



Safeguarding Action Plan

following the SCIE Audit January 2020

December 2020



Introduction

The Audit process was one in which we were very much affirmed in our culture and many of our practices but also given an opportunity to see those afresh through auditors whom we experienced to be good critical friends. Following the Audit we, like the rest of the world, have been thrown into the whirlwind that has been experiencing a global pandemic. So, it is with regret that it has taken us so long to write a response and a plan. However, it is clear from the plan that this time has not been one in which Safeguarding has taken a back seat, but a time in which we have continued to work consistently to ensure that our Cathedral is always striving to be a place where all God's children can be valued, supported and empowered to serve and follow him.

Themes and Insights

On reflecting on the SCIE Audit report, we believe that there are three key areas on which we need to focus our development work within Safeguarding during the next 12-18 months. They are Policy and Communications , Training and Structures.

One of the SCIE audit findings was that 'the effective links with the diocese create both a valuable opportunity for the strategic governance of safeguarding, and a forum at which the Cathedral could be more directly represented, going forward (audit report 6.1.2). Under the present arrangements one of the three diocesan deans (currently the Dean of Bradford) sits on the Diocesan Safeguarding Advisory Panel. The other two receive the papers and may be invited to speak to particular matters concerning their respective cathedrals. It is recognised that the SCIE finding about deepening links with the DSAP impacts on wider governance arrangements in the Diocese of Leeds.

Finally it is worth noting that a new Residentiary Canon has been appointed and will begin their role as Chapter Safeguarding Lead in April 2021.



Safeguarding Action Plan

Chapter has responsibility over all areas, but the delegated lead grouping for each is in brackets after the title and for each point a delegated person or persons is also listed.

Key

Chapter (C)

Cathedral Safeguarding Advisory Panel (CSAP)

Chief Operating Officer (COO)

Chapter Safeguarding Lead (CSL)

Canon Precentor (CP)

Dean (D)

Cathedral Safeguarding Officer (CSO)

Children's Advocate (CA)

Director of Music (DoM)

Diocesan Safeguarding Advisor (DSA)

It is envisaged that whilst Chapter will hold primary oversight of this and future Safeguarding Action Plans, the CSAP will monitor and report specifically on the delivery of current identified areas of development as well as being a key forum for the discernment of future areas of development (with the involvement of Stakeholders and use of future audits).



Considerations	Report page No	Action	Responsibility	Timeline
Safe Activities and Working Practices				
How can the Cathedral capture the good practice evident into more formalised and written procedures, involving the verger team in their development?	8	Involve the Head Verger (and other key staff) in policy creation and review. Specifically to work with them to create procedure documentation for the smooth running of the site.	COO	1 st half 2021
How can the Cathedral best ensure that, when help or support is needed, it can be accessed reliably and promptly?	8	Procure a radio system that connects staff and volunteers working in the main Cathedral Building with the office staff and with one another.	COO/Head Verger	Completed July 2020, monitor and review Jan 2021.
How can the Cathedral ensure that all volunteers who work directly with children are equipped with safeguarding training, as a priority?	12	Thorough update of all safeguarding training using a developed training schedule to ensure no one has been missed.	CSAP/CSL/CSO	Summer 2021
Choirs, Music and Bellringers				
Is the current arrangement of chaperones working effectively to ensure consistency and a degree of independence?	15	Undertake a specific review with a view to improving the system of recruiting, training and supervising choir chaperones in order that a high level of objectivity and consistency is maintained.	CP/DoM	1 st half 2020
How might the Cathedral better ensure clear and effective communication with chorister parents?	15	<ul style="list-style-type: none"> Create a weekly communication specifically for choristers and their parents. 	DoM/CP	<ul style="list-style-type: none"> Began in Lockdown April 2020, seek feedback in March 2021.



		<ul style="list-style-type: none"> • Regular face to face meetings and opportunities for 1-2-1 conversations. • Consult parents and allow for scrutiny. 		<ul style="list-style-type: none"> • on hold • Zoom used during 2020.
How can the Cathedral capture the experiences of the music department in wider safeguarding mechanisms, going forwards?	15	Include the DoM on a Cathedral CSAP.	C/D/CP	The DoM is listed in the Terms of Reference for the new CSAP (July 2020)
Is the risk assessment of the bell tower current enough to effectively ensure safety?	17	Review risk assessment and consult tower captain. Make amendments as necessary. Consider reviewing a RA from a sister Cathedral.	CP/CSL	Before ringing recommences in 2021.
How can the bell tower be most effectively apprised of relevant safeguarding information and changes, to ensure consistency across the cathedral?	17	Ensure that Volunteer Communications involve all sectors of Volunteers within the Cathedral Community. Consider the development of a 'safeguarding information point' and also appropriate digital newsletters for updates regarding operational matters (including safeguarding).	COO/CSL/CSAP	January 2021.
Casework				
How can the cathedral best ensure a consistent approach to good practice in record-keeping within safeguarding files?	18	Investigate best practice with regard to record keeping in case files, specifically the GDPR implications of naming individuals in files.	COO/CSL	1 st half 2021.



Training				
How can senior leadership best embed a shared priority for the comprehensive and urgent delivery of safeguarding training for all those working within the Cathedral?	20	Incorporate into all induction and training, access points to policy, resources and support available for all staff and volunteers, and to proactively act over and above these contact points to ensure regular dissemination of key contact information. Review Volunteer and staff Handbook also.	D/C/CP/CSL/COO	2 nd half 2021.
How can the Cathedral best draw on the Diocese, or experience and practice of the other cathedrals within the Diocese, to inform and support its training plan?	20	<ul style="list-style-type: none"> Develop a mandatory training schedule for the whole organisation which relies upon the HoB safeguarding training resources. Aim to go above the minimum. Plan regular internal audit using resources from sister cathedrals. 	CSL/DSA	2 nd Quarter 2021.
			C/D	Early 2022.
Are current systems for recording training and training needs robust enough to ensure effective oversight?	21	Develop consistent training records for staff and volunteers using the same system – ensuring that no one is missed out and protecting systems and processes for changes in personnel.	COO/CSL	3 rd Quarter 2021.
Noted from report	7 (3.1.12)	Source de-escalation training for vergers and volunteers as relevant.	COO	January 2021.
Safer Recruitment				



How can the cathedral ensure that consistency is assured across volunteer and staff recruitment files?	22	<ul style="list-style-type: none"> • Develop consistent safer recruitment for staff and volunteers using the same system – ensuring that no one is missed out and protecting systems and processes for changes in personnel. • Introduce front sheet for all personnel files whether staff or volunteers. • Develop consistent DBS and Self Declarations records and reminder systems for all staff and volunteers. 	COO/CSAP COO CSL	2 nd quarter 2021 1 st Quarter 2021 Completed July 2020. Integrated with ChurchSuite. Staff training January 2021 and ongoing.
Are core individuals involved in safer recruitment appropriately trained to support them in fulfilling this role?	22	Resource Safer Recruitment for all relevant staff and volunteers.	COO	January 2021
Policy				
How can the Cathedral ensure a wider ownership of policy development?	24	Review of all policy – aim of consistency in every regard. All policy creation and review to including consultation with key staff members with experience that may inform changes to policy.	CSAP/C	Ongoing.
How can it best be ensured that policy changes are rolled out across the Cathedral, its staff and volunteers?	24	Digital access to policies including what is published on the website. Ensure that Safeguarding is an Agenda item on all team/staff/volunteer meetings and updates,	COO D	April 2021 and Ongoing (For AGM!) Ongoing.



Noted from Report	7 (3.1.16)	Formalisation of policies currently not in existence: Lone Working, Lockdown/Fire/Suspicious packages, Lost Child, Whistle blowing, Complaints.	C/COO/D	Starting in Feb 2021 To be completed by the end of the year.
Noted from Report	18 (3.3.7)	Insure that safeguarding agreement procedures are included in either a safeguarding policy or another policy, particularly to cover the period of time when an agreement lapses.	CSL/DSA	June 2021
Safeguarding Advisor				
How can the Cathedral better utilise the existing safeguarding positions of the CSO and Children's Advocate in a distributed leadership structure, using the experience of the Diocese and other cathedrals for support?	24	Develop CSO and CA Role Descriptions. Include their place in the structure, and regular supervision and communications expectations.	CSL	July 2021
Quality Assurance				
How can the Cathedral best introduce a level of operational quality assurance, including a degree of independent scrutiny?	28	<ul style="list-style-type: none"> Develop system for file management that allows for audit, but protects GDPR sensitive data. Seek out regular Audit opportunities. E.g. potential to use resources of sister Cathedrals. 	COO C	1 st Quarter 2021 1 st Half 2022.
How can the Cathedral better use strategic and operational quality assurance mechanisms to	28	<ul style="list-style-type: none"> Set up a CSAP– include key internal stakeholders and an external critical friend. 	C/CSL	Terms of Reference Agreed 07/20.



hold shared account in safeguarding, such as through action planning?		<ul style="list-style-type: none"> Receive regular Action Plan Reports (Termly) as part of the CSAP Minutes. 	C	1 st Half 2021 for initial meeting. 2 nd Half 2021.
Complaints				
How can the cathedral ensure that a complaints policy is in place and disseminated effectively to staff, volunteers and visitors to the Cathedral?	29	Policy to be agreed at Chapter. Made Accessible on the Website and communicated and made available in person and on paper.	COO/C/CSL	February 2021
Whistleblowing				
How can the Cathedral ensure that a whistleblowing policy is in place and disseminated effectively to staff and volunteers?	29	Policy to be agreed at Chapter. Made Accessible on the Website and communicated and made available in person and on paper.	COO/C/CSL	February 2021
Safeguarding Advisory Panel				
How can it be ensured that the DSAP, as a key asset in the governance of safeguarding, is best utilised?	30	Ensure that the Cathedral is represented in the DSAP (Diocesan).	D	Reports do go to the DSAP. See narrative section of Response.
Operational Leadership				
How can the Cathedral ensure that the operational leadership of safeguarding is shared more widely with those with key safeguarding roles?	33	C/CSL Set up a CSAP– include key internal stakeholders and an external critical friend.	CSL/C	Terms of Reference Agreed 07/20. 1 st Half 2021 for initial meeting.



How might the Cathedral best plan for succession of the operational leadership role?	33	<ul style="list-style-type: none"> The development of Role Descriptions and clearly defined roles and responsibilities will help here. CSAP to discuss succession planning. 	<p>CSL</p> <p>CSAP</p>	<p>July 2021</p> <p>Before 2022</p>
Strategic Leadership				
How can the Cathedral enable Chapter to maintain a strategic focus on safeguarding?	32	<ul style="list-style-type: none"> Clarity about the role of the senior team meetings (organisational chart?)? Chapter to receive written reports from CSL (10x per year) and from CSAP (termly). 	<p>D/C</p> <p>CSL/CSAP</p>	<p>1st quarter 2021.</p> <p>Chapter receives a CSL written report (since Jan 2020).</p>
Is there a role for an operational forum, with membership from the different departments, in supporting implementation and change management in safeguarding?	32	CSAP (referred to earlier). Be clear what the CSL role is in relation to the CSAP. Role description for CSL.	D/C	January 2021 (before new CSL arrives).
Culture				
How can it be ensured that the profile of the Cathedral's commitment to safeguarding is reflected to those that use the site?	35	Review all signage, screens and leaflets, consider creating an information point for safeguarding specifically. Visit another Cathedral and look at what they do!	COO/CSAP	Before June 2021.