LINCOLN CATHEDRAL – SAFEGUARDING DELIVERY PLAN – MARCH 2022

The SCIE, safeguarding audit undertaken in September 2021 concluded that Lincoln Cathedral is:

**“*Safeguarding is a commonly understood priority across the Cathedral and many opportunities are being taken to further reinforce this culture.”***

We are pleased and encouraged by this assessment, the full audit report is available on the Cathedral website and can be read in conjunction with this Delivery Plan. The auditors recognised that the Cathedral has good safeguarding practice across a range of cathedral activities and that there is evidence of a strong operational and strategic leadership.

The report recognises that there has been significant work taking place to improve and embed good safeguarding practice – and that this work is ongoing. In response to this report (and other recent reviews) the Cathedral has drawn up this Safeguarding Delivery Plan. There were some areas where the auditors posed a number of questions for us to think about, these are detailed below along with our intended actions and a target date for progress to be made or the actions to be completed by. Where text is shown in purple this details actions taken and completed or ongoing.

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| **Questions to Consider** | **Actions and Progress** | **Lead Person** | **Target Date** |
| What are the perceived costs and benefits of some form of CCTV system within the cathedral? | CCTV is proposed in several different areas and buildings across the Cathedral site, to include the song school, this is currently being costed. | Chapter Clerk | September |
| How can the Cathedral best support the verger team in ensuring that policies and procedures are reviewed and updated? | Lone working risk assessment – policy needs revising and RA completing. | Strategic Lead  and Safeguarding  Officer | September |
| How could the messaging around the responsibilities for visiting teaching and school staff to maintain supervision of children from their school be made clearer, and practice supported to ensure that this happens?  How might schools be asked for more useful or explicit information about any additional needs of visiting children so that Cathedral staff might better support them? | Additional | Safeguarding Officer | **COMPLETED** |
| How can Chapter be assured that arrangements for the new Sunday School are in place with advice on safeguarding from the CSO rather than being arranged by her? | Safeguarding Officer, volunteer leader and Chancellor to meet to review the current Sunday School arrangement and venue. | Safeguarding Officer | 30 April  Completed |
| Is the Cathedral confident that both a robust understanding of adult safeguarding and vulnerability, and an approach to support and welcome is consistently adopted and shared both within the Cathedral and for those representing the Cathedral outside of its buildings? | Joint piece of work to be completed with safeguarding officer and Deans Verger, to identify support, resources and services for rough sleepers.  Safeguarding Adults and Dementia Awareness Training to be shared with the vergers team for them to complete. | Safeguarding Officer and Deans Verger  Enable | 01 September |
| How can the Cathedral ensure a balance where concerns are triaged by the CSO, but where those in front-line positions are confident enough to see that not everything is a safeguarding concern? | Increase in training opportunities and the implantation of a pocket handbook for all staff and volunteers and a congregation leaflet. | Safeguarding Officer and Strategic Lead |  |
| What additional training could be explored that might support those in public-facing roles to understand specific issues facing those who attend the Cathedral? | Additional training will be offered to the vergers, pastoral care and duty chaplains initially in Adult Safeguarding, Mental Health Awareness, Domestic Abuse Awareness and Dementia Awareness. This will also be rolled out to team managers who can offer this to their team members.  A training menu will be added to IRIS (our HR system) which will have a list of essential training and additional training. All essential training will be addressed and included in the induction process. | Safeguarding Officer  Senior Leadership Team | 31March  September |
| What is needed to ensure that any vulnerabilities among the Cathedral’s volunteers are identified and responded to systematically? | The Safeguarding Officer and Volunteer Coordinator will meet monthly to discuss any worries or potential vulnerabilities with the volunteers. Volunteer Coordinator will continue to meet with the volunteer team leaders and anything that arises between should be brought to both volunteer coordinator and shared, where appropriate, with the safeguarding officer.  Safeguarding Officer will attend volunteer team leaders meeting twice a year. | Safeguarding Officer and Volunteer Coordinator | COMPLETED and Ongoing |
| How can the Cathedral strengthen the agreements between itself and each of the 15 schools choristers attend, to ensure that information is appropriately shared in order to keep choristers safe?  Does the Cathedral recognise the fragility of the current system of moving choristers between the Song School and their respective schools and how might this be mitigated? | The safeguarding agreement needs to be revised and shared with all the schools.  There has been new staff appointed so there is now sufficient staff to manage transport.  There needs to be consideration to reducing the number of school. | Safeguarding Officer and Song School BS | October  COMPLETED  September Term |
| How might the Cathedral ensure confidence in the content of the current policies which are in place to safeguard choristers? | Parents are sent the current policies at the beginning of each academic year.  Check in with the parents at the end of each term via the weekly email.  Parents working group to be established to work alongside staff and safeguarding officer to review current policies. | Safeguarding Officer | COMPLETED and Ongoing  Summer Term |
| How might the music department ensure that its records about the wellbeing of choristers are systematically kept and overseen regularly by the CSO? | Each chorister file has a running record in the front cover where any worries or issues are recorded. These records are reviewed every month by the Safeguarding Officer and Matron. | Safeguarding Officer and Matron | COMPLETED and Ongoing |
| What steps would help to ensure that the bell tower feels more fully connected to safeguarding within the Cathedral?  How can the Cathedral ensure that the good practice put in place practically within the bell tower for safeguarding is captured in written policy and procedures? | Safeguarding Officer to attend a Thursday evening rehearsal.  Guild of Church Bell Ringers policies to be shared with Safeguarding Officer.  A report of activities to be provided to the Dean.  All policies are review annually. | Safeguarding Officer and Bell Ring Captain | 31 May  COMPLETED Will be reviewed annually |
| How can the Cathedral satisfy itself that all safeguarding information is kept in one place and that the CSO has good oversight of concerns?  How can the Cathedral be reassured that electronic case files contain clear details of those referring and those taking action?  What would be the benefits of introducing a single, simple means of reporting concerns which would support pastoral care and enable systematic oversight by the CSO? | All the safeguarding recording is currently on CPOMS recording system.  Safeguarding officer has monthly oversight to all chorister files.  All teams recordings must be accessible to the safeguarding officer and a universal approach needs to be developed.  There is due to be a new national recording system implemented and this will address this issue.  A review of all recording systems across teams needs to be completed to ascertain how best to approach and deliver this. | Safeguarding Officer  National Safeguarding Team  Safeguarding Officer | 31 August  This has been delayed and no new date has been given.  31 December |
| How might the Cathedral ensure that all volunteers have completed training in safeguarding?  What additional contextual and supplementary training would best support those in public-facing roles to identify and manage risk and support those in need?  What steps are needed to ensure that the Cathedral meets the new learning and development requirements and how might progress be monitored and reported?  How might the Cathedral satisfy itself that safeguarding training is having a positive impact in practice? | Volunteer Coordinator to produce a spreadsheet which will also alert them when training is due.  Additional training has been offered to the vergers team, pastoral care team, duty chaplains and chapter members. This includes Mental Health Awareness, Domestic Abuse Awareness and Dementia. This will become compulsory for these identified teams and will be rolled out across all teams.  The Cathedral has access to ENABLE the Lincolnshire’s partner training programme and any identified training can be made available to all staff.  All staff members and volunteers have access to the nationals safeguarding training portal and will be encouraged, as part of their PDR, to identify areas in which they would like or require further training and access this training.  Case Studies will be brought to managers meetings and volunteer groups, to discuss scenarios and actions.  Evidence is to be collated in electronic form, which evidences good practice. This will be made available to Chapter and DSAP and summarised in annual reports. | Volunteer Coordinator  Team managers  Team Managers  Team Managers and Senior Leadership Team | 31 July  31 October  31 October  To begin in April and be ongoing |
| What needs to happen to ensure that the Cathedral’s recruitment and record keeping practices meet the standards set out in the new national guidance and how will this be monitored and reported? | All relevant members of staff have completed the National training and are familiar with the guidance.  This area is now managed by the Volunteer Coordinator and HR Manager and recorded on the Cathedral’s IT system. There will be quarterly sample testing of HR files and the results will be reported to Chapter.. | Safeguarding Officer and Strategic Lead | Ongoing |
| Who is best placed to review the content and range of the existing suite of safeguarding policies within the Cathedral?  What are the current gaps in policy and procedure?  Should there be a mechanism for regularly reviewing policies throughout the year? | A Policy Review Group will be established, and the safeguarding officer will attend this annually. They will report directly to Chapter.  A Parent working group will review all chorister policies and guidance alongside safeguarding staff.  Further policies need to be in place and shared in the following areas:   * Bell Ringers * Choristers * Lone working   All current policies have a review date.  The Policy Review Group will manage the review process and timescales. | Safeguarding Officer, Strategic Lead and Chapter Clerk | September  February 2023  Ongoing |
| To what extent is the Cathedral confident that the remit of joint working between the DSA and CSO as laid out in the MoU is clear?  How might the breadth of knowledge and experience held between the DST and the CSO be pooled and made best use of for both the DSA and the CSO? | The Memorandum of Understanding is to be reviewed following the recruitment of a new DSAP chair.  The Diocesan Safeguarding Advisor (DSA) and Cathedral Safeguarding Officer (CSO) are joint working on a national Pathfinders Project and are working together on several local projects.  The Cathedral and CSO has access to support from the Independent Domestic and Sexual Violence Advocate (IDSVA) and the CSO and IDSVA work together on survivor engagement projects.  The CSO delivers joint training with the training officer at the diocese and all staff and volunteers have access to all the training available from the diocese and national team. | Safeguarding Officer, Strategic Lead, DSA and Diocesan Secretary  Safeguarding Officer, DSA, IDSVA and training officer | September  Ongoing |
| How can the Cathedral be assured that the remit and working practice of the CSO is sustainable and that the correct information is referred?  Who is best placed to provide case-based supervision for the CSO?  How clear are the Chapter and senior leadership about what their ‘ask’ is of the CSO and how might they support the postholder to keep this manageable? | This will be monitored during PDRs and during management meetings.  Monthly check ins will take place between the safeguarding officer and team managers /leaders.  The safeguarding Officer will regularly meet with the Dean and Strategic Lead for safeguarding. They are also accountable for their workload and pressures that may be present, particularly during certain periods. | Safeguarding Officer and Team Managers/Leaders  Safeguarding Officer, Dean and Strategic Lead | Monthly, Annually and Quarterly  Monthly |
| How might the current system of locally held records and incident books be combined to provide better immediate oversight of low-level concerns?  What functionality would be required of a Cathedral safeguarding database, and who would need to have access to it to ensure timely and effective information sharing? | There are running records kept in relation to low level concerns. Although these are confidential and only available to those with permission, they are accessible should they be required.  Running records are kept on each of the choristers files and these are reviewed every month by the safeguarding Officer and Choir Matron.  There needs to be a reporting record developed with each team manager, where they can record and store low levels concerns and welfare and well-being issues. This will be monitored and reviewed by heads of departments and the safeguarding Officer.  This is being managed nationally, we are participating in the Pathfinders Pilot. | Safeguarding Officer and Matron  Safeguarding Officer and Heads of Departments | COMPLETED  COMPLETED  Ongoing |
| Ensuring that there is regular documented supervision of those undertaking work with children within the cathedral. | A plan for this is now being implemented, with documentation and process approved by Chapter at its October meeting. This has been added to the online HR system and once training is complete will be rolled out. | Safeguarding Officer, HR manager and Strategic Lead | October and ongoing. |
| What are the next steps in developing the Cathedral’s quality assurance arrangements and how might these be taken forward?  What role might the DSA and DSAP play in providing assurance to the Dean and Chapter about the effectiveness of Cathedral safeguarding arrangements? | Safeguarding produces a bi-monthly report to chapter and the Safeguarding Officer attends Chapter at least annually. The Safeguarding Officer and the Diocesan Safeguarding Advisor (DSA), check in weekly to discuss any ongoing work or support required.  The Cathedral is part of the Designated Safeguarding Advisory Panel (DSAP) which provides a source of independent advice, scrutiny and expertise on sound safeguarding policies, procedures and practices. The DSAP chair will bring any concerns or evidence of good practice to the Dean and Chapter following each meeting  The Cathedral is required to provide an annual Section 11 report to local partners, who externally review the report and its evidence. | Safeguarding Officer, DSA and Chapter  DSAP  Safeguarding Officer and Strategic Lead | Ongoing  Quarterly  Annually |
| How might the Cathedral seek regular feedback from a range of children and adults, including survivors of abuse? | The Safeguarding Officer to move offices and will be more visible to the choristers and song school staff. Voice of the child work will be completed with chorister.  Ongoing work with survivors. | Safeguarding Officer | October |
| How might the Cathedral and diocese work together to ensure that their whistleblowing policies and procedures are aligned, appropriately scoped and properly understood? | This is to be reviewed by the new DSAP chair. | DSAP, Safeguarding Officer and DSA | August |
| What needs to happen to enable the Cathedral to participate with confidence in the DSAP, and for the DSAP to provide assurance to Chapter of the effectiveness of the Cathedral’s safeguarding arrangements? | There is a new DSAP chair to be appointed and the Terms of Reference and Job Description has been reviewed by both the Safeguarding Officer and DSA. Once in post, the DSAP Chair will be required to communicate concerns and good practice to the Dean and Chapter following each meeting. | DSAP, Dean and Chapter | In progress and ongoing. |
| What opportunities currently exist, or can be created, to share the message of safeguarding and its theological importance? | Leadership Training and the Leadership Pathway is mandatory for the Senior Leadership Team, Chapter and those staff members who are involved in the safety and welfare of children and vulnerable adults.  Chapter and SLT need to explore and identify how better to communicate in this area. | All Senior Staff and Clergy  Chapter and SLT | December  December |
| What opportunities are presented by the development of the next phase of *Transform and Thrive* to place safeguarding central to the vision and mission of the cathedral?  How might the Cathedral ensure that those in strategic leadership roles are sufficiently visible to all those who work, volunteer or worship within it? | Transform and Thrive has Safeguarding as a central priority and this will inform future strategic cathedral wide planning.  Chapter Members are routinely invited to staff meeting.  Chapter will meet within the Cathedral. Chapter have an aspiration to be more visible within the Cathedral and to the staff and volunteer group. | Dean and Chapter  Chapter Members | May 2022  Ongoing |
| How can the Cathedral guard against safeguarding becoming dependent on the people with strategic and operational lead and their relationships and ways of working, rather than the system underpinning such work? | Continuing to roll out widespread training in safeguarding and associated areas of training, such as Domestic Abuse Awareness, Mental Health.  Regular and thorough policy reviews to take place throughout the year, which will be agreed by Chapter and made available to all staff and volunteers.  Feedback will be sought from staff, volunteers, visitors and those supporting the management and structure of the Cathedral. | Safeguarding Officer and Team Managers |  |
| What benefits might there be in developing a strategy for *Promoting a Safer Church* with an accompanying delivery plan, and how could this be achieved?  How might more formal routes of communication between operational safeguarding leaders be managed?  How might the operational leadership for safeguarding be strengthened to become a cross-Cathedral effort rather than the responsibility of individuals, and where might this be coordinated? | A cross-departmental Safeguarding Forum will be established and will meet twice yearly to look at outstanding actions, current delivery or action plans and to ensure safeguarding continues to be considered across all teams and activities.  This Forum will produce a delivery/action plan.  Additional training is currently being rolled out to key teams, this includes awareness in Mental Health, Domestic Abuse and Substance Misuse. | Safeguarding Officer, Dean and Chapter | January 2023 |
| How can the Cathedral ensure that the role of CSO is clear and that safeguarding is prioritised within this role? | A review of the safeguarding officers role and job description needs to take place and this will produce a clearer and more relevant job description. This will be delivered through the new PDR process. | Strategic Lead and CSO | November |
| How might the Cathedral reassess roles and responsibilities in safeguarding to better meet needs?  What further actions might be put in place to promote greater confidence that the Cathedral has learned from recent experience and is building and embedding a culture which puts the experiences of victims and survivors at its heart?  How can the profile of the Cathedral’s commitment to safeguarding be better reflected to those that use and visit the site? | The measures contained in this action plan, alongside revised section 11 audit.  DSA. Forum. Better ownership from all, owned by everyone. All responsible.  Survivors reference group being established with the diocese Survivor Advocate.  More prominent location of safeguarding posters. Congregation leaflets and pocket guides for all staff and volunteers. |  | January 2023  August |
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Dean Christine

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Chapter Clerk, Will Harrison

Safeguarding Officer, Claire Hunter