

# Independent safeguarding audit – action plan

The Social Care Institute for Excellence (SCIE) was appointed to conduct an independent safeguarding audit at Manchester Cathedral. The audit was part of a wider exercise that would review the arrangements in all Church of England cathedrals for keeping people safe from harm and abuse. Two SCIE auditors visited Manchester Cathedral from 30 November to 2 December 2021. Their final report is now [available here for download](#).

You can read more about the SCIE audit process on our [dedicated webpage here](#).

We are grateful for the time spent with the SCIE auditors and look forward to implementing further enhancements to our safeguarding processes in light of the auditors' observations and recommendations. We are also grateful to all those who participated in the anonymous surveys and questionnaires, which helped provide important contextual evidence for the auditors.

The final report on our cathedral was received by Chapter at its meeting of 28 February 2022. This action plan has been produced in light of each recommendation made in the report. Timescales have not yet been agreed against the action plan given the imminent departure of the Cathedral Administrator and Canon for Theology and Mission, the absence of the Canon Precentor, and the pending review of the safeguarding service level agreement.

This proposed action plan was presented to Chapter for approval at its meeting of 20 June 2022. Timescales for actions will be agreed after the new COO and CSA have been appointed.

\*COO = Chief Operating Officer \*CP = Canon Precentor \*D/CSA = Diocesan/Cathedral Safeguarding Advisor \*SC = Cathedral Safeguarding Committee

Report section	Questions for consideration	Proposed action	Who	When	RAG
<b>3.1 SAFE ACTIVITIES AND WORKING PRACTICES</b>					
<b>Precincts and Buildings</b>	What are the perceived costs and benefits to providing more access to the already comprehensive CCTV system within the cathedral?	<i>Remote access to CCTV for key personnel has been actioned. Vergers trained in use of CCTV.</i>	COO	Complete	

	What changes to the Verger job descriptions are required in order to better reflect the role in practice and the potential requirement for a DBS check?	<i>Meeting held with Dean, COO and DSA to review verger job descriptions and potential requirement for a DBS check. Responsibilities confirmed to vergers. No DBS check required.</i>	Dean/COO/CSA	Complete	
	Who is best placed to support the development of safety procedures to standardise Cathedral practices in relation to lost children, lost vulnerable adults and lone working?	<i>Consideration to be given to safe working practice in relation to lost children, lost vulnerable adults and lone working.</i>	Dean/COO/CSA		
	What might be the potential benefits of using a single route for recruiting volunteers and how might Volition assist?	<i>Consideration to be given to the benefits of a single route for recruiting volunteers through Volition.</i>	Dean/COO		
	How might the Cathedral continue to improve its safety and security arrangements including supporting staff and volunteers working on the Cathedral floor?	<i>Security arrangements to be considered in relation to supporting staff and volunteers working on the Cathedral floor.</i>	Dean/COO		
<b>Children</b>	How might the Cathedral provide opportunities to welcome children into the building for learning opportunities, providing a safe space for children and families?	<i>Consideration given to how opportunities can be given to welcome children into the building for learning opportunities, providing safe spaces.</i>	Dean/Chapter		
<b>Adults</b>	How can the Cathedral ensure confidence that both a robust understanding of adult safeguarding and vulnerability, and approach to support and welcome is consistently adopted and shared?	<i>Cathedral to review how confidence in this area can be assured and an approach to support and welcome consistently shared.</i>	Dean/COO/CSA		
	How might the Cathedral formalise the safeguarding work already being undertaken by the Clergy group and draw on this to bring together safeguarding, pastoral care and spiritual support?	<i>Discussions to take place with relevant parties in order to consider how this may be achieved.</i>	Dean/COO Clergy/CSA		

3.2 CHOIRS AND MUSIC					
<b>Choir</b>	What steps could be taken to mitigate the risk by the school entrance when choristers are collected and enter the care of the Cathedral?	<i>Arrangements to be reviewed by Manchester Cathedral and Chetham's School in order to manage any risk factors effectively. The welfare of the students will be considered in relation to all arrangements.</i>	COO/Chetham's School/SC		
	How might the Cathedral, as a matter of urgency, provide a more stable system of choristers being chaperoned while rehearsing and during services?	<i>As above</i>	COO/Chetham's School/SC		
	Is there another way for choristers to rehearse during the school day? How confident is the Cathedral regarding who is responsible for choristers at this time?	<i>As above</i>	COO/Chetham's School/SC		
	How might the Cathedral begin to broaden its remit for inviting children to audition to be choristers, providing opportunities for children from a wider community?	<i>As above</i>	COO/Chetham's School/SC		
<b>Bell ringing</b>	What steps would help to ensure that the bell tower feels more fully connected to the Cathedral to those within it, and more visible to those outside of it?	<i>Consultation to take place with the bell ringers in order to consider how they may connect with the cathedral in this manner.</i>	COO/CP/ Bellringers		
	How might the safeguarding procedures, including DBS checks, for ringers be better aligned with the practice of the Cathedral staff and other volunteers?	<i>Meeting to take place with CSA to review DBS arrangements.</i>	COO/CSA		
	How might the ringers be more allied to what happens within the Cathedral, including events, so that they can prioritise	<i>Consultation to take place with the bell ringers in this regard.</i>	Dean/CP/COO/ Bellringers		

	rehearsals and make contribution to the diary of the Cathedral?				
	What is needed to ensure that visiting ringers are aware of and compliant with the Cathedral's safeguarding policy?	<i>Meeting to take place with CSA to consider how awareness can be raised.</i>	COO/CSA		
<b>3.3 CASEWORK (INCLUDING INFORMATION SHARING)</b>					
<b>Effectiveness of responses and information sharing practice</b>	What would be the advantages of the Cathedral Safeguarding Coordinator having access at entry level to CPOMs and how might this be facilitated?	<i>Meeting to take place with CSA to review recording of information.</i>	COO/CP/CSA		
	How might the Cathedral ensure that records kept in individual areas across the Cathedral are collated to allow safeguarding oversight?	<i>Meeting to take place with CSA to review record keeping. Consider one single incident reporting form with centralised delivery.</i>	COO/CP		
	How might the Cathedral and Diocese better work together to ensure a system where any disagreements regarding casework advice might be either escalated or discussed?	<i>Meeting to take place with CSA consider how any disagreements may be addressed. Consider this matter during SLA review?</i>	Dean/COO/CSA		
<b>3.5 TRAINING</b>					
	What might a Training Needs Analysis under the new national training framework look like and who is best placed to take this forward?	<i>Meeting to take place with C/DSA to review national training framework and then refresh the training needs analysis of all staff and volunteers.</i>	COO/CSA/DSA/SC		

	What additional contextual and supplementary training would best support those in public-facing roles to identify and manage risk and support those in need?	<i>To be considered within the training needs analysis.</i>	COO/CSA/SC		
<b>3.6 SAFER RECRUITMENT</b>					
	How best can safer recruitment files for staff and volunteers be accurately linked with the pre-employment checklist held centrally by the Cathedral Administrator?	<i>To be considered by the COO; consider implementation of Sage HR or other software package.</i>	COO/CSA		
<b>4.1 POLICIES, PROCEDURES AND GUIDANCE</b>					
	Who is best placed to review the content and range of the existing suite of safeguarding policies within the Cathedral and how might any gaps be addressed?	<i>Policies are set by NST – safeguarding committee to discuss any gaps in safeguarding procedures, seek advice, and propose any necessary amendments.</i>	SC		
<b>4.2 THE DIOCESAN SAFEGUARDING ADVISOR/ CATHEDRAL SAFEGUARDING OFFICER</b>					
	How might the Cathedral ensure clearer accountability for the role of the CSA through line management of her CSA role?	<i>SLA reviewed; will not be renewed with the diocese. The Chapter will now arrange alternative CSA provision.</i>	Dean	In progress	
	To what extent is the Cathedral confident that the roles of the CSA and CSC have clear boundaries and that the system in which they sit is clear to all?	<i>As above.</i>	Dean	In progress	

	Who might lead on a review of the Service Level Agreement between the Diocese and the Cathedral?	<i>As above.</i>	Dean/Diocese	Complete	
	How might the Cathedral include preventative early help work in the remit of the safeguarding system?	<i>As above.</i>	Dean/COO/CSA		
<b>4.3 RECORDING AND IT SYSTEMS</b>					
	How might the current system of locally held records and incident books be combined and monitored to enable better immediate oversight of low level concerns?	<i>Consideration given to the current system of locally held records and feasibility of implementing a single incident reporting process.</i>	COO		
	How might information sharing between the Diocese and the Cathedral be formalised?	<i>Information sharing agreement from NST has been signed.</i>	NST/COO	Complete	
	What functionality would be required to enable the CSC to input directly onto the CSA's CPOMs safeguarding database?	<i>CSA to query feasibility of COO having access to CPOMs for inputting purposes. Consideration to be given on value of such access.</i>	DSA/CSA/COO/CP		
<b>5.1 QUALITY ASSURANCE</b>					
	How might the Cathedral embed the Safeguarding Development Plan within an overarching Safeguarding Strategic Plan in order to ensure quality assurance at both levels?	<i>Chapter to consider this with advice sought from the safeguarding committee.</i>	Chapter/SC		
	How might the Cathedral seek regular feedback from a range of children and adults, including survivors of abuse?	<i>Safeguarding committee to consider this question.</i>	SC		

<b>5.3 WHISTLEBLOWING</b>					
	How might the Cathedral promote the importance of whistleblowing and improve awareness, access and use of the whistleblowing procedure?	<i>Chapter to consider this with advice sought from the safeguarding committee.</i>	Chapter/SC		
<b>5.4 DIOCESAN SAFEGUARDING ADVISORY PANEL</b>					
	How might the accountabilities between Chapter, the DSAP and the Cathedral Safeguarding Committee be better delineated?	<i>To be considered during the SLA review.</i>	Dean/Diocese		
	Who is best placed to review the terms of reference and membership of the Cathedral Safeguarding Committee once the Safeguarding Development Plan is fully ratified?	<i>Chapter to consider this question during governance review of all committees and terms of reference.</i>	Chapter/COO		
<b>5.5 LEADERSHIP AND MANAGEMENT</b>					
<b>Theological leadership</b>	What opportunities exist, or can be further created, to share the message of the safeguarding and its theological importance?	<i>Chapter and cathedral clergy to consider further seeking advice from safeguarding committee.</i>	Chapter/SC		
<b>Strategic leadership</b>	What benefits might there be in developing a strategy for <i>Promoting a Safer Church</i> and how could this be achieved?	<i>As above.</i>	Chapter/SC		

<b>Operational leadership</b>	How might the Cathedral adjust working practices and ensure clear lines of accountability to ensure the Cathedral's <i>Safeguarding Policy</i> is systemically embedded across all areas?	<i>As above.</i>	Chapter/SC		
<b>5.6 CULTURE</b>					
	How can the profile of the Cathedral's commitment to safeguarding be better reflected to those that use and visit the site?	<i>Chapter to consider this with advice sought from the safeguarding committee.</i>	Chapter/SC		
	What are the next steps in building and embedding a culture across the Cathedral which puts the experiences of victims and survivors at its heart and where safeguarding is owned as 'everybody's business'?	<i>Chapter to consider this with advice sought from the safeguarding committee.</i>	Chapter/SC		

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