minutes of meetings show that the Committee considers how to operationalise policy and procedure requirements. It does not yet, in the opinion of the auditors, have a developed quality assurance function and this is an area in which the independent member will have a wealth of experience to share. The view of the Canon Pastor is that the Committee has operated mainly since the pandemic and needs to be tested out in more normal times.
- 5.4.7** Feedback from the independent member of the Committee was positive; 'a dynamic and challenging meeting which is progressing well in achieving its aims... strong

leadership in driving the effectiveness of this strategic group’.

- 5.4.8** The purpose of the Safeguarding Operation Group is to lead on the operational management of safeguarding matters within the respective areas of the Cathedral. The Safeguarding Operational Group reports directly to the Strategic Safeguarding Committee.
- 5.4.9** The Safeguarding Operational Group seeks to undertake the effective scrutiny of, and lead on, all operational matters relating to safeguarding to ensure the effective implementation and maintenance of management systems, procedures and practices that safeguard children, young people and vulnerable adults; to strive to continuously improve working procedures and practices; and any other related matters that are considered appropriate within the Operational Group’s function.
- 5.4.10** The Operational Group has terms of reference which are approved by and regularly reviewed by the Strategic Safeguarding Committee, setting out its purpose, its membership and its meeting and administrative arrangements. These terms of reference are available to view on the website.
- 5.4.11** The Operational Group compiles an ongoing action log, noting progress in the completion of allotted tasks. It is essentially a ‘doing’ group whereas the Committee is a ‘planning’ group.
- 5.4.12** The CSO also sits on the Diocesan Safeguarding Advisory Group. This group does not formally hold the Cathedral to account as this is the function of the Strategic Safeguarding Committee. Given that the Committee is not independently chaired, this does beg the question of whether it is, in effect, scrutinising its own work.
- 5.4.13** A strength of the Diocesan Safeguarding Advisory Group is that it has a multi-agency membership, albeit not at a senior level. The CSO comes into contact with a range of other professionals.

Analysis

- 5.4.14** A lot of thought has gone into the terms of reference of the Strategic and Operational groups and, in terms of getting things done across the Cathedral estate, they can be seen to be effective. This is particularly true of the communications agenda, which is discussed further in section 5.6 below (Culture).
- 5.4.15** The auditors would have preferred to see an independent chair for the Strategic Safeguarding Committee, although this is not a reflection of the chairing provided at present, and a stronger remit for quality assurance (see section 5.1 above).

Questions for the Cathedral to consider

- Would the Strategic Safeguarding Committee benefit from independent chairing?

5.5 LEADERSHIP AND MANAGEMENT

- 5.5.1** Safeguarding can only begin to be embedded within the Cathedral if the leadership and management (both spiritual and on a practical level), ensures it is at the centre of everything that they do.
- 5.5.2** The SCIE team finds it useful to reflect on what they have learnt about the actual meaning of 'leadership' and 'responsibility for safeguarding' in the Cathedral; in particular how this breaks down in terms of strategic, operational and theological/spiritual leadership and how well each is defined and understood.

Theological leadership

5.5.3 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.

Description

5.5.4 The senior clergy and lay officers with whom the auditors had conversations talked about their recent Senior Leadership Safeguarding Training, and how much of the material was about the theology of safeguarding. The training was rated very highly and it seemed to have instilled more confidence in addressing safeguarding through preaching.

5.5.5 The Dean talked about a journey in terms of the theology of safeguarding, having initially been hesitant to preach as he reflects the profile of so many clerical abusers in the past. Now he feels he has earned some credibility through putting in place the structures to support safeguarding and feels happier to include safeguarding messages in sermons and prayers.

5.5.6 The auditors saw theological leadership in safeguarding in action at evensong. It was the anniversary of the death, in 1807, of Granville Sharp. He was born in the Cathedral precincts and became an early campaigner for the abolition of slavery. The congregation was told a small amount about him and the prayers included victims of modern slavery.

5.5.7 In the survey, 92 per cent of respondents said that the Dean is extremely or moderately active in the communication of safeguarding and, of those who said it was relevant to their role, the vast majority said that safeguarding forms part of sermons in the Cathedral.

Analysis

5.5.8 The senior clergy were all ready to reflect on their understanding of the theology of safeguarding and how they introduce it into worship. The auditors feel that it is embedded at Durham.

Questions for the Cathedral to consider

- How can the clergy keep up the momentum given to the theology of safeguarding given by their recent training?

Strategic leadership

5.5.9 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.

Description

5.5.10 As referenced in paragraph 5.4.2 above, the Dean set up the Strategic Safeguarding

Committee to make sure that strategic leadership was in place and differentiated from operational leadership.

- 5.5.11** The lay staffing structure was set up to achieve the same end across all functions of the Cathedral, and put into place a system of line management.
- 5.5.12** The Cathedral Measure, agreed by Synod in November 2020, aimed to put cathedrals onto a firm governance footing which is fit for the 21st century. When introducing the draft measure to Synod, the steering committee chair said:
- ‘It provides for co-regulation of cathedrals by the Charity Commission of England and Wales and the Church Commissioners and brings them under the Charities Act.
 - ‘It provides for a clear governance structure, separating governance and management activities. It provides clarity over the roles and responsibilities of those involved in our cathedrals.
 - ‘It provides for better, professional control of finance, risk and audit. It clarifies issues of property ownership and, most importantly, it has safeguarding at its heart.’
- 5.5.13** These national changes mean, in turn, that certain of the governance and management structures at Durham will change. This includes the removal of the Cathedral Council as an instrument of formal governance, adjustments to the composition of Chapter and the proposed development of an Executive Senior Management Team (SMT). The Dean advised that he had been involved in drawing up the governance aspect of the Cathedrals Measure, and Durham Cathedral has started the process of change.

Analysis

- 5.5.14** The auditors judged that the strategic leadership within the Cathedral is strong, and has enabled and driven much positive change in culture and working practices in recent years.
- 5.5.15** The auditors heard consistently of the very positive impacts that those in strategic leadership roles, and particularly the Dean, have had within the Cathedral and in relation to safeguarding. This was further evidenced through a range of other sources including minutes of strategic meetings, policies and procedures and, ultimately, in the responses of the Cathedral to those in need of safeguarding support.

Questions for the Cathedral to consider

- There are no questions in this section.

Operational leadership and management

Description

- 5.5.16** The CSO’s role underpins the operational aspect of safeguarding at the Cathedral, as well as attending to casework. The membership of the Safeguarding Operational Group provides a list of people in whose roles safeguarding is fundamental, including the CSO, the Volunteer Manager, the Security Manager, the Head Verger and the Master of Choristers.
- 5.5.17** The auditors were struck by the ease with which cooperation and co-working were taking place across different Cathedral departments; there was a noticeable absence of a ‘silo’ way of thinking.

Analysis

- 5.5.18** The auditors judged that the operational leadership at Durham Cathedral works well and there is a clear sense of shared ownership and recognition of safeguarding duties as central to roles and remits.
- 5.5.19** The auditors were struck by the extent to which there is a shared prerogative and responsibility carried by those in operational leadership roles, with all those spoken to able to clearly articulate their areas of responsibility and sense of empowerment to enact change and be part of the wider conversation around safeguarding.
- 5.5.20** This is, in many ways, benefitted by the clear delineation between the strategic and operational functions and separate memberships of operationally focused groups, and by the formalised communication that exists within them.
- 5.5.21** Those in people-facing roles within the Cathedral commonly cited their head of department, or section head, as a core contact on safeguarding and the auditors reflected that this is a positive shift which illustrates the extent to which all are able to recognise and deliver on their roles and feel confident to play their part in safeguarding.

Questions for the Cathedral to consider

- There are no questions in this section.

Culture

- 5.5.22** The most critical aspect of safeguarding relates to the culture within any organisation. In a Church of England context, that can mean, for example, the extent to which priority is placed on safeguarding individuals as opposed to the reputation of the Church, or the ability of all members of the Church to think the unthinkable about friends and colleagues. SCIE's experience in auditing safeguarding in faith contexts 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.
- 5.5.23** Any cathedral should strive for an open, learning culture where safeguarding is a shared responsibility, albeit supported by experts, and which encourages people to highlight any concerns about how things are working so they can be addressed. 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.

Description

- 5.5.24** Before the Reformation, Durham was a Benedictine abbey and several people referenced the continuing importance of the Benedictine Welcome, which is perceived as a tradition of hospitality dating back to the Benedictine Rule; that all strangers should be received as if they were Christ. One volunteer commented that safeguarding is an extension of the Benedictine Welcome.
- 5.5.25** The Dean described working to dismantle a culture of deference in the Cathedral, particularly during his first months. He insisted that clergy wear lanyards as well as lay staff and encouraged the use of first names. The Dean has since recruited his team of residentiary canons and encourages a culture of mutual challenge.

- 5.5.26** There is a recognition at Durham that good systems underpin a healthy culture but do not create it. The staffing structure and system of governance has been put into place and work has re-focused to some extent on how people feel about safeguarding; hence the survey planned but postponed (see paragraph 5.1.4).
- 5.5.27** Recently, a huge amount of work has gone into the communication of the safeguarding message; that it is everyone's responsibility. The Cathedral has a safeguarding logo, which shows St Cuthbert's Cross (in the museum) supported by a pair of hands. This is replicated everywhere, including on a screen saver that is used by all desktop and laptop computers owned by the Cathedral.
- 5.5.28** Three podcasts have been produced about safeguarding, available on the shared drive available to staff and volunteers. The first shows the CSO and two colleagues discussing safeguarding across the Cathedral, including information about safeguarding, health and safety as well as lone working and security. In the second, the Canon Pastor talks about the safeguarding governance arrangements in the Cathedral, supporting survivors of abuse and the importance of recognising, reporting, recording and referring a safeguarding incident. In the final recording the Dean discusses the SCIE audit and responsibilities to colleagues as well as the community.
- 5.5.29** A senior member of staff has blogged on his thoughts about Psalm 91, a psalm that can be difficult for survivors, on the website, accessible from the safeguarding page.
- 5.5.30** A safeguarding newsletter has been produced monthly, posters are visible around the Cathedral and estate, and cards are issued with useful information. It would be very hard to miss the safeguarding message this summer, and perhaps this is why one survey respondent felt that it was all for the audit and would revert to previous levels afterwards. Most respondents were more confident and some talked about the safeguarding message having been clear for several years.
- 5.5.31** Eighty-two per cent of survey respondents were extremely confident that there was a culture in the Cathedral that does not tolerate bullying, mistreatment, abuse and misuse of power, and a norm of treating adults and children with respect and care, with a further 14 per cent moderately confident. Eighty-nine percent were extremely confident that safeguarding concerns would be taken seriously and 88 per cent saw safeguarding as an obvious priority in the Cathedral.
- 5.5.32** One survey respondent saw a need for further work on Equality, Diversity and Inclusion training for both staff and volunteers. They had heard inappropriate comments on foreigners, people of colour, members of the LGBTQ community, and women. It was occasional and they thought it showed a lack of awareness rather than malice. The auditors' view is that, however unintentional, such behaviour undermines the message that everyone is equally valued and has a right to feel safe in the Cathedral. Failing to challenge it allows a subculture to continue and even grow.

Analysis

- 5.5.33** The auditors judged that the culture of safeguarding at the Cathedral has seen significant positive development and is thanks to much proactive and outward-facing work. It is also clearly an ongoing priority to embed this into 'business as usual'.
- 5.5.34** The range of ways to promote the safeguarding message is impressive and the use of the link to the Benedictine Welcome helps to root safeguarding as a centuries-old activity, albeit not known by its modern name, rather than a construct of the 21st century.
- 5.5.35** The comments about Equality, Diversity and Inclusion are concerning even if comments are not perceived as malicious.

Questions for the Cathedral to consider

- What opportunities exist to further actively promote issues of inclusivity, equality and tolerance – particularly in recognition of the recently increased focus on national social justice issues?

6. CONCLUSIONS

This section provides the headline findings from the audit, drawing out positives and the areas for improvement. The detail behind these appraisals are in the Findings.

- 6.1.1** The layout of the Cathedral and precincts present challenges but risks have clearly been assessed and mitigation put in place e.g. avoidance of lone working by volunteers in known hidden areas, placing of CCTV cameras inside and out.
- 6.1.2** A suite of key policies to underpin safe working is in place, e.g. photography, missing persons, lone working.
- 6.1.3** The liaison with other agencies and organisations to make Lumière as risk-free as possible is strong.
- 6.1.4** The auditors saw an awareness of potential and known vulnerable adults that extends beyond the Cathedral to property owned by the Cathedral.
- 6.1.5** The vergers are the 'eyes and ears' on the Cathedral floor. They have good links with external agencies for signposting (e.g. Salvation Army for homelessness) and good support for any rough sleepers.
- 6.1.6** Good examples of support for vulnerable adults, with real reasonable adjustment when needed for volunteers.
- 6.1.7** The Volunteer Manager is thinking through what should happen when volunteers need to stop with the possibility of a volunteer emeritus group linked with the Friends of Durham Cathedral.
- 6.1.8** The volunteers are organised into teams and team leaders take information e.g. people in hospital or bereaved, to the manager who responds.
- 6.1.9** Volunteers must undertake safeguarding training, with no exceptions.
- 6.1.10** There is a very strong recruitment process for volunteers, shadowing, mentoring and support.
- 6.1.11** Policies and procedures for school visits are all in place. Educational visits have started again and the process is well embedded with risk assessments, clear staff ratios and supervision by schools.
- 6.1.12** The move to the new school has been well thought out and adjustments made, e.g. the timing of evensong
- 6.1.13** The Chorister Supervisor role will be helpful as a link between the schools and the parents.
- 6.1.14** All the adults surrounding choristers; the organ scholar, lay clerks and choral scholars, are DBS checked.
- 6.1.15** The Master of Choristers shows a good understanding of safeguarding and balances the need for excellence with the fact that the choristers are young children.
- 6.1.16** The choristers are completely equal in status and the amount of singing they do.
- 6.1.17** The tower is well managed by the Bell Major and he and his deputy are trained and have DBS. Visiting ringers must sign in and out.
- 6.1.18** Good procedures are in place to keep the tower safe; radio and keys are signed in and out and there is no lone working.

- 6.1.19** Case recording is meticulous and includes the reasons why decisions were reached including any rationale for taking no action.
- 6.1.20** Cases now have file numbers which can be cross-referenced.
- 6.1.21** There are no safeguarding agreements in place at present but the auditors were confident that if required there would be a risk assessment.
- 6.1.22** All basic and foundation training is currently either completed or underway. It is part of recruitment too (including volunteers). Records are kept by HR.
- 6.1.23** Various people have also undertaken anti-terrorist training and training in compassion and empathy, ASD, personal resilience and dementia.
- 6.1.24** A comprehensive safer recruitment checklist on each file seen was backed up by evidence in the file, for both volunteers and staff.
- 6.1.25** Cathedral policies are comprehensive, well written and up to date.
- 6.1.26** The DSA and CSO have a strong working relationship and professional competences that complement each other. and draw on each other for skills e.g. risk assessment. They use each other as a 'sounding board' and neither is afraid to challenge and to accept challenge. Auditors saw a mutual professional respect.
- 6.1.27** The appointment of a CSO for 25 hours per week was seen by many as underpinning real improvement.
- 6.1.28** The CSO has devised a recording system which includes a front sheet, chronology and emails. Meanwhile, for choristers, there are good links to the school's CPOMs system which can be accessed by the Canon Precentor.
- 6.1.29** The independent member of the Strategic Safeguarding Committee is chair of the local children's safeguarding partnership, but not from Durham and not a church member, and this has increased the independence of the scrutiny they transfer from other roles.
- 6.1.30** Although it needs to be developed, there is a vision of what quality assurance might look like in the future.
- 6.1.31** The Cathedral and Diocese sit on each other's safeguarding fora. The DSA and CSO bring some independent scrutiny to each, and the CSO meets other professionals at the Diocesan Safeguarding Advisory Group.
- 6.1.32** All the clergy and some of the senior lay staff spoke warmly about their recent Senior Leadership Training which places an emphasis on the theology of safeguarding. The auditors saw it in action at evensong.
- 6.1.33** The Dean was keen to separate strategic and operational governance, so created the staffing structure with Chief Operating Officer post to strengthen accountability via a line-management structure.
- 6.1.34** The Strategic and Operational Safeguarding meetings have clear terms of reference and seem to be gaining in confidence about their purpose.
- 6.1.35** The sense of a culture of safeguarding is very strong. It was noticeable that people could talk about what it looked like and how it has developed.

APPENDIX: REVIEW PROCESS

DATA COLLECTION

Information provided to auditors

Procedures, policies and practice guidance for safeguarding, including protocols and procedures on risk assessment, complaints and whistleblowing:

- Cathedral safeguarding policy (February 2021)
- Cathedral safeguarding statement (December 2020)
- Durham Cathedral Diocese partnership agreement (March 2021)
- Safer recruitment policy (June 2021)
- Lone working policy (June 2021)
- Whistleblowing policy (June 2021)
- Chorister School safeguarding policy (Updated May 2021)
- Safeguarding strategy/plan/risk register, and any related annual reports
- Harassment and bullying policy (June 2021)
- Equality policy (June 2021)
- Visiting choirs procedures (June 2021)
- Missing person procedures (April 2021)
- Online and social media guidance (May 2021)
- Visiting schools/Education protocols/Summer School (Under Review June 2021). Papers to follow
- Volunteer Handbook (Draft)
- Volunteer Charter (April 2021)
- Volunteer policy (April 2021)
- Volunteer application form (April 2021)
- Volunteer reference form (April 2021)
- Volunteer Induction checklist (April 2021)
- Photography policy (April 2021)
- Durham Cathedral and Durham Cathedral Guild of Bellringers partnership agreement (May 2021). Signed Agreement to follow
- Cathedral emergency and evacuation procedures (2021)
- Durham Cathedral safeguarding complaints procedure (Undated)

- Safeguarding incident report form (April 2021)
- Safeguarding case work document (April 2021)
- Safeguarding case work summary (April 2021)
- Reporting a safeguarding concern flowchart (April 2021)
- Risk assessment document. (April 2021)

Additional requested audit preparation documents:

- Completed self-audit template (June 2021).
- Cathedral introduction paragraph from the Dean including a brief overview of the functioning of the Cathedral: key roles, governance arrangements etc.

Training-related documents:

- Safeguarding training spreadsheet (Available to audit team whilst on site)
- Safeguarding 2021/2022 training plan.
- Leadership training modules (Bespoke Cathedral) (June 2021) Session 1. Session 2 Scenarios. Session 2 Format to follow.

Safeguarding governance-related documents:

- Safeguarding Strategic Group terms of reference (February 2021).
- Safeguarding Operational Group terms of reference (February 2021).
- Relevant sections of the last three-chapter meeting minutes.
- Safeguarding Strategic Committee minutes x 3 (November 2020, March 2021 and June 2021 – not app till 5 July 2021)
- Safeguarding Operational Group agenda and minutes x 2 and action sheet (April and May 2021)
- Safeguarding Annual Report 2021 to Chapter (June 2021).

Additional documents provided to support the audit.

- Self-audit - Dee Cooley 2 papers – Pre-audit and report to Chapter.
- Cathedral plan/map.
- Safeguarding logo and Strapline.
- Safeguarding screensaver (1 May, 2 June and 3 July 3 2021).
- Safeguarding newsletters x 2 (May and June 2021)
- Safeguarding timetable for reopening (May 2021)
- 3 x podcasts (17 May, 31 May and 7 June 2021)
- Cathedral Safeguarding Officer job description

- Safeguarding contact card (March 2021)
- Safeguarding poster (May 2021)
- 2 x examples Durham Cathedral service books with safeguarding statement x 2 (March and June 2021)
- Screenshots of safeguarding information folder desktop link
- Safeguarding contact card

Participation of members of the Cathedral and Diocese

In addition to the list provided in paragraph 2.4.1, written feedback about safeguarding at the Cathedral was provided by:

- The Independent Chair of the Diocese of Durham Safeguarding Advisory Panel
- The Allegations Management Officers, Durham County Council
- Durham Constabulary
- The Chair of Dementia Friendly Durham City
- The Area Manager – Emergency Response, Fire and Rescue Service
- The Independent Member of the Strategic Safeguarding Committee
- The Regional Counter Terrorism Awareness Advisor
- West Yorkshire Police (Counter Terrorism)
- The company providing external health and safety advice
- The former Independent Chair, Durham Safeguarding Children Partnership

What records / files were examined?

- Case files
- Employment records
- Volunteer records



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