

SOUTHWARK ◆ CATHEDRAL ◆

SCIE Cathedral Safeguarding Audit Action Plan July 2020

Background

In February 2020 the Cathedral underwent an audit by SCIE (Social Care Institute for Excellence) of its safeguarding policy, practices, leadership and management along with its general safeguarding culture. The SCIE audit report was published in April 2020 and is available on the Cathedral website <https://cathedral.southwark.anglican.org/about-us/news/independent-safeguarding-audit-report-for-southwark-cathedral/>

Through the Action Plan, the Chapter of Southwark Cathedral responds to the questions raised in the SCIE Audit. The plan contains responses, actions, who is responsible, timescales and action status.

The Action Plan needed to be published within three months of the final audit report and this plan was posted online 21 July 2020.

Our aspiration to implement actions during 2020 has been delayed due to the Covid 19 pandemic which has radically changed our working practices on a temporary basis and led to the closure of the Cathedral for nearly four months.

Health safeguarding has been foremost in our risk assessments for safely reopening the Cathedral and its activities following the lockdown in July 2020.

CSA – Cathedral Safeguarding Adviser
 CSO – Cathedral Safeguarding Officer
 DSAP – Diocesan Safeguarding Advisory Panel
 DST – Diocesan Safeguarding Team
 SMT – Senior Management Team

	Audit Reference	Audit Observation	Lead Person	Response	Agreed actions	Delivery Timescale	Status
1	3.1.6 P6	How is the Cathedral planning to support and address the increasing expectations placed upon the vergers?	Dean	A review of the safeguarding role of the vergers to take place.	A monitoring of their roles to be ongoing and reviewed weekly at SMT meetings and by one to one conversations.	Autumn 2020	Not yet started

					Discuss with vergers what support they think they need.		
2	3.1.20 P8	How can the Cathedral maintain a proportionate focus on the welfare of less obviously vulnerable adults within the congregation and community, alongside a very proper focus on people who create more evident challenges?	Sub Dean	The clergy team has a standing item at its weekly meeting looking at any concerns regarding staff, volunteers and congregation.	People identified with specific needs to be contacted by the Sub Dean with a proportionate response, with involvement by CSOs and pastoral group as needed. Investigate options for the vulnerable to self-identify via an ongoing notice to contact the Sub Dean.	Ongoing	Underway
3	3.1.16 P8	Would enhanced DBS checks for vergers add a useful safeguard for the Cathedral, or might there be alternative means of achieving this?	Comptroller	Enhanced DBS checks will be required for all new verger appointments.	The present team has worked over a number of years and have previously had enhanced checks carried out. We will continue with DBS checks of vergers in line with safe recruitment and supervision practices.	Ongoing	Underway
4	3.1.37 P10	How might the Cathedral satisfy itself that the arrangements for the crèche are as robust as they need to be?	Sub Dean and Learning Officer	Historically, the creche has been set up and run by parents. For consistency of approach it would be helpful to have more contact from the Cathedral with parents and children.	<ul style="list-style-type: none"> Parents to provide an email address so that they can be updated on the crèche. A brief summary of parental responsibilities and procedures if concerns do arise to be circulated on a termly basis. 	Autumn 2020/Spring 2021	Not yet started

					<ul style="list-style-type: none"> • Should there be at least one safeguarding trained person present? • CSOs could visit the creche on occasion to check on arrangements and be a channel for feedback. 		
5	3.1.38 P10	How can the safety and welfare of child servers be best assured?	Dean and CSO (JT)	A draft Servers safeguarding policy has been written. The relevant sections in the Cathedral's Safeguarding Children and Young People Participating in the Liturgy have been discussed between the Learning Officer and CSO (JT).	<ul style="list-style-type: none"> • Draft policy to be agreed. • Consideration of appointing a chaperone for the serving team. • Training and support for the serving team to be implemented. 	Autumn 2020	Underway
6	3.2.13 P12	Would the benefits of showing the choristers their lockdown venue outweigh any anxiety it may cause?	Director of Music	The choristers are aware of the location of the lockdown venue and have been shown how to access the room. We feel the benefits of showing the choristers their lockdown venue do not outweigh any anxiety it may cause.	Continue regular training of all choristers in relation to our lockdown procedure and location.	Autumn 2020/Spring 2021	Not yet started
7	3.2.15 P13	How frequently would a choir deputy need to sing with the choir to be considered a Cathedral volunteer, with	Director of Music	Choir deputies would never be considered volunteers as they are paid contractors. The	CSA and CSOs to work with the Director of Music to review policy of recruiting choir deputies	Spring 2021	Not yet started

		attendant requirements for training?		CSA has advised that deputies are not required to undertake training at this point in time.	and agreeing limits on contact with choristers.		
8	3.2.16 P13	How can chaperones be supported to maintain a proportionate focus on any potential internal and external risks for choristers?	Director of Music	The Director of Music has created new management structures to train, appraise and support choir chaperones. This has enabled chaperones to maintain and develop a focus on all potential risks.	<ul style="list-style-type: none"> • Include alertness for grooming and bullying in the chaperones' role. • Continue to maintain and develop support, mentoring, training and review mechanisms for choir chaperones. 	Autumn 2020/Spring 2021	Not yet started
9	3.2.16 P13	What is the appropriate role for chaperones in handling any poor behaviour among choristers?	Director of Music	Chaperones are to assist the choir directors to create a calm, positive and engaging learning environment supported and underpinned by our new Chorister Behaviour Policy to be drawn up by Cathedral staff and choristers.	<ul style="list-style-type: none"> • Finalise the Chorister Behaviour Policy. • Continue to use our new systems of training and mentoring to ensure our chaperones are well equipped to support chorister well-being and handle any poor behaviour among choristers in line with the new Behaviour Policy document and established good practice. 	Autumn 2020	Not yet started
10	3.2.17 P13	What are the best systems for rewards and sanctions, and how can these systems be embedded with the choristers?	Director of Music	Our well-established plus and minus structure will be linked to our new Chorister Behaviour Policy.	Choristers have been invited to work with staff to create a new Chorister Behaviour Policy.	Autumn 2020/Spring 2021	Not yet started

11	3.2.19 P13	How can concerns about the emotional wellbeing of choristers be proportionately recorded and monitored?	Director of Music	The emotional wellbeing of choristers is constantly monitored by choir directors and chaperones. Any concerns are immediately recorded in a dedicated book securely kept in the Song School. The Director of Music immediately shares any concerns with the CSA, lead CSO, the Canon Precentor and the Dean. Records are kept in line with policy and good practice.	Maintain the reporting structure and follow-up systems which have been robustly embedded in our Safeguarding Policy and Practice.	Autumn 2020	Underway
12	3.2.20 P13	Is there scope for regular meetings between the Music Department and choir parents, and between the Department and choristers, so that all groups can share ideas and expectations?	Director of Music	The Music Department communicates positively and pro-actively with choir parents by telephone, email and in person at the Song School door on a daily basis. This enables effective communication between all groups.	Consider introducing a school-style one-to-one meeting with parents and staff to monitor chorister progress and wellbeing and to set goals for chorister attainment.	Spring 2021	Not yet started
13	3.2.25 P14	How can systems around the monitoring of visiting ringers be improved?	Dean and Ringing Master	We will improve the quality of information provided by visiting bands by supplying them with a template to complete which will be monitored by the Southwark band and regularly by one of the CSOs.	<ul style="list-style-type: none"> Produce a template for visiting bands to complete including information about under-18s who will be in the group and those who may be subject to a Safeguarding Agreement. It would 	Autumn 2020	Not yet started

					<p>include expectations for visitors.</p> <ul style="list-style-type: none"> • Responses to be monitored by the Society Secretary and periodically by a CSO. • Establish a clear link between local ringers and the National Association to share best practice. 		
14	3.2.26 P15	Is there a safeguarding benefit to be gained from the bell-ringers being somewhat more engaged in wider Cathedral processes, and if so, how can that best be achieved?	Dean and Ringing Master	Safeguarding training has set the scene for culture and awareness of ringers. There is regular contact with Cathedral staff and clergy.	Improve communication of safeguarding and other issues through posters and materials in the ringing chamber. This would also form part of the induction for new ringers.	Autumn 2020	Not yet started
15	3.3.11 P16	What protocols are in place to determine how long information is kept regarding concerns which may fall short of a safeguarding threshold?	Comptroller	We need to develop a protocol for sharing information on lower-level concerns that conforms to safeguarding best practice, guidance in <i>A Safe Church</i> , and GDPR regulations. This could be developed between the DST and CSOs.	Through the regular CSOs meeting with the DST develop a protocol for information sharing and a flow chart to guide decision-making.	Autumn 2020	Not yet started
16	3.3.2 P15	How might the Cathedral strengthen its oversight of casework responses within the Cathedral itself?	Comptroller	Greater clarity among the CSOs about their responsibilities re casework is needed. We need to be clear that CSOs receive	Using the model in <i>A Safe Church</i> , draw up a new role description for the CSOs and make clear through a flowchart how	Autumn 2020	Not yet started

				information and pass it on to the DST for managing the casework. CSOs do not manage casework themselves. Building this into a new CSO role description (see point 23) will clarify this.	information should be passed on and where responsibility for casework lies.		
17	3.5.1 P17	How might a training strategy 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?	Comptroller and CSOs	<p>A training strategy would be helpful in enabling the trainers to plan together, ensuring appropriate coverage and development. Measuring effectiveness is important in enabling planning and further developing delivery of the programme. This will be particularly important over successive training programmes.</p> <p>In the current situation we will need to look at digital methods of training.</p> <p>A training strategy is essential to ensure that all staff and volunteers complete the basic training before undertaking their role.</p>	<ul style="list-style-type: none"> • The two CSO trainers are developing a policy document making explicit the underlying principles and show how these are developed into an ongoing strategy for a 3 year rolling programme. • Develop a leadership training programme with the DST. • Continue to offer sessions tailored for specific groups. • Continue to work closely with the DST to ensure consistency and best practice. • An effective administrator will be needed to support training and ensure record keeping. • Whilst face-to-face sessions are 	Autumn 2020	Not yet started

					<p>preferable, we will also explore digital training methods.</p> <ul style="list-style-type: none"> • Continue to review training needs and delivery in the light of feedback and policy changes. • Ensure all training is consistent with C of E learning and development guidelines. 		
18	3.6.7 P19	What needs to be done to clarify the responsibility for recruiting, monitoring and supporting the full range of volunteer functions?	Volunteers Officer	<p>A decision needs to be made on who is responsible for recruiting.</p> <p>At the moment for most roles this is done by team leaders with the Volunteers Officer recruiting welcomers and assisting some of the team leaders with recruitment for roles including office volunteers, money counters and shop volunteers.</p> <p>Team Leaders need to inform the Volunteers Officer when they recruit a new volunteer and ensure that all recruitment documents, application forms, references and any other relevant checks</p>	<ul style="list-style-type: none"> • Volunteers Officer to set out a recruitment procedure for volunteers and agree with team leaders how vacancies in their areas of Cathedral should be filled. • Set up a recruitment checklist similar to that used for paid staff to ensure all necessary stages of safe recruitment have been completed. This checklist to be filed with the Volunteers Officer so that checks can be made that procedure is being followed. 	Autumn 2020	Underway already

				be given to the Volunteers Officer for filing and entering onto the database.			
19	3.6.8 P19	How might the Cathedral assure itself that safer recruitment practice is operating consistently well?	Comptroller	A regular report to Chapter on recruitment of paid and volunteer staff showing the extent to which safe recruitment policy has been followed. We have a checklist for use by department heads to take them through the recruitment process. Something similar for volunteers is needed.	<ul style="list-style-type: none"> • All department heads to use the new recruitment checklist covering the process for new paid staff. • A similar checklist to be created for volunteer recruitment. • Regular audit by the Cathedral Safeguarding Lead to ensure the checklists have been completed for each appointment and report to Chapter. 	Volunteer recruitment checklist in place by end of November 2020. Audit of completed checklists in place every three months from January 2021	Partially completed
20	4.1.5 4.1.8 P21,22	Can a systematic reviewing process of all Cathedral policies, procedures and handbooks be put in place, together with a mechanism for ensuring the correct version is always in use?	Comptroller	A systematic review involving departments heads should take place annually, co-ordinated by SMT. Updating of handbooks should be done centrally so that consistency is maintained (though there may be some sections that are department specific).	<ul style="list-style-type: none"> • SMT to determine timetable for policy review. • Departmental leads (eg Education, Music, Volunteers) should have the opportunity to contribute to the review process. • Updating of handbooks should be done centrally to maintain consistency • All policies to be reviewed annually in line with updates from national and 	November 2020 and annually thereafter	Not yet started

					<p>Diocesan Safeguarding teams with latest versions on the Cathedral website.</p> <ul style="list-style-type: none"> All handbooks should remain in the designated folder on the L Drive; the correct one will always be accessible from there. 		
21	4.1.10 P22	How might the Cathedral assure itself that its policies, procedures and guidance are accessible, understood, consistently applied and effective?	Senior Management Team	All policies, procedures and guidance are available to staff through the L Drive, to volunteers via Team Leaders and for the public on the website. They are regularly reviewed by SMT to ensure that they are clear and easy to understand and regularly referred to, ensuring that they are consistently applied across the organisation.	<ul style="list-style-type: none"> Undertake an annual audit, seeking the views of those at the frontline of safeguarding practice as to the relevance and effectiveness of the policies. SMT will review the policies in the light of these comments. Ensure changes to policies are reflected in ongoing training. 	December 2020	Not yet started
22	4.2.9 P23	How can the Cathedral, as opposed to the Diocese, satisfy itself of the quality of the work of the DSA and ensure that the DSA is managed and supported in their Cathedral role?	Comptroller	A new DSA has been appointed following the departure of the previous postholder in April 2020. A regular liaison between the DSA and Cathedral on a more formal basis, to review work and support available to the	<ul style="list-style-type: none"> Set up annual meeting between the Dean, Cathedral Safeguarding Lead, (Diocesan Secretary?) and the Chair of the DSAP to review the work of the DSA at the Cathedral 	First review of DSA after 6 months in post (February 2021) and annually thereafter. Quarterly meetings with	Not yet started

				<p>DSA, together with an annual review of the DSA role with the DSAP Chair and Diocesan Secretary would allow the Cathedral to have a wider perspective on the DSA's work.</p>	<p>and provide input into the DSA's annual appraisal.</p> <ul style="list-style-type: none"> Quarterly meetings between DSA, Dean and Cathedral Safeguarding Lead to ensure appropriate support for the DSA's Cathedral role. 	<p>DSA to start from September 2020.</p>	
23	4.2.12 P24	Does the scope of the CSO role need setting out explicitly?	Comptroller and CSOs	<p>This needs to be set out as soon as possible. The role description in the Diocesan <i>A Safe Church</i>, includes aspects that are not part of the CSO role. CSOs have a great deal of general safeguarding experience plus interest and expertise in different areas. It would be helpful to have a general role description, with individual tasks added for each CSO.</p>	<p>The 4 CSOs to look at examples from other cathedrals and consider how relevant the role description in the Diocesan <i>Safe Church</i> applies. General and personal specific roles can be added. This will be reviewed as staff and volunteer personnel changes take place. Feedback suggestions to the National Safeguarding Team.</p>	Autumn 2020	Not yet started
24	4.3.5 P25	How might the Cathedral support its staff and volunteers in ensuring an appropriate balance is found between individual privacy and safeguarding responsibilities?	Comptroller	<p>The clearest way to do this would be through a clear flowchart showing what people need to do when made aware of a safeguarding concern: who to report to, what to report and what assurances to give any individuals involved.</p>	<ul style="list-style-type: none"> Create a flowchart showing how to handle safeguarding information and what the threshold for passing on information. Continue to include this as part of the 	Autumn 2020	Partially completed

				This could be developed with the help of the DST. The flowchart would then be used as part of the ongoing Cathedral safeguarding training programme.	training to staff and volunteers.		
25	5.1.7 5.1.8 P26	How might the Cathedral develop its approach to quality assurance, both internally and with a degree of external scrutiny, in order to comply with the expectations of Promoting a Safer Church national policy and provide assurance to the Chapter of progress towards their objective of creating a safe church?	Comptroller	The best way to achieve this might be to arrange an annual mini-audit of the Cathedral's safeguarding practice and procedures using the model previously supplied by the DST for parishes or develop our own following discussion with the DST and DSAP. Results would then be presented to Chapter. The DSAP could supply the element of external scrutiny and our audit results could be presented at the annual DSAP meeting that focuses on the Cathedral.	<ul style="list-style-type: none"> • Develop an audit template with the DST and DSAP for use by the Cathedral on an annual basis. • Make an annual report to the Chapter and the DSAP with the results. • Carry out an analysis of the impact of training with participants six months after training. 	Spring 2021	Not yet started
26	5.2.3 5.2.4 P27	How might the process for making a complaint about the safeguarding service be made more accessible and straightforward for the Cathedral community?	Comptroller	The procedure for making a complaint about the safeguarding service can be found in the Complaints and Concerns policy.	Review how easy it is to access the policy and if necessary to add an extra link from the Safeguarding page.	Autumn 2020	Not yet started

27	5.3.3 P28	How can the whistleblowing procedures for volunteers be streamlined?	Comptroller and Volunteers Officer	The current whistleblowing policy applies only to paid staff. We will need to consult our HR adviser as to what extent this can be extended to volunteers.	<ul style="list-style-type: none"> • Take HR advice and see what other cathedrals do and draw up a new whistleblowing policy for volunteers. • Volunteers Officer to consult other cathedrals to see how they deal with this issue. 	Spring 2021	Not yet started
28	5.4.9 P29	How might the scrutiny and challenge function of the DSAP be further developed in relation to the Cathedral?	Comptroller	<p>The Comptroller is a member of the DSAP and the Dean attends one meeting each year. However, outside of this, there is no current link between Cathedral and DSAP.</p> <p>It would be helpful to have a meeting at least annually with the DSAP chair and Cathedral (see point 22 above) to review the work of the DSA but also to review the Cathedral's overall safeguarding work. Members of the DSAP could be invited to visit the Cathedral, meet the CSOs and discuss safeguarding best practice on site.</p>	<ul style="list-style-type: none"> • Set up an annual meeting with DSAP Chair to review the work of the DSA at the Cathedral (as point 22 above) but also more regular communication between the DSAP Chair, Dean and Cathedral Safeguarding Lead. • Offer a site visit to DSAP members for 2020 (Coronavirus permitting, or as soon as possible). 	First meeting in November 2020 and annually thereafter.	Not yet started
29	5.5.17 5.5.18 P31	How can Chapter best refresh its safeguarding strategy and action plan, and systematically review and measure progress?	Comptroller and CSOs	Strategy will need to link closely to the results of the Audit. Roles and	<ul style="list-style-type: none"> • Prioritize actions from the Audit, grouping together similar actions. 	Autumn 2020	Not yet started

				<p>responsibilities will need to be reviewed in the light of staff changes and how the Cathedral operates. CSOs, SMT and Chapter will need to make decisions together as to the strategic direction and priorities following the Audit Action Plan.</p> <p>Currently a report is provided by the lead CSO at every Chapter meeting for members to discuss and question.</p>	<ul style="list-style-type: none"> • Develop action plans that have clear milestones and measurable outcomes. These should be on a rolling rota for review at Chapter meetings, alongside the regular safeguarding report. • Progress to be measured against the areas of safeguarding included in the action plans. 		
30	5.5.27 P33	What steps are needed to clarify the operational responsibilities for delivering the Cathedral's Promoting a Safer Church agenda?	Senior Management Team	See action	<ul style="list-style-type: none"> • Review the job and role descriptions of those leading on the Cathedral's safeguarding work to ensure the responsibilities sit with the appropriate people. • If appropriate to consider developing the regular CSO and DSA meetings into a Cathedral Safeguarding Committee. 	Autumn 2020	Not yet started
31	5.5.27 5.5.28 5.5.31 P33	What opportunities as well as risks are presented by the number of significant changes	Senior Management Team	The loss of key members of staff in the coming 2-3 years could mean a loss of	<ul style="list-style-type: none"> • Build safeguarding elements into the job descriptions of senior 	Ongoing as vacancies arise	Underway.

		of people in key posts that are forthcoming?		<p>safeguarding awareness particular to the Cathedral site among senior staff but it also presents an opportunity to build safeguarding into the heart of the job descriptions for new recruits and ensure that thorough induction training into creating a safe church is carried out.</p> <p>There is also a chance to review who is the designated Cathedral Safeguarding Lead and deciding which role that best fits within the senior management and governance structures.</p>	<p>posts as they become vacant.</p> <ul style="list-style-type: none"> • Make safeguarding a prominent element of the recruitment process (at interview). • Draw up an induction plan for new senior staff recruits so that they are aware of how safeguarding applies in the Cathedral setting. 		
32	5.5.33 P34	How can the Cathedral continue to assure itself that the awareness of external threats is not at the expense of a similar focus on the possibility of internal ones?	Senior Management Team	We are committed to ensuring a culture of safeguarding in which an awareness of other threats is highlighted.	To continue raising awareness through bespoke training across Cathedral staff and volunteers including awareness of grooming.	Autumn 2020	Underway