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CONCLUSION OF THE SCIE AUDIT OF SAFEGUARDING AT CANTERBURY CATHEDRAL

Safeguarding at Canterbury Cathedral is good, with many areas of strength. The auditors would highlight:

- Well established and effective safeguarding roles, advisory groups and training
- Informed and engaged senior leaders within both the clerical and lay hierarchies
- Strong systems and procedures for keeping people safe and well-monitored while at the cathedral

The key areas for the cathedral to address relate to:

- Developing clear oversight and scrutiny functions, as well as bringing independence into the complaints procedures
- Formalising into a safe set up the key elements of the Cathedral Safeguarding Advisor role and its management which currently work well
- Clarifying roles and processes to enable effective management of the interfaces between pastoral care and safeguarding work
- Creating a clear value-base to underpin actions to balance the demands of elite performance with child welfare

There are areas in which systems can be tightened and strengthened. However, the auditors believe that a good awareness of safeguarding, well-thought through processes and an open mind set will allow Canterbury Cathedral to continue developing an effective and reliable safeguarding culture.

AUDIT REPORT CONCLUSIONS, OUTCOMES AND INITIAL RESPONSES

Precinct and Buildings - Page 5	Response
Is there a reliable enough mechanism for alerting staff throughout the precinct, in all buildings, including the hotel, of any safeguarding risks e.g. a formal, all-staff email alert system or similar for use if there is a concern about someone?	We are mindful of data protection implications so sensitive information is only shared on a need to know basis. We have reliable and tested mechanisms in place to inform staff and departments as appropriate. This activity is coordinated by our security team and processes are tested and reviewed. Hotel staff received bespoke training in June 2019.
is there a role for the Canon Missioner to be involved as a signatory to Safeguarding Agreements?	We have a new Canon Missioner who has just taken up her post here at the Cathedral. Part of her duties will be to work jointly with the Cathedral Safeguarding Advisor (CSA) to establish, review and sign Safeguarding Agreements.
Vulnerable Adults - Page 6	
Does the new senior role of Canon Missioner provide the opportunity to clarify the interface between safeguarding responses and pastoral support to vulnerable adult visitors to the Cathedral?	Our Canon Missioner and CSA have met to discuss how best to work together in assessing risk, the process for any safeguarding referral needed and how to ensure pastoral support remains key and available for all who need this. Training is provided for all who meet vulnerable adults and our work in this area will be reviewed and developed in the coming months. Discussions are underway with our Chaplains in July to pool our wisdom in this area and take thoughts and concerns forward.
Do job descriptions of both Canon Missioner and CSA include the need to work closely together?	Both Job Descriptions have been reviewed to reflect the importance and requirement for close working. Regular meetings between the CM and the CSA have taken place and regular meetings diarised.
What systems and processes need to be put in place to clarify how communication and referrals between the Canon Missioner and CSA are managed, what recording of interactions is appropriate, and when statutory	Our records are kept on a secure Database and updated with new communications on a continual basis. Minutes of key meetings are made. The CSA is on site at the Cathedral and with the appointment of a Canon

services should be involved?	Missioner, will be jointly reviewing our processes in this regard. This work is on-going.
How can the Cathedral support its lay chaplains to address safeguarding issues in line with other people in and around the cathedral?	In addition to the National Church developed training which is already delivered to our chaplains, the CSA and Canon Missioner will develop more bespoke training for this group. We are alert to the fact that those who serve in the Huguenot Chapel will need to be part of our core safeguarding activities. Facilitated consultative meetings are taking place in the summer months ahead of the national church releasing further formal training modules.
How can staff and volunteers have greater clarity as to which concerns should be reported to whom – e.g. flowcharts, bespoke training – and what they need to record?	We are keen to do more work in this area so there is absolute clarity on what should be reported and to whom. We have already in place a variety of means for staff and volunteers to make contact with key staff who have a safeguarding responsibility but are aware that more work is needed to further raise the profile in this area. A recent meeting with CSA, RG and Head of Security and an Archdeacon set in train a flow chart (expected soon) of responding and informing responsibilities.
Children – Page 8	
How can the Cathedral create a culture where speaking up about a worry is taken for granted as a cultural norm?	We ask our Choristers to complete an anonymized questionnaire every 6 months. This will be extended to include other children’s groups with a role in the Cathedral such as Servers and members of the Sunday Club. St Edmund’s school are exploring a Chorister mentoring system given their experience of this work within education. All choristers have access to a qualified well-being coach who meets regularly with the boys on a one to one basis and within a group setting. This provides an additional arena for the boys to express their feelings. We will continue to encourage conversations with all the children with whom we engage ensuring that a suitable platform is available to them to speak about anything on their minds.
Are there ways in which adults can proactively create opportunities for children to speak up, and overtly seek their views?	If a concern is raised, this is taken seriously by our Safeguarding team. We are mindful that there are many influences which potentially play a part in

	<p>a child's ability to express how they feel, boarding at Choir House school and home life being key. It remains our priority to continue to explore how we can create opportunities as described, part of which will involve further strengthening our relationships with St Edmund's School and exploring best practice with other cathedrals and Diocese.</p> <p>A new handbook for Choristers, Probationers and their parents is in the final stages of preparation.</p>
Music - P9	
Is there a need for a review of the safeguarding aspects of chaperoning arrangements including identifying any gaps when choristers are currently not chaperoned, vigilance to potential grooming and anything else?	<p>Our CSA and the Precentor aim to meet weekly. The Precentor has confirmed that there should be no time when the choristers are unchaperoned and we encourage all to report any gaps if they are identified. The processes of the chaperone role are under constant review. Safeguarding training is provided to all chaperones including specific training on grooming behaviours. All choir rehearsals are securely monitored using CCTV.</p>
Can any further safeguards and checks be put in place for choir visits abroad?	<p>We defer to St Edmund's School to advise us in this area as they have vast expertise. We remain vigilant, open to suggestions to improve and to apply best practice.</p>
How can the Cathedral best take a proactive, value-based stand about the safety and wellbeing of choristers for both boys' and girls' choirs?	<p>The welfare of the boys, girls and young people within the Cathedral is our highest priority. We are committed to balancing work, life and play for our choristers given the pressures and daily demands upon them and their families in the pursuit and achievement of world class performance. Paramount for us is retaining flexibility in approach, and investment in welfare resources, such as our well-being coach, to support the choristers. This is in line with best and current practice. This includes review of the boys' schedules.</p> <p>A Parents Forum will be held at the start of the new term to discuss ways in which issues and concerns can best be heard.</p>
Does the Cathedral need to develop a code of conduct for adults involved in	<p>We are keen to develop this with the code of conduct being driven by best</p>

the choir, to include for example adults not attributing nicknames to choristers?	practice including the children and young people engaged with the Cathedral in all areas. We will seek guidance from St Edmund's School and other cathedrals in this important area of work.
What can the Cathedral proactively do to ascertain and hear dissenting views of chorister parents, and make it easier for parents to raise safeguarding issues if they diverge from the majority opinion of parents?	Key staff are continually available to meet with chorister parents and anonymized questionnaires are also completed by this group twice a year. Our CSA has frequent contact with the school and with Choir House to be alert to any potential concerns or issues raised. We are keen to do more work in this area and are developing a 'parents evening' style event on a more regular basis between key staff and chorister parents. As noted above, the introduction of the Parents Forum will be key in providing more regular contact.
In an environment where the potential rewards for children and their families are substantial, is there sufficient encouragement and opportunity for children and families to feel safe to raise concerns?	We acknowledge this can be an area of concern for our chorister parents and will complete some further work to allay this. This will involve a review of the chorister contract, setting expectations more clearly in the chorister handbook in addition to developing the code of conduct as outlined above. Work has almost been completed in this area and final draft documents are being reviewed.
Are there plans for the pupil and parent questionnaire to be conducted regularly and analysed for trends?	This is conducted every 6 months and is a very helpful exercise that will continue. A summary of comments is provided by the CSA so trends can be analysed and solutions sought.
Bell Ringing - P12	
Given the possibility of young people joining the company, does Canterbury need associated safeguarding policies in place?	We have policies in place but these will be reviewed to ensure they adequately meet the needs in the company. Although we currently have no children in the bell tower, we will ensure policies are adapted as required to make provision for this in the future. We will be joining with the Diocese this year to provide bespoke training for this group of volunteers.
What processes would best secure routine safeguarding checks for visiting bell ringers?	Requests for visiting bell ringers are made to the Tower Captain who in turn advises our security team. It will be the responsibility of our security manager to ensure due process and good safeguarding practice is adhered to in this area and advice from the Cathedral Safeguarding Adviser will be sought if indicated.
Case work - P12	

What priority should be given to reviewing safeguarding agreements to include a risk assessment and review plan?	This is given the highest priority. The Risk Assessment Group formally review cases each quarter. The CSA and the Canon Missioner review our agreements and assess risks at the outset, on an ongoing basis and formally no less than once each year.
Authorized Listeners - P14	
How can the Authorised Listener offer be reframed to appeal to as wide as possible a range of people approaching the Cathedral?	We accept that this is work which requires progressing. We have a number of qualified counsellors in place as authorized listeners and will seek ways of raising the profile of this service. The CSA will no longer serve as an Authorised Listener.
Training - P15	
Does more need to be done to develop a strategic plan for the ongoing training demand and delivery plan, including refresher training?	We have had recent notification from the National Church that the training offering is being changed and enhanced. The Cathedral training plan will be updated as a result.
How can the timing of this planning be linked with finding replacements for the main trainer and Canon Pastor who have both recently left the Cathedral?	We are exploring options with the Diocese to share a training resource. Already, we have courses planned which are being delivered jointly. The Canon Missioner has just been appointed to take the place of the Canon Pastor and this new role will play a key part in development and support of the safeguarding training with the team.
Safe Recruitment - P16	
How can Sunday Club recruitment be enhanced and kept safe?	During April, we will be concluding our review of the Disclosure and Barring Service (DBS) requests that we submit based on the latest legislation. This will be applied to all areas, including the Sunday Club. We will continue the use of our application forms, interview and referencing processes for all our volunteers. The DBS review is complete and an updated comprehensive list of the posts that require this check is administered by the HR team.
Are adequate safeguards in place for people in volunteer posts?	As above, this will form part of our DBS review. All volunteers are required

	to complete safeguarding training every 3 years.
Policy and Procedures - P18	
Are the reporting lines in the guidelines clear enough to effectively guide people in their practice?	We have plans to create further awareness for all our staff and volunteers, ensuring our processes are clear, simple and remain under constant review.
Cathedral Safeguarding Advisor - P20	
Can the benefits of the current employment arrangements for the CSA be retained while reducing the risks of her not having the employment rights that would go with being employed by the Cathedral?	We have changed the employment status of our CSA who is now an employed member of the Cathedral staff.
What mechanisms could best allow the quality of the CSA's work to be appraised and monitored – e.g. would annual appraisals of the CSA be beneficial?	As an employee, the CSA will be formally line managed and appraised in line with our policies.
What steps will best promote the visibility of the CSA – e.g. through a story in Chapter News; photographs on the website; a joint meet-and-greet programme with the new Canon Missioner?	The CSA will have a more frequent presence at the Cathedral with an office and a day each week in the HR Offices to enable better access and a higher profile for all.
Is there any better arrangement to secure additional safeguarding resource on a flexible basis?	We have relied informally on the Diocese Safeguarding Advisors assisting if there has been a need. We will be exploring formalizing this as an option for cover if the CSA is away for any period of time.
Quality Assurance - P23	
Where does responsibility for devising a quality assurance framework lie? Are there any good reasons not to develop one? Would it fit as part of an overall strategic plan for safeguarding?	We are keen to develop a QA framework and work is beginning on this. Our training plan will fit into this framework as well as the actions from this audit to allow us to see the bigger picture clearly.

<p>Is there adequate clarity about the level of formality and accountability about all reporting requirements – e.g. should the annual CSA safeguarding reports to Chapter be written?</p>	<p>We seek to improve the levels of formality and accountability which will form part of our strategic plan and QA Framework. Moving forward, the CSA report to Chapter will be written in all instances.</p>
<p>Complaints and Whistleblowing - P24</p>	
<p>How can the complaints process, especially for senior staff, be strengthened?</p>	<p>Our Complaints Policy is a live document and remains under constant review. The National Church may be appointing an Ombudsman and we will take guidance from here as needed.</p>
<p>How can the policy clarify any lines of escalation for whistleblowers?</p>	<p>We note the suggested amendment in the report and will apply this accordingly.</p>
<p>Cathedral Safeguarding Advisory Panel (CSAP)- P26</p>	
<p>What are the best functions for the CSAP, relative to the strategic responsibilities of the Cathedral's delegated safeguarding leads, and the operational management of safeguarding?</p>	<p>The Terms of Reference for this group have been adapted. The group welcomes external members from both Diocese and KCC. It is intended to progress discussions with the Diocese this year to merge both Advisory Panels with one independent chairperson overseeing this.</p>
<p>Who needs to be involved in discussions to review and clarify the functions of the CSAP?</p>	<p>These discussions will take place with Chapter, the current CSAP members and the Diocese.</p>
<p>Leadership - P27</p>	
<p>What public forums can the Chapter use to promote safeguarding awareness?</p>	<p>A meeting with local partners took place in March 2019 and this will happen annually. The Chapter will explore other options such as this to promote awareness to groups with whom we connect.</p>
<p>What strategic planning tool would best serve CSAP and the Cathedral? As Chapter welcomes new members, what is the plan for embedding safeguarding as core to its priorities and functioning?</p>	<p>All new staff and Chapter members receive an induction and safeguarding plays a key part in this. Safeguarding is a standing item on the agenda for all Chapter and General Purposes Committee meetings and the CSA attends</p>

	Chapter no less than once each year to update members.
How can the revised RAG best fulfil its function as the executive safeguarding body, bringing theological, strategic and operational safeguarding roles together	The current skill set of those who are members of the Risk Assessment Group represents all areas as noted. Should the membership change, it will be key to ensure new members have the skills required of this executive body.
How can operational and theological leadership formally feed into each other?	The CSA and the Dean are committed to meet at least quarterly or as required and notes of these meetings will be prepared.
Does more work need to be done to establish proper oversight at a senior level?	Given that the CSA is now an employee of the Cathedral, line manager oversight is in place. The CSA receives professional supervision in her role.
Culture - P30	
How can senior people in the Cathedral further develop a culture of support and challenge?	Safeguarding is everyone's responsibility. We will build on this report to continually improve our processes and procedures. Among senior staff, the new Canon Missioner will have a particular role to play here.