

HEREFORD CATHEDRAL

ACTION PLAN IN RESPONSE TO THE SAFEGUARDING AUDIT CONDUCTED BY THE SOCIAL CARE INSTITUTE OF EXCELLENCE (SCIE) IN SEPTEMBER 2019

The first 2 pages of this Action Plan address the key issues contained in the auditors conclusions at Section 6. Following pages provide a detailed response to the “Blue Boxes” in the Audit.

The key areas for the Cathedral to address as outlined by the audit relate to:

- **Governance** - seen as conflictual as Safeguarding Lead is a member of Chapter
- **The Service Level Agreement (SLA)** with the Diocese
- **Other links with the Diocese** (e.g between the Cathedral Safeguarding Management Group and the Cathedral Working Group) were seen by the auditors as weak.

The above are all areas which are developing within the new safeguarding structure which was established in July/August 2019 with the employment for the first time of 2 members of staff with a specific remit for safeguarding, the COO and the HR/SG Officer. The audit took place before either of these staff had had time to establish new working practices.

The plan is for the Chapter Safeguarding Lead to move to a position of monitoring safeguarding at the cathedral and providing professional advice to Chapter whilst the COO and HR&SG Officer take over practical management of safeguarding. The Chapter Safeguarding Lead is aware of the possible conflict of interest arising from her position on Chapter. The audit has served to draw the attention of other members of Chapter to this issue and Chapter has been assured that in such an event she would step down immediately. It is felt that her position on Chapter has enabled change and the transfer of safeguarding functions to the COO and HR&SG will reduce concerns about potential conflict.

The SLA as a working document is subject to review and amendment in the light of the audit and other developments and will shape the interaction on safeguarding between the Diocese and the Cathedral. Discussions will continue to take place with the Diocesan Secretary, the DSA and, in due course, with the new Bishop on the implications of the audit.

Action points: 1) Review the SLA. 2) Continue in discussions with the Diocesan Secretary and the DSA about management of safeguarding at the cathedral and information sharing with the Diocese including a protocol for this. 3) Continue to develop the internal structure of safeguarding responsibilities at the cathedral.

Other key areas to address outlined in the audit:

- **The management of casework where the auditors feel actions have been missed and a reluctance to contact external agencies such as social care and the LADO are cited.**

This is an area which in accordance with the audit will be the subject of discussion both with the DSA and with the statutory agencies. The cathedral does however feel that in some cases the auditors failed to recognise that locally thresholds for statutory intervention are very high as a result of recessionary cuts and low staffing in the Local Authority.

Action points: Meet with the DSA and statutory agencies to define thresholds for intervention and referral.

- **Training – some volunteers still need to attend training. The auditors would have liked to see a written strategy for training. No refresher training has taken place.**
- There has been an extensive training programme over the past 3 years concentrating on staff (all of whom have attended) and initially on those volunteers in direct contact with vulnerable individuals or groups. The audit correctly highlights the need for a written strategy for training. The HR/SG Officer is creating a single training record for all staff and volunteers. For those who trained in 2017 refresher training will become due during 2020 and a programme/strategy for this is in preparation.

Action Points: Create 1) a training strategy and 2) a Single Central Record document to include training records 3) a programme of refresher training.

- **Vergers. The auditors recognised how staff, volunteers and congregation “hugely appreciate the role of the vestry” they also suggest that the vergers “are not as aware of safeguarding children as they might be”.**

Chapter believes this arises from a misapprehension by the auditors that the vergers have a role in relation to chorister care. Chapter have greater concerns about the vergers’ workload and their safety when lone working or handling difficult situations. Chapter seeks to alleviate these problems in any way we can and there is a need for further dialogue with the vestry about how they can be helped to manage some of these elements and to monitor the vestry diary.

Action Points: 1) Discuss with vergers if additional training is needed to help them de-escalate potentially violent or dangerous situations 2) Make better use of their diary to understand and relieve the pressure of their work. 3) Appoint to the vacant verger’s position as soon as possible.

- **The culture of safeguarding is developing and has been identified as requiring further work.**

Safeguarding is a job which is “never done” and so will always require further work. The aim at the cathedral is to promote a culture which aims for prevention of harm and protection of all, not just the more obviously vulnerable. We aim for a culture in which everyone takes their part in building a safe environment where we offer care and respect for each other but where we can also remain vigilant about those who may pose a risk to others.

Action points: Continue with the work we are doing and try in every way to improve the culture of safeguarding in the cathedral.

ABBREVIATIONS: **Chapt SL:** Chapter Safeguarding Lead. **COO:** Chief Operations Officer. **HR&SG Off:** Human Resources and Safeguarding Officer. **Vol Liaison Off:** Volunteer Liaison Officer. **HCS:** Hereford Cathedral School. **DSA:** Diocesan Safeguarding Adviser. **Dioc Sec:** Diocesan Secretary.

Section	Questions posed by the audit	Solution	Action by	Target Date
3	SAFE ACTIVITIES AND WORKING PRACTICES			
3.1.1	<ul style="list-style-type: none"> • How can the Cathedral better consider the safety of children within the Barn during activities? • Could the Cathedral consider an addition of toilets accessible only to the Barn? • Could the Cathedral do more to ensure that it is clear that photographs of choristers are discouraged and that advice on what to do in this situation is clear? 	<p>Repair or replace latch</p> <p>Finance and listed building planning are the obstacles. Education have good practice solutions already in use.</p> <p>There is already a note in all pew sheets. A more visible notice in North Porch and at St John’s door could be added.</p>	<p>Property Manager</p> <p>N/A</p> <p>Marketing Off</p>	<p>Dec 2019</p> <p>N/A</p> <p>Jan 2020</p>
3.1.2	<ul style="list-style-type: none"> • Are there other ways to ensure that those choristers living outside Hereford town can be supported on Sunday during the closure of the chorister house to ensure their safety and wellbeing? • In what ways might the safeguarding arrangements and expectations for all members of the choirs and music department be strengthened and formalised, including the role of vergers in the life of children and arrangements for the Three Choirs Festival? 	<p>This was a temporary problem raised by the move to “The Hutch”</p> <p>See below re: written Code of Conduct for lay-clerks and Choral Scholars to be developed</p> <p>Chorister Care is emphatically not a role for the vergers. TCF is a continuing dialogue</p>	<p>Chorister Tutor</p> <p>Chapt SL Snr Lay- Clerk</p> <p>N/A Chapter SL</p>	<p>Resolved</p> <p>Jan 2020</p> <p>On-going</p>

	<ul style="list-style-type: none"> • How can the Cathedral improve links between it, choristers and their parents in a way that is safe but increases wellbeing? • How can the Cathedral improve the exchange between it, school, and parents via the chorister tutor, of personal pastoral and safeguarding information about choristers? • How might the Cathedral formulate a code of conduct for lay clerks, choir boys and all members of the music department to cover expectations around their behaviour, including the use of social media? 	<p>Discussion with chorister parents? Regular newsletter? For discussion with music department.</p> <p>Such discussions take place at termly pastoral meetings between HCS and Music Department and action is agreed and who will, where necessary contact parents. More urgent matters will be taken up with HCS immediately.</p> <p>Chapt SL is canvassing other cathedrals re: such agreements and has spoken with the senior lay-clerk re: developing such a code of conduct.</p>	<p>Music Dept</p> <p>HCS & Music Dept staff</p> <p>Chapt SL/ Snr Lay-clerk/ Precentor</p>	<p>Jan 2020</p> <p>Ongoing</p> <p>Jan 2020</p>
3.1.3	<ul style="list-style-type: none"> • What further steps can the Cathedral take to strengthen its approach and responses to vulnerable people, some of whom are volunteers? • How can the Cathedral better link with out-of-hours services provided by the Diocese and ensure that those working or volunteering in the Cathedral are aware of them? • How might the Cathedral assure itself that it is getting the balance right between caring for a vulnerable adult and ensuring the safety and wellbeing of others who may be vulnerable? 	<p>Simply by developing the culture of safeguarding within the cathedral, which we strive to do through a comprehensive programme of training, information and good pastoral care.</p> <p>New wallet sized safeguarding information cards carrying this information are in the process of production and will be issued to all staff and volunteers and available on the information table for the general public.</p> <p>This is always a difficult question and we strive hard to get this right and try to learn by experience.</p>	<p>All staff & volunteers particularly safeguarding staff.</p> <p>HR&SG Off</p> <p>All safeguarding staff</p>	<p>Ongoing – no end date</p> <p>Dec 2019-thereafter ongoing</p> <p>Ongoing</p>

3.1.4	<ul style="list-style-type: none"> • How might communication between the bell tower, Diocese and Cathedral be strengthened especially on individual safeguarding casework? • Is the Cathedral satisfied that information regarding activities in the bell tower is sufficiently known and recorded and that safeguarding oversight is as robust as it might be? 	<p>To be considered in consultation with the bellringers. Specific training for the bellringers as a group can be arranged.</p> <p>Chapter's Safeguarding Lead does agree that this aspect has been neglected and will be considered carefully with the bellringers.</p>	<p>Chapt SL/ Tower Cpt/ Chancellor</p> <p>As above</p>	<p>Jan/Feb 2020</p> <p>By March 2020</p>
3.2.1	<ul style="list-style-type: none"> • Is the Cathedral satisfied that vergers opening and locking up the Cathedral buildings are as safe as they can be? • How might the Cathedral up-skill the verger team to assist with de-escalation of incidents? • Is the Cathedral confident that volunteers in all roles associated with the Cathedral are aware of the Lone worker section of the Health and Safety Policy, and have received an appropriate level of safeguarding training, and that procedures are in place to ensure their safety? • Is the Cathedral confident that the balance between offering sanctuary and maintaining safety in the Cathedral is maintained? 	<p>Chapter has concerns about lone working of vergers and their safety, particularly locking/opening and night alarm calls. It is difficult to address these issues because of the nature of the building and the budget available. There is a constant dialogue with the vergers about these issues. The audit took place at a time when long term sickness of one of the team had taken a huge toll on working hours. Chapter will further explore technical and manpower solutions.</p> <p>Discussion with the vergers about their perceived training needs will take place.</p> <p>Safeguarding Training always includes a section on lone working. Only the Vergers and the Pastoral Care Team and occasionally those responsible for minor maintenance can truly be said to be required to lone work. For the latter the Property Manager will RA the job.</p> <p>We try our best – sometimes hindsight reveals mistakes but we all try to learn from these.</p>	<p>Chapter COO HR&SG Off</p> <p>Precentor COO</p> <p>Chap SL. Precentor and Cathedral Chaplain</p> <p>Property Manager COO Vergers</p>	<p>Ongoing</p> <p>Jan 2020</p> <p>On going</p> <p>On going</p>

3.3	<ul style="list-style-type: none"> • Can Cathedral safeguarding leads and the DSA better work together to ensure effective and well-managed casework in the future and how can both be provided with effective oversight to ensure that the SLA is delivered? • How will Chapter ensure that its commitment to the pastoral support of staff, volunteers and the wider Cathedral community does not cloud its ability to maintain a clear view of potential risk and take appropriate action? • How can the Cathedral ensure that those working or volunteering within its community are clear on where concerns should be first raised and what they should expect? • How can Chapter be reassured that external statutory agencies are consulted and referred to at the earliest opportunity? 	<p>New processes are being agreed with the DSA and independent supervision will be sought for whoever undertakes casework.</p> <p>The cathedral seeks an independent chair for the Safeguarding Management Group and the responsibilities of the COO, HR/SG Officer and the Chapter Safeguarding Lead will be redefined</p> <p>Continuing training programme</p> <p>New wallet-sized information cards are being developed and made freely available</p> <p>We will ensure that the need to refer to statutory agencies is checked by the DSA and is in line with thresholds agreed by the relevant agencies.</p>	<p>Chapt SL/COO HR&SG Off/ DSA</p> <p>Chapter</p> <p>Chapter</p> <p>Chapt SL/ HR&SG Off</p> <p>Chapt SL/ COO/ HR&SG Off</p>	<p>Dec 2020 and then on-going</p> <p>April 2020</p> <p>April 2020</p> <p>On going</p> <p>On going</p>
3.4	No questions to consider			
3.5	<ul style="list-style-type: none"> • How will the Cathedral achieve a systematic approach to assessing and allocating the appropriate level of safeguarding training to all clergy, staff and volunteer posts in the Cathedral with appropriately timed refresher training? 	<p>All clergy (Dean, Residentiary canons and all ordained Day Chaplains) undertake training via the Diocesan programme in line with the NST requirements.</p> <p>All staff regardless of their contact with vulnerable groups undertake NST C1 face -to face training (with slight adaptations to make a better fit for the cathedral).</p> <p>All volunteers likely to have any contact with vulnerable individuals or groups are required to attend NST C1 training. Many of those with no real contact with vulnerable individuals or groups have also opted to attend this training. All volunteers are encouraged to</p>	<p>Chapt SL as trainer/ HR&SG Off</p>	<p>On going</p>

	<ul style="list-style-type: none"> • How might the Cathedral and Diocese work better together under the SLA to ensure the quality and relevance of the various levels of safeguarding for staff within the Cathedral? • How can the Dean and Chapter properly quality assure both that training is being completed and that it is of an appropriate standard? 	<p><u>attend but those with specific contact with vulnerable groups are required to attend.</u> Those who were first to attend this programme of training will be due refresher training in Jan 2020 and a programme for this is being constructed.</p> <p>The HR/SG Officer is building a systematic spread sheet similar to the single central record which will show the training status of all staff/volunteers</p> <p>The posts of COO and HR/SG Officer are new and there is continuing work to determine how best all aspects of safeguarding can be covered within these, and other posts (e.g Volunteer Liaison Officer).</p> <p>The standard is set by the NST and adhered to. The new “single central record” will ensure that the level of training attended is recorded. It has always been difficult to ascertain within safeguarding whether the training delivered produces the required changes in behaviour/attitude/understanding other than an increase in referral and dialogue.</p>	<p>Chapt SL</p> <p>HR&SG Off</p> <p>Chpt SL/DSA COO/ H&SG Officer</p> <p>As above</p> <p>Chapt SL</p>	<p>From Feb 2020 & then on-going</p> <p>On-going</p> <p>On-going</p> <p>On-going</p>
3.6	<ul style="list-style-type: none"> • How can Safer Recruitment processes be quality assured and what needs to happen to ensure that all recruitment and record-keeping practices meet the standards specified within the national and Cathedral-specific policy and practice guidance? 	<p>The cathedral has appointed an HR/SG Officer with much experience of safer recruitment.</p>	<p>HR&SG Officer/ COO</p>	<p>On-going</p>

	<ul style="list-style-type: none"> • How can the Cathedral be reassured that steps taken to more safely recruit volunteers are in place and effective? • How might the Cathedral provide a clear rationale for DBS checks on each of the posts for which this is relevant? 	<p>The Cathedral has appointed a Volunteer Liaison Officer who is undertaking this work.</p> <p>Constantly under review – and now monitored by our new external Umbrella Body -Thirty-one Eight.</p>	<p>HR&SG Off/ Vol Liaison Off</p> <p>As above</p>	<p>On-going</p>
4	ORGANISATIONAL SUPPORTS			
4.1	<ul style="list-style-type: none"> • Should the SLA between the Cathedral and Diocese contain a statement regarding what is agreed about information sharing? • How can the Cathedral ensure that information sharing protocols and standards are properly understood and complied with by staff and volunteers? • Should there be more specific information for volunteers on whistleblowing and complaints 	<p>The SLA will be regularly reviewed and initially revised to ensure it complies with NST guidance and protocols on information sharing.</p> <p>Training – see section 3.5 And dissemination of the protocol on information sharing to staff and volunteers.</p> <p>These policies will be reviewed annually</p>	<p>COO/Dioc Sec</p> <p>COO</p> <p>COO HR&SG Off</p>	<p>April 2020</p> <p>Annual review or as required</p>
4.2	<ul style="list-style-type: none"> • How might the Cathedral work with the Diocese to ensure that its requirements for a safeguarding service, to include casework, are adequately assessed, provided for and reflected in the SLA? • How might the Cathedral work with the DSA to ensure that safeguarding related responses by Cathedral staff and volunteers are appropriate, consistent with good practice standards, and suitably recorded? 	<p>This will be the subject of discussions between the Cathedral and the Diocese at COO/Dioc Secretary level and at DSA/ Chapt SL level</p> <p>These discussions will be shared both with the Dioc Working Group and the Cathedral Safeguarding Management Group</p> <p>as above</p>	<p>COO/ Dioc Sec/DSA/ Chapt SL/ HR&SG Officer</p> <p>As above</p>	<p>Jan- May 2020</p>

	<ul style="list-style-type: none"> • How can the Cathedral ensure that appropriate training and ongoing professional supervision is provided for the new safeguarding leads? 	This will be part of the above discussions		
4.3	<ul style="list-style-type: none"> • How can the Cathedral further develop recording systems to allow scrutiny and tracking of areas such as training, DBS and recruitment? • How can the Cathedral and the Diocese develop a combined system for recording etc. on the same case? 	<p>See 3.5 and 3.6 above</p> <p>See 4.2 above – part of those discussions</p>		
5	LEADERSHIP AND ACCOUNTABILITY			
5.1	<ul style="list-style-type: none"> • How can the Cathedral develop a comprehensive quality assurance framework and should this be linked into the SLA with the Diocese? • What roles should the Cathedral Safeguarding Management Group take in overseeing the Cathedral’s quality assurance arrangements? • How might safeguarding be formally included in supervision for staff so that they are clear on their performance as it relates to safeguarding? 	<p>QA functions are in part fulfilled by the reports to Chapter, the Bishop, Cathedral Council, the College of Canons and for the future by a report to the Diocesan Working Group (not previously an agenda item at that meeting)</p> <p>All safeguarding referrals to be seen by the DSA and all policy changes notified.</p> <p>Review of policy and practice</p> <p>To be included in the new staff review structures</p>	<p>Chapt SL/ COO</p> <p>COO HR/SG Off All managers</p>	<p>On going as required</p> <p>With immediate effect</p>
5.2	<ul style="list-style-type: none"> • How can the role of the SMG be brought in line with the requirements of Key Roles and Responsibilities of Church Office Holders and Bodies (October 2017)? 	This document requires that Chapter “Provide a structure to manage safeguarding in the cathedral with clear lines of Accountability” and the purpose of the SMG is to help ensure this happens. An independent chair should aid this.	SMG	<p>Subject to review</p> <p>As above</p>

	<ul style="list-style-type: none"> • Can the Cathedral work with the Diocese to develop the role of the SMG to ensure that the overall safeguarding governance framework for both Cathedral and Diocese works effectively in line with House of Bishops' guidance? • How can the Cathedral successfully recruit an independent chair for the SMG and should a review of membership of the group be considered? 	<p>The SMG and the SLA with the diocese are both relatively new and subject to review in order to achieve a better fit. The existing SG Structure Organogram will be subject to review by both Chapter and the SMG.</p> <p>It maybe that the statutory agencies may be able to make a recommendation.</p>	<p>Chapter/SMG/DSA/ Dioc Secretary</p> <p>Chapter & SL</p>	<p>On-going</p> <p>Ideally by April 2020</p>
5.3	<ul style="list-style-type: none"> • How can the Cathedral continue to improve how it shares positive public messages about the importance of safeguarding and its integral place in Cathedral life? • How can the Dean and Chapter begin to develop the theology of safeguarding and ensure this assists with safeguarding becoming a more secure part of Cathedral culture? • How can the Cathedral embed wider issues of safeguarding such as recognition and response to domestic abuse for both adults and children? • How might the development of the new COO/Safeguarding Lead role assist in clarifying strategic and operational safeguarding responsibilities? 	<p>Use of cathedral website and news items. Work with the Three Choirs Festival and other regular users of the cathedral.</p> <p>Preaching on occasions about safeguarding issues and other relevant social issues.</p> <p>Via training – case studies on such issues are used.</p> <p>This is the subject of current discussions and gradual changes in responsibilities and practice and the acquisition of suitable training for the role by the COO and HR/SG Officer</p>	<p>Everyone/ Comms Off</p> <p>Clergy</p> <p>Chapt SL as Trainer</p> <p>Chapter/ Chapt SL/COO/ HR&SG Off</p>	<p>On-going</p> <p>On-going</p> <p>On- going</p> <p>On-going</p>