

DRAFT Safeguarding Action Plan For Chester Cathedral: Response to SCIE Audit 5th-7th November 2019

Introduction

This Action Plan has been devised to respond to points specifically raised for consideration by the SCIE auditors in their written report.

Over time this action plan will be incorporated within the existing Safeguarding action plan.

“Outcome” statements relate to the questions for consideration at the end of each audit section

*** High (Immediate) Priority

** Medium Term Priority

* Longer Term Priority

I PRACTICE: Safe activities and Working Practices

2. ORGANISATIONAL SUPPORTS: Safeguarding Policy, Procedures and Guidance

3. LEADERSHIP AND ACCOUNTABILITY: Quality Assurance

NB. The timescales on this Action Plan are ambitious. In the light of the Coronavirus crisis, some timescales have been rescheduled to a more realistic position. However, moving forward, a pragmatic approach to progress/timescales will be necessary to reflect our current situation.

PRACTICE:

1. Safe activities and Working Practices:

Outcome	Action required	By whom	Timescale	Progress
<p>*** (3.1.1) The roles of Vergers and the Cathedral constables link together more cohesively</p>	<p>3.1.1.a Improve communications between Head Verger and Head Constable 3.1.1.b Review policy on access to CCTV 3.1.1.c Review operational links between Vergers and Cathedral Constables. 3.1.1.cI Revised procedures will be drawn up in line with a whole cathedral policy and associated procedures handbook</p>	<p>Head Verger – CS Head Constable – CJ Facilitated by HB Line Managers of both departments CSO/department managers</p>	<p>June 2020 December 2020</p>	<p>3.1.1a Head Constable no longer works at the Cathedral. Head Verger is now line managed by Events Manager. Meeting between Head Verger and Events Manager and CSO has been held. 3.1.1.b It has been difficult to locate a CCTV policy. The Estate Manager has taken over responsibility for managing this. He has contacted Chubb and arranged for training & licensing for himself, the clerk of works and the shop manager. 3.1.1c A meeting to discuss the future management of the volunteer constables is scheduled. 3.1.1cI The new draft Cathedral Safeguarding Handbook has been shared with the events/vergers/admissions teams for their joint, collaborative response.</p>
<p>*** (3.1.1) The system of lone working and call out late at night is understood and safe for vergers and other staff to whom it may apply</p>	<p>3.1.1.d Lone Working Policy will be disseminated and training will be provided 3.1.1.e Audit of compliance</p>	<p>Health & Safety Committee Approved by Exec. Director (CBr)</p>	<p>September 2020 Lone Working policy to be reviewed and updated by April 2021</p>	<p>3.1.1.d The Events Manager and the Head Verger have prepared a reminder of policy, protocols and risk assessments to all who are required to work alone within the Cathedral. Eg. Clergy, Vergers, Cleaners, Welcome team, Music Department, Events team, Stone Mason A separate protocol is required for staff working in and accessing the office alone.</p>

<p>** (3.1.2) The cathedral will ensure a safe response to a vulnerable adult who might go missing</p>	<p>3.1.2.a Introduce procedures that ensure a safe response to vulnerable adults who go missing 3.1.2.b Provide training for relevant staff and volunteers 3.1.2.c Staff and volunteers who are experiencing vulnerability will be supported</p>	<p>CSO</p>	<p>October 2020</p>	<p>3.1.2a The welcome team routinely report concerns relating to vulnerable adults to the cathedral safeguarding officer. The Welcome pool managers have been asked to review the “lost child” policy collaboratively in order to incorporate vulnerable adults. (RB,CS,TR, JJ).</p>
<p>*** (3.1.3) Improved communication and support for Sunday School staff will be provided</p>	<p>3.1.3.a A radio to be provided for use by the Sunday School Leaders in the Cloister room on Sunday mornings.</p>	<p>Welcome pool Managers</p>	<p>October 2020</p>	<p>Sept. 2020 – Sunday School are not currently meeting formally due to Covid restrictions. “Bubbling Together” services require that parents are with their children in a family bubble. A verger is on hand. Events Manager & Head verger have agreed to make radios, along with sign in/out sheets and cleaning materials available for when Sunday School starts up again.</p>
<p>* (3.2.1) The Music department will continue to maintain and further develop tight safeguarding procedures within the choir and all associated activity.</p>	<p>3.2.1.a Introduce an Anti-bullying policy to include online and social media (cyber bullying) as part of a cathedral wide policy 3.2.1.b Introduce a Code of conduct to clearly reflect expectations of behaviour around children, including online - as part of a cathedral wide policy 3.2.1.c Introduce a Social Media policy – as part of a cathedral wide policy 3.2.1.d Organ loft – Conduct a risk assessment in the absence of CCTV</p>	<p>Director of Music – PR Supported by CSO - HB</p>	<p>October 2020</p>	<p>Preliminary research into anti-bullying policies and codes of conduct has been completed. Director of music and CSO have arranged to meet to take this forward.</p>
<p>** (3.2.2) Measures</p>	<p>3.2.2.a Investigate the introduction of a new communications link from</p>	<p>Estates Manager Canon Precentor</p>	<p>August 2020</p>	<p>An emergency number will be identified and publicised in the bell tower.</p>

will be put in place to assist safety in the area around the bell tower.	the tower to the cathedral 3.2.2.b Provide additional lighting in the courtyard around the bell tower 3.2.2.c Revise arrangements for visiting bell ringers to comply with our safeguarding policy	CSO Bell tower captain		
Outcome	Action required	By whom	Timescale	Progress
*** (3.3.1) Safeguarding concerns will be shared with the CSO in a timely way	3.3.1.a Introduce procedures which ensure swift sharing of information with the CSO	CSO	November 2020	Mandatory C0 training for all staff and volunteers has led to regular reporting of concerns to the CSO. This process needs to be formalised.
** (3.3.3) Casefiles will be completed in accordance with House of Bishops guidelines	3.3.3.a Ensure that outcomes are shared and recorded on casefiles	CSO	July 2020	Files since CSO appointment in January 2019 have been fully completed using CE Safeguarding Templates. Files prior to Jan 2019 contain all available relevant details but do not have completed front & back pages. CSAG sub-group of safeguarding professionals has met to review anonymised files to provide support as/where required. They have concluded that the files are well documented.
*** (3.3.4) Safeguarding concerns will be shared with the CSO in a formalized way	3.3.4.a Introduce a common, standardized format for reporting concerns	CSO	June 2020 December 2020	The Church of England templates – Initial Outline of Case Case Management Update Tool are routinely used for each case file since Jan 2019. CSO also uses a standardised form when referring cases to the DSA.
Outcome	Action required	By whom	Timescale	Progress
** (3.5) A revised whole cathedral training plan will be	3.5.a Develop and maintain a dynamic training schedule for all staff and volunteers.	CSO – supported by volunteer coordinator	September 2020	A new safeguarding training strategy 2020 – 2022 has been developed and has been presented to CSAG and Chapter. Arrangements have been agreed to move forward with the online training.

devised to roll out the next levels of training				
** (3.5) Offers of face-to-face training will be more widely known about and uptake will increase	3.5.b Deliver Face to face training across the year.	CSO – supported by volunteer coordinator and/or Canon Diocesan	From September 2020	A revised cathedral safeguarding training strategy 2020 – 22 has been devised. CSO has accessed training for delivering online safeguarding training. Updates on Training will be offered and required from January 2021.
** (3.5) Training will be offered to continue to embed the messages from National church training	3.5.c Continuing training, specific to role, to be offered to ensure a more customized offer. This is to run alongside National safeguarding training. Eg. Education volunteers Pilgrim week Guides Welcomers	CSO – supported by Team Leaders and Managers	From September 2020	Additional training will be delivered in line with Cathedral safeguarding requirements eg. on “Acceptable touch”
	Safer Recruitment:			
Outcome	Action required	By whom	Timescale	Progress
** (3.6) Safer Recruiting Guidelines will be followed in all appointments	3.6.a Recruitment procedures fully align with National guidance 3.6.a Safer recruitment training will be rolled out for all managers involved in recruitment procedures and the Volunteer Coordinator.	CSO Exec. Director Identified Departmental Managers Volunteer Coordinator	October 2020 or when available October 2020	CSO + Ex. Dir have worked through the CE Safer Recruitment guidelines & training (although they are due to be updated – October 2020). Interim updating of procedures is ongoing whilst anticipating new guidance

<p>** (3.6) HR files and records of appointments will be maintained in accordance with Safer Recruitment Guidelines.</p>	<p>3.6.b Safer recruiting Training to be accessed</p> <p>3.6.c HR Files to be audited on an annual basis</p>	<p>Exec Director Assistant to Exec Director CSO</p>	<p>October 2020 or when available</p>	<p>CSO and Exec Dir have completed NSPCC Safer Recruiting online training – April 2020</p>
<p>** HR & Safer Recruitment requirements will be reconciled</p>				
<p>*** (4.3) DBS requirements will be carefully complied with</p>	<p>4.3.a Ensure that cathedral procedures for DBS checks comply with DBS and Diocesan Policy on DBS</p>	<p>CSO</p>	<p>March 2020</p>	
	<p>4.3.b Continue to maintain the DBS checking system currently administered by the Cathedral.</p>	<p>CSO</p>	<p>Ongoing</p>	<p>Password protected spreadsheet is regularly updated & informs need for renewals of DBS. DBS checks are linked to Cathedral teams</p>
	<p>4.3.c Ensure that there is a robust process in place to identify renewals through a carefully maintained, password protected spreadsheet of DBS checked people with renewal alerts set for every five years.</p>	<p>CSO</p>	<p>From July 2020 + Annual health check</p>	<p>Password protected spreadsheet is regularly updated & informs need for renewals of DBS. Planned upgrade of DBS spreadsheet for January 2020</p>
	<p>4.3.d Ensure that there is a robust process in place when DBS return a blemished certificate</p>	<p>CSO – to consult with DSA to prepare a risk assessment and Safeguarding</p>	<p>In place As/when required</p>	<p>CSO – will consult with DSA to prepare a risk assessment and Safeguarding Agreement appropriate to the blemish.</p>

		Agreement appropriate to the blemish.		
	4.3.e Explore new sustainable DBS system options such as online checking and renewal	CSO to work in association with the Diocese to maintain useful operational links.	From June 2020	DBS Update service accessed In association with Chester Diocese, Chester Cathedral uses Thirtyone:eight as an umbrella organization for accessing Disclosure & Barring services.
	4.3.f Promote the awareness of the need for DBS checking across the different Cathedral groups and other organisations such as Bell ringers.	CSO	From May 2020	CSO communicates with team leaders to ensure appropriate levels of DBS checks are in place Annual checks of team membership are conducted (every March) to ensure compliance.
	4.3.g Implement DBS audit of compliance across the Cathedral teams.	CSO	Annual health check A whole cathedral audit of compliance – every March	Ongoing updating and checks;
Outcome	Clergy Availability			
	Action required	By whom	Timescale	Progress
*** (3.1.1) Communication between vergers, volunteers and the Clergy on duty within the Cathedral will be improved.	3.1.1.f Clergy in Residence rota published in advance.	Canon Precentor	February 2020	Shared online diary established to facilitate publication of the rota Training underway.

	3.1.1.g Information to be supplied at week ahead meeting each week as to whereabouts of clergy on days in residence.	Ministry team	June 2020 October 2020 onwards	Shared online diary established to facilitate publication of the rota. Training proposed for 365 Google calendar.
	3.1.1.h Honorary Chaplains' rota to be published in advance.	Volunteer Coordinator	June 2020	Shared online diary established to facilitate publication of the rota Training underway.
	3.1.1.i Information point/signage placed in admissions to indicate clergy on duty.	Welcome Team Manager Volunteer Coordinator	November 2020	
	3.1.1.j Clergy availability and location to be announced to staff at each morning meeting.	Exec director (or person holding daily diary)	Nov 2019	This is announced daily (except for Saturdays and Sundays when announced at Fridays' briefing)
	2. ORGANISATIONAL SUPPORTS:			
	Safeguarding Policy Review			
Outcome	Action required	By whom	Timescale	Progress
*** (4.1) Cathedral Safeguarding Policy will be known and understood by all staff and volunteers	4.1.a Implement all Cathedral Safeguarding Policy and Practice Guidance.	CSO – overseen by CSAG and approved by Dean & Chapter	From June 2020	National safeguarding policy and practice guidance adopted by Chapter - March 2019. Chester Cathedral safeguarding policy handbook to accompany National policy Initial work to embed this through different departments in cathedral has started NB. National policy due to be revised by Oct. 2020
*** (4.1) Departmental procedures will	4.1.b Ensure that individual departmental handbooks comply with the overarching cathedral	CSO – supported by Departmental Managers	December 2020	Initial work to embed policy through different departments in cathedral has begun. So far shared with Events, Admissions, Vestry, Shop, Music, Education.

comply with Cathedral policy and reconcile with other departments within one cathedral Safeguarding Handbook	safeguarding policy & handbook			
*** (4.1) The Cathedral Safeguarding Advisory Group (CSAG) will oversee and support the development and reconciling of cathedral safeguarding procedures	4.1.c Members of CSAG who are also departmental managers will update their own procedures in line with cathedral policy and work to support other related departments so that all departmental procedures reconcile and do not contradict each other.	CSO to coordinate members of CSAG and other cathedral staff	October/ November 2020	So far shared with Events, Admissions, Vestry, Shop, Music, Education.
	MOU with Diocese			
Outcome	Action required	By whom	Timescale	Progress
*** (4.2) A Memorandum of Understanding (MoU) between Chester Diocese and Chester Cathedral will be agreed	4.2.a Dean, Exec Director and CSO to continue to try to find a MoU form of words that is acceptable to the Diocese as well as the cathedral	Dean Exec Director CSO Diocesan Secretary	January 2020	Meeting scheduled for January 2020 The Dean and Diocesan Secretary will take this forward The Memorandum of Understanding between the Diocese and the Cathedral is now agreed and signed. Feb. 2020
*** (4.2) The MoU will underpin and	4.2.b DSA and CSO to work out an operational implementation of MoU	DSA CSO		A referral form which outlines reasons and levels for referral has been devised by the DSA

inform the working relationship between the CSO and the DSA	which suits both Cathedral and Diocese.	Approved by Dean and Diocesan Secretary		
*** (4.2) The usefulness of the MoU will continue to be monitored	4.2.c Review usefulness of MoU after 3 months and then at six monthly intervals (?)	Dean and Diocesan Secretary – informed by CSO and DSA	April 2020 October 2020	A review is imminent – October 2020 A review in April did not occur.
*** (4.2) Diocesan scrutiny of the MoU will be informed through the Dean's attendance at Bishop's staff meeting and Diocesan Safeguarding Advisory Panel	4.2.d The Dean will attend Bishop's staff meeting The Dean (or his representative) will attend the DSAP	Dean or a nominated representative	December 2019	The Dean regularly attends Bishop's staff meeting. The Dean has been invited to his first DSAP meeting and has attended
** (4.3) The Cathedral will explore possibilities and potential benefits of using the same systems for recording as the Diocese	4.3.h (Possibly) Introduce a system that can link with the Diocese for recording of all Safeguarding information in a consistent way.	CSO/DSA	September 2020	This will be dependent upon an information sharing agreement being established as part of an MoU An MoU has been agreed with Chester Diocese and is in operation. Jan. 2020
	LEADERSHIP AND ACCOUNTABILITY:			
Outcome	Action required	By whom	Timescale	Progress

<p>*** (5.1) The Cathedral safeguarding Advisory Group (CSAG) will be formed and operate to support cathedral safeguarding arrangements</p>	<p>5.1.a Establish a Cathedral Safeguarding Advisory Group with an Independent Chair to provide a strategic lead on Safeguarding and to ensure Quality Assurance 5.1.b Regular meetings held between Independent Chair and Cathedral Safeguarding Officer.</p>	<p>Dean/CSO Independent Chair / CSO</p>	<p>January 2020 Quarterly – prior to CSAP</p>	<p>Independent Chair identified and safely recruited (HH Roger Dutton) First meeting held January 2020</p>
<p>*** (5.1) The Cathedral safeguarding Advisory Group(CSAG) will be formed and operate to support cathedral safeguarding arrangements</p>	<p>5.1.c Decide and agree on Advisory Group membership.</p>	<p>Dean/ Independent Chair/CSO/ Chapter</p>	<p>November 2019</p>	<p>Members have been identified: Independent Lay chair Dean CSO Director of Music Education Officer Member of Chapter Volunteer Coordinator Member of CWAC adult services Member of NSPCC Independent Safeguarding consultant Ex Police Officer</p>
<p>*** (5.1) The Cathedral safeguarding Advisory Group (CSAG) will be formed and operate to support cathedral safeguarding arrangements</p>	<p>5.1.d Develop and maintain Terms of Reference for the Advisory Panel.</p>	<p>Independent lay chair, Dean & CSO</p>	<p>To be agreed with CSAG at first meeting – January 2020</p>	<p>Terms of reference which tie in with House of Bishops “Roles & Responsibilities of Church Office Holders” 2017 document have been agreed.</p>

*** (5.1) & (4.2) The CSAG will oversee Cathedral safeguarding operations and will assist in scrutiny of the Diocesan /Cathedral working relationship through the MoU	5.1.e Progress in CSAG will be reported to Dean & Chapter Progress will be shared with Bishops' staff meeting and at DSAP	CSO Dean	Monthly / standing item on Chapter agenda.	Proforma for reporting to Dean & Chapter has been developed and approved. Feb'19 This will be extended to include report on progress from CSAG.
*** (5.1) & (5.4) Quality Assurance will be established through triangulation	5.1.f Achieve Cathedral representation on DSAP	Dean or Senior Cathedral representative	December 2019 ongoing	Dean has been invited and has attended his first DSAP meeting
	Complaints & whistleblowing:			
Outcome	Action required	By whom	Timescale	Progress
*** (5.3) The cathedral whistleblowing policy will ensure that the rights to protection offered by the whistleblowing policy extends to all cathedral volunteers as well as employed staff	5.3.a The existing policy will be edited and amended to include volunteers	CSO	May 2020	The revised whistleblowing policy is accessible on the cathedral website.
	Leadership & Management:			

	Theological Leadership:			
Outcome	Action required	By whom	Timescale	Progress
** (5.5.1) Public messages, made through links with theology will be provided to raise the profile of safeguarding in the Cathedral	5.5.1.a Christian teaching underpinning safeguarding will be built into a variety of teaching programmes: eg. Weekly Sermons Bible talks Bible Studies Sunday School Safeguarding Training Management meetings Governance groups	Dean Cathedral Clergy Visiting clergy Visiting speakers Sunday School leaders CSO	From July 2020	PCR2 messages delivered to congregation and visitors to cathedral Talk on Anti- Modern Slavery has been delivered Theology of safeguarding is built into Basic Awareness and Foundations Safeguarding training - accessed by all volunteers.
	Strategic & Operational Leadership			
Outcome	Action required	By whom	Timescale	Progress
*** (5.5.2) Rigorous safeguarding scrutiny and challenge will be introduced at all levels of governance and leadership	5.5.2.a Establish clear consultation, reporting and accountability routes through Leadership groups. Identify safeguarding representation in each leadership group. 5.5.2.b Create a flow chart of decision making and accountability for safeguarding through all strategic leadership groups	Dean / CSO	September 2020	The CSAG now exists and is ready to provide scrutiny. The MoU with Chester Diocese now exists and provides clarity on referral thresholds. CSO sits within Chapter, Leadership and CSAG groups
*** (5.5.3) The Cathedral Leadership Team	5.5.3.a Strategic safeguarding decisions will be taken by Chapter	Leadership team CSO		CSO attends and reports to The Cathedral Chapter every meeting.

<p>will ensure that the accountability for safeguarding decision-making is not blurred.</p>	<p>5.5.3.b Operational safeguarding decisions will be routinely reported to Chapter</p> <p>5.5.3.c Safeguarding discussions and decisions taken by Leadership group will include the CSO by invitation</p>	<p>Dean and Chapter</p>	<p>June 2020</p>	<p>The CSO has joined the Leadership team and is now able to advise from a safeguarding perspective.</p>
<p>Culture</p>				
<p>Outcome</p>	<p>Action required</p>	<p>By whom</p>	<p>Timescale</p>	<p>Progress</p>
<p>(5.5.4) (3.5) ** <i>The Cathedral will make continued progress on developing a safe culture, ensuring that this grows up in a cohesive way</i></p>	<p>5.5.4.a Devise a training development plan to continue progress on developing a safe culture which grows & develops in a cohesive way through targeted training as well as routine (National Church) training</p>	<p>CSO/Volunteer Coordinator/ Volunteer Team Leaders</p>	<p>July 2020</p>	<p>A new safeguarding training strategy 2020 – 2022 has been developed and has been presented to CSAG and Chapter.</p> <p>Arrangements have been agreed to move forward with the online training.</p>