



social care  
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# Lichfield 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.

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First published in Great Britain in August 2021 by the Social Care Institute for Excellence

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## Contents

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<b>1. INTRODUCTION.....</b>	<b>1</b>
1.1 The audit programme.....	1
1.2 The audit process.....	1
1.3 Structure of the report .....	2
<b>2. CONTEXT .....</b>	<b>3</b>
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 the audit? .....	4
2.5 Limitations of the audit .....	5
<b>3. FINDINGS – PRACTICE.....</b>	<b>6</b>
3.1 Safe activities and working practices .....	6
3.2 Choirs and music .....	10
3.3 Case work (including information sharing) .....	14
3.4 Clergy disciplinary measures .....	15
3.5 Training .....	15
3.6 Safer recruitment .....	16
<b>4. FINDINGS – ORGANISATIONAL SUPPORTS.....</b>	<b>18</b>
4.1 Policies, procedures and guidance .....	18
4.2 The Diocesan Safeguarding Advisor/Cathedral Safeguarding Officer.....	18
4.3 Recording and IT systems .....	20
<b>5. FINDINGS – LEADERSHIP AND ACCOUNTABILITY .....</b>	<b>21</b>
5.1 Quality assurance .....	21
5.2 Complaints about the safeguarding service .....	22
5.3 Whistleblowing .....	23
5.4 Safeguarding Advisory Panel.....	23
5.5 Leadership and management .....	24
5.6 Culture .....	26
<b>6. CONCLUSIONS.....</b>	<b>28</b>
<b>APPENDICES .....</b>	<b>30</b>

## 1. INTRODUCTION

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### 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 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**

- 1.2.1 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 is 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**

- 1.2.2 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

- 1.2.3 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.
- 1.2.4 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

- 1.2.5 The process will involve reviewing documentation as well as talking to key people, including focus groups. Further details are provided in the Appendix.
- 1.2.6 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

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

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### 2.1 CONTEXT OF THE CATHEDRAL

- 2.1.1 Lichfield Cathedral is situated about 16 miles North of Birmingham within the Diocese of Lichfield, which is one of the largest dioceses in the country, serving over 2 million people.
- 2.1.2 The Cathedral sits slightly away from the centre of the city centre, in a quiet close comprising the Cathedral School and various buildings used for Cathedral business as well as several privately-owned properties, most of which are residential. There is a periphery road which runs completely around the Cathedral.
- 2.1.3 The city of Lichfield has a population of c.35,000 and the local authority is Staffordshire County Council. Lichfield is relatively less diverse than many other UK cities in terms of ethnicity and faith denomination, with the majority of those living there being White British and identifying as Christian. However, in common with many other cities, there are pockets of deprivation.
- 2.1.4 Lichfield Cathedral is the only medieval cathedral in the country with three spires and houses the Lichfield Gospels, also known as the Chad Gospels, which are written in Latin and are the gospels of Matthew and Mark (and the early part of Luke) dating from around 730. The manuscript is on display in the Chapter House. The Cathedral therefore attracts tourists and its income comes predominantly from local visitors, events, services, property, grants and fund-raising. As is true of many cathedrals, financial resources are stretched and barely sufficient to cover the cost of the maintenance and operation of the Cathedral.

### 2.2 CONTEXTUAL FEATURES RELEVANT TO SAFEGUARDING

- 2.2.1 The first church on the site of the Cathedral was first consecrated in 700 and is one of the oldest centres of Christian worship in the UK. Following the invasion of the Normans in 1066, a new cathedral was built and a century later, rebuilt in the Gothic style and completed in 1340. Following serious damage during civil wars, the Cathedral was repaired and its interior rearranged in the 19<sup>th</sup> Century. The three spires are known locally as the 'Ladies of the Vale'. St Chad, arriving in 669, became the first Bishop of Lichfield and in addition to the Chad Gospels, the Cathedral has a chapel dedicated to St Chad.
- 2.2.2 The Cathedral itself is a large building with a central nave, large Chapter House and some chapels, vestries and side rooms. The Cathedral stands alone, with no monastic complex. The nave provides good visibility into the quire which sits behind iron gates. Behind this sits the high altar and chapels accessed by the side aisles. During the time of COVID-19, the Cathedral has been rearranged to make maximum use of space and social distancing. The floor of the nave hides a platform which can be raised to provide alternative seating arrangements and staging as required.
- 2.2.3 There are several entrances to the Cathedral's nave and the congregation enter via the north-west doors. There is no charge for admission to Lichfield Cathedral but donations are encouraged.
- 2.2.4 The Cathedral's South West tower houses 10 bells which are rung regularly. Access to the bells is by an external door and there is no access from inside the Cathedral building.

**2.2.5** Lichfield choristers all attend Lichfield Cathedral School which is situated around the Cathedral Close with central administration and some classrooms from the Old Bishop's Palace.

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

**2.3.1** The Dean of Lichfield, as the lead figure in all aspects of Cathedral life, carries the ultimate responsibility for safeguarding. Supporting him in this are:

- The Canon Custos with responsibility for pastoral care, including the Pastoral Development Team, marketing and social media for the Cathedral
- The Canon Precentor with responsibility for music and liturgy, including the choirs, vergers and bell tower
- The Canon Chancellor with responsibility for Education, Theology and Outreach
- The Executive Director/Chief Operating Officer (COO) who is also the Cathedral Safeguarding Officer (CSO) therefore jointly overseeing recruitment, business functions and safeguarding. The post reports to the Dean
- The Office Manager and Cathedral Safeguarding Coordinator who provides support to the Executive Director in both HR, recruitment and safeguarding administration. The Office Manager reports to the ED/COO
- The Director of Music who reports to the Canon Precentor and has oversight of the choirs
- The Dean's Verger who ensures the safety and security of the Cathedral buildings, reporting to the Canon Precentor
- The Volunteer Co-ordinator who reports to the Canon Chancellor and who looks after all volunteers, including their recruitment, appraisals, training and record keeping
- The Diocesan Safeguarding Advisor (DSA) who supports the Cathedral's safeguarding case work through a service level agreement (SLA)

**2.3.2** The Cathedral is supported in its governance by Chapter, which comprises the Dean, three Residentiary Canons and at least five and no more than seven other members, at least two thirds of which must be lay persons. The Executive Director, and the two Directors, also attend and are encouraged to contribute (but are not Chapter members).

**2.3.3** With delegated authority from Chapter, there is also a Safeguarding Committee chaired by a Chapter member which meets at least termly to oversee safeguarding strategically across the Cathedral. Sitting under this committee is a smaller sub-group specifically to manage and review safeguarding contracts.

## **2.4 WHO WAS SEEN IN THE AUDIT?**

**2.4.1** The audit involved reviewing documentation and case files and talking to people at the heart of safeguarding in the Cathedral, such as the Dean, Chapter members, safeguarding staff, music leads, the tower captain and education and pastoral leads. The fieldwork aspect of the audit was conducted over 2.5 days. Further details are provided in the appendix.

## 2.5 LIMITATIONS OF THE AUDIT

- 2.5.1 Due to the ongoing coronavirus pandemic and national lockdown in place throughout the period of this audit, all conversations were conducted remotely via video calls. No site visits were made but a virtual tour of the Cathedral and surrounding buildings and grounds was included. Certain aspects of the audits were therefore necessarily different:
- No focus groups were held during this audit and instead surveys were made available for both adults (staff, congregants, volunteers and parents of children involved in the Cathedral) and children (including choristers). These were analysed by the audit team and findings explored and referenced throughout conversations. This nevertheless limited the depth of knowledge that could be gained from participants and limited follow-up discussion.
  - Evensong is live streamed and was watched by both auditors. Coupled with the tour and a 'walk through' of the routes taken by choristers, auditors were able to gain an understanding of any risk but replicating the observations of the full preparation of choristers was nevertheless limited.



### 3. FINDINGS – PRACTICE

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#### 3.1 SAFE ACTIVITIES AND WORKING PRACTICES

##### **Precincts and Buildings**

##### *Description*

- 3.1.1 Lichfield Cathedral site is principally managed by a team of vergers made up of the Dean's Verger, the Canon's Verger and two other staff vergers.
- 3.1.2 The Cathedral aims to have two vergers on duty each day as a minimum. The Cathedral is opened up each morning by the verger on duty at 7am with the main door for the public unlocked at 7.45am. A second verger comes on duty at 9am. The rota is then staggered so that the first verger leaves at 4.30pm and the second locks up at 6.30pm.
- 3.1.3 Each member of the team has undertaken foundation (C1) safeguarding training and in addition, has carried out anti-terrorism training. The Cathedral has booked Mental Health First Aid training which will be completed by some of the vergers in case of an emergency.
- 3.1.4 The Cathedral has several side chapels and rooms that, by their nature, are more hidden areas of the building, some of which are difficult to see from the main nave.
- 3.1.5 The vergers carry walkie talkies and these are also accessible to volunteers at various points, for example, by the west end of the Cathedral. There are eight walkie talkies available to those on the Cathedral floor and there is a code word in place which elicits emergency support.
- 3.1.6 All non-public areas of the Cathedral are secured with keypad lock systems. Where visibility is required, for example, through the flower arrangers' room to the outer room which leads to the toilets, doors are secured open for security and line of sight. There is some limited CCTV in operation within the Chapter House which houses the historic Chad Gospels. Cameras can be monitored from within the Verger's office. There are no other CCTV cameras either inside or outside the Cathedral building.
- 3.1.7 The vergers have very occasionally encountered homeless people sleeping rough, but this is definitely not a regular occurrence. Sleeping bags are kept in the vergers' office in case they are needed and the Cathedral has been part of a local initiative to provide shelter for rough sleepers during the winter months.
- 3.1.8 Toilets for the congregation are situated outside of the Cathedral itself. Vergers have not found drug paraphernalia, but there have been some issues with the smoking of Spice in these toilets.
- 3.1.9 For out-of-hours alarms (including fire and intruder), the verger team are notified and a duty verger attends after having notified a second verger of the alarm. He is then usually joined by the second verger but may unlock the building alone. The intruder system is not currently linked to the police and so a call is made if required. The Cathedral has a policy for managing out-of-hours calls for intruder and fire alarms and these form part of the Crisis Management Procedures which are regularly reviewed as part of the annual appraisal process.
- 3.1.10 There is no formal lockdown or missing child/adult procedure in place within the Cathedral, though the verger team has developed some agreed practices for managing a situation where securing the buildings (locking in) might be necessary.

The vergers team does however have a process for suspicious packages and has practised evacuating the building and also the school successfully.

### *Analysis*

- 3.1.11** The vergers team is well recognised and effective in its arrangements for the safety and security of the site and visitors. Lone working is carried out but with a clear rota and well-established arrangements for emergency. Vergers carry walkie talkies in order to contact others and remain contactable themselves at all times. Volunteers have access to walkie talkies as a matter of course and auditors heard repeatedly that there is a confidence that the vergers team respond when needed. In addition, walkie talkies are also held by the Cathedral office and by the Canons in their homes.
- 3.1.12** Auditors saw much evidence that the vergers team are well regarded and that the key departments of the Cathedral work well together in terms of safeguarding. The vergers team act as the 'eyes and ears' of cathedral staff and have recognised vulnerable adults both from the community and from the cathedral's own volunteer workforce. Vergers were seen to take time to get to know people on the cathedral floor and to take particular care for example getting to know the volunteers and ensuring that they were well during the period when the Cathedral was closed for COVID-19 lockdown. Appropriate reporting of concerns to the Cathedral Safeguarding Officer was also evident from the vergers team.
- 3.1.13** Vergers do work alone for at least part of the day but there is an established walkie-talkie system with a code word for emergencies which auditors heard works well. Lone working is covered in part under the Health and Safety section of the Cathedral's Staff Handbook but there is no specific risk assessment for vergers' lone working or for answering alarms out of hours. Despite there being nothing formally written, in practice, vergers feel that they are safe and this is well managed.
- 3.1.14** There is limited CCTV within the Cathedral, only covering the Chapter House. Cameras are monitored from within the vergers' room which is a side room of the Cathedral itself. The lack of further CCTV means that there are a number of areas in the Cathedral which cannot be seen directly and are relatively isolated. Areas which are completely isolated have been closed with key locks and are mainly used as stores but there remain some side chapels and rooms which as part of the main Cathedral, remain open. To mitigate risk, vergers pay special attention to these areas, volunteers are positioned in a line of sight of each other and do not engage in providing pastoral support, but there is a potential for these areas, and therefore those within them, to be more vulnerable.
- 3.1.15** The vergers team has developed good practice in de-escalation of possible issues from visitors to the Cathedral and auditors heard that these work well, but the team has not had formal training in de-escalation, or the recognition of domestic abuse, both of which it would be keen to undertake.

#### **Questions for the Cathedral to consider**

- Should the Cathedral have in place risk assessments for lone working specifically for vergers who lock and unlock the buildings alone and who answer alarms out of hours?
- How confident is the Cathedral that the arrangements agreed by the vergers team for lost children for example are robust?

- What are the perceived costs and benefits to an extended CCTV system within the Cathedral?
- Should additional training around de-escalation and domestic abuse be considered for vergers?

## Children

This section is about children who come to the Cathedral in various capacities. It does not cover choristers, who are referred to in section 3.2.

### *Description*

- 3.1.16** Lichfield Cathedral has an education department which, prior to COVID-19, offered tours and visits to schoolchildren from all areas. The department is led by the Canon Chancellor who is new in post and was appointed during the period of lockdown when the education department was not running and the Cathedral and schools were closed. Sitting under the Canon Chancellor is the Learning and Schools' Officer who is currently on maternity leave. The post will be covered temporarily from August by a teacher. The Canon Chancellor has completed safeguarding training online and is currently undertaking the National Church's Senior Leadership Safeguarding training.
- 3.1.17** The Cathedral has a spacious education room based in the Old Stables which is due to be refurbished. Children attending visits will leave their belongings in the stable building where there are also toilets, before attending the Cathedral with staff from the school. There are various tours on offer to schools ranging from Key Stage 1 – 4 and covering aspects such as Anglo-Saxon Heritage, Signs and Symbols depending on the choice of the school. School visits are managed safely and agreed procedures are in place to support a consistent approach that includes a risk assessment completed by the school and staff accompanying children and remaining responsible for them at all times using the correct staff to child ratio. Currently the Cathedral does not offer any other training facility, for example, classes led by Cathedral staff.
- 3.1.18** The education department is supported by a team of volunteer tour guides from the Guides and Welcomers' team. Volunteer guides are trained in the history of the Cathedral and have a fairly prescriptive text to deliver which they welcome. Guides have a system of annual appraisal which is carried out by the Canon Chancellor, the Guides and Welcomers' Guild and the Volunteer Coordinator. All guides have received safeguarding training carried out face to face by the Cathedral Office Manager.
- 3.1.19** The Cathedral also offers Messy Church (prior to COVID) under the remit of the Canon Chancellor. There is also a Children's Church, neither of which are running currently. The number of staff previously running the Children's Church is much reduced following COVID restrictions and necessary recruitment will be needed. The Canon Chancellor would like, as a matter of urgency and in line with the easing of lockdown, to revive both aspects of children's engagement with the Cathedral.
- 3.1.20** Lichfield Cathedral does not currently have any child servers and therefore there are no specific arrangements in place for them.

### *Analysis*

- 3.1.21** The auditors judged that prior to COVID-19, there was a range of safely managed provision for children at Lichfield Cathedral. Process for tours and visits by schools is robust and the premises for their use, despite required work, is a good space which

could be used for further development of school provision.

- 3.1.22** Although the system for school visits is not currently being used, it is well tested and auditors understood that it ensures the safety of children and others while in the Cathedral. Volunteer guides have completed safeguarding training, training in the history of the building and are regularly appraised. This not only provides a quality assurance loop, but also an opportunity to discuss issues, strengths and weaknesses of the education system within the Cathedral. What is not clear is whether safeguarding forms a mandatory part of the appraisal process and is fed back to the Cathedral Safeguarding Officer as a matter of course.
- 3.1.23** The auditors reflected that, despite this, there is a potential gap in the messaging to children themselves. Information regarding what to do if they find themselves separated from the group, or who to go to if they have a concern is limited within the Cathedral itself.

#### Questions for the Cathedral to consider

- Could the appraisal system for tour guides include as a matter of course their views on safeguarding of children on tours? Should the Cathedral consider feedback to the Cathedral Safeguarding Officer in order to provide a link into the safeguarding system from volunteers working directly with children?
- How could messaging specifically for children themselves regarding what to do if they are lost or who they can go to with a concern be made clear within the Cathedral building?
- Should the education provision be broadened to provide classroom work led by Cathedral staff in addition to tours? If so, how should safeguarding be considered?

## Adults

### *Description*

- 3.1.24** Lichfield Cathedral, in common with many cathedrals, is often a place of welcome for those seeking support, advice or worship. The staff and volunteers therefore regularly engage with those who may be considered vulnerable by virtue of their physical, emotional or mental health needs. Many within the Cathedral, including the vergers team, are familiar with these individuals, know them by name and make a point of engaging with them in a friendly way.
- 3.1.25** The auditors heard that, in some instances, such vulnerable adults have caused a level of disruption or threat to safety of others in the Cathedral and have needed the vergers team to intervene. Vergers reported that most of the time, this requires a low level of 'taking to one side' and that calls to the police are rare.
- 3.1.26** The Cathedral offers spiritual support to those seeking or in need of it through the voluntary chaplains and a duty rota of the Canons in residence, who ensure that they are available on the Cathedral floor and can be contacted.
- 3.1.27** The Cathedral also offers more long-term pastoral care to those in the congregation and this is led by the Canon Custos and the Pastoral Development team as well as the rest of the clergy team and other members of the community. The Canon Custos provides three days per week to the Cathedral and also oversees the pastoral care for those on safeguarding contracts. The Pastoral Development Team consists of eight

lay members who each have approximately three or four people who they regularly visit. All are safeguarding trained and plan to meet regularly as lockdown eases in order to review their training.

- 3.1.28 There is an understanding across the Cathedral of the potential vulnerabilities that volunteers themselves may have, by virtue of their age or health, and the need to both monitor and support them in their work. Several examples of when such support has been offered, and changes to working duties made, were heard throughout the audit.

### *Analysis*

- 3.1.29 The auditors judged that the Cathedral cares for adults who may have vulnerabilities and takes care to ensure these are recognised and supported 'without fuss', reporting safeguarding concerns where required. Auditors heard of a clear, welcoming ethos where no-one is turned away. The recognition of the vulnerability of some volunteers themselves and the assistance put in place are positive. However, should a volunteer have to leave what is potentially a lifeline post due to age or vulnerability, there is currently no network of support outside of possible pastoral visits and contact via the Guilds.
- 3.1.30 Auditors found that all staff and volunteers within the Cathedral have been trained in safeguarding. There is in addition, clear information in the Safeguarding Handbook regarding what constitutes an adult vulnerability, for example, financial abuse, self-neglect and acting on behalf of those who do not have mental capacity, to which they could refer in between training if required.
- 3.1.31 Auditors judged that there is much good practice but that additional training in wider safeguarding issues such as substance abuse, mental health and domestic abuse would usefully add to this.

### **Questions for the Cathedral to consider**

- Could the Cathedral offer ongoing contact with those volunteers who leave their post due to age or vulnerability?
- What additional training could be explored that might support those in public-facing roles to understand specific issues facing those who attend, work or volunteer within the Cathedral?

## **3.2 CHOIRS AND MUSIC**

### **Choir**

#### *Description*

- 3.2.1 Lichfield Cathedral has a well-established and active music department comprising four separate volunteer choirs including: Chamber Choir, mostly adults but with some 16-to-18 year olds; a mini-choir of children aged two to five years; Young Voices, children aged six to 12 years; and Youth Voices, children aged 13 years and up. In addition, there is an adult choir, the Cathedral Chorus, which is a separate charity comprising of 140 members.
- 3.2.2 The Director of Music has a background in secondary school teaching and has been in post for 10 years. He reports directly to the Canon Precentor. The Director of Music is supported by an Assistant Director of Music who is also the Organist and whom he line manages. Both have completed safeguarding training at C2 level.



- 3.2.3 Choristers all come from Lichfield Cathedral School which is located on The Cathedral Close. Choristers rehearse in a separate building, Number 14, also on The Close, due to insufficient facilities within the Cathedral itself. Number 14 has become the Song School and comprises a downstairs rehearsal room for boy choristers and an upstairs rehearsal room for girl choristers. There are toilets and a kitchen area. On the top floor of the building is the Organ Scholar's accommodation which is locked and not permitted for access to choristers. Access to Number 14 is through a restricted and secured door leading from The Cathedral Close and children are dropped off and collected by parents from the school, walking with supervision from two Chorister Matrons from the school building to Number 14 and back.
- 3.2.4 Choristers currently receive a scholarship for the Cathedral school but this is moving towards a bursary model in order to increase diversity. The Director of Music, working with the Cathedral and the school, is keen to ensure equality between girl and boy choristers. In the near future, girl choristers will move to the same age range as boys and numbers of girl and boy choristers will be equal.
- 3.2.5 The Dean, Canon Precentor and Canon Chancellor, are ex-officio on the School Governing Body. According to the school's constitution, the Cathedral Chapter also has the ability to nominate a further two members. By the nature of the closeness in proximity, overlap of staff and choristers being pupils at the school, the Cathedral has links with staff and the Designated Safeguarding Lead there.
- 3.2.6 There are currently up to 23 boy choristers who rehearse in the morning and evening five days per week, followed by an Evensong or Eucharist service. There are up to 18 girl choristers who follow the same rehearsal pattern. Girls and boys wear the same for services and robe within the Cathedral in specific rooms. Services have resumed only recently and during the coronavirus pandemic and most recent restrictions, contact and tuition were maintained through online video calls.
- 3.2.7 The choristers sing with a 'back row' of eight Lay Vicars Choral who between them cover six posts, on a job share arrangement. Within the Cathedral they have separate robing areas but use the same toilets as the choristers. Lay Vicars Choral have been DBS checked but this proved to be difficult as their role is not supervisory.
- 3.2.8 Unusually, the school employs the three matrons who supervise the choristers. This arrangement dates back to when the school catered for boarders and is part of the wraparound care provided. There are two matrons on duty each day who attend rehearsals and services with a responsibility for walking the choristers from school to Number 14 for rehearsals, across to the Cathedral for services and back to school for collection by parents. The matrons also ensure chorister welfare, supervise them in both Number 14 and the Cathedral, register their attendance and manage medical and other needs. During services, matrons sit within clear view of the choristers and provide support should a chorister need to leave the floor for any reason.
- 3.2.9 There is a weekly meeting between the Director of Music, Assistant Director of Music and the matrons, and direct communication on a weekly basis between the senior matron and chorister parents, usually by email. Because the matrons are employed by the school, they provide a direct link between Cathedral and school for any safeguarding or medical issues.
- 3.2.10 The Cathedral has in place a recently updated Safeguarding Handbook relating to both adults and children which shows types of abuse and concerns, signposting Church officers to approach. This includes social media and e-safety, behaviour and bullying and a bespoke choir safeguarding policy.

- 3.2.11** Before COVID-19, choristers regularly attended tours and trips related to music. Risk assessments were in place for these tours and matrons attend with the choristers in addition to the music department staff.

### *Analysis*

- 3.2.12** The auditors judged that chorister welfare is given high priority and much good work has taken place within the choirs in recent years to strengthen and reinforce safeguarding. However, within the audit survey results completed by 80 adult and 11 child respondents, there were a very small number of concerns raised. Two and a half per cent of adult respondents felt that it was difficult to raise a concern because their child might be treated differently and not given the opportunities provided to others. This was matched by one of the responses from children who felt that sometimes they weren't listened to or were told to be quiet if they raised an issue. These concerns are valid and need consideration but should also be considered alongside the large majority of responses where safeguarding is described as excellent, where 100 per cent of choristers felt safe and where chorister parents describe feeling safe to leave their child. Auditors felt that whilst the number of concerns is small, they should be addressed.
- 3.2.13** Information regarding chorister life is provided to chorister parents weekly via the matrons and at least termly via the Director of Music. However, contact via the Director of Music mostly centres around timetables, duty rotas and information relating specifically to music. Auditors reflected that a more specific message from the Director of Music to chorister parents regarding safeguarding, any concerns and the process of being open and transparent might assist in improving confidence in the system for parents who wish to raise concerns.
- 3.2.14** Auditors reflected that despite the obviously good links between the Music Department and the matrons, links between the Cathedral and the school were not always clear and not always as strong as they could be. Safeguarding concerns for choristers are reported directly to the DSL at the school rather than through the Cathedral Safeguarding Officer in the first instance. This has led to some actions not being shared with the Cathedral, causing frustration and a lack of clear information. This is particularly evident where concerns are raised about those working with children and the Cathedral is not the employer.
- 3.2.15** An expectation of behaviour for Lay Vicars Choral is laid down in general terms in the Safeguarding Handbook, but specific expectations regarding how they interact with choristers are not evident. For example, that Lay Vicars Choral take no supervisory responsibility for choristers, despite working closely with them, and are never alone with them, do not add them to personal social media or have personal mobile contact. It is possible that Lay Vicars may be young adults and therefore only a few years older than choristers.

### **Questions for the Cathedral to consider**

- How can the Cathedral ensure that all chorister parents and choristers themselves feel confident in raising concerns and are clear that this will not affect opportunities for them or for their child?
- To what extent is the Cathedral confident that anyone with concerns feels able to share them, including via routes for doing so anonymously?

- Should information sharing arrangements within the service level agreement and memorandum of understanding between the Cathedral and the school be strengthened in light of learning from cases and responses to the audit?
- Should safeguarding expectations for those working directly and indirectly with choristers be clarified?

## Bell ringing

### *Description*

- 3.2.16** Lichfield Cathedral has 10 bells which are some of the finest in the country. The bells are located in the South West tower and accessed through an external door. There is no access to the bell tower from within the Cathedral.
- 3.2.17** The tower currently has no ringers who are under 18 but does, pre-COVID, hold an after-school club for pupils at the Cathedral school who wish to learn to ring. Those who train new ringers on a one-to-one basis are DBS checked, as are those who hold keys to the tower. New ringers who are under 18 are encouraged to bring their parent to at least one learning session and there are always two members of the tower present.
- 3.2.18** The current Tower Captain has been involved in ringing at Lichfield since 1999 and has been Tower Captain since 2014. All tower members are classed as Cathedral volunteers and therefore receive the Safeguarding Handbook, are recruited safely and undertake safeguarding training at the basic level. Those who may be required to have closer contact with children, for example, when training them to ring, have undertaken C1 safeguarding training.
- 3.2.19** Ringers meet to practice weekly and ring for various occasions. Peels and other celebratory ringing are placed in the Cathedral diary via the Cathedral office. The tower has the capacity to practice 'silent' ringing via tied bells which replicate sound only through a computer within the bell tower. Visiting ringing bands sign in and out and are accompanied at all times. The Tower Captain has a copy of the safeguarding policy within the tower as well as contact numbers for the CSO and DSA easily accessible.

### *Analysis*

- 3.2.20** The auditors judged that the safeguarding practice for children at the bell tower at Lichfield Cathedral is strong, with robust procedures to both assess and minimise risk and with good training in place. However, while information regarding vulnerable adults is in place, auditors judged that this was perhaps less well embedded, possibly because the ringers have been together for a long period of time and know each other well. It might be useful for the tower to consider aspects of adult vulnerability and ensure they would recognise it should it arise.
- 3.2.21** It is good practice that the ringers are classed as Cathedral volunteers and therefore receive training and have access to policies and procedures. Auditors heard that the ringing band feel very much part of the Cathedral and included in Cathedral life. The Canon Precentor is a member of the ringing band which is helpful in this aspect, and in addition, the Dean has visited the tower and this was well received. Many of the ringers are volunteers elsewhere in the Cathedral and this also helps them to feel part of Cathedral life, but consideration could be given to how the tower could remain as included if this weren't the case.



### Questions for the Cathedral to consider

- What steps would help to ensure that the bell ringers are able to recognise vulnerabilities in adults, both for their own team and for visitors?
- How can the Cathedral ensure that those within the bell tower feel connected to the Cathedral and remain visible to those outside of it should the current links change?

## 3.3 CASE WORK (INCLUDING INFORMATION SHARING)

### *Description*

- 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.
- 3.3.2** The auditors judged that case work and information sharing between Lichfield Cathedral and the Diocesan Safeguarding Advisor are good and that working with external agencies is in place and robust. The Cathedral, and in particular the Cathedral Safeguarding Officer, evaluates practice robustly.

### **Effectiveness of responses and information sharing practice**

- 3.3.3** The auditors evaluated 12 case files as part of this audit, many of which were linked. The cases were discussed further in relation to specific areas of the Cathedral through individual conversations. Cases related to abuse allegations, potentially vulnerable adults, children, and risk assessments of ex-offenders. As is discussed further in section 4.2, Lichfield Cathedral has a service level agreement (SLA) in place with the Diocese of Lichfield, which includes support and advice to the Cathedral on safeguarding case work.
- 3.3.4** The auditors found that incidents reported to the CSO receive a timely and well thought-out response. Auditors heard more than once that the CSO has responded, even out of hours, quickly and effectively. Information and advice are sought appropriately from the DSA and there is a good working relationship between the Cathedral and the Diocese in this respect. On occasion, a response from the Diocese has been delayed, mainly due to long-term absence in the team, and the Cathedral has waited for a response. Auditors reflected that the CSO should have confidence in the policies and procedures in place and ensure that these are followed if and when advice from the Diocese is not immediate.
- 3.3.5** Several members of the Cathedral clergy and staff told the auditors of an increase in safeguarding/pastoral referrals; this is viewed positively, as a sign of greater awareness of safeguarding among the Cathedral community.
- 3.3.6** Appropriate referrals to external agencies are made, but auditors did reflect that, further to the information in section 3.2 regarding information sharing between the Cathedral and the school, where concerns are shared with external agencies regarding employees who work between the Cathedral and the school, both should be involved. The Cathedral could be proactive in ensuring that external agencies are aware of the arrangements so such agencies can make informed decisions regarding information sharing.

- 3.3.7** In one case seen by the auditors, independent reviews and investigations were used to provide additional scrutiny to the case work of the Cathedral. The CSO in particular was strong in his criticism of how the case had been handled by the Cathedral and reported his concerns to Chapter. There is evidence that much positive learning from these reviews was adopted by the Cathedral.

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

- 3.3.8** Auditors saw two examples of safeguarding agreements and risk management plans. There was evidence of close communication between the Cathedral, Diocese and other agencies. Both cases had been complex and despite identified early failings, had been handled well with good risk management in place.
- 3.3.9** There was also evidence within files of regular reviews to ensure that risk continued to be effectively and proportionately managed.

### **Quality of recording**

- 3.3.10** Auditors saw files which had been uploaded electronically. Most contained a 'summary sheet' including key information on the case, but not all. Some information regarding how cases had been concluded was not included on the files, but actions, questions and clear working was evident. Case files were generally well presented and collated. It was clear that emails, communication, meeting minutes and telephone conversations were added chronologically.
- 3.3.11** Some files were linked extensively and could potentially have been one case file. The CSO reported that the uploading and collation of files in preparation for the audit had been a useful exercise and one which they will learn from.

#### **Questions for the Cathedral to consider**

- How might the Cathedral ensure that external agencies have enough information regarding a case to ensure that they share their information appropriately with the Cathedral?

## **3.4 CLERGY DISCIPLINARY MEASURES**

- 3.4.1** The auditors did not see any clergy disciplinary measure files as part of this audit.

#### **Questions for the Cathedral to consider**

- There were no considerations under this heading.

## **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** Ensuring that all staff and volunteers are trained at a level commensurate with their post within the Cathedral context is a challenge. Lichfield uses the House of Bishops' national training programme. All clergy have received safeguarding for senior leaders (C4) training, in line with these requirements and many are now undertaking refresher training in the form of the new National Church's Leadership Training.
- 3.5.3** The auditors heard that starting in 2018, the Office Manager who is line managed by the CSO and is also the Cathedral Safeguarding Coordinator, amalgamated the National Church's C1 and C2 training and with a volunteer, delivered this as face-to-face training to all volunteers across the Cathedral as a rolling programme. All 400 of the Cathedral's volunteers have therefore received this training. Since lockdown, face-to-face training has not been possible and so volunteers requiring refresher training are undertaking this online through the National Church programme.
- 3.5.4** Staff and volunteer training records are kept centrally by the Office Manager in the form of a spreadsheet which is regularly updated. It is used to identify when refresher training is required.
- 3.5.5** A clear message has gone out to all volunteers that safeguarding training is mandatory and those who do not undertake it, will be required to step back from their volunteer role.
- 3.5.6** In addition, safeguarding training is conducted with choristers and parents at the start of each academic year.

*Analysis*

- 3.5.7** The auditors judged that safeguarding training across the Cathedral staff and volunteers is good. Many commented on the quality of the training they had received both face to face and under the new National Church programme. Auditors reflected that the delivery of good quality face-to-face training to 400 volunteers showed an unrivalled level of commitment which was a significant achievement. This was matched by the ongoing future commitment to training.
- 3.5.8** As discussed in section 3.1 above, auditors felt that there are staff and volunteers in areas within the Cathedral who might benefit from other training such as Domestic Abuse, Substance Misuse, Prevent, Mental Health and De-escalation. Auditors heard that the Cathedral was open to this and already arranging Mental Health First Aid training for some staff.

**Questions for the Cathedral to consider**

- What additional training can be identified to provide context and learning around broader safeguarding subjects in order to support those in public-facing roles within the Cathedral in identifying and managing risk?

**3.6 SAFER RECRUITMENT***Description*

- 3.6.1** The Executive Director is ultimately responsible for the safe recruitment of staff and volunteers within Lichfield Cathedral. Safe recruitment files are held for all staff and volunteers centrally within the Cathedral Office. There is a spreadsheet providing information on DBS checks and training which includes dates when any refreshers

are due. The Cathedral runs a rolling programme to refresh DBS checks every five years.

- 3.6.2 The Cathedral Safeguarding Officer, the Volunteer Co-ordinator and the Office Manager have completed safer recruitment training and either sit on each interview panel or go through the application forms and advise those who are carrying out the interview on anything specific to explore.
- 3.6.3 All prospective new staff complete an application form and a self-declaration, they are called for interview, and if selected, two references are taken up and they (if the role requires it) are DBS checked prior to starting in post. Blemished DBS checks are passed to the Cathedral Safeguarding Officer for discussion with the Diocese. Safeguarding training must be completed within three months but preferably within one month of starting in role.
- 3.6.4 Each volunteer completes an application form and a self-declaration and has an interview with the Volunteer Coordinator and the Office Manager or Guild Lead. References are taken up and a DBS is requested if required for the role. Volunteers complete safeguarding training prior to starting in role and cannot begin without having completed this.
- 3.6.5 Auditors reviewed five recruitment files for lay staff and volunteers as part of the audit. All showed application forms, a job description, offer letter and most provided two references. There is a file checklist within each file. These files reflected some good practice and standardisation of recruitment. Files did not appear to contain evidence of an applicant's right to work in the UK, interview notes or the safeguarding questions that were asked, although auditors were provided with a list of standard safeguarding questions used when recruiting.

### *Analysis*

- 3.6.6 The auditors judged that there is evidence of much good practice in recruitment and that it is of particular note that all volunteers have a safer recruitment process, not starting in role until this is completed.
- 3.6.7 There remain some gaps in evidence held on the files, however. The checklist is useful but would be made more so with the addition of some further information. For example, it is difficult to know if the DBS section has not been completed because a DBS is not required for the role, or whether it has not yet been requested, or is blemished.
- 3.6.8 The centralised records and spreadsheet for both volunteers and staff are also useful and well maintained, including information for those who have completed safer recruitment training. However, the spreadsheet may contain more information than is required under GDPR. Auditors reflected that records for those who have left the Cathedral should perhaps no longer be held on the spreadsheet and that a review of timescales might be useful.

### **Questions for the Cathedral to consider**

- How might the Cathedral satisfy itself that all recruitment files contain the required evidence of practice? Could the file checklist be put to more effective use?
- Is the Cathedral confident that recruitment records held for those who have left the Cathedral comply with GDPR?

## 4. FINDINGS – ORGANISATIONAL SUPPORTS

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### 4.1 POLICIES, PROCEDURES AND GUIDANCE

#### *Description*

4.1.1 Lichfield Cathedral has a safeguarding policy in place which is supported by the Safeguarding Handbook. There are various other policies recognising and underpinning the overarching safeguarding policy including:

- Volunteer Handbook
- Employee Handbook
- Safeguarding Complaints Policy
- Safeguarding Activities with Children and Young People

4.1.2 The Safeguarding Policy and Procedures document is available in its entirety on the Cathedral's website.

#### *Analysis*

4.1.3 Auditors judged that much work has taken place to develop policy related to safeguarding, and that many policies have been recently reviewed.

4.1.4 The Safeguarding Policy and Procedures document is long and comprehensive, including aspects such as a code of conduct, domestic abuse, internet use, safeguarding complaints, safe recruitment and whistleblowing. It is supported by the Safeguarding Handbook which covers signs and symptoms of abuse in both adults and children, lone working and reporting concerns.

4.1.5 Auditors reflected that the current Safeguarding Policy and Procedures document, coupled with the Safeguarding Handbook covers most areas of safeguarding for adults and children and provides a good level of detail. However, auditors found that safeguarding guidance linked to the use of IT, personal mobiles, personal social media was not clear and readily available in one place (for example, not adding children to personal social media, not collecting personal mobile numbers for children or vulnerable adults on a personal phone, not taking photographs of children on a personal device and information on appropriate use of email and live streaming).

#### **Questions for the Cathedral to consider**

- Is the Cathedral confident that areas relating to safeguarding in the digital world are clear and concise in policy?

### 4.2 THE DIOCESAN SAFEGUARDING ADVISOR/ CATHEDRAL SAFEGUARDING OFFICER

#### *Description*

4.2.1 Lichfield Cathedral's Executive Director and COO has the additional role of Cathedral Safeguarding Officer (CSO). He therefore undertakes the majority of Cathedral safeguarding work and is the first contact for safeguarding concerns and enquiries. The CSO has been in post for six years, bringing experience from another cathedral. The CSO does not have a professional safeguarding background but draws on



experience over time and with support from the DSA. The CSO is line managed by the Dean and has undertaken a wide range of safeguarding training including safer recruitment and safeguarding leadership.

- 4.2.2 Auditors heard how the CSO has sought to bring about change in the management of safeguarding, and promoting a culture where safeguarding becomes an integrated part of Cathedral life. Auditors heard that all staff and volunteers are well trained and that referrals and concerns now come to the CSO from a wide range of sources.
- 4.2.3 The CSO works closely with the Diocese and in particular the DSA who offers advice and support with case work on a regular basis. The Cathedral has a service level agreement (SLA) with the Diocese to support safeguarding. The DSA for Lichfield is a qualified social worker with experience in both adults and children's services and has been in post for four years.
- 4.2.4 The DSA is supported by an Assistant DSA but at present the team is short staffed and the DSA is currently taking responsibility for additional work within the team.
- 4.2.5 The Cathedral also has a Cathedral Safeguarding Coordinator who has the dual role of Office Manager and oversees safer recruitment, training and record keeping for the cathedral.

### *Analysis*

- 4.2.6 Auditors judged that the CSO at Lichfield Cathedral is highly motivated and effective, well recognised and well regarded across all areas of the Cathedral. Safeguarding case work is well supported by the DSA and the working relationship between the Cathedral and the Diocese is strong.
- 4.2.7 Auditors consistently heard, through interviews, a high degree of respect for the CSO, who was reported to be open and available and despite being busy, always with time to listen. The safeguarding survey showed that 89 per cent of respondents felt 'extremely confident' that their concerns would be taken seriously. The CSO's contact details were widely known and he was consistently identified as the person both staff and volunteers would approach with any safeguarding concerns.
- 4.2.8 In addition to the CSO role, the Executive Director post also covers all administration and management of the Cathedral. Auditors felt that the current individual in role has managed this very well, but that continued sustainability of a workload at this level might be unlikely were a different individual to take it on. Following a review by the National Church, it was suggested that an additional post to cover only safeguarding was created. Unfortunately, due to financial constraints this has not yet been possible but the Cathedral is looking to expand capacity for safeguarding either through a new post or through broadening the terms of the SLA with Lichfield Diocese so that the DSA and the Diocesan Safeguarding Team are able to offer more support. Auditors reflected that should this not be adequately addressed by succession planning, it may compromise the good safeguarding work and confidence in process which have been established to date.

### **Questions for the Cathedral to consider**

- To what extent is the Cathedral able to strengthen and support the work of the CSO by increasing capacity for safeguarding work across the Cathedral?

## 4.3 RECORDING AND IT SYSTEMS

- 4.3.1 The Cathedral's Office Manager who is also the Cathedral Safeguarding Coordinator holds a well-developed and comprehensive database of staff and volunteers across the Cathedral. This includes data on identity, role, dates of service, DBS checks and refreshers and safeguarding training. Electronic records staff records can be accessed also by the three Directors of the Executive Management Team if required.
- 4.3.2 Safeguarding case files are held by the CSO and the Office Manager in the Cathedral Office which is locked. They are a mixture of both electronic and paper files. Paper records can be accessed by the CSO and the Office Manager. Each case is identified by a case number and these run in chronological order. A system by which cases can be identified by a short summary is held electronically by the CSO. Auditors saw evidence of files for high-level safeguarding concerns and also for low-level risks which had been appropriately shared with the CSO.
- 4.3.3 Auditors reflected that recording and IT systems were well managed and comprehensive. However, in preparation for the audit, some safeguarding cases were found to have separate files for what were potentially recurring incidents. There is a risk therefore that previous concerns might be missed when looking holistically at a case. A summary sheet linking files to other related files is helping to address this.

### Questions for the Cathedral to consider

- Is the Cathedral confident that safeguarding case files can be identified easily and that recurring incidents are always considered alongside past concerns?

## 5. FINDINGS – LEADERSHIP AND ACCOUNTABILITY

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### 5.1 QUALITY ASSURANCE

#### *Description*

- 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.
- 5.1.2 Lichfield Cathedral produces an annual safeguarding report to the Bishop of Lichfield which includes actions against the past year's targets and details the tasks required under headings related to safeguarding for the year ahead. The report includes a perspective from the Dean and a summary of work undertaken on safeguarding across the Cathedral within the year.
- 5.1.3 Previously, particular cases of concern have been audited by the National Church providing a useful quality assurance loop. Auditors saw evidence of learning from this audit with reporting directly to Chapter. No other regular quality assurance from external sources such as peer review or independent review was evidenced.
- 5.1.4 The CSO provides a written report to Chapter at each meeting where safeguarding is a standing agenda item. The report is detailed and raises appropriate safeguarding questions, as well as information regarding progress.
- 5.1.5 The Cathedral has a Safeguarding Committee, chaired by a Chapter member, which has delegated authority from Chapter for safeguarding. The Safeguarding Committee meets at least termly and takes responsibility for operational oversight of safeguarding working closely with the CSO, DSA and Designated Safeguarding Lead at the school. In addition, there is a sub-group of the Safeguarding Committee which meets quarterly and oversees and reviews safeguarding contracts currently in place.

#### *Analysis*

- 5.1.6 Auditors judged that Chapter shows a high level of scrutiny around safeguarding within the Cathedral and seeks clear assurances that procedures are in place and working well. Safeguarding is a standing item on each agenda and there is regular and effective reporting of concerns and challenge to Chapter from the CSO.
- 5.1.7 The annual safeguarding report is collectively written by the CSO and Chapter and includes both quality assurance on the past year's actions and plans for the coming year. The DSA sits on the Cathedral Safeguarding Committee and this is reciprocated by the CSO being a member of the Diocesan Safeguarding Scrutiny Panel (DSSP), both of which offer a quality assurance loop between the Diocese and the Cathedral, which is useful.
- 5.1.8 The Safeguarding Committee (discussed further in section 5.4) has been particularly strong in driving change. Much of its work so far has been to support a professionalism being brought to safeguarding in the form of good quality training and policy and well-informed process, but auditors could see evidence of focus shifting to future long-term operational planning such as support for survivors. Auditors reflected that while Chapter holds the ultimate responsibility within the Cathedral for



safeguarding and therefore the Safeguarding Committee is accountable to Chapter, in practice it was evident that the Safeguarding Committee provided robust challenge to Chapter regarding safeguarding which proved a useful quality assurance exercise.

- 5.1.9 The Dean has prioritised safeguarding within the Cathedral and is open to challenge and provision of quality assurance. Auditors saw evidence that Chapter reciprocates this by holding others to account and providing supportive challenge but that this has on occasion been difficult to effect, particularly with the Cathedral school.
- 5.1.10 The auditors heard from various Cathedral staff that the working relationships with the Cathedral School could be strengthened in terms of safeguarding, especially where staff working in the Cathedral are employed by the school and vice versa. Cathedral staff felt that queries and challenge were sometimes taken as criticism by the school and this led to a weaker safeguarding process. Interestingly this view was not shared by staff from the school who participated in the audit. They felt that the working relationship was good and that they welcomed challenge and questions to ensure good quality safeguarding arrangements between the two.
- 5.1.11 There is a close working relationship between the Diocese and the Cathedral and this is aided by the DSA. However, there is little contact with other potential stakeholders such as the Cathedral Council and the College of Canons. Aside from this audit process when external agencies were asked to comment, the CSO does not invite feedback from external agencies such as Children or Adult Social Care, the Local Authority Designated Officer (LADO) or the Multi Agency Safeguarding Hub (MASH) which might be useful as an additional quality assurance regarding the Cathedral's contribution to multi-agency working.

#### Questions for the Cathedral to consider

- How can the Cathedral be assured that safeguarding work which falls between the Cathedral and the school is of sufficient quality and that appropriate challenge is given and received?
- How might the Cathedral best engage with external agencies to provide a quality assurance loop regarding multi-agency safeguarding work?

## 5.2 COMPLAINTS ABOUT THE SAFEGUARDING SERVICE

- 5.2.1 A good complaints policy enables people to raise concerns, and to have timely and appropriate consideration of any problems. 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.
- 5.2.2 Lichfield Cathedral has a specific safeguarding complaints procedure which is publicly available on the Cathedral website. The procedure makes it clear that the route for referral and complaint regarding the safeguarding service are not the same. It sets out the process to be followed and how it will be recorded, providing a sample safeguarding complaints record form.
- 5.2.3 Auditors did not see any cases where formal use of the safeguarding complaints policy had been made but did see one case where the Cathedral safeguarding service had been criticised by an external agency for not handling a safeguarding contract sufficiently.

- 5.2.4 Auditors judged in this case that there was evidence that the safeguarding service had escalated appropriately and of meaningful learning. Current contracts in place are robust and managed with the DSA and under the oversight of the sub-group of the Safeguarding Committee.

#### Questions for the Cathedral to consider

- There were no considerations under this heading.

### 5.3 WHISTLEBLOWING

- 5.3.1 Lichfield Cathedral has a whistleblowing policy in place and this is publicly available on the Cathedral's website. It is included in the Safeguarding Handbook for Staff.
- 5.3.2 The policy effectively covers employees and volunteers and includes the importance of whistleblowing and provision for protecting those who do whistle blow. The policy also provides details of the Whistleblowing advice line for external advice if required.

#### Questions for the Cathedral to consider

- There were no considerations under this heading.

### 5.4 SAFEGUARDING ADVISORY PANEL

#### Description

- 5.4.1 Based on the national guidance in *Roles and Responsibilities* for Diocesan Safeguarding Advisory Panel (DSAP), 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.
- 5.4.2 As part of the close working relationship between the Diocese and Cathedral, Lichfield's CSO sits on the Diocese of Lichfield's DSAP which has the slightly different title of Diocesan Safeguarding Scrutiny Panel (DSSP). During COVID-19, the Panel has not run for one quarter due to sickness and therefore it has proved difficult for auditors to assess its usefulness.

#### Analysis

- 5.4.3 The auditors judged from previous minutes and from discussions with the DSA that the DSSP has previously been a useful forum to assist the Cathedral in development of safeguarding. The Panel has been independently chaired providing an additional external level of scrutiny. It is unfortunate that this has not been running for one quarter and that the Cathedral has not been able to access the 'critical friend' function which the Panel provides. Auditors reflected that once the Panel is running again, the CSO, Safeguarding Committee and Chapter may want to take the opportunity to re-evaluate what they would like the Panel to provide in terms of supportive challenge and what the Cathedral is able to offer to the Panel.

### Questions for the Cathedral to consider

- How can the Cathedral best ensure that the newly appointed DSSP provides the supportive challenge it requires?

## 5.5 LEADERSHIP AND MANAGEMENT

**5.5.1** Safeguarding leadership takes various forms – strategic, operational and theological – with different people taking different roles. How these roles are understood, and how they fit together, can be determinative in how well led the safeguarding function is.

### Theological leadership

#### *Description*

**5.5.2** The Dean of Lichfield, as leader of all aspects of the Cathedral's life, has overall theological responsibility for safeguarding. The Dean has a strong understanding of safeguarding and the importance of ensuring this is promoted at all levels to become an intrinsic part of the Cathedral life.

**5.5.3** Auditors heard evidence that both the Dean and the Canon Custos have preached about safeguarding, including issues such as the case of Peter Ball, repentance and domestic abuse in order to seek discussion and further the understanding of those in the Cathedral. The Dean advised that understanding is the key to prevention and that the Church must be strong on what is now not acceptable.

#### *Analysis*

**5.5.4** Auditors judged that there is a good level of theological leadership and oversight within the Cathedral and that this is visible to the Cathedral community. In the safeguarding survey, only six per cent of respondents felt that safeguarding wasn't addressed in sermons. Similarly, 75 per cent of respondents felt that the Dean was 'extremely active' in communicating the importance of safeguarding within the Church, with 15 per cent of respondents feeling that he was moderately so. Despite this, the Dean was not complacent and felt that other aspects of Cathedral life could assist greatly in people's wellbeing and in the Cathedral being as safe a space as possible. The Dean gave the example of signs such as 'reserved for private prayer' which he would now like to see changed to; 'reserved for you to privately pray'. Others felt that possibly the congregation's news sheets, emails and social media could reinforce the theological importance of the safeguarding message.

**5.5.5** Auditors did not see evidence of specific support for survivors of abuse. The Cathedral was open in its response that this has not yet been formally considered and is something that will now be a priority. Auditors reflected that the provision of the Cathedral as a safe space in which to engage regarding safeguarding is the first step to supporting survivors but that more specific work theologically, strategically and operationally should now begin as a matter of priority.

### Questions for the Cathedral to consider

- How might the Cathedral utilise any existing opportunities, or create new ones to further share the message of the safeguarding and its theological importance?
- How can the Cathedral build on the foundations it has created to provide support for survivors of abuse?

## Strategic leadership

### Description

- 5.5.6 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.
- 5.5.7 Currently the Chapter comprises the Dean, three Residentiary Canons and at least five and no more than seven other members, at least two thirds of which must be lay persons. The Executive Director, and the two Directors, also attend and are encouraged to contribute (but are not Chapter members).
- 5.5.8 The Dean of Lichfield has been in post for 16 years and is also the current chair of the Association of English Cathedrals. He was ordained in 1980 and was, prior to Lichfield, the Director of Ministries and Training in the Diocese of Durham. The Dean takes his role in safeguarding very seriously and has sought to proactively improve the culture of safeguarding and accountability across all aspects of the Cathedral. The Dean has a good understanding of the complex nature of a cathedral and strives to be a visible presence wherever possible. He described feeling that issues intensify where there is secrecy and there must be a level of transparency in order to safeguard well.
- 5.5.9 Auditors saw evidence from strategic leaders of a good understanding of both the strengths and needs of the Cathedral. The leadership of the Dean and Chapter reflected strengths in their meetings and actions and showed a clear accountability for strategic leadership.

### Analysis

- 5.5.10 Auditors judged that the strategic leadership of safeguarding at Lichfield Cathedral is good. Those with a strategic lead have a clear understanding of the strengths and potential weaknesses of safeguarding and a plan for future development. There is good visibility of those with a strategic lead in the Cathedral community and this was seen in the actions of the Dean and Chapter and reflected in interviews and safeguarding survey results.
- 5.5.11 The auditors heard consistently that the Dean and Chapter are committed to safeguarding and of the commitment to safeguarding shown by the Cathedral's Canons. Eighty per cent of respondents to the safeguarding survey stated that it was 'extremely obvious' that safeguarding is a priority within the Cathedral, with a further 17 per cent stating that it is 'moderately obvious'. Auditors also reflected that the close working relationships between those in strategic and operational roles such as the links between Chapter and the Safeguarding Committee, Chapter and the CSO and the Safeguarding Committee, the CSO and the DSA, all contributed to a consistency in safeguarding process.
- 5.5.12 However, there are some areas for improvement such as support for survivors discussed in paragraph 5.5.5. In addition, the Cathedral has a strategic plan which covers 10 years and was written in 2014. This includes very little regarding safeguarding. Auditors heard that the plan is to be updated in the near future and that one of the considerations will be to include in detail the plans for safeguarding. Auditors felt that this should be a priority to support and further develop work already completed.

### Questions for the Cathedral to consider

- How can those with the responsibility for strategic leadership best ensure the development of support for survivors of abuse?
- How can the Cathedral make best use of the strategic plan to drive the safeguarding agenda?

## Operational leadership

### Description

**5.5.13** As previously described, Lichfield Cathedral benefits from a highly motivated and organised CSO, whose operational role is clearly defined and recognised.

**5.5.14** The role of the CSO is supported operationally by the Office Manager (for recruitment and DBS), the Volunteer Coordinator, Director of Music, School and Learning Manager and the vergers, all of whom fulfil an element of operational safeguarding within their area.

**5.5.15** The formal route for bringing the leads for Operational Safeguarding together through the disparate line management which cuts across Administration and Operations, Pastoral Development, Education and Outreach and Music and Liturgy, is via the Safeguarding Committee. This is attended by all leads with the exception of the Canon Precentor but is attended by the Director of Music in his stead. Auditors heard that contact between operational safeguarding leads is usually informal or as the result of cases or strategic safeguarding procedures.

### Analysis

**5.5.16** The auditors judged that the operational leadership of safeguarding in Lichfield is strong and well embedded across all departments within the Cathedral. In addition to the Safeguarding Committee which does provide a formal connection for most operational leads, informal communication has developed and links are embedded. However, auditors reflected that in addition to the Safeguarding Committee, more formal routes of communication might be beneficial in strengthening and standardising operational safeguarding as well as sharing some of the good practice more widely across all areas and therefore contributing to safeguarding culture.

### Questions for the Cathedral to consider

- How might the Cathedral ensure more formal routes of communication between those responsible for operational leadership of safeguarding in order to standardise and improve practice and to share good practice across all areas?

## 5.6 CULTURE

### Description

**5.6.1** 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 auditing safeguarding in faith contexts



more broadly, suggests that in areas where there is experience among 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.

- 5.6.2 Any cathedral should strive for an open, learning culture where safeguarding is a shared responsibility, albeit supported by experts, and which encourages people to raise 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.
- 5.6.3 The culture at Lichfield is one of safeguarding being a priority both strategically and operationally but also of one where safeguarding is becoming inherent rather than being an 'add on' consideration. This was evidenced in the safeguarding survey results in conversations and in policy and procedures.
- 5.6.4 Theologically, safeguarding is included in sermons and in learning and the Dean has prioritised a culture of openness and challenge to things which might previously have been ignored. Learning from past high-profile cases is evident and the Dean and Chapter are clear about the culture they wish to foster. While there has been considerable progress in ensuring an open and transparent responsibility to others, there is a desire from all to avoid complacency.
- 5.6.5 Referrals and concerns come into the CSO from a wide range of people across all aspects of the Cathedral which speaks to a broad understanding of what constitutes a concern, a desire to offer assistance and a knowledge of process across the board.

### *Analysis*

- 5.6.6 Auditors judged that safeguarding is well understood and is a priority across all areas of the Cathedral. Cathedral staff take advantage of many opportunities where the safeguarding message can be reinforced, for example, in training, meetings, minutes, reports, conversations on the Cathedral floor, sermons and in work with the Diocese and wider statutory services. However, auditors reflected that there are some missed opportunities to communicate the culture of safeguarding and wellbeing to those in the congregation or who are visitors to the Cathedral, or to children themselves, which would be good to utilise: for example, broader notices regarding safeguarding staff across the Cathedral building, wider use of congregational newsletters, communication between the Cathedral and chorister parents regarding safeguarding and use of social media to promote the message and generally publicise the importance of safeguarding and details of those who are able to help.
- 5.6.7 Much work has also been completed around diversity and inclusion as described within this report and the Cathedral is planning to provide better facilities for all with new buildings and better use of space. However, the omission of provision for survivors of abuse within the current culture is something to prioritise.

### **Questions for the Cathedral to consider**

- How might the Cathedral's commitment to a safeguarding culture be strengthened to include both the congregation and those who visit the building?

## 6. CONCLUSIONS

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- 6.1.1 The Cathedral site is well managed and there is a strong team of vergers who are recognised and who put in place effective safeguarding and security arrangements.
- 6.1.2 There are robust processes in place for visiting schools and for children using Messy Church or involved in the Cathedral's other activities. However, information regarding the use of IT, social media contact with children, use of personal mobile phones, photographs and live streaming could usefully be put in one place to strengthen the message.
- 6.1.3 Vulnerability of volunteers themselves is recognised and acted upon and support is offered. Appraisal systems are in place for public facing volunteers and good processes to support their work are evident. There is nothing in place for volunteers who may have to leave their post due to becoming vulnerable. Vergers recognise and take trouble to get to know vulnerable visitors as do the Residentiary Canons.
- 6.1.4 Choristers feel safe and the Cathedral has put in place clear arrangements for their safeguarding and wellbeing. There is further provision for other children coming into contact with the Cathedral. However, better communication regarding safeguarding might be required between the Cathedral and the school to create a more effective case work system. Broader communication of safeguarding processes between the Cathedral and chorister parents is needed.
- 6.1.5 The safeguarding practice of the bell tower at Lichfield Cathedral is good. There are links with the CSO and all ringers are volunteers and so have been trained and safely recruited. There are robust procedures in place to mitigate risk for children but there is perhaps less evidence of support for vulnerable adults.
- 6.1.6 Case work and information sharing between the Cathedral and the Diocese is good and it is positive that there is an SLA in place for safeguarding support.
- 6.1.7 Training in safeguarding has been carefully considered, is well managed and has been rolled out to all Cathedral staff and volunteers. Training is tracked and refresher training is required. Volunteers cannot remain in post without attending training. Some additional more specialised training might be useful in some areas.
- 6.1.8 All staff and volunteers go through a recruitment process which includes an application form, references, a self-declaration, an interview and a DBS where required. The Cathedral has invested in this process and the provision of a new post to coordinate volunteers has been welcomed.
- 6.1.9 The Cathedral has a suite of policies covering safeguarding including a comprehensive safeguarding handbook for staff and volunteers. As above, a policy covering expectations for staff and volunteers on the use of electronic equipment and social media (including live streaming) might be useful.
- 6.1.10 The CSO at Lichfield Cathedral is effective, well recognised and highly regarded. He has managed a volume of work which might be difficult for another post holder. As part of succession planning, the Cathedral might wish to consider how the role will develop long term.
- 6.1.11 Chapter has a vision for safeguarding within the Cathedral and is strong in both scrutinising safeguarding strategy and operations and in challenge where required. Quality assurance could be strengthened by better links with the DSSP and the school. Safeguarding could further be strengthened by being clearly included in the strategic plan.

- 6.1.12 The Safeguarding Committee works well and is effective with clear terms of reference. It is accountable to Chapter and oversees operational safeguarding across the Cathedral.
- 6.1.13 The Dean has thought carefully about the theological leadership of safeguarding and has addressed this in sermons, as has the Canon Custos. There are further opportunities to develop this.
- 6.1.14 The strategic leadership of safeguarding at Lichfield Cathedral is good and Chapter is scrupulous. There is currently the lack of a 'critical friend' due to the DSSP not meeting during COVID-19 and strategic planning to support survivors of abuse is not yet in place.
- 6.1.15 The operational leadership of safeguarding in Lichfield Cathedral is strong and well embedded across all departments. Most Operational Leads for safeguarding have a clear line of communication via the Safeguarding Committee, but additional formal links might further strengthen processes.
- 6.1.16 There is a strong safeguarding culture across staff and volunteers at the Cathedral and there is some communication of safeguarding in place to those who worship or visit there. However, further opportunities to strengthen and reinforce this could be taken.



## APPENDICES

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### Information provided to auditors

In advance of the audit, the auditors were sent:

- DBS Records
- Safeguarding Committee Terms of Reference
- Lichfield Cathedral Constitution and Statutes
- Strategic Vision
- SLA with the Diocese
- DSA SLA extension
- Safeguarding Report 2019
- Bishop Michael's Response
- Safeguarding Report 2020
- Organogram
- Staff names and roles – to accompany organogram
- Staff who's who (May 2021)
- Music policy
- DSA job description
- SLA with Lichfield Cathedral School
- Chorister guidance manual
- Boy Chorister contract – master
- Girl Chorister contract – master
- Safeguarding policy
- MusicShare Memorandum of Understanding

Chapter:

- ED Briefing 25 January 2021
- ED Briefing 22 February 2021
- ED Briefing 26 April 2021
- Summary of Chapter discussions on safeguarding at the last three meetings
- Safeguarding Committee minutes 20 January 2021

- Safeguarding Committee minutes 17 March 2021
- Safeguarding Committee minutes 12 May 2021
- Contract review meeting examples

### **Music Department minutes**

- 21 April 2021
- 28 April 2021
- 12 May 2021

### **Choral Foundation**

- 09 November 2020
- 15 March 2021

### **Contract Review Sub-committee**

- 18 November 2020
- 20 May 2020
- Bellringer's guidance
- Conflict of interest policy
- Employee Handbook
- Online policy for choristers
- Tour's policy
- Voluntary declaration form
- Volunteering policy
- Volunteer Handbook
- Application form
- Induction policy
- Interview questions – generic
- Confidential declaration form
- Supporting young people to volunteer policy
- Voluntary disclosure
- Right to work in the UK
- Volunteer application form
- Safeguarding Privacy Notice

- Safeguarding Complaints Policy
- Safeguarding Handbook
- Safeguarding policies and procedures
- Safeguarding poster for choristers
- Safeguarding activities with children and young people
- School visits policies and procedures
- Bookings terms and conditions
- Chorister permissions form
- Concert booking form
- Notes for visiting choirs
- Parental permissions form
- Room booking form
- Special event booking form
- Special service booking form
- Visiting choir information sheet
- Hazard information sheet
- School visits – information for teachers

### **Risk assessments**

- Tower tours and spire climbs
- Candlelit tours
- Choral scholars
- Guided tours ground
- School tours
- Hidden Heights tours
- Children's Church
- Choristers
- Cathedral
- Choir tour
- COVID reopening for schools
- COVID risks

- LCS risk assessment policy
- Messy Church
- Organisation risk review
- Café and young persons
- West End gallery
- LCS young person steward
- Work experience
- Visiting choirs
- Young and youth voices
- The Close and Cathedral plan
- Annotated plan
- Individual Cathedral staff feedback forms

#### **Participation of organisation staff**

The auditors had conversations with:

- The Dean
- The Lay Chapter member and Chair of the Safeguarding Committee
- The Executive Director and Cathedral Safeguarding Officer
- The Diocesan Safeguarding Advisor
- The Office Manager and Deputy Cathedral Safeguarding Officer
- The Canon Precentor
- The Canon Custos
- The Canon Chancellor
- The Director of Music
- The Senior Choir Matron
- The Designated Safeguarding Lead at Lichfield Cathedral School
- The Canon's Verger
- The Ringing Master

#### **What Records/ Files Were Examined?**

The auditors reviewed:

- Children's survey responses
- Adult's survey responses

- Staff recruitment files
- Volunteer recruitment files
- Safeguarding case files



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