

To be updated in June and Sept 2022, and reviewed annually by Chapter

Questions to consider

Precincts and buildings

What practical steps could be taken to improve the safety and security of all those working in, using and enjoying the Cathedral and its surroundings?

| Action | Person Responsible | Timescale |
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| Review location of CCTV cameras in the Cathedral | Director of Property and Fabric | May-22 |
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| Consider installation of panic button in shop, and other locations | Director of Property and Fabric | May-22 |
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| Review lone worker policy and practice, and introduce training | Director of Property and Fabric | May-22 |
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Who is best placed to develop procedures to promote consistent practices in relation to external threat, lone working and lost children?

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| Introduce a procedure for lost children | Director of Property and Fabric/ Education Officer | Apr-22 |
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How confident is the Cathedral that there is sufficient capacity overall to ensure safety at the busiest of times?

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| Robust risk assessment of various safeguarding potential threats | Director of Property and Fabric | May-22 |
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Vulnerable adults

What can be done to improve overall confidence in identifying and meeting the needs of vulnerable adults and responding well to those in crisis?

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| Review lone worker policy and practice for home visiting, and introduce training (to include keeping of logs and recording information of concern, policy on handling money, driving vulnerable people) | Cathedral Reader/CSO | May-22 |
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| Introduce programme of mental health training for staff and volunteer | CSO/Day Chaplain Coordinator | May-22 |
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Children

What additional measures are needed to support improvements in the safety and wellbeing of children attending the Cathedral's activities?

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| Audit consistency of policies, procedures and recruitment across all children's groups | CSO | May-22 |
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| Review processes for the engagement and training of leaders | Youth Chaplain | Apr-22 |
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| | Develop good and open communication channels, particularly with parents and volunteers | Youth Chaplain | Apr-22 |
| How confident is the Cathedral that safeguarding procedures and practice in its children's and youth activities are aligned with best practice in the Learning Centre? | Work with Learning Department leads to ensure that best practice is transferred across, and that good channels of communication remain open | Youth Chaplain | Apr-22 |
| | Work with learning team on various events and initiatives, and vice versa to help one another in our work, and share points for development | Youth Chaplain | ongoing |
| How might the CSO best support the Youth Chaplain in identifying and responding to the needs of vulnerable attendees at the children's and youth groups? | CSO to meet regularly with Youth Chaplain and other activity leaders as appropriate | Youth Chaplain/ CSO | ongoing |
| | CSO is to familiarise herself with activities and help to identify and resolve potential safeguarding risks with the Youth Chaplain | CSO | Apr-22 |
| Choirs | | | |
| How might the safeguarding arrangements for the choir rehearsals and singing lessons be strengthened, including arrangements with parents/ carers for drop off and collection? | CSO to observe and evaluate regularly arrangements for choir rehearsals, singing lessons, and arrangements for drop off and collection | CSO | Mar-22 |
| How might the Master of Music be supported in his responsibilities as the person ultimately accountable for ensuring high safeguarding and welfare standards are consistently maintained across the entire music department, and concerns are appropriately identified and responded to? | CSO to be a regular member of the Music Department Pastoral meetings | CSO | in place |
| | Increase the number of paid chaperones to cover all choirs with children, reporting to a lead chaperone who reports to MOM | MOM | Jan-22 |
| How might the Cathedral seek feedback from choristers and parents in order to be assured that arrangements for their safety and wellbeing are working as well as possible? | CSO, with MoM, to devise regular questionnaires and surveys for get feedback from parents and choristers | MOM/CSO | May-22 |
| How might the CSO best be used to support Music Department staff, including the chaperone, in assuring the safety and wellbeing of children in the choirs? | All chaperones to familiarise themselves with CSO contact details | Lead Chaperone/CSO | Mar-22 |
| What else could be done to raise the profile of safeguarding and the CSO in the Music Department? | Invite CSO to meet with parents and choristers to raise profile of safeguarding | MOM/AMOM | Annually in Sept |

Case work (including information sharing)

What needs to be done to ensure that all files and records of safeguarding and welfare concerns are of a good standard, contain all basic information and are regularly monitored and reviewed?

Implement standard front summary sheet for all files CSO May-22

Install national system when available CSO

How confident is the Cathedral that all staff and volunteers are aware of their responsibilities to share safeguarding and welfare concerns with the CSO and how might such reporting be enabled?

CSO, supported by senior staff and volunteers, to ensure awareness of new/interim system and duty to report concerns in writing CSO/VSO May-22

Training

How might a safeguarding training plan help the Cathedral assure itself that all staff and volunteers are receiving the right training at the right time, delivered in the most effective way, and that this is having a positive impact?

Write a training plan for staff and volunteers, that sits alongside the Diocesan training plan, to support existing good practice of training, including most recent requirements of the Church of England Safeguarding training framework CSO/HR Manager (with DSA) May-22

Communicate training plan to all staff and volunteers and review progress at regular intervals with department heads and volunteer group leads CSO/HR/VSO May-22

Seek feedback on whether learning outcomes are being put into practice through twice yearly audits (focus groups/ surveys etc) on specific parts of the community and at other appropriate check points CSO/HR/VSO ongoing

Safer Recruitment

What steps need to be taken to ensure that St Albans Cathedral becomes consistently compliant with all aspects of the national Safer Recruitment Practice Guidance and how will this be monitored and reported?

Review all current Safer Recruitment processes for volunteers and staff, and establish consistent recording and filing practices for all Safer Recruitment across the Cathedral. CSO to spot check recent records quarterly and report to Chapter Safeguarding Lead CSO Aug-22

Keep up to date with national requirements through attendance at national C of E Safeguarding meetings and updates, communicate these to the Cathedral Safeguarding Committee and ensure the requirements are actioned appropriately with staff and volunteers CSO ongoing

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| How could safeguarding be further embedded in all areas of safer recruitment and associated HR processes? | Ensure all recruiters of staff and volunteers are up to date with Safer Recruitment training. CSO to follow up with those recruiting at regular intervals. Identify ways to give Safeguarding greater prominence at staff and volunteer inductions | HR Manager CSO/VSO/ department and volunteer heads | ongoing |
| What advantages would there be in adopting a central HR record of all staff and volunteers and how might this be achieved? | Consider merits of combining the current 2 databases of staff and volunteer training records | HR Manager/ COO/CSO | Aug-22 |
| <i>Policy, Procedures and Guidance</i> | | | |
| How might the Cathedral assure itself that its safeguarding policies, procedures and guidance are comprehensive, up to date, accessible, understood, consistently applied and effective? | Review the Cathedral Safeguarding Policy in the light of the Church of England's 'Promoting a Safer Church' and 'Key Roles and Responsibilities' documents | CSO | Jun-22 |
| | Ensure a clear distinction between policy and procedures in the Cathedral Safeguarding Policy and Procedures | CSO | Jun-22 |
| | Amend Employee Handbook to reference safeguarding | HR Manager/ COO | Jun-22 |
| | Ensure that there is an up to date volunteer handbook, including relevant parts of Employee handbook | VSO/ COO | Jun-22 |
| How can the Cathedral be assured that policies, procedures and practices across departments are consistent and based on best practice? | Share good practice between departments through Cathedral Safeguarding Committee | Chapter Safeguarding Lead | ongoing |
| <i>Cathedral Safeguarding Advisor and their Supervision and Management</i> | | | |
| How might the Cathedral work with the Diocese to ensure that its requirements for a safeguarding service are adequately assessed, provided and reflected in the SLA? | CSO to have identified supervisor | CSO | Mar-22 |
| | CSO to attend relevant Diocesan, Regional and National meetings | CSO | ongoing |
| How might the role of the CSO be made more visible and familiar to children, parents, staff and volunteers? | CSO to be available regularly in office and around Cathedral to raise profile | CSO | ongoing |
| | Introduce CSO to congregations at services | CSO | Mar-22 |

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| What opportunities are there to formalise CSO input into and oversight of key departments including music and youth? | CSO to attend relevant Cathedral staff and volunteer meetings | CSO | ongoing |
| Recording Systems and IT Solutions | | | |
| How might the current system of locally held records and incident books be combined to provide better immediate oversight of low-level concerns? | Review the current locally held records to identify whether they can be populated differently to improve oversight. | CSO/HR Manager | May-22 |
| How can the Cathedral need to do to satisfy itself that all potential safeguarding concerns are identified and reported promptly? | Consider a consistent paper referral process/comments system eg. common template for internal use to be sent to CSO for collation | CSO/HR Manager | May-22 |
| Quality Assurance | | | |
| What would be the benefits of developing a strategy for <i>Promoting a Safer Church</i> with an accompanying delivery plan? | Provide annual action plan for Cathedral based on Promoting a Safer Church and the annual safeguarding report | CSO | Jun-22 |
| What steps are needed to develop a framework for quality assurance, in which feedback is sought from a range of children and adults, including survivors of abuse, as the basis for providing evidence to Chapter and DSAP of progress in creating a strong safeguarding culture and compliance with the expectations of <i>Promoting a Safer Church</i> ? | Employ the national safeguarding Dashboard process | CSO | May-22 |
| | Introduce a framework for quality assurance, including feedback forms, surveys, and possibly focus groups | CSO | Sep-22 |
| Complaints about the Safeguarding Service | | | |
| What benefits might there for the Cathedral in either developing its own Complaints Procedure or incorporating the Diocesan Complaints Policy alongside its own policies and procedures? | Put in place an external Complaints Procedure and review the current internal Complaints Procedure | COO | May-22 |
| Whistleblowing | | | |
| How might the accessibility of the Cathedral whistleblowing procedure be improved? | Review the current Whistleblowing Policy | COO | May-22 |
| | Make policies and procedures easily available to all staff and volunteers via improved internal signposting including volunteer newsletters, inductions and links to Diocesan policies where appropriate | HR Manager, department heads, VSO, volunteer group leads | May-22 |

Cathedral Safeguarding Committee and Diocesan Safeguarding Advisory Panel

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| How might the CSC be repositioned and developed to enhance its operational leadership of safeguarding and assist Chapter with its strategic responsibility for Promoting a Safer Church? | Review TOR of CSC, clarifying its role in overseeing operational leadership | Chapter Safeguarding Lead/CSO | Jun-22 |
| | Consider which body is best positioned to assist Chapter with strategic responsibility, and in monitoring impact and scrutinizing effectiveness | Chapter Safeguarding Lead/CSO | |
| How might the Cathedral work with the Diocese to enhance the effectiveness of the scrutiny and challenge role of DSAP in relation to the Cathedral? | Consider with the DSAP how to introduce more systematic reporting about Cathedral Safeguarding, including the attendance of the Cathedral Safeguarding Lead | Chapter Safeguarding Lead/CSO/DSAP | Apr-22 |
| | Review process for reporting annually to the bishop | Dean/COO | Apr-22 |
| Leadership and Management | | | |
| What more might the Dean and clergy do to share positive public messages around the importance of safeguarding and its integral place in church life? | Ensure regular referencing of Safeguarding in public messaging, sermons, intercessions | Dean/clergy | ongoing |
| How might the structures and systems within the cathedral be developed to ensure that the relative responsibilities for strategic and operational safeguarding leadership are clear and that there is proper accountability for activities and progress in delivering the <i>Promoting A Safer Church</i> policy? | Consider TOR for Senior Management Team to define its relationship with Chapter, reinforcing the distinction between strategic and operational responsibilities | Dean/COO | Jun-22 |
| | CSO to attend SMT as appropriate, with regular reporting on operational safeguarding issues | CSO | ongoing |
| How might the Cathedral work with the diocese to agree relative roles and responsibilities, including the interface between the CSO and the DST, within a reasonable time frame? | Introduce SLA between the Cathedral and the Diocese | COO | Jun-22 |
| What additional steps could be taken to promote and embed an open, learning culture across the cathedral in which safeguarding is owned as 'everybody's business' and test out how effectively this is being achieved? | Encourage safeguarding to sit on agendas for meetings as a matter of routine, and embed the culture that this is to do with promoting welfare as a whole | COO/Dean/SMT | ongoing |