



Safeguarding Action Plan following SCIE Audit, June 2019

In June 2019, the Social Care Institute for Excellence, (SCIE) conducted an audit of our safeguarding practices, leadership, policies and management. The resulting report was published on the Truro Cathedral website in August 2019.

The report raises questions for consideration by Truro Cathedral Chapter and the Cathedral Safeguarding Committee and our response to those questions, required to be published within three months of the report, are set out below.

The SCIE report made the following observation about Truro Cathedral:

"In Truro, the auditors found that a great deal of thought and care has been given to ensuring that the Cathedral is open, safe and welcoming to all. Where problems have arisen or shortcomings been identified, rapid and effective action has been taken to address them."

The Key points from the report detailed in Section 6 of the report are as follows:

- Safeguarding at Truro Cathedral has many areas of strength, many of which the Dean, Chapter and staff identified in their self-assessment:
- Much work gone into the vision and strategy for the cathedral and it includes wanting to be open and available to all who wish to enter.
- Whilst there is a strong desire to improve, there is also recognition that more needs to be done to develop a strong culture of safeguarding and improve current practice.
- The Dean, Chapter and senior staff are willing to challenge themselves, and are very honest in their self-assessment and their desire to learn from past mistakes.
- The SLA with the Diocese is a big step forward and begins to give the DSA a proper platform to act within the Cathedral.

- The Canon Pastor provides a cathedral voice on DSAP that is highly valued and provides a good basis for the development of DSAP into a body which can be valuable to the cathedral.
- All choristers in the focus group spoke enthusiastically about being members of the choir. Observation of the choir practice was a pleasure – the boys were clearly enjoying the rehearsal.
- Chorister parents were also positive, and none had criticisms about the interface between themselves and the cathedral, and with the schools.
- The children’s choirs are safeguarded through the implementation of comprehensive procedures and good communications.
- Staff at all levels bring considerable skills, knowledge and experience which are of enormous benefit to the cathedral. A number of individuals have grasped the safeguarding agenda and been proactive in moving things forward.
- The Pastoral Care Team is robust and well managed and has a lot to offer due to the professional backgrounds of the pastoral ministers and their collective determination.
- Volunteers are also a committed group, with a wide range of expertise and interests.

The key areas for the cathedral to address relate to:

- Developing a clear vision of what a strong safeguarding culture would look like and embedding it across all areas of activity. This will need to involve; strengthening engagement with staff, volunteers and congregation, through use of sermons, meetings, written and electronic communications, developing and implementing a training strategy and implementing a consistent approach to safe recruitment.
- Engaging in dialogue with the Diocese about how to build a comprehensive quality assurance system which works for both partners.
- Strengthening procedures and processes in key areas, and ensuring that HR processes, are well managed.
- Clarifying strategic and operational accountabilities for the key safeguarding areas of safe recruitment, training, management of safeguarding agreements and oversight of casework.

Work in these areas will enable Truro Cathedral to continue developing an effective and reliable safeguarding culture which both promotes the cathedral vision and works for everyone.

The cathedral response to the questions in the SCIE report are as follows:

SCIE Ref.	SCIE Questions for Consideration	Response from Truro Cathedral
3.1.1	Children's Church	
	What arrangements could be made to improve access, management, recordkeeping, accommodation and facilities for the Children's Church, and to enable the leader to call for assistance if needed?	The auditors' comments have highlighted some challenges that have already been under consideration by the cathedral clergy. A review of Children's Church has taken place and, recognising that we cannot continue with the existing arrangements for Children's Church, this will close from November. We are committed to developing ways of including children in the cathedral vision by exploring other avenues at different times of the week. The cathedral clergy will discuss this and agree a plan by 31/12/19.
	School Visits	
	How can the Education Officer & verger team work together to develop the safeguarding arrangements in place during school visits to the cathedral?	A meeting will be arranged between the Canon Chancellor, Education Officer and the Head Verger to discuss potential changes to verger procedures while school visits are taking place on the cathedral floor. The meeting will take place before 30/11/19.

3.1.2	The Choir	
	<p>Are there ways to ensure music lessons are conducted in an environment that is safe for both choristers and staff?</p>	<p>The auditors suggested that having a glass panel in the door of the canons vestry where the organ scholar teaches boy probationers should be considered. It was decided that it would not be advantageous to have a glass panel inserted into the door. The nature of the room is that this would only improve visibility to a small section of the room and therefore not be effective enough to answer concerns. Instead, it was decided to introduce a requirement for the Organ Scholar to leave the door open while lessons are being conducted. This has now been implemented.</p>
	<p>In what ways might the safeguarding arrangements and expectations for all members of the choirs and music department be strengthened and formalised?</p>	<p>The auditor's comments have been noted. There is currently work being undertaken to create a code of conduct for all music staff and we are taking advice on the levels and limits that are appropriate and best practice in this area. It is planned that this code of conduct should go to the first Chapter meeting in the new year on 29/01/20.</p>

	<p>How might the cathedral be sure that it is achieving the right balance between ensuring the welfare and best interests of the members of the boys' and girls' choirs and achieving excellent standards of performance?</p>	<p>In consultation with our choir school and other partner organisations, we will continue to review the workload of the choirs and ensure this is well managed. We do have less evensong commitments for the boys than previously, 4 or 5 instead of 6 per week, which is less than some other cathedrals, and we consider this a good balance between maintaining the quality of the choir and allowing ample time for outside commitments. We feel it is important to note that the girls, being older, require less rehearsal to fulfil their potential. In addition, they have GCSE and 'A' level constraints outside of choir that makes it imperative that their choir commitments should be less heavy. The girls are consulted annually by the staff to make sure that a healthy balance is maintained.</p>
	<p>How might the exchange between cathedral, school & parents of personal, pastoral and safeguarding information about choristers be recorded in a way which is proportionate, useful to all parties, has the formal consent of parents, and is compliant with regulations and good practice?</p>	<p>We are planning to create a specific secure area on our systems with limited but appropriate access to record pastoral issues regarding choristers. Advice will be taken from the safeguarding committee regarding terms of storage and access and an agreed threshold for recording pastoral issues will be implemented.</p>

3.1.3	Vulnerable Adults	
	<p>What steps can the cathedral take to strengthen its approach and responses to vulnerable people, some of whom are volunteers?</p>	<p>After receiving a pledge of funding from the NLHF, we will be appointing a volunteer co-ordinator this winter with the aim of improving the structures and processes which support how we care for our volunteers. We believe that this added resource will help us improve the training of staff and volunteers to respond to vulnerable people, staff, volunteers or members of the public, in a more consistent way. The added resource will also help us to highlight specific needs in relation to vulnerable adults who are known to us, whether they are volunteers or members of the community in another capacity. The appointment process has started with interviews planned for 28/11/20 and an expected start date early in the new year.</p>
	<p>How might the cathedral assure itself that it is getting the balance right between caring for a vulnerable adult and ensuring the safety and wellbeing of others who may be vulnerable?</p>	<p>Our Chapter safeguarding lead, the Canon Pastor, will attend choir parent meetings at the beginning of each term with the specific brief of ensuring our safeguarding responses are communicated and understood.</p>
3.1.4	Bell Ringing	
	<p>How might the safeguarding arrangements on the bell tower be strengthened so that the tower is ready for an unaccompanied under 18 or a vulnerable adult bell ringer, rather than responding reactively?</p>	<p>All volunteers, including the bell team, are required to undergo the relevant level of safeguarding training. While this training increases awareness of safeguarding issues, because of the inherent safety aspects of the ringing chamber, health and safety is</p>

		<p>the prime concern of the experienced bell ringing team. This means that anyone wishing to join and train with the team are assessed on an individual basis. Any under 18 would currently be required to be accompanied by a guardian. For anyone presenting as 'vulnerable', advice would be sought from the CSO and the DSA.</p> <p>In respect of preparing for potential future members of the bell ringing team, who may be minors or vulnerable adults, the role descriptions of the Tower Captain and deputy will be amended to include the expectation that they may be required to train a minor or a vulnerable adult. Including this in their role descriptions will mean these roles will require a DBS check, so this will also be included in the role description. This, in addition to the general CO training required for all volunteers, will ensure we are ready for any future trainees.</p>
3.2	Precincts & Buildings	
	How can the Dean and Chapter be confident that volunteers in all roles associated with the cathedral are aware of the lone worker policy, and have received an appropriate level of safeguarding training, and that procedures are in place to ensure their safety?	The Cathedral Executive intend to review the Lone Worker policy as part of implementing the action plan resulting from the recent health & safety audit and the recruitment of the volunteer manager will help us ensure we have increased capacity for volunteer and staff training. CCTV is now present at key entry/exit points of the cathedral and is in the process of being extended. The clergy also stay

		behind after Evensong to ensure that a lone working vergger is not on his/her own when securing the building.
	Are the capacity and working practices of the vergger team adequate to ensure that there is a visible presence maintained in the cathedral during the hours when the cathedral is open?	Visibility on the cathedral floor is maintained by various staff teams and volunteers. This responsibility is not the verggers' alone. The staff and volunteers present on the cathedral floor have the means to contact the vergger on duty at all times. We will extend the radio system training to include a wider range of volunteers and staff.
	How might the Chapter best work with the FAC to achieve a safe balance between strong safeguarding arrangements and the need to maintain the integrity of the fabric of the building?	In matters concerning the fabric and contents of the cathedral, the chapter executive has given priority to health & safety and safeguarding concerns. The FAC has been supportive of the recent improvements to the CCTV system. Our volunteers who work on the cathedral floor have been reporting that they feel far more secure knowing that the CCTV cameras have helped the police and the verggers regarding particular recent incidents. This positive input from our volunteers will be an important source of information which will help the FAC permanently approve the CCTV installations at their meeting on 5th December.

3.3.1	Casework - Quality of recording practice	The cathedral is working with the diocese to facilitate a common approach to safeguarding record keeping via the diocesan PAMIS system which is currently under development.
3.3.3	Effectiveness of risk assessments, safeguarding agreements and the risk management plan	
	How might the cathedral and diocese work together to ensure that the delivery of casework by the DSA on behalf of the cathedral is reflected in the SLA? This would include the risk assessment and management of safeguarding agreements and associated informal arrangements. How will Chapter members make sure that their strong commitment to pastoral support does not cloud their ability to maintain a clear view of potential risk and take appropriate action, in the context of previous poor management of risk?	The cathedral has been reviewing the composition of the CSC including the position of chairperson. The SLA with the diocese is currently being updated to incorporate structural changes brought about by the discussions around the audit. We are actively seeking an independent chair of the committee and have already put in place a new structure that will enable the handling of specific cases to be separate from the pastoral response provided by the clergy. This will be regularly reviewed and developed as our practice progresses and the cathedral implements the diocesan PAMIS case recording system. We are seeking to improve coordination of HR processes with safeguarding procedures and clarify roles and processes with respect to compliance requirements.
3.3.8	Information Sharing Practice	
	How might the cathedral clarify its approach to information sharing and record keeping whilst complying with GDPR?	The cathedral has set up information sharing agreements with outside organisations including Truro School and Truro Diocese to make sure the right information is shared in a way that is both useful and compliant.

3.5	Training	
	How might the cathedral work with the diocese to ensure the quality and relevance of the various levels of safeguarding training? Is regular reporting on delivery needed?	The diocesan safeguarding team already provide a valuable training resource for the cathedral. Relevance and quality of training will be regularly reported to the CSC.
	What measures can be taken to achieve a systematic approach to assessing and allocating the appropriate level of safeguarding training to all clergy, staff and volunteer posts in the cathedral?	The cathedral has access to excellent HR resources and will use these together with the appointment of a volunteer manager to improve our training records and plan for further training and updating existing training across the organisation. Chapter has stated that all volunteers require at least C0 training and this will be applied across all teams.
	How might the development and delivery of a strategic plan for safeguarding training be used to help the cathedral promote its approach to safeguarding and achieve its aim of embedding an enduring culture of safeguarding in all parts of the cathedral? Would an offer of safeguarding training to the congregation assist the cathedral in developing its safeguarding culture?	The cathedral clergy have committed to a quarterly congregational meeting which will include raising awareness of safeguarding within the cathedral community. Many of the congregation are also volunteers who must do C0 training and if more congregation members can be encouraged to raise their awareness in this way the cathedral will encourage participation wherever we can.

3.6	Safer Recruitment	
	What needs to happen to ensure that all recruitment and record keeping practices meet the standards specified within the national and cathedral specific policy and practice guidance regarding safer recruitment, and that this is carefully monitored?	Increased staffing resources dedicated to the development of our HR systems for staff and volunteers will ensure we continue to follow best practice for safe recruitment and reviews of recruitment files will be timetabled within our processes to ensure this is monitored regularly.
4.1	Policy, Procedures & Guidance	
	What merit might there be in combining the cathedral and diocesan safeguarding policies, to reflect the alignment enshrined with the SLA?	The cathedral will adopt diocesan safeguarding policies (adapted to the specific cathedral organisation), which are already aligned with the House of Bishop's safeguarding policies and procedures. This will mean updates will be automatic and the common approach will ensure best practice is maintained.
	What steps does the cathedral need to take to ensure that information sharing protocols and standards are properly understood and complied with by staff and volunteers?	GDPR training documentation has already been produced which will form the basis of a training programme to be rolled out to staff and volunteers in the new year.
	How might the cathedral develop its HR understanding and capacity in order to ensure that correct HR procedures are followed where appropriate?	The new safeguarding structure means that HR and safeguarding now sit under the same line management. This gives us a central view which will better align safeguarding and HR procedures. We have access to excellent HR advice from an external consultancy.

4.2	Cathedral Safeguarding Advisor	
	How might the cathedral work with the diocese to ensure that its requirements for a safeguarding service, to include casework, are adequately assessed, provided for and reflected in the SLA?	We will update the SLA with the diocese to reflect the changes in the structure within the cathedral safeguarding team and to give more detail regarding exactly how the arrangement will work in practice given the changes. The SLA will reflect the DSA's overarching responsibility for case work decision making. There will be mechanisms in place for communication and the DSA will have access to all case work records.
	How might the cathedral work with the DSA to ensure that safeguarding related responses by cathedral staff and volunteers are appropriate, consistent with good practice standards and suitably recorded?	The DSA sits on the CSC and is the point of contact for the CSO to obtain advice on particular cases from the diocese. Embedded in the SLA is cathedral access to the PAMIS case recording system which will ensure a consistent approach to record keeping.
4.3	Recording Systems & IT Solutions	
	What steps should be taken by the cathedral to enhance the efficiency of HR systems for both staff and volunteers whilst maintaining comprehensive oversight of important HR processes related to safer recruitment and safeguarding training?	Changes to the cathedral staffing structure means that HR and Safeguarding responsibilities will be better aligned as they will both come under the same line management. In addition, the appointment of a volunteer manager in the new year will increase the capacity of the HR resource.

5.1	Quality Assurance	
	How might the Dean and Chapter work together with the Bishop & Diocese to strengthen the safeguarding system within the cathedral, including in relation to the diocese, and develop a comprehensive quality assurance framework?	Our new structure will include the Canon Pastor being the Chapter lead for safeguarding, which gives a dedicated Chapter voice to ensure cathedral systems are compliant and working well. The Canon Pastor is a member of the DSAP which provides the conduit between the cathedral and the diocese. The DSAP is considering adding the opportunity for a cathedral report as a regular agenda item.
	What roles should the cathedral safeguarding committee and DSAP take in overseeing the cathedral's quality assurance arrangements?	Questions will be brought to the DSAP from the CSC for consideration.
5.2	Complaints about the safeguarding service	
	What potential is there for the cathedral to work with the diocese to produce a single procedure for making a complaint about the safeguarding service.	The cathedral will continue to work with the DSA to ensure the changes in the cathedral safeguarding structure are reflected in the SLA and that the complaint process is transparent and accessible . The CSO will report on the effectiveness of the changes to the first safeguarding committee meeting in the new year.

5.3	Whistleblowing	
	What merit might there be in aligning the forthcoming cathedral whistleblowing policy with that of the diocese?	The diocesan policy will be examined and an amended cathedral policy will be applied to all staff and volunteers.
5.4	Cathedral Safeguarding Committee	
	How can the role of the CSC be brought in line with the requirements of 'Key Roles and Responsibilities of Church Office Holders and Bodies'	It is our intention to appoint an independent chair of our CSC. It has been decided to make the senior lay officer of the cathedral the CSO to make sure this role is independent of the clergy executive/chapter members.
	How might the Dean and Chapter work together with the Bishop and the Diocese to develop the role of the DSAP in relation to the Cathedral and its safeguarding committee, in order to ensure that the overall safeguarding governance framework for both cathedral & diocese works effectively in line with the spirit as well as the letter of the House of Bishops' guidance?	The CSC will now consist of an independent chair, the DSA, the CSO (chief lay officer), the director of music and the Canon Pastor who also sits on the DSAP. The Canon Pastor will also be the responsible Chapter member of the committee.
	What should the governance arrangements between the Diocese and Chapter be in respect of safeguarding and how might these operate in practice?	The Canon Pastor who will be the Chapter voice on the safeguarding committee, also sits on the DSAP. This will be the primary link between Chapter and the DSAP.

5.5	Leadership & Management	
5.5.1	What more can the Dean and Chapter Canons do to share positive public messages about the importance of safeguarding and its integral place in cathedral life?	The cathedral clergy have been making a positive impact on the understanding of safeguarding issues within the cathedral community by taking every opportunity to discuss the process we have gone through to prepare for the safeguarding audit and the outcomes from that exercise. The more the subject is discussed in cathedral life, the greater the general awareness of the subject. A good example of this in practice would be the Dean and Canon Pastor's joint talk on the subject at the volunteer's cream tea in September. The clergy will preach on the subject of safeguarding in the coming months, and the Canon Pastor will be talking to the congregation about pastoral care in the context of safeguarding.
5.5.2	How might the Dean and Chapter use the framework of its Sacred Space and Common Ground strategic vision to develop a 'promoting a safer church' action plan which sets out how it is translating its safeguarding commitments and responsibilities into action?	It is intended that from the spring of 2020, a termly consultation will take place across the cathedral community about the vision and values of the cathedral. This will incorporate sessions about safeguarding awareness and emphasise how this relates to our core message which is about people being at the centre of what we do.

	<p>What assistance can the Dean and Canons draw on to help them reconsider the strategic and operational balance within their roles, and to make proper use of their professional and operations colleagues?</p>	<p>Taking on board the comments made by the auditors and highlighted through the audit process, it is clear to the executive that the structure of our cathedral safeguarding committee may not be working as well as we would have hoped. Our response to this is to replace the current CSOs who are both clergy canons, with the senior lay member of staff, who is also line manager for the HR function. It was felt that this would increase objectivity in individual safeguarding cases, because clergy response alone tends to be pastoral in nature which can obscure the response process. This will also ensure that the safeguarding response to an incident would align better with HR processes.</p>
		<p>Further safeguarding training will be undertaken by the cathedral senior lay officer to make sure she is properly qualified to take this role. As part of this process, we will also create a safeguarding messaging service which will connect directly with the CSO for non-emergency reporting.</p>
	<p>How might the development of a cathedral safeguarding lead role assist in clarifying strategic safeguarding responsibilities at Chapter?</p>	<p>The Canon Pastor will act as the strategic Chapter lead for safeguarding matters, holding the organisation to account for sound process and good practice in this respect. This role will hold the CSO to account for maintaining robust systems, while remaining independent of particular cases at operational level.</p>

5.5.3	How might the HR leadership function within the cathedral be strengthened?	Moving the CSO responsibility to the senior lay officer, who is also the line manager of the HR team, will ensure there is a clear connection between HR & Safeguarding in the cathedral.
Abbreviations used in this document		
DSA	Diocesan Safeguarding Advisor	
SLA	Service Level Agreement	
CSC	Cathedral Safeguarding Committee	
CSO	Cathedral Safeguarding Officer	
FAC	Fabric Advisory Committee	