



social care
institute for excellence

Sheffield Cathedral independent safeguarding audit (November 2019)



The Social Care Institute for Excellence (SCIE) improves the lives of people who use care services by sharing knowledge about what works.

We are a leading improvement support agency and an independent charity working with adults', families' and children's care and support services across the UK. We also work closely with related services such as health care and housing.

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1 INTRODUCTION

1.1 THE AUDIT PROGRAMME

The Social Care Institute for Excellence (SCIE) is conducting an independent audit of the safeguarding arrangements of the cathedrals of the Church of England. This programme of work will see all the Church of England's cathedrals audited between late 2018 and early 2021. It represents an important opportunity to support improvement in safeguarding.

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.

1.2 ABOUT SCIE

The Social Care Institute for Excellence (SCIE) improves the lives of people who use care services by sharing knowledge about what works. We are a leading improvement support agency and an independent charity working with adults', families' and children's care and support services across the UK. We also work closely with related services such as health care and housing.

Safeguarding is one of our areas of expertise, for both adults and children. We have completed an independent safeguarding audit of diocesan arrangements across the Church of England as well as supporting safeguarding in other faith contexts. We are also committed to co-producing our work with people with lived experience of receiving services.

1.3 THE AUDIT PROCESS

1.3.1 SCIE Learning Together and our approach to audit

SCIE has pioneered a particular approach to conducting case reviews and audits in child and adult safeguarding that is collaborative in nature. It is called **Learning Together** and has proved valuable in the adults' and children's safeguarding fields. It built on work in the engineering and health sectors that has shown that improvement is more likely if remedies target the underlying causes of difficulties, and so use audits and reviews to generate that kind of understanding. So Learning Together involves exploring and sharing understanding of both the causes of problems and the reasons why things go well.

1.3.2 Key principles informing the audit

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

1.3.3 Supporting improvements

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.

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.

1.3.4 The process

The process will involve reviewing documentation as well as talking to key people, including focus groups. Further details are provided in the **Appendices**.

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.

1.4 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

2.1 CONTEXT OF THE CATHEDRAL AND DIOCESE

Sheffield Cathedral is a beacon of the Christian faith within a multi-cultural city of about 600,000 inhabitants. It is the City's most high-profile building of religious symbolism, and is also one of the City's major attractions with more than 250,000 people visiting the Grade 1 listed building annually: to worship; to take part in community activities; and to enjoy the ambience, architecture and material heritage of the building.

The Cathedral welcomes people from all faiths, cultures and beliefs, and has an open access policy. This removes any financial barrier to entry because there is no charge for the public to enter.

The Cathedral is open 365 days a year. At busy times, between 40 and 50 people – employees and volunteers – will be in the building (including the office spaces and meeting rooms); the Cathedral's visitors are additional to this and average around 500 per day. The capacity of the Cathedral is 600 people at any one time

The Cathedral serves the community in many ways: for example, worship; support and faith groups; health and wellbeing groups; specialist interest groups; toddler groups; school groups; events; and dinners. It also has an in-house coffee shop with both a regular and casual clientele, and a gift shop. These are run as part of a subsidiary company of the Cathedral: Sheffield Cathedral Enterprise Board. These activities cut across the whole community. This makes the building a focal point in the lives of thousands of people.

2.2 CONTEXTUAL FEATURES RELEVANT TO SAFEGUARDING

At the time of the audit, the senior clerical team was depleted by vacancies, one recent and others more longstanding. Of the two commissioners' canons, one post was vacant and other residentiary canons' posts had been left vacant by the Diocese.

In addition, the Director of Music had very recently left and the post was vacant. The Assistant Director of Music was Acting Director of Music.

The Dean has led the Cathedral since 2003 and is well networked into statutory agencies. He advises the local police force on equalities issues.

Due to a historical anomaly dating back to the mid sixteenth century, a third of the Cathedral's funding comes from an independent charitable trust and applications must therefore fit the criteria of the trust. The Cathedral is not wealthy in its own right.

The Cathedral houses the Archer Project, a charity that supports people who are homeless. This is further discussed in section 3.1.2.

The Cathedral provided a very full self-assessment that had been done by an independent social worker. It includes a very full action plan.

2.3 DESCRIPTION OF THE SAFEGUARDING STRUCTURE

The House of Bishops' Practice Guidance *Key Roles and Responsibilities of Church Office Holders and Bodies* (2017) makes it clear that the role of the Dean is to provide leadership concerning safeguarding, and to encourage everyone to 'Promote a Safer Church'.

Due to the canonical vacancy mentioned above, the Dean has taken on the Chapter responsibility for safeguarding. When a new Canon Precentor is appointed, the delegated lead for safeguarding will be in the job description and recruitment will assess suitability for that aspect of the role. The Dean is supported by the Chief Operating Officer.

The Cathedral employs a dedicated Cathedral Safeguarding Advisor (CSA) for 16 hours a week. The CSA is also the Assistant Diocesan Safeguarding Advisor (Assistant DSA) for three days a week and is supervised by the DSA. Links with the Diocese, in terms of the working relationship between the CSA and the DSA, were described as strong. At the time of the audit, the DSA was on sick leave and a DSA from a neighbouring diocese was standing in for two days a week. The auditors observed a good working relationship between the CSA and the interim DSA.

2.4 WHO WAS SEEN IN THIS AUDIT

Conversations were held with the Dean, the Chief Operating Officer, the CSA, the interim DSA and the Independent Chair of the Diocesan Safeguarding Management Group, the Head Verger, the acting Director of Music, the Chief Executive of the Cathedral Archer Project, the Canon Missioner, the Master Bellringer and the Volunteer Coordinator.

Focus groups were held with the Lay Clerks, the choristers and chorister parents (some of whom are choir chaperones) and volunteers.

2.4.1 Any limitations to audit

Due to a change in timing and a misunderstanding, the volunteers who attended the focus group thought that it was drop-in session. As a result, it was not possible to run the session as a focus group. In addition, there was torrential rain throughout that day, and flooding in nearby areas, and it can be assumed that this limited the number of people who came. The consequence was that there was very limited input into the audit by volunteers who are usually key in terms of evidence of culture change.

Although the Cathedral had approached survivors of abuse, none of them chose to speak to the auditors on this occasion.

3 FINDINGS – PRACTICE

3.1 SAFE ACTIVITIES AND WORKING PRACTICES

3.1.1 Precincts and buildings

Description

Sheffield is a small cathedral and was a parish church until 1914. It is on a confined city-centre site and has been enlarged within the parameters of the site. Recent restoration has made the Cathedral warm and open. There is no entrance fee. All three tram routes stop at the Cathedral and it is close to the main shopping area so there is considerable footfall nearby.

As mentioned above, the Cathedral shares premises with the Cathedral Archer Project, a charity that supports homeless people. The entrance to the project is completely separate from the Cathedral main doors and on a different street. The auditors had some concerns, before visiting, that the juxtaposition of the Archer Project would raise safeguarding issues. In fact, the Cathedral hosts fewer vulnerable people than it did before the project relocated to its current premises in 2007.

The project offers hot lunches, showers and laundry services, interview rooms for one-to-one work, a lounge area with computers, a professional kitchen, a medical room and an education/activity room for use by the project and its clients.

Some people did raise concerns that the side door, used by choristers, is occasionally used by rough sleepers and that there is evidence of drug use around the Cathedral. In the context of the Cathedral site this is sadly unsurprising and seemed no worse than elsewhere. However, choir parents considered that side of the Cathedral to be quite dark at night. The Cathedral has responded by improving the lighting and installing CCTV, but it would appear that concerns remain. The auditors also thought it quite dark.

The vergers team is small but experienced. The vergers and building manager open the Cathedral at 8.00am daily and close it at 6.00pm unless there is an evening activity. Sometimes a verger locks up alone which seems risky, especially as the unusual layout of the Cathedral would make it relatively easy to hide in. There is a recently developed lone working policy but it may not be being followed at all times.

The Head Verger has C2 safeguarding training and the other two vergers have C1 and/or C2. The vergers are easy to identify due to their polo shirts and fleeces with the Cathedral logo.

Volunteer welcomers wear scarlet academic-style gowns which make them stand out. Many are also guides and often serve as stewards at services or events. There are regular volunteer meetings convened by the Dean or Canon Missioner. Two of the volunteers spoken with had C0 and C1 training and one, whose role required it, had C2 training.

The inside of the Cathedral is well covered by CCTV although there are known 'blind spots'. The people who use the building to talk to or interview others know to sit in particular places that are well covered by CCTV. Radios are widely used to keep vergers and volunteers in touch.

The Cathedral is not built to the traditional cruciform design and there are a number of side chapels that are sometimes used for worship.

A weekly diary meeting is supplemented by daily briefings by the Chief Operating Officer so that everyone knows which groups are visiting and what is happening.

Analysis

Overall the Cathedral building is well run and safe. The Cathedral might consider whether the lone working policy is sufficiently well known and followed.

It was pointed out to the auditors that one chapel sometimes used for Evensong has only one entrance and exit, and is to the side of the main Cathedral floor. There is the potential for this to be a safeguarding issue should the choir need to be taken out due to a disruption. It might be useful to risk assess the use of this chapel.

Although the car park used by chorister parents is well lit, the access route from public transport is dark at night and might benefit from better lighting.

Questions for the Cathedral to consider:

- How well is the lone working policy working?
- Has the Cathedral environment been systematically risk assessed in terms of potential safeguarding issues?
- Could the Cathedral be better lit externally?

3.1.2 Vulnerable adults

Description

The Cathedral promotes itself as A Place for All People and the auditors saw plenty of evidence that staff, volunteers and congregation strive to make it so.

The Cathedral Archer Project grew out of concern amongst the congregation for homeless people in the late 1980s and started with the provision of breakfast. As well as meeting the immediate needs for food, warmth and company, there is a well-developed programme of support into volunteering and employment.

The project seems to be well run regarding safeguarding. All service users are individually assessed and relevant information shared under agreements with statutory agencies. All staff complete the Sheffield City Council Adults and Children's Safeguarding Training. Safeguarding policies are reviewed annually.

There was a feeling that the Archer Project is less well connected to the Cathedral than in the past, although there is a monthly meeting between the Chief Operating Officer and the Chief Executive and regular meetings between the Dean and Chair.

The Canon Missioner continues to support focused areas of work identified by the Project.

The Cathedral offers space, at a low cost, to meetings of Alcoholics Anonymous and Narcotics Anonymous. This includes provision for children who accompany the adults.

The Cathedral aims to become recognised as a Dementia-Friendly Community within the guidelines set down by the Alzheimer's Society. One volunteer talked about how she has done the training and was very supportive of the plan.

The regular clientele at the Cathedral café includes some elderly people who are potentially vulnerable. Some have shared their phone numbers with the café, knowing that if they stop visiting they will receive a call to check whether they are safe and well.

A couple of people told the auditors that it is nothing unusual to have low-level disruption in the Cathedral by someone who is vulnerable due to mental health and/or substance misuse issues. The auditors asked whether such tolerance might lead to the choir feeling unsafe and were assured that the Head Verger had the authority (in extremis) to take a lead on removing the choir from the Cathedral. The acting Director of Music confirmed that he would protect the choir during a service if need be.

The Head Verger, the Dean, the Chief Operating Officer and other members of the staff team, as well as a churchwarden, had recently undergone accredited mental health first aid training and there are plans to send further members of the team on this training. In addition, the Canon Missioner is a trained mental health nurse who has experience of working in prisons with challenging clients.

The verger team has identified a need for renewed and more in-depth training on dealing with difficult situations. The staff at the Archer Project are clearly able to offer such training and were willing to do so, having offered the Cathedral training on de-escalation, team roles and safe working practices in the past.

Should a situation arise that risks getting out of control, the response of the local police was said to be good. The verger team also works with the City Centre Ambassadors, a team employed seven days a week by the City Council to keep the centre of Sheffield safe and clean. The remit of the Ambassadors includes the reduction of anti-social behavior and working with the police to enforce an alcohol restriction zone.

Analysis

The Cathedral felt proactive in terms of support for and tolerance towards people who have a range of vulnerabilities. At the same time, there was understanding of the potential for children, and others, to feel threatened by behaviour that is out of the ordinary and the need for everyone to be safe.

It did feel that the relationship with the Archer Project needs to be strengthened and that the Cathedral was not making as much use of the skills within the project as it might.

The auditors did not have the capacity to look at the safeguarding policies of the organisations that use space in the Cathedral buildings and this was not discussed during the audit. The Cathedral might choose to assure itself that the policies and practices of those organisations are congruent with their own.

Questions for the Cathedral to consider:

- How can the Cathedral make sure that training on dealing with difficult situations is delivered to those who would benefit from it?
- What should the Cathedral do to make sure that the safeguarding policies of organisations that rent space are compatible with those of the Cathedral?

3.1.3 Children

Description

The Cathedral runs or hosts a range of activities for children of all ages.

At the time of the audit, a popular weekly toddler group was not running after a number of safeguarding concerns were identified in a report by the CSA. The plan is to restart the group once concerns have been addressed. The auditors heard much that was positive about the group, especially the fact that it is multicultural, but found the report to be fair and comprehensive.

To date, the group has taken place in the nave of the Cathedral and this may be too difficult to manage. The auditors were shown a more enclosed space that could be managed more easily.

There was a feeling, expressed by a number of people, that the toddler group had been left to run itself until it became an object of concern and that the temporary closure might have been avoided had a better working relationship between the leaders of the group and the Cathedral been in place. The group leaders perceived there to be a lack of ownership on behalf of the Cathedral.

The auditors heard that a weekly children's group, called Godly Play, meets during the main Sunday service and caters for children aged between three and 11. The auditors were surprised that pre-school children could be left by their parents, (although apparently in practice this rarely happens) and understood that this is being reconsidered. There was a plan to review the safeguarding arrangements for Godly Play including ensuring a safe ratio of adults to children depending on age.

Some volunteers are aged 16 or 17, and quite often use the Cathedral to fulfil the volunteering requirement of the Duke of Edinburgh Award. The Volunteers Coordinator assesses what they do and with whom, but they are not covered by any specific policies.

It was not possible to find out much about child servers but it seems that there is one, aged about 16. Although not covered by a specific policy, they are covered by the general volunteering policy and risk assessments are carried out.

There is one 16-year-old bell ringer, discussed below in section 3.1.5.

There is no longer an education officer at the Cathedral and school visits are coordinated by the Events Coordinator (who was on leave so unavailable the week of the audit). The guides take pre-booked parties of children round on visits that focus on the story of the building. This area of work seemed under-developed in terms of the potential for outreach into a multi-cultural community but, without a dedicated post (even part-time), this seems inevitable.

Analysis

The Cathedral recognised, ahead of the SCIE audit, that children's activities needed to be reviewed across the board. There is a need for risk assessment of all activities that involve children and, probably, of policy revision.

Questions for the Cathedral to consider:

- What can the Cathedral do to be sure that all activities that involve children are adequately risk assessed and safely organised?

3.1.4 Choir

Description

The Cathedral choir includes boys, girls, and what are referred to as the lower voices – this group is made up of lay clerks and choral scholars (the latter recruited from the two universities). Boys usually start at age eight and leave at about 12 or 13, and girls start at 11 or 12 and sing until age 18. There is no choir school and children travel in from schools across Sheffield.

At the time of audit, choir numbers were depleted and instead of a full complement of 32 chorister and eight probationers, there was a total of 18. The acting Director of Music (whose substantive post is Assistant Director of Music) had taken over at the start of the academic year.

At present the girls rehearse separately but the children perform together. There is an intention to gradually introduce greater equality between the boys and girls regarding age and duties.

The auditors observed a rehearsal with the girls. The enthusiasm of the acting Director was evident and the session had pace and purpose with a natural level of social interaction to lighten it.

The choristers focus group was very well attended. Children talked about the advantages of being a chorister; the musical education, singing in other cathedrals and (for those who were there) the last choir tour in 2016. Disadvantages cited included the challenge of balancing choir and school work (particularly for the girls who are older), not being able to join sports teams due to the demands of choir and a lack of time to relax. They would like more say in choosing the music, more trips and tours and a reduced commitment during exam times.

When asked to whom they might talk if they felt anxious or unsafe, choristers listed the chaperones, a verger, the Director of Music or their parents depending on the issue. None could think of a time when they had felt unsafe.

The Cathedral has recruited a team of voluntary chaperones from the choir parents, several of whom joined the focus group for chorister parents. They had to apply formally for their positions, get references, have a DBS check and undergo C1 training and an induction.

The chaperones sign children in when they arrive from school and sign them out to their parents unless the child has written permission to travel home alone. They also supervise the children while they have their tea and during services and rehearsals. Sometimes the chaperones are alone but they are aware of staff who work in the same corridor as the choir's common room. These staff are easily identifiable as they all wear Cathedral name badges.

Although communication between the Music Department and choir parents has been inconsistent at times, there was general agreement that this had improved greatly. Emails, a WhatsApp group and a newsletter were mentioned. A parents committee has been formed and has held one meeting to date but had clear intentions to work with the Director and the Dean and Chapter to improve the choir. In addition, all parents are invited to a meeting with the Dean and the Director twice termly.

The choir is unusually sociable. Termly outings are organised as well as social events in summer and at Christmas in the homes of choir parents. The lower voices are also invited.

The lower voices are DBS checked and this makes sense as they share the choir common room and socialise with the choir. They do not share toilet facilities, and when the choirs are in the building, the two available chorister toilets are clearly marked.

Three singing teachers attend to provide individual lessons to choristers during rehearsal time. They use the Chapter House which has solid wooden doors and the auditors were told that, because the Cathedral is a listed building, it would not be possible to replace them with glass doors.

At the time of audit, a choir handbook was in draft with plans to produce a child and young person-friendly version for choristers. The handbook includes a brief section about safeguarding which refers to the House of Bishops policies and a link to the Cathedral's policy, and gives contact information for the CSA.

The Cathedral does not take a policy line about social relationships between lower voices (especially choral scholars who may be age 18 upwards) and choristers. As the choral scholars have no teaching duties the issue of a potential imbalance of power is not as pressing as it might be. The Code of Conduct for lower voices includes, 'Please follow the advice of your most recent diocesan safeguarding training', and 'Where possible, avoid situations where you are alone with one child'.

Analysis

All cathedral choirs raise a number of potential safeguarding issues. Young children need to be protected from any harm from the general public. Children working towards a highly prized goal in a competitive environment creates the potential for any choristers to be groomed by people in positions of trust within the choir context.

Additionally, the demands of elite performance can be in tension with child welfare requirements and expectations. We deal with each in turn below.

The choir as a whole has received a lot of attention since an external music review in June 2019, and there is much catching up to do on a number of fronts. The review highlighted that there were a number of problems within the Music Department and choir. The resulting action plan is detailed, and rightly focuses on key areas including creating a safe environment, developing codes of conduct for lay clerks and choristers and greater involvement of choir parents. In terms of safeguarding, the Dean and acting Director of Music are working well to make improvements.

Choristers feel safe and know who they would talk to if they had concerns. None reported feeling pushed too far or too hard. The parents of choristers seen were all largely satisfied with the way the choir is now run although did express concerns about the care of individual children who feel unwell during a service or performance. There were also concerns expressed about chaperones working alone and what would happen if they had to leave the choristers as a group to care for one child, for example, or to summon help.

There does seem to be a grey area in terms of whether and when the lower voices take any responsibility for the behaviour of choristers, or whether the chaperones have sole charge. The Code of Conduct assumes that the lower voices do take some responsibility but it may predate the appointment of chaperones. The extracts quoted above seem a bit nebulous and too easy to misinterpret.

The lower voices expressed some hesitancy about circumstances in which they would report a concern about a child and to whom. There was a view that the Cathedral wanted to know about incidents that have happened but not about circumstances that might allow for or lead to a safeguarding incident. This is probably a matter of misunderstanding but it would make sense to put it right.

It would make sense to be as clear as possible about what should be reported and to whom, especially as all the chaperones are also choir parents and thus potentially in possession of confidential information about other people's children.

This is particularly important given the sociable nature of the choir. It is inevitably more difficult to 'think the unthinkable' when colleagues are also friends, and then more difficult to report concerns. The current focus on effective communication and a formalisation of roles will need to continue so that the structure and culture would support disclosure of a safeguarding incident.

The shared common room, which doubles as a robing room, is currently large enough for the lower voices and choristers. It might be better to move the lower voices (including the choral scholars) to a different room with its own facilities, and the planned expansion of the choir provides a rationale. This would enable greater clarity of role towards the choristers.

Best practice would be that either children are chaperoned to individual lessons or that the lesson is clearly visible to anyone in the corridor. If the doors cannot be replaced, they might be left open with the piano and participants clearly in view. This would then safeguard the teacher as well as the chorister.

Questions for the Cathedral to consider:

- How can the Cathedral clarify the management of the choristers when they are not singing and the expectations of the lower voices and chaperones towards the choristers?
- How can teachers and choristers be better safeguarded during individual lessons?
- How satisfied is the Cathedral that the current level of social activity within the choir and music department, which also involves parents, is conducive to developing a robust and transparent culture of safeguarding?

3.1.5 Bell ringing

Description

The tower captain, known as the Ringing Master, is very experienced. He is trained at C2 and is DBS checked, as is his deputy. The Ringing Master clearly knows his team and was confident that he would be aware of any behaviour that should give rise to concern. Records are kept of the attendance of all 'home' ringers.

A 16-year-old ringer has started recently and only rings when the Ringing Master is present and at least one other adult.

The tower is a mixed tower with several female ringers.

The Dean has had to take over from the Canon Precentor who was the main contact with the Cathedral until he left. The Ringing Master knew the CSA and was confident that he could approach her if he had a safeguarding concern.

Analysis

The auditors heard several things that indicate that the Cathedral might review safeguarding in the bell tower with the Ringing Master. Since Safer Recruitment practices were introduced there has been no recruitment to the bell ringers team but the auditors were unsure whether it would be used if there was recruitment, and it should be. The outside door at the foot of the tower is operated using a keypad entry system and some of the bell ringers have been in the habit of leaving this door slightly ajar for colleagues who may not remember the code, making it a potential risk. Safe social media use with minors is not well understood. In addition, no records are kept of the names or home towers of visiting bell ringers.

Questions for the Cathedral to consider:

- How can safeguarding practice in the bell tower be brought up to the level of the best?

3.2 CASEWORK (INCLUDING INFORMATION SHARING)

Description

The auditors reviewed five case records. Recording practice was good in all of them although one case (with a long history) would have benefitted from a short case summary.

The auditors also saw a spreadsheet showing all safeguarding incidents that had been reported since a Concerns form was introduced across the Cathedral in April 2019. The appropriate triaging level was taking place to ensure that the right cases were escalated to the CSA and all others were dealt with proportionately and promptly. It was less clear how embedded the reporting form was, as the spreadsheet showed a very limited number of people who actually originated the reports.

A historic case, that had not been dealt with well in the past, had been reviewed against current good practice by the CSA and appropriate steps were taken to ensure any continuing risks are known and assessed, wherever relevant.

There was evidence of sensitive work with a known vulnerable adult to find them a place in the Cathedral volunteering structure.

Safeguarding Agreements are a key mechanism to support offenders who wish to attend church, to do so safely. They should be underpinned by a risk assessment that details the risks posed by a worshipper, the measures in place to manage those risks, and therefore the reasons for the Safeguarding Agreement. Having a clear rationale for any restrictions helps people enforce the agreements with the level of diligence appropriate to Safeguarding Agreements. Clarity about the risks that a Safeguarding Agreement is intended to address, also allows for a robust reviewing process, which allows Safeguarding Agreements to be strengthened where needed, or indeed terminated if appropriate.

The auditors looked at three Safeguarding Agreements. One involved a historic non-safeguarding offence and the auditors questioned why a safeguarding agreement was put in place. The Cathedral had consulted the CSA who drew on national guidance to inform her decision.

All the risk assessments seen were proportionate and involved the right people, including the subject. One risk assessment did not spell out the offence or the sentence, or other relevant information. This was because the CSA had been trying out different models of format and the one used on that occasion omitted this information, although did refer to the offending behaviour in the text. At the time there was no nationally agreed template for risk assessment.

Information sharing was good on all the risk assessments.

The Cathedral had introduced a new reporting form to be used for all safeguarding concerns a few months before the audit. The auditors were provided with a spreadsheet of its use and it seemed to be well used and by a range of people. In seven months, 37 reports had been received.

Analysis

Casework is strong. It is guided by the DSA, and currently the interim DSA, with reference to national guidance.

The auditors were pleased to hear that the template adopted by the CSA for risk assessment does spell out the offence and sentence as, when this isn't done, it is easier for the offender to minimise the offence in years to come.

The efforts being made to embed the use of the reporting form need to continue.

Questions for the Cathedral to consider:

- How might the Cathedral promote the formal reporting of safeguarding incidents in order to be confident that a culture of collective care and vigilance is becoming embedded across the Cathedral?

3.3 CDM

The auditors saw no CDM complaints as there were none to review.

Questions for the Cathedral to consider:

- There are no questions in this section.

3.4 TRAINING

Description

Safeguarding training is provided by the Diocesan Training Officer. Sometimes the Cathedral has a closed session, which is preferable as material can be related more directly to a small cathedral context and sometimes Cathedral officers join diocesan sessions.

In conversations and focus groups, people reported having received the right level of basic training within the last three years. In addition, some have been trained in related areas such as mental health and dementia awareness.

Basic Safeguarding training module C0 is currently offered as an online module which is not always accessible for some volunteers. Online training does not provide for interactive scenario-based discussions to support the depth of learning required. Whilst a new C0 training module face to face is being developed by the national team, this is a concern which may require some remedial learning for those who have done the online course.

There is a centralised record for safeguarding training and DBS checks, which flags the need for renewal training for staff and volunteers three months before it is due. When renewal training is completed, the record is updated in line with the requirement for church officers set out in the House of Bishops practice guidance on Training and Development (2017). However, training records are not cross referenced with the organisational structures (paid and unpaid church officers) which

could easily identify persons who have not receiving appropriate training to their role. Training records are also not linked to HR records which would provide a whole view of Safer Recruitment practice.

Analysis

Safeguarding training is an important mechanism for establishing safeguarding awareness and confidence throughout the Cathedral. It requires good quality content, 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 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.

Huge strides have been made in the provision of training in recent years. Training now needs to be tracked effectively so that people know when they are due for refresher training, and the Cathedral knows who has done it.

Questions for the Cathedral to consider:

- How might the Cathedral work with the CSA and the Diocese to optimise the quality and relevance of the various levels of safeguarding training and assess its impact?
- And how can training be tracked more effectively?
- How might the development and delivery of a strategic plan for safeguarding training be used to help the Cathedral promote its approach to safeguarding and achieve its aim of embedding an enduring culture of safeguarding in all parts of Cathedral?

3.5 SAFER RECRUITMENT

Description

Safer Recruitment has received attention in recent months, following the realisation that (in some areas) it was not being used as systematically as had been thought. There was evidence of audit activity on some of the HR files reviewed by the auditors.

Seven HR files were reviewed, three for volunteers and four for staff appointments. All were within the last two and a half years. Evidence of Safer Recruitment was patchy but overall there was a clear indication that it is now embedded except in some areas of volunteering. There is a central record of all appointments.

Analysis

Safer Recruitment was understood to be a work in progress.

Questions for the Cathedral to consider:

- How can the Cathedral be sure that Safer Recruitment is followed across all relevant recruiting activity?

4 FINDINGS – ORGANISATIONAL SUPPORTS

4.1 POLICY, PROCEDURES AND GUIDANCE

Description

The Cathedral website safeguarding page includes a link ostensibly to the policies and procedures approved by the House of Bishops. It actually takes one to a more general page featuring a whole range of policies. Fortunately, the Cathedral page also links to the diocesan safeguarding page and that in turn links directly to the suite of relevant documents.

The Diocese has chosen to rely solely on national policies and not to produce or maintain its own.

The Cathedral made the decision to adapt the national Parish Safeguarding Handbook and thus has a Cathedral Safeguarding Handbook. The introduction spells out the purpose of the handbook: 'This Cathedral Safeguarding Handbook has been designed to support the day-to-day work of all Cathedral activity in relation to safeguarding and those who have a key role to play with children, young people and adults who may be vulnerable. It is complemented by a pocket safeguarding contact card. In addition, it sets out the expected responses when a person raises a safeguarding concern'.

There is also clarification about the relationship between the Safeguarding Handbook and the Staff/Volunteers Handbook: 'This Cathedral Safeguarding Handbook is also supplemented by the Cathedral Staff and Volunteer Handbook for everyone who undertakes a role within the Cathedral (referred to as "Cathedral officers" below). The Cathedral Staff and Volunteer Handbook contains further Chapter policies on employment, safe working, health and safety, and many other policies which are also relevant to safeguarding, thus ensuring that in word and deed we are placing safeguarding at the heart of all we do. Note that this Cathedral Safeguarding Handbook supplements and does **not** replace the guidance in the Cathedral Staff and Volunteer Handbook; both documents should be read together'.

Analysis

The Cathedral Safeguarding Handbook is a comprehensive document and follows current national practice guidance, being based closely on the Parish Safeguarding Handbook. The Cathedral website says that 'We have adapted these policies to our own structure of governance and routines, to ensure that they take our particular circumstances into account' but gives no indication about which one(s), and no links.

Questions for the Cathedral to consider:

- How might the Cathedral make its safeguarding policies and procedures more accessible to those who wish to access them?

4.2 CATHEDRAL SAFEGUARDING ADVISOR AND THEIR SUPERVISION & MANAGEMENT

Description

The Cathedral has a dedicated Safeguarding Advisor (CSA) working 16 hours per week who has qualifications and experience in the law, criminal justice and safeguarding, in line with Church of England guidance. The CSA is employed by the Cathedral on a freelance basis.

The CSA is also employed by the Diocese as Assistant DSA so is embedded into the diocesan team which includes the Diocesan Safeguarding Trainer as well as the DSA.

The CSA has a role description, seen in the information pack for the assistant DSA role. A written agreement, known as the CSA Protocol, is in place between the Cathedral and the Diocese for professional supervision of casework for the CSA from the DSA, who is a qualified social worker. At the time of audit, the DSA was on sick leave and a DSA from a neighbouring diocese was providing cover.

The CSA also has independent clinical supervision funded by the Cathedral. She explained that this element of supervision covers emotional support and not management or casework.

The Dean line manages the CSA, with a 'dotted line' to the Chief Operating Officer. His duties are to direct progress on the CSA's work plan, to make sure that the CSA is able to do her job and that her advice is followed while keeping her up to date about Cathedral developments.

The Dean and the DSA provide joint supervision regarding process and practical arrangements, e.g. sourcing a confidential declaration template for non-regulated roles. The CSA finds these sessions very useful in terms of problem-solving.

The CSA has undertaken appropriate modules of training for the role in her capacity as the Assistant DSA. The CSA has specific specialisms in domestic violence and abuse, risk assessment, perpetrator management and the impact of abuse on children and young people which she brings to the CSA role. She also has a number of years' experience in probation services with knowledge and understanding of risk management of perpetrators. This has been particularly helpful in establishing safeguarding agreements with known offenders to support the management of risk and enable these individuals to be part of the life of the Cathedral fulfilling a core policy commitment of the Church.

Analysis

The CSA has established good relationships with church officers at the Cathedral and is recognised as the 'go to' person for safeguarding. The post is still quite new but the CSA is known to staff and volunteers and is seen as approachable. She has been very quick to spot areas where safeguarding arrangements need strengthening and has acted decisively to achieve improvements.

The Dean has been instrumental in enabling the CSA to embed in the Cathedral very quickly, and she has valued his very active support. However, given the responsibilities of the Dean for strategic leadership of safeguarding, including oversight of the responsibilities of all activities for which Chapter is responsible, it would be desirable for the Dean to step back from his active management of the CSA. This would satisfy himself that her line management as a contractor for the Cathedral is appropriate and that oversight of the quality and focus of her casework is carried out by someone who is suitably qualified to do this. The Dean's relationship with the CSA would then be more properly focused on her reporting on the health of the various elements of safeguarding across the Cathedral and any issues arising.

In the opinion of the auditors, the joint supervisory arrangements provided by the Dean and the DSA could stray into casework supervision, leading to the potential for a conflict of interest. Separate supervision with the DSA, and separate clinical supervision, mitigate the risk.

Questions for the Cathedral to consider:

- How might the management and supervision arrangements for the CSA be clarified to ensure that the professional needs of the CSA are met and the Dean receives appropriate reports from the CSA on the health of safeguarding across the Cathedral?

4.3 RECORDING SYSTEMS AND IT SOLUTIONS

Description

The Cathedral is in the process of changing from paper records to an electronic system (CPOMS), which will enable joint recording with the Diocese.

The existing paper files are kept in a locked cabinet in a Cathedral office, access to which is limited to the CSA and the Chief Operating Officer. This does mean that records are not available outside office hours.

When using CPOMS, the CSA can access records securely from her laptop.

Analysis

The move to an electronic recording system should prove beneficial in terms of time and access.

Questions for the Cathedral to consider:

- There are no questions in this section.

5 FINDINGS – LEADERSHIP AND ACCOUNTABILITY

5.1 QUALITY ASSURANCE

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. Potential sources of data are numerous, including independent scrutiny. They need to be tied into strategic plans and supporting accountability

Description

The Cathedral Safeguarding Handbook (3.1) states: ‘The Diocese of Sheffield is responsible for supporting the Cathedral in implementing the House of Bishops’ Safeguarding Policy and Practice Guidance. This includes arrangements to monitor the quality of safeguarding arrangements in Cathedral’.

The Diocesan Safeguarding Management Group (DSMG) takes responsibility for monitoring the quality of safeguarding arrangements. The Dean is a member and, on the evidence of three sets of minutes, either he or the CSA (in his absence) reports comprehensively on developments at the Cathedral. What the minutes do not reflect is whether other members of the DSMG ask any questions. Since the DSMG now includes representation from statutory agencies, members should be acting as critical friends.

The Dean was co-author of the peer review process for cathedrals nationally and now provides quality assurance (QA) on the process. As such, he is well placed to understand how QA processes work and how they apply to the Cathedral.

The auditors met with the Independent Chair of DSMG and heard that the main Cathedral-related piece of work progressed to date has been the preparation for the SCIE audit. Understandably, DSMG has a strong focus on supporting improvement in parishes but some of the planned work, such as hearing the voices of survivors, applies equally to the Cathedral.

Future plans for DSMG include the development or adoption of the parish-based ‘dashboard’ system for monitoring safeguarding readiness in parishes and it may be that this could be adapted to include the Cathedral.

The Chair of the DSMG acknowledged that the QA of casework is underdeveloped at present. This might be a natural progression across Diocese and Cathedral from the current focus on safeguarding readiness.

The Cathedral had commissioned an independent self-evaluation ahead of the SCIE audit, which had resulted in a lengthy action plan using RAG rating (red, amber or green) to indicate progress made on the actions agreed. Much has been done already to strengthen the systems that support safeguarding, e.g. Safer Recruitment, the Staff and Volunteer Handbook, policies for complaints and whistleblowing.

The Cathedral Action Plan is monitored and reviewed by the Cathedral Safeguarding Management Group (CSMG).

Chapter acts as the Safeguarding Committee for the Cathedral. Chapter minutes shared with the auditors show that safeguarding is reported on in detail at each meeting. In addition, the Dean provides an annual report on safeguarding.

Analysis

The Dean makes sure that the Cathedral is actively represented as a contributing partner on the DSMG which has overall responsibility for quality assurance.

At present, much attention is rightly being focused on embedding good practice across all departments for clergy, staff and volunteers. There should be greater opportunity in the future for thinking about how to measure the impact of strong processes and training.

Questions for the Cathedral to consider:

- What are the Cathedral's ambitions in terms of quality assurance and measuring the impact of change and how could it develop its Quality Assurance system?

5.2 COMPLAINTS ABOUT THE SAFEGUARDING SERVICE

Description

The auditors were provided with a very comprehensive complaints policy for public use. It is a three-stage process although two stages are panels of Chapter members which may not be entirely realistic. Unfortunately, this policy cannot be located on the Cathedral website as it lacks a search engine. This is a shame as the policy expresses an openness to learning for complaints.

A somewhat different complaints policy can be found in the Cathedral Safeguarding Handbook which is available on the website. This policy refers to an online form that is also not available.

Neither complaints policy refers to complaints about the safeguarding service itself. This is not mentioned in the complaints policy for the Diocese either.

The auditors did not see any complaints.

Analysis

The policy is fit for purpose but needs to be accessible to all. It would make sense for there to be only one policy, if at all possible, which allows for complaints about the safeguarding service.

Where the same subjects appear in the Safeguarding Handbook and the Staff and Volunteer Handbook, it might work to look at whether they say the same or are clearly differentiated.

Questions for the Cathedral to consider:

- How can the website be adapted so that the complaints policy can be searched for?
- How can the Cathedral promote a culture in which complaints are encouraged and dealt with transparently?

5.3 WHISTLEBLOWING

Description

The auditors were provided with the whistleblowing policy which was also not available via the Cathedral website. It is cross referenced in the Cathedral Safeguarding Handbook and one is pointed towards the Staff and Volunteers Handbook.

The auditors understand that there are no instances where the policy has been used relating to safeguarding.

Analysis

The policy is fit for purpose but should be more readily accessible.

Questions for the Cathedral to consider:

- How can the website be adapted so that the whistleblowing policy can be searched for?

5.4 CATHEDRAL SAFEGUARDING MANAGEMENT PANEL

Based on the national guidance in *Roles and Responsibilities* for Diocesan Safeguarding Advisory Panels, 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 they are part of diocesan structures.

Description

The Cathedral Safeguarding Management Group (CSMG) was set up some time ago but had met infrequently for a while until April 2018. The CSMG chose to increase the frequency of its meetings in response to changing safeguarding practices and requirements, and in preparation for the SCIE audit.

Membership includes the Dean, who chairs the group, the Chief Operating Officer, the CSA, the Director of Music and a member of Chapter who is also a church warden. The intention is that, once appointed, the new Canon Precentor will take over the role of chair.

The CSMG is an operational group and now has a focus on the monitoring and

reviewing of the action plan that resulted from the independent self-audit. It works on behalf of Chapter.

The Dean has reviewed the Terms of Reference for CSMG and membership but they were not made available to the auditors.

Three sets of recent minutes were provided to the auditors. They indicate a purposeful meeting that works through a full agenda, although the short-hand references used make it difficult to follow which actions have been completed if one wasn't there. Sometimes participants are listed by initials and it would be better to give names and roles.

Analysis

The CSMG needs to get into its post-audit stride and this might be helped by a review of the Terms of Reference of the CSMG in order to focus it explicitly on delivering the national Promoting a Safer Church policy.

In the first instance, this could involve the adoption of a safeguarding business plan that sets out, in line with national and local priorities, how the Promoting a Safer Church policy is being put into action and brings together remaining actions from the current work plan and actions arising from this audit.

The auditors wondered whether membership might be widened to people who report to the Chief Operating Officer as this might increase 'buy in' to safeguarding.

The Cathedral might consider whether to seek an independent lay chair. If the Canon Precentor chairs CSMG, they will be in the position of commenting on and scrutinising their own area of responsibility (as the Dean is now) and greater independence would support a more 'critical friend' role.

Further discussion is needed about whether and how particular cases should be overseen. Whilst the Cathedral will want to ensure that all cases are managed well and have good outcomes, and that the risk assessment and management of people who pose a risk to others is of the highest standard, the auditors would suggest that this needs to be considered by a smaller group comprising primarily suitably qualified and experienced professionals, whose remit will include decision-making about who need to know what about individual cases. It may be that this can be considered together with the Diocese, where there may be similar issues.

Questions for the Cathedral to consider:

- Should CSMG be chaired independently?
- Would a wider membership of CSMG support the building of a safeguarding culture?

5.5 LEADERSHIP AND MANAGEMENT

Safeguarding leadership falls in the first instance to the Dean, in that he leads on all aspects of life in the Cathedral.

The SCIE team finds it useful to reflect on that they have learnt about the actual meaning of 'leadership' and 'responsibility for safeguarding' in the Cathedral; in particular how this breaks down in terms of strategic, operational and theological/spiritual leadership and how well each is defined and understood.

5.5.1 Theological leadership

Description

The remit for theological leadership in relation to safeguarding is clearly always with the clergy and especially with the Dean of the Cathedral. This is extremely valuable in helping congregations and clergy to understand why safeguarding is a priority and intrinsic to the beliefs of the Church of England. This aspect of the leadership role is the foundation for the culture of the Church and is critical in terms of making it a safer place for children and vulnerable adults.

The Dean gave an account of his own safeguarding journey before and after ordination. He had been proactive in previous posts in trying to counter the harassment of minorities and in repairing a faith community that had been damaged by safeguarding issues.

The Dean shared that he had used the occasion of a Service of Thanksgiving for the centenary of the Diocese to preach about the failure to protect children from organised sexual abuse in Rotherham. His challenge was that a community failure to listen to children is also a failure by the Church.

Analysis

The Dean of Sheffield links safeguarding to giving people a voice and hearing what they say, for example the victims of child sexual exploitation. His commitment to the representation of minorities makes the Cathedral an inclusive place.

5.5.2 Strategic leadership

Description

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.

The Dean is clear about his responsibility for safeguarding and was transparent in reflecting that it had taken time to realise that he was not as well supported by a previous colleague as he thought he was and should have been. He acknowledged that the rate of change in the Cathedral had not always kept pace with the changes introduced externally. To be completely sure that safeguarding is moving forwards, he has assumed the lead role both strategically and operationally and chosen not to delegate it. This is temporary, pending the appointment of a new Canon Precentor

who will be interviewed, in part, on their safeguarding knowledge and commitment. Meanwhile, the auditors gained the impression that progress in safeguarding was resting on the shoulders of one person.

The Dean had recently welcomed a new lay Chapter member, a senior member of university staff, who has a good knowledge of safeguarding.

The action plan arising from the recent independent safeguarding assessment is in effect Sheffield's equivalent of the Safer Church Action Plan required by national guidance.

5.5.3 Analysis

For as long as the Dean needs to carry full responsibility for safeguarding as well as his other responsibilities, there is a potential weakness in the system.

The recent appointment of a new Chapter member, as well as the forthcoming appointment of a Canon Precentor with lead responsibility for safeguarding, will bring much needed additional experience and capacity and enable the Dean to provide more effective strategic leadership for safeguarding, as envisaged in Roles and Responsibilities.

5.5.4 Operational leadership and management

Description

As stated above, the Dean does not currently delegate responsibility for safeguarding. The Chief Operating Officer is the lay lead and oversees Safer Recruitment, DBS and associated processes, and directs the workflow of the CSA, but does not manage her. The Dean chairs the Cathedral Safeguarding Management Group, which is charged with the oversight and delivery of the action plan arising from the self-assessment.

The Chief Operating Officer has worked hard to put strong guidance and processes into place (including, for example, a handbook for staff and volunteers), supported by a consultancy contract for HR expertise. She is using management training to support the development of a strong management team and culture, and works closely with the CSA and HR consultant to promote safe working practices.

Analysis

The Cathedral is ambitious regarding safeguarding and wants to get things right. The sense is that everyone is now pulling in the same direction and progress is slowed by capacity rather than commitment.

The Cathedral staff team is small and stretched, and it is fair to say that the auditors felt that more progress might have been made on, for example, Safer Recruitment, had the available resource been greater.

Nevertheless, considerable time and energy has recently been devoted to sorting out problematic areas. The action plan resulting from the self-assessment gives a timetable for improvement.

5.5.5 Culture

Description

The most critical aspect of safeguarding relates to the culture within a cathedral and the extent to which priority is placed on safeguarding individuals as opposed to protecting the reputation of the Cathedral. Also integral is the ability of all members of the Cathedral to 'think the unthinkable' about their friends and colleagues.

SCIE's experience auditing safeguarding in faith contexts more broadly, suggests that in areas where there is experience amongst senior clergy of previous serious abuse cases, a culture of openness and humility in approaching safeguarding issues can be stronger. This is in addition to a cultural 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.

A culture where safeguarding is seen as a shared responsibility supported by an expert team. An open learning culture starts from the assumption that maintaining adequate vigilance is difficult and proactively seeks feedback on how safeguarding is operating and encourages people to highlight any concerns about how things are working so they can be addressed.

Sheffield Cathedral has a long history of striving to be inclusive and welcoming to all, as evidenced by the growth of the Archer Project.

The Dean has shown leadership by, for example, going on record regarding his views about equality in relationships and by his concern that the Cathedral should be a safe place for people who identify as LGBTI+.

The Dean and Chapter have a strong belief in giving people a voice. The Cathedral is moving towards a greater culture of listening to children, starting with choristers who are involved in writing their own handbook. The plan is to use two areas of the Cathedral as pilots for a rights-based approach to children's views and then to roll it out across the Cathedral.

The auditors view is that people who feel valued and are confident in having a voice are more likely to protect themselves and others from abuse, and less likely to be over-deferential. Thus an inclusive culture that values people is also a safeguarding culture.

The auditors heard that volunteers at the Cathedral come from all faiths and none. Some are students at one of the two universities in Sheffield, bringing a younger profile to the volunteer group. A volunteer group that has a mix of ages, nationalities and faiths is likely to be more outward looking and accepting of others.

When asked, people told the auditors that safeguarding has changed rapidly at the Cathedral in recent years, to some extent in response to changes in national policy, and that the Cathedral is now a safer place.

Analysis

An analysis of the strength of the safeguarding culture needs to start with the caveat that (see section 2.4 Limitations of the audit) the focus group for volunteers was poorly attended. The attitude of volunteers is typically a litmus test for culture and here there was insufficient evidence of their views to inform a strong finding.

The auditors found a strong expressed commitment to safeguarding but less evidence that the culture of safeguarding was embedded enough to make people confident about raising an issue or asking a question. Once a safeguarding issue has been identified, the response is strong.

Nevertheless, the Cathedral is taking positive action to strengthen further the culture of keeping everyone safe; directly through setting up a system and processes and indirectly through being inclusive and outward-looking.

Questions for the Cathedral to consider:

- What changes does the Cathedral need to make to ensure that there is clear strategic leadership of the different elements of safeguarding – i.e. operational (Safer Recruitment, training, DBS), promoting the safety of children, vulnerable adults and overseeing pastoral care, and the management of sexual offenders – supported by strong operational leadership and processes?
- What additional actions do the Dean and Chapter need to take in order to promote further the embedding of a safeguarding culture across the entire Cathedral community?

5.5.6 Links with the National Safeguarding Team

Links with the National Safeguarding Team are through the Diocesan Safeguarding Team.

6 CONCLUSIONS

6.1 INITIAL FEEDBACK TO THE CATHEDRAL

6.1.1 Safe activities and working practices

Buildings

What's working well?

- Building is safe, light and open and well managed in terms of people in the space.
- Volunteers feel safe.
- Archer Project has separate entrance away from main door.
- Verger team manage the building well

What's working less well?

- Concerns re outside lighting, drug dealing and occasional rough sleepers in side doorway
- Lone working for vergers when locking up
- Safety of children in toddler group

Vulnerable adults

What's working well?

- Attention given re safety of vulnerable people and enabling them to be part of the community
- Ambition to become dementia friendly
- Care re people using café
- Housing the Archer Project and acceptance that will be in Cathedral
- Space for AA and NA

What's working less well?

- Need to risk assess the groups who use the Cathedral
- Vergers want more training in dealing with difficult situations

Children (non choir)

What's working well?

- The popularity of toddler group was not an obstacle to the review of safeguarding
- Cathedral provides volunteering opportunities to under 18s

What's working less well?

- Need to risk assess all the activities that include children – including servers and volunteers

Choir

What's working well?

- Choristers enjoy being in choir and feel safe
- Parents feel more included than in the past
- Acting Director of Music clearly enjoys his role and has what look like appropriate connections with the children
- Director of Music is planning for equality in terms of input and age group between girls and boys

What's working less well?

- Need clarity about the role, if any, of lower voices re choristers when in the choir common room. Is there anywhere else they could congregate?

Bell ringers

What's working well?

- Ringing Master and deputy are trained and DBS checked, aware of 16-year-old ringer and her safety

What's working less well?

- Need to risk assess; visiting ringers (no record kept of who and where from), the door of tower being open during practice times and social media contact between ringers
- Safer Recruitment must be embedded

Casework and recording systems

What's working well?

- Casework is sound and well recorded
- Move to CPOMs a good idea as can be accessed remotely

What's working less well?

- One risk assessment didn't spell out the offence and sentence; doing so anchors the reason for the assessment which may otherwise be lost or minimised in years to come.

Training

What's working well?

- Everyone the auditors spoke with had had the relevant level of training within the last three years
- Volunteers accepted the need for training
- Training is well tracked and recorded

What's working less well?

- Some feelings that it is more relevant to Diocese than Cathedral
- It is less clear that training always leads to things being done differently – if there was more time, a follow up to training to make a plan of what needs to change might be good for people running an activity

Safer Recruitment

What's working well?

- Safer Recruitment has received focused attention
- Files are well organised, especially for volunteers
- There is evidence of audit activity.

What's working less well?

- Processes are not yet fully embedded and evidenced in HR files

Organisational supports

What's working well?

- Lots of recent work to ensure comprehensive range of procedures, handbooks, guidance
- CSA well known, trusted, safe pair of hands, clearly very active from outset
- Case recording is in place and also mechanism for review and oversight
- People well aware of the new form for reporting incidents
- Plans in place for further improvements to supporting systems

What's working less well?

- Recent changes are not fully embedded
- Handbooks etc. are not always very accessible because of length

Leadership and accountability

What's working well?

- It is clear who is responsible for what
- Self-assessment has provided very detailed basis for safeguarding development plan

- CSMG is in place
- Targeted activity in response to areas of concern e.g. parent and toddler group
- Culture of Cathedral as 'a place for all people' comes through clearly – well understood
- Particularly impressed by the welcoming acceptance of the ministry to vulnerable adults e.g. the Archer Project and also dementia-friendly developments
- Recent evidence of 'getting to grips' with areas of individual concern
- Strong ownership by key leaders and managers across Cathedral
- General support for need to strengthen safeguarding – limited resistance experienced

What's working less well?

- Capacity for leadership below strength
- Over involvement of leaders in operational detail makes visible leadership and QA problematic
- CSMG very restricted in membership
- Role of DSMG in relation QA is underdeveloped, including the Cathedral

APPENDIX: REVIEW PROCESS

DATA COLLECTION

Information provided to auditors before the site visit

- Cathedral context
- Sample general and Sunday newsletters
- Information about 'Rufus Mouse'
- Reports on the shop and café
- Sample orders of service
- Extracts from the Staff and Volunteer Handbook
- The Cathedral Safeguarding Handbook
- Process and template for incident reporting
- Training materials C1 and C2
- Self-assessment and action plan
- Job descriptions for staff and volunteers
- Music Department action plan
- Choir Handbook
- Chaperone Handbook
- Codes of conduct for choristers and lower voices
- Terms of reference and minutes for choir parents committee
- Sample choir newsletters
- Sample choir signing-in sheet
- CSMG minutes x three
- Chapter minutes re safeguarding x three
- Organisational structure charts
- Review of toddler group

Information provided to auditors during the site visit

- CSA protocol
- Assistant DSA information pack
- Terms of reference and minutes x three of DSMG

Participation of members of the Cathedral

Conversations were held with the following people:

- The Dean
- The Chief Operating Officer
- The CSA
- The interim DSA and Independent Chair of DSMG
- The Head Verger

- The Assistant Director of Music
- The Chief Executive of The Cathedral Archer Project
- The Ringing Master
- The Volunteer Coordinator
- The Canon Missioner

Focus Groups were held with:

- Choristers
- Parents and Chaperones of Choristers
- Volunteers

The audit: what records / files were examined?

The auditors reviewed:

- Five case records
- Three volunteer HR files and four staff HR files for evidence of Safer Recruitment.