

Area for Action	Auditors Questions	Response	Proposed Actions	Target Date	Progress
<ul style="list-style-type: none"> Safe Activities and Working Practices 					
Precincts and Buildings, Page 7	1. What Practical steps could be taken to improve the safety and security in the Cathedral and its associated buildings and surroundings?	The Cathedrals aim is to ensure all staff, volunteers and visitors feel safe and protected whilst at the Cathedral or within its associated buildings. It strives to seek a balance between maximising security and safety for the building and staff, whilst ensuring all visitors continue to feel welcome and at ease whilst at the Cathedral.	To ensure the safety and security of the Cathedral, consideration will be made for the installation of physical systems. e.g., CCTV.	September 2022	The Church of England CCTV policy was located, and enquiries are underway regarding the practicalities of installing internal and external CCTV at the Cathedral and within its associated buildings.
			To ensure entrances and exits where members of the public are not permitted, are kept closed. During working hours doors will be kept unlocked from the inside to ensure easy exit in an emergency. Periodic monitoring by CSA will occur to ensure compliance.	Ongoing	Direction provided to ensure all doors are closed.
	2. How might the lone worker policy be developed, in conjunction with staff and volunteers, to provide firmer support to those who work alone regularly or occasionally?	The Cathedral has a lone worker policy, but this needs to be updated to reflect the working practices of all staff and volunteer duties, ensuring compliance with safeguarding and health and safety measures.	The lone worker policy will be updated to ensure it accurately depicts the working practices of all staff and volunteers, including the arrangements in place following a safeguarding concern.	June 2022	Lone worker policy is currently under review. Discussions being held with staff and volunteers, and CSA awaiting updates of any further lone working practices.
		Staff and Volunteer handbooks will be updated to reflect the lone worker policy.			
	3. Given the limited capacity, how realistic is it to expect the verger team to provide a 'ministry of welcome' throughout the Cathedral's opening hours in addition to their other responsibilities?	The Ministry of Welcome provided by our Verger Team was a response to the COVID-19 pandemic and was welcomed by visitors to the Cathedral.	Verger duties to be realigned with the Cathedrals priorities and objectives. All duties to be reflected in the Verger job description.	September 2022	The Verger Teams duties are currently under review.
Children, Page 9	4. What additional measures are needed to support improvements in the safety and	Cathedral staff responsible for children's activities were recruited in line with the	CSA to meet with all group leaders to create review and/or update risk assessments for their activities. Risk assessments will incorporate	June 2022	

	wellbeing of children attending the Cathedral's activities?	Church of England's safer recruitment policy and all undertake regular training. We aim to improve the safety and wellbeing of our children by building better working relationships between staff and families.	Safeguarding and Health and Safety compliance and timescales for ongoing reviews.		
	5. How might the leaders of children's activities be engaged in the oversight of safeguarding arrangements in the Cathedral and contribute to developing good practice in all areas?		All job profiles and risk assessments to include the responsibility for safeguarding, and the Cathedrals safeguarding statement.		
			CSA to introduce 6 monthly meetings with all staff and volunteer group leaders responsible for children's activities. This will allow the CSA to engage regularly with group leaders and their activities, whilst providing advice, support, and constructive challenge.	September 2022	
Adults, Page 11	6. What needs to be done to ensure that awareness of safeguarding responsibilities is as well-developed across the entire Cathedral community as that for pastoral care, and that systems of support, reporting and oversight are integrated?	All volunteers are required to complete safeguarding training. The training provides information to the signs and symptoms of abuse and reporting procedures. All staff and volunteers actively working at the Cathedral have completed this training. The CSA has had oversight of reported pastoral encounters, however there is a need for a more systematic approach to the two reporting pathways.	Create an integrated electronic reporting and management system for Pastoral and Safeguarding pathways or enable the CSA to have oversight of pastoral encounters.	June 2022	
			Have a comprehensive cover of day chaplains available in the Cathedral, ensure they complete advanced levels of safeguarding training and have awareness to the new safeguarding reporting procedures.	Ongoing	The Cathedral has increased its staffing to 9 day-chaplains, providing a comprehensive cover across the week. The CSA and volunteer manager are currently working with day chaplains to complete their safer recruitment and safeguarding elements.
			Review all Cathedral staff and volunteer roles to highlight further training needs.	September 2022	

			The Verger Team are required to complete further training - Awareness to domestic violence. CSA to review additional training in Mental Health and conflict management.		
			The Cathedral to provide a quarterly report to Chapter and DSAP, presenting on safeguarding incidents.	Ongoing	The Dean and CSA are now active participants within the DSAP meetings. A summary report is provided on Cathedral safeguarding matters.

- **Choirs and Music**

Choirs and Music, Page 13	7. How might the OMC be best supported in his role as head of the music department, and ultimately accountable for ensuring high safeguarding and welfare standards across the entire music department?	The OMC is supported by the OA and choir matron. The OMC holds responsibility for the male chorister's performance and welfare, whilst the OA has responsibility for the female choristers. The Choir matron takes additional responsibility for the chorister's wellbeing. The choir matron is present during rehearsals and ensures welfare and safety of children on arrival and exit of the building.	Ensure separation of strategic and operational duties, either through the recruitment of additional staff, and/or delegation of operational duties across the team.	September 2022	
			Recruitment of new Choir matron assistants needed, to provide appropriate coverage.	Ongoing	A choir matron assistant has been successfully recruited for part time coverage. Further recruitment is still ongoing.
	8. How might the OMC contribute to the development of safeguarding across the Cathedral?		OMC to be involved in the 6 monthly meetings held between CSA and those responsible for children's activities.	September 2022	
	9. How might the Cathedral assure itself that arrangements for the safety and wellbeing of choristers are working as well as possible?	A weekly welfare meeting takes place for sharing and discussing of choristers. Concerns raised are reported to the CSA. This year, the Music Department began updating their policies and procedures.	Parents/guardians to be offered 6 monthly meetings to discuss the performance and welfare of their child.	June 2022	
			The Music Department to record decision making processes, actions and updates relating to all welfare related matters for choristers. Records to be held in one central location.	June 2022	

			CSA to have safeguarding oversight of chorister welfare files.	September 2022	
	10. What needs to be done to ensure that the policies, procedures, and guidance in the music department are explicit, accessible, understood and consistently observed?		Music Department to continue updating policies and procedures, with incorporation of safeguarding and health and safety best practices.	September 2022	
			CSA to review all policies, procedures, and practices to provide safeguarding oversight.		
			Policies, procedures, and practices to be uploaded on the Cathedral database for all staff to view.		
<ul style="list-style-type: none"> Case Work (including information sharing) 					
Page 19	11. What might be the benefits of a single route for reporting all concerns and how might this be monitored for consistency?	In 2021 the Cathedral appointed a new CSA Cathedral implemented a new system for tracking safeguarding concerns	Introduce clear and easy to understand policy and procedures for reporting concerns which integrates safeguarding and pastoral encounters.	June 2022	
			Raise awareness to the reporting process, ensuring all staff and volunteers are aware of their own responsibilities.		
			CSA to seek support and advice from the Diocese Safeguarding Team, to strengthen the Cathedrals safeguarding practices.	Ongoing	
Page 19	12. How might the general understanding of confidentiality, responsibility for reporting concerns, recording and GDPR be improved across the Cathedral?	The Cathedral implemented mandatory safeguarding training, which includes awareness to confidentiality, and the need to report and record concerns.	Raise awareness of GDPR to all staff and volunteers, and the GDPR representative to be more visible.	September 2022	
			Review the need for GDPR training and identify staff whose role would benefit from its training.		

			The Volunteer handbooks will be strengthened to encompass greater emphasis on confidentiality, information sharing, and the recording of concerns.	September 2022	
<ul style="list-style-type: none"> • Training 					
Page 22	13. What needs to be done to prepare for full and timely implementation of the national safeguarding learning and development framework?	Mandatory safeguarding training is now in place. Staff and volunteers are unable to take up post until the Basic awareness and/or Foundation online training is completed. The CSA holds a record of staff and volunteer training completions.	Devise a training matrix to ensure staff and volunteer roles coincide with relevant training.	June 2022	
			All job profiles to be updated with clear training requirements.		
			Provide information and accessibility to training on the Cathedral website safeguarding page.		
			Utilise the training matrix to track staff and volunteer's adherence to training.		
	14. What improvements are needed to the ways in which safeguarding training is recorded, monitored, evaluated, and reported, and how might these be achieved?		Training renewals to be monitored monthly, and reminders sent to individuals 2 months prior to the expiry date.	Ongoing	Majority of staff and volunteers recently renewed their basic and foundation safeguarding training. This will not need renewing for another three years.
			Implement feedback forms for staff and volunteers to identify additional training needs.	June 2022	
			Implement additional face to face training of the basic awareness and foundation training courses, including feedback forms at the end of the training.	September 2022	The CSA currently offers one-to one appointments to individuals experiencing difficulties with the online training courses.
<ul style="list-style-type: none"> • Safer Recruitment 					
Page 24	15. What experience and skills are required to formalise HR oversight within the Cathedral, and what role (existing or new)	The Cathedral hopes to implement a service level agreement with the Diocese to address the lack of HR expertise and oversight.	The role of HR is to be raised and addressed within Executive meetings. To discuss the need for either HR recruitment, or the integration of HR duties into pre-existing roles at the Cathedral.	June 2022	

	would this most appropriately sit within?		Short and long-term strategies to be identified, to ensure roles, such as safer recruitment, are being managed in line with policy.		
	16. Who would be best placed to attend safer recruitment training?	Those currently required to complete safer recruitment training have completed this.	Utilise the training matrix to continually review those required to undertake safer recruitment training.	Ongoing	Successful completions from 4 people holding responsibilities for recruitment at the Cathedral. CSA currently reviewing those with oversight.
	17. How should volunteer recruitment files be reorganised and reviewed (including role profiles) to ensure that they reflect good practice?	The volunteer manager ensures safer recruitment elements are completed for each volunteer prior to them commencing work at the Cathedral. This includes an application form, interview records, two references, signed job description and a checklist. A centralised record for tracking volunteer safer recruitment elements is overseen by the COO.	A single recruitment file to be held for each volunteer, that follows the same format as staff members.	June 2022	
All new and pre-existing volunteer files will be reviewed by the COO to ensure appropriate oversight			September 2022		
Review all volunteer job profiles to incorporate the need to safeguard and eligibility for a DBS.			June 2022		
Review DBS eligibility for all staff, volunteers, and chapter members.					
<ul style="list-style-type: none"> Policies, Procedures and Guidance 					
Page 27	18. What steps could be taken to clarify the Cathedral's overall approach to safeguarding, and align all policies, procedures, and practice guidance to reflect this?	The Church of England's national policies, procedures and guidance are often more relevant to Dioceses and their parishes, and the Cathedral see a need for a further localised policy to reflect their practices. Policies are currently accessible from the Cathedrals shared folder. Employment related policies have recently been updated and all are currently	Review the need for a localised policy for reporting and managing safeguarding incidents and concerns.	September 2022	
Safeguarding policy statement to be clear and consistent across departments and teams					
Staff and volunteer handbooks to signpost relevant safeguarding policies.					
Strengthen policies relating to social media, lost children, sharing protocols, managing electronic communications and external threats.					

	19. What system could be put into place to ensure that policies, procedures, and guidance are comprehensive, accessible to and understood by all clergy, staff, and volunteers, consistently implemented, and regularly reviewed?	awaiting endorsement by Chapter.	Ensure all staff confirm in writing, their reading and understanding of the updated policies. Policies to be reviewed every 6 months to reflect new legislation, technologies, and local and national best practice.		The Cathedral have prepared a document for staff to sign. This will be sent to all staff, along with a link to the policy page for them to read. This will be requested following the policies endorsement by Chapter.
<ul style="list-style-type: none"> Cathedral safeguarding officer / Diocese safeguarding advisor 					
Page 29	20. What additional adjustments are needed to enable the CSO to work effectively and ensure that operational leaders take on their full responsibilities for safeguarding?	The CSA manages case files at the Cathedral, and when necessary, seeks advice and support from the DST.	Implement a localised policy where clear roles and responsibilities for safeguarding are set out.	September 2022	
		The CSA will be working collaboratively with the DST, to assist them with their safeguarding enquires, whilst building their own experience of safeguarding within a wider religious organisation.	CSA and ACSO job description to be aligned with the 'key roles and responsibilities guidance. Job profiles to match the duties being undertaken,	June 2022	
	CSA and DST relationship to be strengthened.		Ongoing	The DST provides regular advice and support to the CSA, following the CSAs invite to DST case discussions.	
	Ensure the proposed SLA between the Cathedral and DST accurately reflects the full needs of the Cathedral.			Arrangements agreed within the memorandum of understanding have recently commenced and will be continually reviewed to ensure both the Cathedral and DST are benefiting from the agreement.	
21. 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?					
<ul style="list-style-type: none"> Recording and IT systems 					
Page 31	22. What would a single, centralised HR record (covering both staff and volunteers) look like, and who would need to have access to it to ensure more coordinated oversight and standardised practice?	The Cathedral recognises the need for a single central record for both staff and volunteers and have begun implementing this.	Continue to implement a centralised management system, to include staff and volunteers.	September 2022	
			Identify an individual with full management oversight of files to ensure files remain up to date, and enquiries are actioned as appropriate. This individual is required to work collaboratively with the CSA when necessary.	June 2022	

	23. How might the current system of locally held records and incident books be combined to enable oversight of low-level concerns?		Review the need for the CSA to have access to locally held records such as HR files and wellbeing issues raised by the Music department.		
	24. What does the Cathedral need to do to satisfy itself that all potential safeguarding concerns are identified and reported promptly?	The Cathedral is currently utilising an electronic reporting system. Reports are sent directly to a @safeguarding mailbox.	Continually review the online reporting process to ensure its reliability	Ongoing	The online reporting system is accessed via the safeguarding page of the Cathedrals website. This has proven to be a reliable way of reporting.
			Strengthen the safeguarding page of the Cathedral website, ensuring the responsibly to raise concerns is clear.	Ongoing	
<ul style="list-style-type: none"> Quality Assurance 					
Page 34	25. What benefits might there be in developing a strategy for Promoting a Safer Church with an accompanying delivery plan, and how could this be achieved?	The Cathedral agree that a strategy and delivery plan is needed to ensure compliance with the national policy 'Promoting a Safer Church'.	Develop a clear strategy and delivery plan.	June 2022	
	26. What needs to be done to put in place a comprehensive framework for quality assurance which will be able to evidence progress in creating a strong safeguarding culture and compliance with the expectations of Promoting a Safer Church?	Oversight is required to ensure compliance is achieved as expeditiously as possible.	Present an annual written report to Chapter, which details how quality is assured in safeguarding and the progress made in improving safeguarding culture and practices. Strategies and delivery plan for complying with the 'Promoting a Safer Church' national policy will also be shared for discussion on its progress.	September	
	27. How might the Cathedral seek regular feedback from a range of children and adults, including survivors of abuse, as part of its commitment to its mission and ministry?		To implement annual feedback forms and/or discussions to all staff, volunteers and visitors involved in Cathedral activities.	September 2022	
	Devote a section of the safeguarding website to victims and survivors of abuse, and to include a link for providing feedback.				

<ul style="list-style-type: none"> Complaints about the safeguarding service 					
Page 36	28. What benefits might there be for the Cathedral in either developing its own complaints procedure or incorporating the diocesan complaints policy alongside its own policies and procedures and how might its use be promoted?	<p>The Cathedral always strives to take complaints seriously, and ensure issues raised by its staff, volunteers and visitors are thoroughly dealt with. Currently, complaints are directed to a manager, or member of clergy.</p> <p>The Cathedral continually seeks to improve their service and do see the benefits of implementing a safeguarding complaints policy.</p>	To create a safeguarding complaints policy or adopt the current Diocese policy.	September 2022	
			Update staff and volunteer handbooks with links to the safeguarding complaints policy.		
			The safeguarding page of the Cathedral website to clearly signpost the safeguarding complaints policy, and direct how to make a complaint.		
<ul style="list-style-type: none"> Whistleblowing 					
Page 37	29. How might the Cathedral whistleblowing procedure be promoted, and its use encouraged?	The Cathedral has had a whistleblowing policy in place since April 2020 and agree that further promotion is needed for improving confidence levels in its procedure.	Strengthen the whistleblowing policy, to include the staged process undertaken, signposting to external organisations for further advise and support, and links to the CSA and reporting form.	September 2022	
			Staff and volunteer handbooks to feature details and links to the whistleblowing policy.		
<ul style="list-style-type: none"> Diocesan Safeguarding Advisory Panel 					
Page 38	30. How might the Cathedral best work with the Diocese to enhance the effectiveness of the scrutiny and challenge role of DSAP in relation to the Cathedral?	The Dean and CSA were welcomed as new attendees of DSAP in early December 2021. The Cathedral provided a safeguarding report for information and discussion. The Cathedral will remain a	Continue to engage with DSAP and provide regular safeguarding reports which details safeguarding performance and issues at the Cathedral.	Ongoing	The Dean and CSA will continue to represent the Cathedral at DSAP meetings.
			Review the need for regular assessments by the independent chair of the Cathedral safeguarding arrangements.	September 2022	

		standing agenda item at the meeting going forward.			
<ul style="list-style-type: none"> Leadership and Management 					
Page 39	31. What more might the Dean and clergy do to promote understanding of the importance of safeguarding and its integral place in church life?	The Dean is an active member within safeguarding working groups, ensures safeguarding is an agenda at critical meetings, and continually engages with Cathedral members to promote the need for safeguarding.	More explicit mention to safeguarding within sermons and prayers, when the daily reading provides a platform for it.	September 2022	
	32. What adjustments to the structures and systems within the Cathedral are needed 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 Promoting a Safer Church policy?	The Dean leads the Cathedrals operational duties for implementing the Promoting a Safer Church' policy. Chapter will provide strategic oversight. Operational leadership branches to the executive team, which includes the Dean, clergy, and lay staff. aided by the appointment of a new safeguarding lay member in early 2020.	To request a standing agenda item at Chapter, to review the Cathedrals progress for delivering the Promoting a Safer Church policy.		
			Standing agenda items to be added to the executive weekly meetings where operational leaders attend, and meeting minutes to made available to staff.		
33. How might the Cathedral work with the Diocese to agree an SLA which sets out relative roles and responsibilities, including the interface between the CSO and the DST, within a reasonable timeframe?	A formal agreement relating to IT, HR property support and safeguarding is currently underway.	CSA to formalise safeguarding working arrangements with DST, including roles and responsibilities.	Ongoing	Working arrangements between the CSA and DST are underway. The CSA has previously attended enquiries with a member of the DST.	
		Arrangements for IT and HR to be reviewed. This to include roles and responsibilities and set review periods.			
<ul style="list-style-type: none"> Culture 					
Page 42	34. What needs to be done to promote and embed a culture across the Cathedral in which	The Cathedrals promotion of the newly appointed CSA, and collective responsibility to	CSA and Communications team to regularly feature safeguarding within online platforms.	September 2022	

	safeguarding is owned as 'everybody's business' and which puts the experiences of victims and survivors at its heart?	safeguarding, along with its implementation of mandatory safeguarding training for volunteers has provided a foundation of awareness to safeguarding.	Review the need for an annual 'safeguarding week'. This will allow for heavy promotion of safeguarding, stories of past abuse and lessons learnt, and a chance for victims and survivors of church-based abuse to be heard.		
			CSA to create a Trello board, accessible to all staff, to include useful information on safeguarding, such as national and local policy updates.		