

SAFEGUARDING & SAFER CHURCH ACTION PLAN

We will maintain our commitment to ensuring Chichester Cathedral is a safe environment for all by implementing a Safer Church Action Plan following the guidance contained in the recent SCIE Safeguarding Audit. In so doing, we will ensure that our worshipping communities, staff, visitors and volunteers enjoy Cathedral worship and other activities safely.

All churches must have a “Promoting a Safer Church” action plan in place that sets out, in line with national and local priorities, how the Church of England (CoE) safeguarding policy statement is being put into action and maintained. This plan is a live document and will continually be updated.

The CoE safeguarding policy statement is based on 5 foundations and offers 6 overarching policy commitments.

The 6 overarching policy commitments are:

- a) Promoting a **Safer environment** and **culture**
- b) **Safely recruiting** and **supporting** all those with any responsibility related to children, young people, and vulnerable adults within the Church
- c) **Responding promptly** to every safeguarding concern or allegation
- d) **Caring pastorally** for victims/survivors of abuse and other affected persons
- e) **Caring pastorally** for those who are the subject of concerns or allegations of abuse and other affected persons
- f) **Responding promptly** to those that may pose a present risk to others.

This policy applies to all Church Bodies and Church Officer. A “Church Officer” is anyone appointed/elected by or on behalf of the Church to a post or role, whether they are ordained or lay, paid or unpaid.

Full understanding of, and adherence to, this policy should lead to a deepening in the understanding of, and respect for, the rights of children, young people, and vulnerable adults as people of faith in the life of the Church.

The phrase “young people/person” means any individual(s) aged 14 to 17 years old

Section 6 Safeguarding and Clergy Discipline Measure 2016 defines a ‘vulnerable adult’ as “...a person aged 18 or over whose ability to protect himself or herself from violence, abuse, neglect, or exploitation is significantly impaired through physical or mental disability or illness, old age, emotional fragility, or distress, or otherwise; and for that purpose, the reference to being impaired is to being temporarily or indefinitely impaired...”

SCIE Auditor's Points for Consideration	Chichester Cathedral's Response & Topic Owner	Further action required & Deadline date
3.1 SAFE ACTIVITIES AND WORKING PRACTICES		
PRECINCTS & BUILDINGS		Topic Owner – The SMC / Volunteer Coordinator & Visitor Experience Manager
<p>1. <i>What further action is needed to ensure safety and security in the Cathedral for staff and volunteers as well as visitors at all times?</i></p>	<ul style="list-style-type: none"> • Currently Chichester Cathedral has a full suite of Risk Assessments with safeguarding as an integral and key component. This is reviewed formally on an annual basis by an independent H&S assessor and whenever an incident occurs. Chichester Cathedral is a strong advocate of continual reflective learning. • The H&S Committee reviews all incidents, and any safeguarding related issues are referred to the Safeguarding Management Committee. 	<ul style="list-style-type: none"> • The Safeguarding Management Committee (SMC) to monitor all events and new activities to ensure that safeguarding was adequately considered and compliant with our Policy and Procedures. This has now been added as a standing agenda item. • To review the Cathedral Floor activities from a safeguarding risk assessment perspective by the end of October 2022.
CHILDREN		Topic Owner – The Precentor
<p>2. <i>What action is needed to ensure that the procedures and guidance in the Learning and Engagement department fully reflect the Cathedral's safeguarding policy and its developing work with partners and young people?</i></p>	<ul style="list-style-type: none"> • The Precentor will be taking the lead with children and families /young people ministry / Pebbles. • A recruitment plan is in place which will be both lay and clergy led and will utilize the services of an Education Consultant to ensure the best outcome, supported by the Volunteer Coordinator. 	<ul style="list-style-type: none"> • To review the school's visit procedures to ensure full compliance with the Cathedral's Safeguarding Policy. • Further steps are anticipated following the Education Consultant's report due in February 2023.

	<ul style="list-style-type: none"> • The integration of Schools and Family into the Cathedral’s reporting structure and safeguarding procedures. • Learning and Engagement / Children and Families initiatives have been approved by the Chapter and features in the revised Strategy and Vision document e.g., a 09.30 family dedicated service has been implemented. • To bridge Pebbles with education initiatives. • The Pebbles leader is also a member of the SMC. • To finalise the measures / guidelines / risk assessments that the previous Education Officer drafted for Pebbles and Education will be a priority for the new employee, supported by the Volunteer. 	
ADULTS	Topic Owner – The Treasurer <i>(Also has responsibility for Pastoral care)</i>	
<p>3. <i>What opportunities are there to ensure that the care of vulnerable people is put at the heart of the Cathedral’s mission?</i></p>	<ul style="list-style-type: none"> • To ensure that the revised Safeguarding Policy adequately covers all Cathedral floor activities and its precincts and are cross referenced to existing risk assessment. • We will strengthen current procedures to create a clear, simple, system for assessing potential risks for and vulnerabilities of individuals. Identify who will be 	<ul style="list-style-type: none"> • To ensure that the verger team is fully resourced and where this is not possible to have adequate support in place. The tasks carried out by the verger team is also under review and will be finalized by September 2022. • To carry out a comprehensive review of safeguarding procedures in place for

	<p>responsible for this process and its daily management and the process of escalation etc.</p> <ul style="list-style-type: none"> • Pastoral care initiatives led by the Treasurer have started and are now an integral part of the Cathedral’s strategy and vision, with additional supervision from the Volunteer Coordinator. • Revised services provided by Day Chaplains and Clergy: <ul style="list-style-type: none"> ○ Create new Rota for day chaplains, ensuring DBS checks and safeguarding training are up to date. ○ Advertise via the deanery and the diocese for new day chaplains. ○ Ensure the Day Chaplains’ Manual is updated for all support organisations. • To become part of Safer Spaces Initiative across Sussex & Hampshire. • To ensure clergy/vergers/ day chaplains know how to support and refer on Victims of Domestic Violence. • To increase partnership with Together in Sussex and other mental health initiatives. 	<p>Cathedral Floor activities by September 2022.</p> <ul style="list-style-type: none"> • To add vulnerable adults to ‘Worship in the Cathedral’ risk assessment by September 2022. • To consider ways in which vulnerable adults who visit the Cathedral can receive a confident, organized, and realistic offer of support by October 2022. Review every six months by Clergy and the pastoral group. • Day Chaplains and material for them to be in place by September 2022.
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	<ul style="list-style-type: none"> • To increase opportunities to work with local refugee charities. • The Dean, Chancellor, Precentor and the Treasurer to work together to ensure compliance with approved safeguarding measures for all new activities within their remits and to keep the SMC informed of all new activities. Both the Dean and the Treasurer are members of the SMC. 	
<p>4. <i>What systems and training are needed, and by whom, to enable adults at risk to be identified and responded to consistently well?</i></p>	<ul style="list-style-type: none"> • Mental Health Awareness training is being rolled out to relevant staff e.g., the Vergers. • Identify any additional safeguarding training requirements for vergers and other volunteers. • Debriefing meetings held after each incident even where it was well handled. • Linking with statutory partners to identify vulnerable people. • Training to be provided for volunteers in recognizing and supporting people with various needs e.g. <ul style="list-style-type: none"> i) Safe Spaces ii) Mental Health First Aid iii) Supporting Victims of Domestic Abuse 	<ul style="list-style-type: none"> • To work with the Volunteer Coordinator to ensure all members of the pastoral team have DBS checks and safeguarding training completed. • To create Risk Assessments for all Pastoral group/Day Chaplains activities by October 2022. • To work with Together in Sussex to create a measurable grid system for assessing needs for pastoral care by 1 October 2022. • Create additional Volunteer training programme by 1 October 2022.

	<ul style="list-style-type: none"> iv) Supporting people with dementia v) Supporting people with autism vi) Supporting refugees and asylum seekers 	
<p>5. <i>What is needed to ensure that volunteers and others in the Cathedral community who become vulnerable are identified and receive appropriate and timely support?</i></p>	<ul style="list-style-type: none"> • To review our risk assessments to ensure that it captures all categories of vulnerable people in the Cathedral Community to ensure that volunteers and staff have the relevant training. • Where gaps are identified to have written procedures and risk assessments for these. • To review our incident reporting procedures to ensure that debriefing and lessons learnt are captured where relevant. • To maintain a live contact list for community contacts that support vulnerable people. 	<ul style="list-style-type: none"> • An incident report is now provided to the Health and Safety Committee as well as the Senior Management Team and other committees as required e.g., the FAC Committee (<i>looking at finding remedial action for access issues in the Cathedral to minimize incidents of trips and falls</i>) • Risk assessments were all reviewed prior to the SCIE audit and are completed on an annual basis (in August) and/or as required. This is monitored by the Health and Safety Committee. • Therefore, no further action is required as this is dealt with as 'business as usual'.
3.2 CHOIR & MUSIC		
CHORISTERS	Topic Owner – The Master of Choristers	
<p>6. <i>What benefit might there be in introducing additional support for choristers, which is different from that offered by music department and school staff?</i></p>	<ul style="list-style-type: none"> • Our experience has shown that the current provisions, which involve close communication between the School and Cathedral, are suitable and effective. It is 	<ul style="list-style-type: none"> • No further action is required.

	possible to envisage a situation where specialist external input would be useful: this could be arranged on an individual basis, as and when required.	
7. <i>What might formal and regular consultation arrangements for choristers and parents look like, and what advantages might there be to putting them in place?</i>	<ul style="list-style-type: none"> • Consider reinstating ‘named independent listener’ e.g., RT for both choristers and parents including what would be the value of this initiative. The independent listener was, in fact, never approached by any choristers when such a role existed. • Use of an ‘open approach invitation’ to parents for conversation with the Master of Chorister and Head of School twice yearly. This worked very well in the past. • Other services are sufficiently provided by Prebendal. 	<ul style="list-style-type: none"> • No further action is required.
8. <i>How might the arrangements for visiting choirs be strengthened to reflect the Cathedral’s Safeguarding Policy?</i>	<ul style="list-style-type: none"> • Responsibility lies with the visiting choir which has its own safeguarding processes in place e.g., anyone in the choir that is subject to an attendance agreement, is issued a standard email with a copy of our Safeguarding Policy. • To introduce for visiting group with an element of candor within the confines of GDPR to advise the Cathedral if they have someone visiting who is the subject of e.g., an ‘attendance order’. 	<ul style="list-style-type: none"> • No further action is required.
BELLRINGERS	Topic Owner – the Tower Captain	

<p>9. <i>What potential benefits might the development of safeguarding guidance specific to the bell tower bring in applying cathedral-wide procedures and policy to the unique challenges of the setting, including factors such as safe working practices, and assessing the suitability of visiting ringers?</i></p>	<ul style="list-style-type: none"> • The Cathedral has interacted with the Tower Captain, and she attended our volunteer team leader training sessions and did share with us the challenges and achievements of the bell ringing team. Sadly, due to ill health and Covid restrictions etc., this was paused and will be picked up soon with either the captain or an alternate. • Visiting band; usually short visits for one hour or so and would not have unsupervised access to vulnerable adults/children. • Safer recruitment used for volunteers. 	<ul style="list-style-type: none"> • No further action required
<p>10. <i>How might coordination between the bell tower and the wider cathedral be developed and formalised?</i></p>	<ul style="list-style-type: none"> • To take on board the feedback made in point 3.2.4. • The Dean is still the chair of their annual meeting. 	<ul style="list-style-type: none"> • To review the Bell Tower’s Safeguarding Policy to ensure that it is in line with the Cathedral’s safeguarding policy taking into consideration the recommendations made in point 3.2.4 in the report by December 2022.
<p>3.3 CASE WORK (including information sharing)</p>		
<p>Topic Owner – the Communar and the Diocesan Safeguarding Advisor</p>		
<p>Quality of engagement with the people who disclose abuse, share concerns of unsafe people or practice, or ask for help to keep safe for any reason including use of any targeted resources e.g., authorised listeners.</p>		
<p>11. <i>How might the Cathedral work with the diocese and IDSPA to ensure that it is learning from those who have survived</i></p>	<ul style="list-style-type: none"> • The SMC considered whether it is possible to share case work [albeit anonymised] as learning opportunities, as it might be 	<ul style="list-style-type: none"> • The DSA advised that this does not need to be different to any service that the Diocese currently provides to parishes or

<p><i>abuse or have received a safeguarding response?</i></p>	<p>helpful sometimes to share a case and see how we each respond given that we are shaping policy for everyone else.</p> <ul style="list-style-type: none"> • The SMC is working with the DSA to consider the possibility of having meetings with victims and survivors but need to be clear of the purpose of these meetings and how best to make use of their time. • The SMC is also considering ways within which to engage and get feedback. • IDVSA support victim of abuse by church. 	<p>Cathedral, therefore bespoke is not required.</p> <ul style="list-style-type: none"> • Therefore, no further action is required.
<p><i>12. What could be the benefits of introducing a simple means of reporting concerns across the Cathedral and what needs to happen to put this into place?</i></p>	<ul style="list-style-type: none"> • This is adequately addressed in 3.1. • We have taken on board the recommendation and will monitor the situation closely going forward to determine if any of our processes / method of communication need tweaking. 	<ul style="list-style-type: none"> • No additional action is required.
<p>3.4 CLERGY DISCIPLINARY MEASURES</p>		
<p>There were no considerations in this section.</p>		
<p>3.5 TRAINING</p>		
<p>Topic Owner – the Head of HR and the Communar</p>		
<p><i>13. What needs to happen to ensure that the Cathedral meets in full the requirements of the new House of Bishops’ Safeguarding Learning and Development Framework?</i></p>	<ul style="list-style-type: none"> • This continues to be a challenge as we have a manual system in place but hope to be able to automate the process in the future. • For all employees and volunteers, the core safeguarding training is a key part of their 	<ul style="list-style-type: none"> • To review current guidelines and processes annually including needs impact assessment by October 2022. • Review the onboarding process by October 2022.

	<p>induction and given the relatively low numbers it's not difficult to manage.</p> <ul style="list-style-type: none"> • Line managers are helpful for those who do not use PCs at work e.g., the maintenance team train in a group and the housekeepers get paid time off to do the courses from home. • Volunteers' training are slightly more difficult not least because there are more of them and various difficulties technology wise, but we manage to get it done. Have also delivered a series of basic technology training for our volunteers. • Specialist training monitoring is simpler because the numbers are fewer but obviously course availability can be an issue. 	<ul style="list-style-type: none"> • Consider more regular refresher training including relevant scenarios for both staff band volunteers keep it live but in a useful practical way, by October 2022. • The record maintenance admin would be so much easier if we could just access the CoE records and look people up but it's not possible.
<p>14. <i>Where is the best place to monitor compliance with national and Cathedral requirements for core and specialist safeguarding training?</i></p>	<ul style="list-style-type: none"> • This currently sits with our HR function and includes staff, clergy and volunteers. • Safeguarding Management Group meetings – attended by the Diocese's Safeguarding Advisor, Chapter Safeguarding lead, Clergy Safeguarding Lead and the Head of HR that oversee safeguarding training requirements. Training is also a standing agenda item. • Senior Management Group – quarterly updates attended by the Chapter 	<ul style="list-style-type: none"> • No further action required.

	Safeguarding lead, Clergy Safeguarding Lead and the Head of HR that oversees safeguarding training requirements.	
15. <i>How might the impact of training on the safeguarding culture and practice of the Cathedral be assessed?</i>	<ul style="list-style-type: none"> • Regularity of reviews is key. • Review of Safeguarding log, incident reporting, safeguarding related complaints and use of the SMC members to provide support. • Safeguarding complaints /feedback. • Incident analysis by the Health and Safety Committee 	
3.6 SAFER RECRUITMENT		
	Topic Owner – The Head of HR	
16. <i>How confident is the Cathedral that its recruitment process, end to end, conveys a clear message about its approach to recruitment as part of building a safer church?</i>	<ul style="list-style-type: none"> • The Topic Owner is confident that we take every opportunity to ensure that applicants for employee or volunteer positions understand about our commitment to safeguarding. Reference to safeguarding and training features in: <ol style="list-style-type: none"> a. Adverts b. Application packs incl job descriptions/volunteer role descriptors c. Application form – every role completes on d. Interviews – there is at least one mandatory safeguarding 	No further action is required.

	<p>question depending on the role</p> <p>e. Induction – everyone undertakes core safeguarding training Level 1 SQP is compliant with the new policy.</p> <ul style="list-style-type: none"> • Safeguarding is now a standing agenda item for the Senior Management Group (SMG) and Chapter meetings so will be used to discuss how we can better embed safeguarding for e.g., during induction and at probationary review. • 5-3-year shift for DBS checks. 	
<p>17. <i>How might the Cathedral monitor compliance with safer recruitment standards?</i></p>	<ul style="list-style-type: none"> • Annual review / audit of the above actions by the Safeguarding Management group. • Quarterly reports provided to Chapter and a report to every SMC meeting by the Head of HR. • This can also be monitored by the HR and Remunerations Committee. • Policy includes its own check list 3.6B. 	
<p>4.1 POLICIES, PROCEDURES AND GUIDANCE</p>		
	<p>Topic Owner – The Communar and the Executive Assistant</p>	
<p>18. <i>Who is best placed to ensure that policies and procedures are understood across the cathedral community, consistently</i></p>	<ul style="list-style-type: none"> • Guidelines and policies can be divided into: <ul style="list-style-type: none"> a. Those for employees (staff and Clergy) only 	<ul style="list-style-type: none"> • The SMC maintains an overview of the safeguarding related policies and procedures with the relevant Topic Owners using the Safer Church Action Plan.

<p><i>implemented, and having the desired impact?</i></p>	<p>b. Those for volunteers only c. Those for the wider community</p> <ul style="list-style-type: none"> • Safeguarding related policy /procedures clearly shows roles and responsibilities. • All safeguarding related policies, procedures and risk assessments to be reviewed on an annual basis by an external party or when the CofE guidance has been updated or an issue or incident that results in a review of practice in place. • Continue to improve our Policy Management system. We now have an index of guidelines and policies, and they are all now stored in one place and more easily accessed. • Improve the approval and version control for all guidelines. • The index now shows the Chapter lead and operations lead for each guideline or policy. • Whenever a guideline or policy has been amended for refresher to be communicated to all staff and volunteers by the Topic Owner. • All guidelines and policies to be reviewed on an annual basis unless otherwise agreed with the Chapter Lead and 	<ul style="list-style-type: none"> • All Policies, Guidelines and procedures are drafted in compliance with the best practice guideline which includes effective communication by the Topic Owner and other subject matter experts to all staff and volunteers. • No further action is required.
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	evidenced in the version control box and the index updated.	
4.2 THE DIOCESAN SAFEGUARDING ADVISOR/ CATHEDRAL SAFEGUARDING OFFICER		
There are no considerations in this section.		
4.3 RECORDING AND IT SYSTEMS		
	Topic Owner – The Diocesan Safeguarding Advisor / Cathedral Safeguarding Leads	
19. <i>What are the next steps in developing the Cathedral's quality assurance arrangements and how might these be taken forward?</i>	<ul style="list-style-type: none"> • Safer recruitment report to Safeguarding Management Group and Chapter on quarterly basis. • Risk Assessments to be reviewed on an annual basis and/or as required. • To ensure that the Safeguarding policy remains current. • Ensuing that CofE guidelines are read and complied with such as code of Safer Working Practices, Safer Working Environment and Safer Recruitment etc. • Ensure that safeguarding related policies such as Lone working, Lost Child etc., are reviewed on a regular basis. 	<ul style="list-style-type: none"> • We have a dedicated space on our website to capture and manage any safeguarding related complaints/ feedback. Ensuring remedial action is taken where necessary. • All safeguarding related complaints/ feedback are reported into the SMC. • No further action is required
20. <i>How might the Cathedral seek regular feedback from a range of children and adults, including survivors of abuse?</i>	<ul style="list-style-type: none"> • Annual surveys. • Audience development plan. • More regular contact with congregation, for which safeguarding will be included. • Via outreach ministry to young families, pebbles etc. 	<ul style="list-style-type: none"> • No further action is required.

	<ul style="list-style-type: none"> Other measures are covered in the relevant sections including the Chorister section. 	
5.2 COMPLAINTS ABOUT THE SAFEGUARDING SERVICE		
There were no considerations under this heading.		
5.3 WHISTLEBLOWING		
	Topic Owner – The Diocesan Safeguarding Advisor / Cathedral Safeguarding Leads / HR	
21. <i>How might the Cathedral promote the importance of whistleblowing and improve awareness, access, and use of the whistleblowing procedure?</i>	<ul style="list-style-type: none"> To consider running a session on whistleblowing to help staff/clergy and volunteers understand better their rights, action that can be taken and when. Training sessions for leadership and culture in recognising and dealing with whistle-blowers. Staff & Clergy will be inducted in the whistle blowing policy noting action to be taken where there are safeguarding issues once the policy has been updated and approved by the Topic Owner and HR colleagues. 	<ul style="list-style-type: none"> The Whistleblowing policy has been updated to ensure compliance with relevant CofE recommendations/best practice and will be rolled out to all staff and volunteers. Whistleblowing from a safeguarding perspective would also be included in the revised Safeguarding Policy; to be completed before the end of October. A clear flow chart showing the actions to be taken would also be produced.
5.4 CATHEDRAL SAFEGUARDING GROUP AND BISHOP’S SAFEGUARDING ADVISORY PANEL		
	Topic Owner – The Diocesan Safeguarding Advisor / Cathedral Safeguarding Leads / BSAP Chair	
22. <i>How might current structures be developed to provide systematic oversight and evidenced assurance to the Dean and Chapter of the quality and effectiveness of cathedral safeguarding arrangements?</i>	<ul style="list-style-type: none"> The BSAP to review the Cathedral’s Safeguarding Policy each time it is reviewed / amended. The BSAP will be provided this action plan together with updates. 	<ul style="list-style-type: none"> SMC’s remit has changed further to recommendations made by the auditors, including its Terms and Reference and membership, which is an integral part of the systematic oversight.

<p>23. <i>What opportunities might there be for the CSG to engage with and incorporate learning from survivors and others who have received a safeguarding response?</i></p>	<ul style="list-style-type: none"> • The Safeguarding Management Group reports to Chapter / DSA attends and provides reports to Chapter. • Operational issues are monitored in the Safeguarding Management Group. • The CSG is working with the DSA to find ways in which it can engage with survivor/s to get feedback. • Working with Chapter, the two new Canons undertook an independent review of the Cathedral’s historical safeguarding issues, speaking to various parties including the Bishop, and provided feedback to Chapter. 	<ul style="list-style-type: none"> • The revised Safeguarding policy will also address this more clearly due out before the end of October.
<p>5.5 LEADERSHIP AND MANAGEMENT</p>		
<p>Topic Owner – The Diocesan Safeguarding Advisor / Cathedral Safeguarding Leads / Precentor</p>		
<p><i>What more might the Dean and clergy do to promote understanding of the importance of safeguarding and its integral place in church life, and how might the developing vision be based on the ‘Four Pillars’ support this?</i></p>	<p>The Dominicans have, following Dominic and the saints of their own Order, found spiritual balance around ‘four pillars’: prayer, study, community, and mission. For example, when contemplating our work for social justice, we might ask <i>how is it rooted in prayer, informed by biblical and theological reflection, and engaging the Cathedral community? Similarly, the pillars ask of each one of us: How is my prayer life? How am I growing in knowledge of God, the world and myself? What do I offer up to the Christian community? How am I serving God in the world?</i></p>	<ul style="list-style-type: none"> • What follows is the consideration of various aspects of the Cathedral’s life bringing the four pillars into view in each. Therefore, the four pillars are the foundation for the key areas of cathedral life as detailed in the Vision, which would be launched and rolled out on the 19 September. • Safeguarding Sunday 20 November. Service to include recognition of this. Possibility of the DSA to attend this service. • Through safeguarding and spiritual teaching.

	<p>In this way, it is hoped that the ‘Four Pillars’ challenge us at an institutional level.</p> <p>There are 7 areas of Cathedral life that features in the strategy with safeguarding as an integral part. The SMG are being tasked with carrying forward each of these areas that would have a safeguarding perspective where applicable.</p>	<ul style="list-style-type: none"> • Visitor Experience Manager to add leaflets and posters to our welcome donation’s desk. • Signposting of key support services in Chichester.
STRATEGIC LEADERSHIP		
<p><i>What benefits might there be in developing a strategy for Promoting a Safer Church with an accompanying delivery plan, and how could this be achieved?</i></p>	<ul style="list-style-type: none"> • This is included in our Vision and Strategy and elements from this will be included in senior staff member’s PDR and the strategy implementation plan. The Vision and Strategy also includes our core vision. • The safeguarding action plan will also include actions from the Safer Church as there are overlaps, so logical to have just the one plan. 	<ul style="list-style-type: none"> • In creating and executing the recommendations made by the SCIE Auditors and incorporating additional elements from the CoE guidelines, Chapter will ensure that safeguarding remains at the centre of all our activities and embedded in our culture. • This together with our safeguarding action plan which is a live and an evolving delivery plan with clear topic owners and accountability.
OPERATIONAL LEADERSHIP		
<p><i>What adjustment need making to current structures and accountabilities to ensure coordinated operational delivery of the Cathedral’s Safeguarding policy, and who is best placed to achieve this?</i></p>	<ul style="list-style-type: none"> • The Safeguarding Management Group has been renamed formalising the accountability of the Safeguarding Management Committee (SMC) to Chapter. The Terms of Reference have been revised 	<ul style="list-style-type: none"> • The revised Safeguarding Policy will demonstrate the revised structure and accountabilities. • This will also be evidenced in the Cathedral’s revised Vision and Strategy document which may also result in a restructure.

	<p>to make accountability feature more strongly.</p> <ul style="list-style-type: none"> • Restructuring of the responsibilities for the Canons playing to the strength and attributes that each one brings to the Cathedral. • This action plan is in part achieving the recommendation by clearly identifying topic owners for the various safeguarding topics/activities. • The Cathedral Measure empowers the SMG with responsibility for operational responsibilities and for carrying out strategic decisions on Chapter's behalf. For both Chapter and SMG meetings Safeguarding is a standing agenda item. 	<ul style="list-style-type: none"> • The recruitment of the Diocese for a Cathedral Safeguarding Advisor continues. • Governance review will take place to ensure compliance with the Cathedral Measures 2021 and meet the requirements of the Charity Commission application, so safeguarding will be part of this.
5.6 CULTURE		
Topic Owner – The Diocesan Safeguarding Advisor / Cathedral Safeguarding Leads / Chapter		
<p><i>What are the next steps in building and embedding a culture across the Cathedral which puts the experiences of victims and survivors at its heart and where safeguarding is owned as 'everybody's business'?</i></p>	<ul style="list-style-type: none"> • Safeguarding is an integral part of the Vision and Strategy. • Safeguarding is included in all our risk assessments for all departments and is embedded in everything that we do with safeguarding issues escalated to the Safeguarding Management Group to review practice in place. • Ensured that all staff and volunteers undertake their safeguarding refresher 	<ul style="list-style-type: none"> • Live it! Have a clear implementation plan. • The Safeguarding Management Group will consider how best to observe the annual Safeguarding Day. This will be sorted via the Safeguarding Management Group. • To actively find opportunities to work with survivors' network via the Diocese. • Utilize a process of continued learning and improvement cycle.

	<p>courses and where possible to have group sessions to discuss safeguarding issues.</p> <ul style="list-style-type: none"> • It is also an integral part of our safer recruitment process and induction for all new staff and volunteers. • All leaders undertake the NST Senior Leadership Safeguarding Pathway training. 	<ul style="list-style-type: none"> • The Safeguarding Management Group is considering inviting victims and survivors to speak to its members as part of the continued learning and improvement initiative.
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