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Chichester Cathedral

Independent Safeguarding Audit

September 2021



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About SCIE

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We improve the quality of care and support services for adults and children by:

- identifying and sharing knowledge about what works and what's new
- supporting people who plan, commission, deliver and use services to put that knowledge into practice
- informing, influencing and inspiring the direction of future practice and policy.

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1. INTRODUCTION

1.1 THE AUDIT PROGRAMME

- 1.1.1** The Social Care Institute for Excellence (SCIE) is delighted to have been asked to provide an independent audit of the safeguarding arrangements of the cathedrals of the Church of England.
- 1.1.2** This programme of work will see three cathedral audits in 2018, 16 in 2019, four in 2020, 17 in 2021 and a final three early in 2022. There are 43 in total. It represents a significant investment in cathedrals and an important opportunity to support improvement in safeguarding.
- 1.1.3** All cathedrals are unique, and differ in significant ways from a diocese. SCIE has drawn on its experience of auditing all 42 Church of England dioceses, and adapted it, using discussions and preliminary meetings with different cathedral chapters, to design an audit methodology fit for cathedrals. We have sought to balance cathedrals' diversity with the need for adequate consistency across the audits, to make the audits comparable, but sufficiently bespoke to support progress in effective and timely safeguarding practice in each separate cathedral. Cathedral representatives will play a key role in adapting the audit framework to their particular cathedral context. Only in this way will we achieve bespoke audits that are right for each place respectively. Bespoke audits will in turn optimise the usefulness of the audit process and outputs to supporting progress in effective and timely safeguarding practice. We look forward to working with you to this end.

1.2 THE AUDIT PROCESS

SCIE Learning Together and our approach to audit

- 1.2.1** SCIE has pioneered a particular approach to conducting case reviews and audits in child and adult safeguarding that is collaborative in nature. It is called Learning Together and has proved valuable in the adults' and children's safeguarding fields. It is built on work in the engineering and health sectors that has shown that improvement is more likely if remedies target the underlying causes of difficulties, and so uses audits and reviews to generate that kind of understanding. Learning Together involves exploring and sharing understanding of both the causes of problems and the reasons why things go well.

Key principles informing the audit

- 1.2.2** Drawing on SCIE's Learning Together model, the following principles underpin the approach we take to the audits:
- Working collaboratively: the audits done 'with you, not to you'
 - Highlighting areas of good practice as well as problematic issues
 - Focusing on understanding the reasons behind inevitable problems in safeguarding
 - No surprises: being open and transparent about our focus, methods and findings so nothing comes out of the blue

- Distinguishing between unique local challenges and underlying issues that impact on all or many cathedrals

Supporting improvements

- 1.2.3** The overarching aim of each audit is to support safeguarding improvements. To this end our goal is to understand the safeguarding progress of each cathedral to date. We set out to move from understanding how things work in each cathedral, to evaluating how *well* they are working. This includes exploring the reasons behind identified strengths and weaknesses. Our conclusions will pose questions for the cathedral leadership to consider in attempting to tackle the underlying causes of deficiencies.
- 1.2.4** SCIE methodology does not conclude findings with recommendations. We instead give the cathedral questions to consider in relation to the findings, as they decide how best to tackle the issue at hand. This approach is part of the SCIE Learning Together audit methodology. The approach requires those with local knowledge and responsibility for progressing improvement work to have a key role in deciding what exactly to do to address the findings and to be accountable for their decisions. It has the additional benefit of helping to foster ownership locally of the work to be done to improve safeguarding.

The process

- 1.2.5** The process will involve reviewing documentation as well as talking to key people, including focus groups. Further details are provided in the Appendix.

The site visit will be either 3 days or 2.5 days. Cathedrals have been selected for the three-day audit to provide a broad base, or on the scale of an operation and/or where concerns may have been raised in the past for the cathedral.

1.3 STRUCTURE OF THE REPORT

This report is divided into:

- Introduction
- The findings of the audit presented per theme
- Questions for the cathedral to consider are listed, where relevant, at the end of each Findings section
- Conclusions of the auditors' findings: what is working well and areas for further development
- An appendix sets out the audit process and any limitations to this audit

2. CONTEXT

2.1 CONTEXT OF THE CATHEDRAL

- 2.1.1** As part of the audit process, the leadership was asked to supply a brief description of the cathedral, an edited version of which is below:

Chichester Cathedral has been a sacred place of worship since its foundation in 1108. It serves as Mother Church to the Diocese of Chichester, which encompasses West and East Sussex. As Mother Church, the Cathedral is host to many of the Diocese's major celebrations, including services of confirmation, licensing to lay and diocesan posts, and the ordination of deacons and priests. The Cathedral also works in partnership with many local charities, supporting their work, and can provide support and resources for parishes.

2.2 CONTEXTUAL FEATURES RELEVANT TO SAFEGUARDING

- 2.2.1** Chichester Cathedral sits within the medieval centre of the city, in its own extensive close. The Bishop's Palace is alongside. All the clergy and some of the employees live within the precinct, in accommodation owned by the Cathedral. Some of the accommodation within the precinct is let out to visitors. Staff who are not based in the Cathedral itself work from offices in the precinct, although some still work primarily from home.
- 2.2.2** In common with all cathedrals, Chichester had to adapt rapidly to the restrictions imposed as a result of the Covid pandemic, closing its premises for some of the time, and either suspending its activities or moving them online. Many staff were furloughed. It is now in the process of resuming 'business as usual', albeit with changes that were either in process before the pandemic or have been implemented as a result of changed thinking and practices during the past 18 months.
- 2.2.3** Made up of both clergy and lay staff, the Cathedral Chapter is the body that determines the policy for administering the Cathedral. The 2021 *Cathedrals Measure* will have implications for the Cathedral's governance and operational arrangements.
- 2.2.4** Following the retirement of the Canon Precentor in 2020, the Bishop has appointed two new, part-time residentiary canons to the posts of Canon Treasurer and Canon Precentor respectively. The individuals are about to take up their new roles. New lay members of Chapter are also being recruited. This coincides with the recently initiated public consultation on a proposed new vision for the Cathedral, known as the 'Four Pillars: Prayer, Study, Community and Mission'.
- 2.2.5** There is a close relationship between Chichester Cathedral and The Prebendal School, which is located adjacent to the cathedral precinct. All cathedral choristers attend The Prebendal School. Historically, members of the Chapter played a significant role in the governance and management of the school and the Dean remains its chair of governors. The school has not been owned by the Cathedral for many years and recent developments, with the school joining the Alpha Schools Group, have led to further separation of governance arrangements between the two bodies.
- 2.2.6** The Independent Inquiry into Child Sexual Abuse (IICSA) carried out a case study (published in May 2019) of the Diocese of Chichester, which highlighted the incidence of individuals connected with the diocese that had been convicted or pleaded guilty to sexual offending against children over the previous 50 years. This was higher than in

other large dioceses. Although not within the jurisdiction of the diocese, the review also incorporated matters relating to the Cathedral, which had been the focus of an earlier review in 2004 (known as the 'Carmi Review'), in which a recurring theme was Chichester Cathedral's failure to respond appropriately to safeguarding concerns. As a result of changes in both diocese and Cathedral since the publication of the Carmi Review and other related reports, IICSA found that incorporation of Chichester Cathedral into the diocesan safeguarding structures provided 'an example of good practice'.

2.2.7 The IICSA report included detail concerning the Anglican Church's response to allegations made by someone known as 'Carol' against Bishop George Bell, a former Bishop of Chichester, some 30 years after his death in 1958. George Bell remains highly regarded by many within and outside the immediate Cathedral community. The Dean and Chapter voiced strong support of 'Carol' and have removed high profile references to George Bell from around the Cathedral precinct. These decisions are still proving to be controversial for some.

2.3 DESCRIPTION OF THE SAFEGUARDING STRUCTURE (INCLUDING LINKS WITH THE DIOCESE)

2.3.1 The House of Bishops' practice guidance *Key Roles and Responsibilities of Church Office Holders and Bodies* (2017) states that the role of the Dean is to provide leadership concerning safeguarding, and to encourage everyone to promote a safer church.

2.3.2 The Dean is supported in his leadership role by a number of clergy, staff and others, including:

- The Communar, who is the senior lay administrator and the Cathedral Safeguarding Officer (CSO)
- The Cathedral Chaplain, who oversees the pastoral care of clergy, staff, individuals who are the subject of an attendance agreement, residents of St Mary's Hospital and any others who seek his support
- The Safeguarding Support Team, comprising six people in addition to the Dean and the Diocesan Safeguarding Advisor (DSA) who are available to speak with anyone who may have safeguarding concerns about a child or adult
- The Head Verger, who is principally responsible for the safety and security of the Cathedral building and reports to the Dean and the Head of Operations in a matrix arrangement of departmental heads and managers, who oversee safety and safeguarding arrangements within their areas of responsibility
- The Organist and Master of the Choristers (OMC), who reports to the Dean and has oversight of the choirs, supported by an Assistant Organist (who is employed at The Prebendal School) and an organ scholar
- The Schools and Families Officer, who has oversight of work with schools
- The Tower Captain and Ringing Master, who oversee the activities of the Cathedral Guild of Ringers and its safeguarding procedures
- The DSA and their team. The DSA is also the Cathedral Safeguarding Advisor (CSA)

- The Head and Deputy Head of The Prebendal School. The latter is also the school's Designated Safeguarding Lead (DSL)

2.3.3 The Cathedral is represented at the Bishop's Safeguarding Advisory Panel (BSAP) by the Communar.

2.4 WHO WAS SEEN IN THE AUDIT?

2.4.1 The audit involved reviewing documentation, auditing case files, talking to people at the heart of safeguarding in the Cathedral and The Prebendal School – such as the Dean, Clergy and lay staff members, safeguarding staff, music leads, and people managing the floor of the Cathedral – and discussing safeguarding with a number of other individuals with a range of roles and responsibilities. The fieldwork aspect of the audit took place over three days.

2.4.2 Further details are provided in the Appendix.

2.5 LIMITATIONS OF THE AUDIT

2.5.1 Several people whose roles made them important to the audit were unavailable during the period of the audit, for a range of expected and unexpected reasons. These included clergy, lay staff and others. Where possible, follow-up interviews were conducted by telephone.

2.5.2 The auditors were able to conduct all but one interview 'live', albeit socially distanced and observing all Covid-related government rules and guidance. However, some limitations remained that made some aspects of the audit necessarily different from those conducted in 2019/20.

2.5.3 No focus groups were held during this audit. They were replaced by an electronic survey which was widely distributed to children with close links to the Cathedral (e.g. choristers) and adults in a range of roles across the Cathedral community, including staff, volunteers, parents of choristers and members of the congregation. The responses were analysed by the audit team and findings explored and referenced throughout conversations. The children's survey had only three respondents, so any findings drawn from this number are limited by the extent to which they can be generalised to the wider chorister group. The adult survey had 88 responses, across a broad spectrum of roles, including congregants. Although informative, the surveys nevertheless limited the depth of knowledge that could be gained from participants. This was further limited by the inability to hold follow-up discussions with respondents.

2.5.4 During the periods of lockdown during 2020 and early 2021, most Cathedral activities were suspended, and the building remained closed to visitors for some of the time. No live services were held and the choir did not sing through the first lockdown. Significant numbers of staff were furloughed and volunteers were not active at all. Many activities have not yet resumed, and not all volunteers have returned to the roles they carried out pre-Covid. Some activities will not resume at all, and others will be different, as a result of changes and restructuring that took place during 2019–2021.

2.5.5 Nobody who had received a safeguarding response from the Cathedral responded to the invitation to speak with the auditors, and their specific perspective is therefore absent.

2.5.6 The auditors did not visit St Mary's Hospital and did not include its safeguarding

arrangements within the scope of the audit, other than to note that the Cathedral Safeguarding Group (CSG) has maintained an overview. This is because, given its separate governance and management arrangements, it is beyond the scope of the Cathedral audit.

3. FINDINGS – PRACTICE

3.1 SAFE ACTIVITIES AND WORKING PRACTICES

Precincts and buildings

3.1.1 There are significant challenges to running a place of worship that welcomes large numbers of worshippers each week, receives several thousand visitors a year and is open to the public, some of whom may be vulnerable themselves, or a possible risk to others. A prominent public building like a cathedral is also vulnerable to external threats. The commitment of the Dean and Chapter to make Chichester Cathedral a public space as well as a place of worship means that a consistent balance must always be maintained between being open and welcoming and ensuring safety and security.

Description

- 3.1.2** Chichester Cathedral and the adjoining Bishop's Palace occupy much of the southwest quadrant of the medieval city centre. The Cathedral close comprises open grassy areas, a range of buildings occupied by staff and clergy, and a small number of buildings which are now used as accommodation for tourists and visitors. Across West Street, to the north of the Cathedral, is The Prebendal School, access to which can be gained by choristers and music staff through a secured gate which opens into the precinct and opposite to the Cathedral's west door. The bell tower is physically separate from the cathedral and is discussed in section 3.2.
- 3.1.3** The Cathedral itself is a large, fairly open building. The only entrance for visitors is through the west door, with an accessible entrance in the same area, and there are plans to site a welcome designated area within the west porch that will be manned by a newly recruited staff team, which will work alongside the existing welcome volunteers based inside the Cathedral. The Cathedral shop is sited inside the Cathedral treasury, accessed from within the Cathedral itself. The various side chapels are visible from the Cathedral floor, enabling easy oversight while allowing for reasonable privacy. Other entrances and exits to the Cathedral and other buildings in the close are accessible only via keypads or electronic pass codes.
- 3.1.4** CCTV coverage is focused on access and egress routes to the Cathedral and cloister, both internal and external, as well as access points outside the cloisters. There is no CCTV coverage within the main cathedral side aisles, transepts or other areas. Cameras can be monitored via the vergers' mobile phones as well as via a monitor in the vestry. Other designated Cathedral staff can also monitor the CCTV. The recent relocation of public toilets inside the north transept, having previously been outside in the cloisters, has improved accessibility as well as safety. The toilets are each self-contained with wash basin and are gender-free, making them safer for everyone including children.
- 3.1.5** The building is open for Holy Communion at 8.00 am each morning and closes after evensong at approximately 6.30 pm on weekdays and 4.00 pm on Sundays. A team of four vergers, led by the Head Verger, is responsible for opening and closing the building, and for overseeing safety and security of the building and its surroundings. There was one vacancy in the verger team at the time of the audit. The vergers are based in the vestry, which is a secure room within the Cathedral. Their uniform and ID lanyards make them easy to recognise. The day is divided into morning and afternoon shifts, with an overlap of around two hours in the middle of the day to enable good communication.

- 3.1.6** During the main hours for public visiting (9.00 am–4.00pm), there are volunteer guides and ‘welcomers’ on duty, usually working in pairs. The plan to open a staffed welcome designated area at the west door will add extra capacity. The Cathedral shop is also open daily and is staffed by volunteers. At present, there are no day chaplains available for those who wish to speak with a member of the clergy. Should there be such a request, the verger on duty would make the necessary arrangements with the Cathedral Chaplain, but this would inevitably build in a delay.
- 3.1.7** In the event of any concerns arising, the vergers are the first point of contact. Communication between the different individuals and groups in the Cathedral is by radio or personal mobile phone. This appears to be working, despite the reduced number of vergers; responses by adults (most of whom were volunteers, staff or members of the congregation) to the survey indicate that 83% (n = 73) feel extremely or moderately safe in their Cathedral activities, with the remainder noting that this question did not apply to them. Nobody said they felt unsafe, and all children said they felt safe in the Cathedral.
- 3.1.8** Lone working is almost inevitable in some areas of Cathedral activity. At present, with one of the four full-time positions vacant, vergers tend to work on their own at the beginning and end of the day. Volunteers and guides can also find themselves working alone, albeit within reach of assistance. That said, 70% (n = 65) of respondents to the survey reported lone working as being extremely or moderately avoided in their role; 7% (n = 6), however, said that lone working was not avoided at all.
- 3.1.9** Out of hours alarms alert a series of individuals in turn, first of whom is usually the Head Verger, who lives in the close. The Head Verger will check the site, initially alone, though with access to clergy and other staff who live on site if needed. Emergency services provide back up when requested. A fire safety and emergency evacuation policy is in place which sets out preventive measures and the actions to take in the event of fire or other emergency, specifying who is responsible for what.
- 3.1.10** The Head Verger works closely across all departments to identify what support is needed for the various events and activities and ensure this is available. In normal times the Cathedral hosts a range of events, such as concerts, recitals, school visits and services, graduation ceremonies and specific visitor experiences (such as a Christmas tableau in 2020 that paid tribute to key workers in the pandemic). A number of personnel will take the lead in planning; the Head of Operations, the Visitor Experience Manager, the Director of Music or the Assistant Organist. A fortnightly diary meeting involving the Head Verger and these key staff facilitates careful, early planning for events across the site. Regular events such as fire drills are also coordinated at this meeting.
- 3.1.11** At present, the Cathedral café is closed pending a Chapter decision about its future operation.

Analysis

- 3.1.12** Arrangements for keeping safe the Cathedral and associated buildings and those working in and visiting them are comprehensive. Staff, volunteers and congregants are confident that they are kept safe.
- 3.1.13** The Head of Estates is responsible for buildings, maintenance and health and safety. Together with the Head of Operations, they have worked to ensure that the environment is thoroughly risk assessed, that technology is used to support safe working practices and that compliance is carefully monitored. The introduction of

coloured access/ID badges to distinguish staff, volunteers and contractors provides an additional level of assurance. Care has been taken to assess risks across all areas as the Cathedral resumes activities post-Covid. The auditors heard about fire drills and practice evacuation of the building being conducted regularly. Written assessments seen did not address the need for a response to terrorist or other external threat, and the auditors suggest this as an additional area for risk assessment and consideration.

- 3.1.14** There are policies regarding both lone working and lost children/vulnerable adults. The auditors were given numerous examples of how well established relationships ensure that people working in and visiting the Cathedral are kept safe, and how a lost child or adult at risk would be responded to in practice.
- 3.1.15** The team of vergers is well regarded and seen as reliable in responding to and heading off crises. They are an experienced team who work together well. They are the first point of resort in many situations. The auditors reflected that the current position, with the team working below full capacity, is an area of vulnerability and needs addressing in the short term until the team is once again at full strength.

Questions for the Cathedral to consider

- What further action is needed to ensure safety and security in the Cathedral for staff and volunteers as well as visitors at all times?

Children

This section is about children who come to the Cathedral in various capacities. It does not cover choristers, or children who bellring, who are referred to in section 3.2.

Description

- 3.1.16** Children are engaged with Chichester Cathedral in two main ways: through the Pebbles group for children aged between 2 and 11, and via organised educational activities. There are no child servers and no activities with young people at present.
- 3.1.17** Pebbles is run by volunteers, under the managerial oversight of the Canon Chancellor. The group meets on Sunday mornings, during the school term, each session taking place during the Eucharist service. Its location has changed during the past 18 months from the Canons' Vestry to the 'Eastern Arm' of the cloisters, which is now considered to be more suitable. During lockdown and the ensuing months of restrictions, the group continued to meet online and, when possible, met as a group to join the Cathedral's Sunday Eucharist. Pebbles resumed its regular, face-to-face meetings in early September 2021, after the summer break. At present, there is a core group of around six children who meet regularly, supplemented by children from visiting families. Parents are required to complete a registration form with key information about themselves and their child(ren) before attendance at Pebbles is permitted.
- 3.1.18** The Pebbles leader is a particularly experienced and well qualified volunteer, who is keen to develop the Cathedral's mission with children and younger families. They ensure there are always at least two adults with the group, both of whom hold an enhanced Disclosure and Barring Service (DBS) certificate and are trained in accordance with the *Cathedral Safeguarding Policy*. A draft *Pebbles Procedure* document, dated August 2021, sets out comprehensive guidance that all volunteers and parents should follow in order to keep children safe while attending Pebbles. A role profile is under development which is compliant with safer recruitment principles and will be used as the basis for expanding the current very small group of volunteers.

- 3.1.19** School visits and other educational activities are coordinated by the learning and engagement department, which is also managed by the Canon Chancellor. This department has experienced a number of staff redundancies over the past two years, together with the loss of many of its former volunteers and the learning centre. It is now being re-established in a different form, under the leadership of a new Schools and Families Officer, who was appointed to this new post during lockdown and has a background in safety management and as an educational advisor at a museum. School visits can be pre-booked or self-guided and resumed in June 2021, although numbers remain low post-Covid. Activities are aimed at different age groups and run by DBS checked and safeguarding trained volunteers. Having previously been closely curriculum based, the auditors understand that the focus is being changed to be more broadly educational and more closely aligned to the mission of the Cathedral. The department itself is becoming more outward facing, developing learning partnerships with a range of local, national and even international and other partners. One example is The Dolly Parton Foundation, through which the Cathedral is working with families in Brighton and Hove. An autumn conference on children's mental health is being planned, as is a conference for children and families for spring 2022.
- 3.1.20** In response to the survey, 77% of respondents (n = 68) said they were extremely or moderately confident about their own or other people's children's wellbeing, when in the care of the Cathedral, with the remainder saying the question was not relevant to their role or experience.

Analysis

- 3.1.21** The present provision for young children and families is safely operated, with appropriate procedures in place. Current procedures for school visits need reviewing to ensure full compliance with the Cathedral's *Safeguarding Policy*. As the focus of the learning and engagement department changes, relevant procedures and practices may need developing or reviewing.
- 3.1.22** The auditors were impressed by the thought given to how the Pebbles group operates. The draft procedure document is clear, and compliant with good safeguarding practice, although cross-referencing to the Cathedral's *Safeguarding Policy*, and information about how to report a concern, would be useful additions before the document is finalised. It was also evident that there has been a change in culture in recent years, with more attention being paid to the importance of engaging positively with children, young people and families. The auditors heard that the change to an earlier time of the Sunday Eucharist service, and the recent public 'blessing of the backpacks,' have both been seen as a positive statement of welcome by families who had previously felt less welcome at the Cathedral.
- 3.1.23** The auditors did not see specific procedure documents relating to school visits but noted that documentation regarding school visits on the website is not explicit regarding safeguarding policies and responsibilities and needs updating. The auditors reflected that the ambitious and innovative plans for developing this outward-facing aspect of the Cathedral's work, including work with older children and young people, will need supporting through the development of comprehensive risk assessments, procedures and practice guidance, as is evident in many of the other departments.
- 3.1.24** The auditors were pleased to note that the Pebbles group leader is a member of the CSG and would expect that the Schools and Families Officer will also be invited to join, given the nature of their responsibilities.

Questions for the Cathedral to consider

- 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?

Adults*Description*

- 3.1.25** Chichester Cathedral works with partners across Chichester to promote its mission and support those who may be vulnerable, including Chichester Foodbank, Stonepillow (which works with homeless and vulnerable people), and UKHarvest. It is committed to being dementia friendly, and partners with the Alzheimer's Society when organising events. Staff and volunteers have received dementia awareness training.
- 3.1.26** Increasingly, the Cathedral is demonstrating its commitment to the local community by using its website and marketing activities to encourage charitable donations. Most recently, publicity following the opening of the new toilet facilities in the north transept was used to encourage donations to TearFund, which raises money for water and sanitation programmes in countries across the world.
- 3.1.27** A well-developed partnership with ChiBAC (Chichester Businesses Against Crime) has resulted in confidence about how to deal with those in breach of an order and/or who are being antisocial. ChiBAC employs a community warden and a rough sleepers outreach worker and acts as a focus for intelligence gathering regarding people who may pose a risk to others. It also helps ensure that individuals who are vulnerable because of homelessness and other problems are supported at the same time as partners are supported to reduce crime.
- 3.1.28** At an individual level, people who appear vulnerable often receive a first response from the vergers, who know the community well and are familiar with individuals who come into the Cathedral regularly. The day chaplain service has not resumed post-Covid, but the Cathedral Chaplain is active in responding to need where possible.
- 3.1.29** Many volunteers felt very vulnerable over the past 18 months due to the pandemic and its various restrictions. The Volunteering Coordinator made strenuous efforts to ensure that these individuals were well supported by telephone contact.
- 3.1.30** Leadership of pastoral care has sat generally with Chapter but not clearly within the remit of any individual. The newly appointed Canon Treasurer will take up the leadership and development of this area of work. The previous arrangements, involving volunteer visitors, have not persisted during the pandemic.

Analysis

- 3.1.31** Partnerships with specialist organisations are well developed and awareness of the potential for volunteers becoming vulnerable is good. Pastoral care is underdeveloped. A training programme is needed which will help staff and volunteers to respond consistently to individual needs of vulnerable adults, together with more robust procedures for assessing, managing and communicating risk.
- 3.1.32** Auditors observed confidence among staff and volunteers that individuals who may pose a risk to others were being effectively identified, managed and supported. The partnership with ChiBAC clearly works well in the context of potential crime prevention.

- 3.1.33** Vulnerable adults who enter the Cathedral as visitors appear to receive a less organised and confident response. Volunteers are trained to call a verger, with a view to providing immediate support which may be supplemented by a member of the clergy, if the individual requests it. The limited capacity in the verger team and the absence of day chaplains is a concern, however. The eight members of the CSG are available to talk with anyone who has a safeguarding concern and, on a small number of occasions, a concern may be reported. The safeguarding log indicates that this happens rarely, raising the question about whether vulnerability in adults is consistently recognised.
- 3.1.34** One incident indicated a very different assessment of risk between volunteers/staff from different departments which could have resulted in the exclusion of a vulnerable individual rather than an offer of support. However, the auditors noted that this incident had occurred some time ago, and that there are systems in place now, including working with the community warden where appropriate, to offer support and care. Staff and volunteers have not yet received training in mental health awareness or domestic abuse, nor how to manage and defuse potentially volatile situations, but the auditors note that this is in the process of being put into place, which will be a positive development. Clarity about how and by whom vulnerabilities and potential risks of individuals are assessed and managed, what the appropriate route for escalation is and how any resulting management plans should be communicated around the team of people working on the Cathedral floor, would further strengthen existing arrangements for supporting vulnerable individuals.
- 3.1.35** The *People Strategy 2021–2023* indicates that there is an awareness of the potential for staff and volunteers to become vulnerable by virtue of a range of factors, and of the need to develop systems that support their health and wellbeing.
- 3.1.36** The auditors reflected that, despite the considerable efforts of the Cathedral Chaplain to respond to individual need, the position over the last 18 months, where pastoral care was seen as being the responsibility of everyone and no one, has led to a perception by some (evidenced in the survey) that ‘pastoral care does not happen around here’. The appointment of the Canon Treasurer means that there is now an opportunity to ensure that pastoral care will be given attention and leadership.

Questions for the Cathedral to consider

- What opportunities are there to ensure that the care of vulnerable people is put at the heart of the Cathedral’s mission?
- What systems and training are needed, and by whom, to enable adults at risk to be identified and responded to consistently well?
- What is needed to ensure that volunteers and others in the Cathedral community who become vulnerable are identified and receive appropriate and timely support?

3.2 CHOIRS AND MUSIC

- 3.2.1** All Cathedral choirs raise particular safeguarding issues, particularly for children. As young children, sometimes away from home, working towards a highly prized goal, firstly, there is the vulnerability of choristers to being groomed by people in positions of trust within the choir context; secondly, the demands of regular public performance, in some contexts to elite standards, can be in tension or conflict with child welfare requirements and expectations.

Description

- 3.2.2** Chichester Cathedral choir consists of a maximum of 18 boy choristers (some of whom will be probationers) and six lay vicars. There was one vacancy for a child chorister at the time of the audit. In addition to singing eight services each week during termtime, they participate in concerts, special services, radio and television broadcasts and, occasionally, tours abroad. Some choir duties fall outside of school terms, notably at Christmas, Easter and in early July (when the choir takes part in the annual Southern Cathedrals Festival). Choristers also receive singing tuition (from a professional who was previously a choir parent) and additional music lessons are available. Recent adjustments have been made to the timetable to reduce the demands on choristers and allow for recovery following big occasions. 'Late start Saturday' allows for some extra time at home each half term. The Dean is supportive of further measures to ensure a good balance is kept between high standards of performance and chorister wellbeing.
- 3.2.3** Plans to include girls in the choir are well advanced. The girls will sing on an equal basis with the boys, and not in a separate choir with lighter duties. They will also be the same age, as they too will be educated at The Prebendal School.
- 3.2.4** The Cathedral carries out DBS checks on all adults who have contact with the choristers. The choristers are in the care of the Organist or Assistant Organist when in the Cathedral. Choristers are always escorted by a staff member when moving between the school and the Cathedral. If a chorister feels unwell during a rehearsal or service, he will be taken back to school by the organ scholar, or by a member of school staff.
- 3.2.5** The choir rehearses in the Song School, which is accessed via a steep, stone, spiral staircase from the Cathedral floor. Until recently, the choir rehearsed in the Cathedral itself, due to the Song School not allowing for appropriate social distancing measures to be observed.
- 3.2.6** The Prebendal School is an independent prep school for children aged up to year 8. All the choristers attend as boarders and join the choir in year 3. The school has its own safeguarding policy: all adults who have any contact with the choristers are subject to DBS checking and clearance and are required to follow the Church of England's *Code of Safer Working Practice*. The assistant Head is the school's DSL, and has four deputy DSLs, which include the Headteacher and the Head of Boarding. A *Chorister Collaboration Agreement* has been signed, with effect from September 2021, which sets out the mutual responsibilities of the school and the Cathedral in respect of the choristers. This includes safeguarding.
- 3.2.7** A member of Prebendal staff attends all services in the Cathedral. If a chorister becomes unwell during a service, he will be looked after by that member of staff, who has a reserved seat close to the choir.
- 3.2.8** The *Chorister Handbook*, jointly produced by the Cathedral and the school, sets out information which is useful for choristers and parents to know, including safeguarding contacts. The Cathedral's *Safeguarding Policy* contains an annex detailing arrangements for the supervision of choristers.
- 3.2.9** The OMC has worked in Chichester since September 2014, having previously held musical posts at three other cathedrals. He heads a team comprising an Assistant Organist (who is also a member of staff at Prebendal), an organ scholar (appointed annually, usually at gap-year or post-university stage), and two liturgy and music administrators. The liturgy and music department is overseen by the Dean. The OMC

is a member of the Cathedral's safeguarding team and became a member of the CSG following the retirement of the Canon Precentor in 2020.

- 3.2.10** The six lay vicars are professional singers who sing alongside the boys. One is a member of staff at Prebendal. Although they never have unsupervised contact with the child choristers, all the lay vicars have DBS clearance, and all sign the Church of England's *Code of Safer Working Practice*.
- 3.2.11** There are a number of deputy lay vicars who stand in when required. A recent revision of procedures by the OMC has resulted in all deputies being required to sign the *Code of Safer Working Practice*. Full DBS clearance is being sought for deputies who are used most regularly, and new recruits will be safely recruited.
- 3.2.12** Due to the very close contact between school and Cathedral, there is informal information about the children's welfare exchanged almost daily. More formally, a weekly departmental meeting is held which includes chorister welfare as a standing item. A 'consultation form' is completed which details the nature of the concern and actions to be taken, and this is kept on the child's individual file (which contains relevant personal information and is kept securely) and also shared with the school.
- 3.2.13** Three choristers responded to the survey. All said that they felt extremely safe during rehearsals, services and performances, and extremely well cared for on trips (although one thought staff and adult volunteers were only 'moderately' observant when they supervised choristers either in the Cathedral, or on trips). The other two thought that staff and volunteers were extremely observant.
- 3.2.14** Chorister parents relate primarily to the school but are also well known to the OMC and their team. The *Chorister Handbook* provides essential information about the choir and parents are involved in events at the Cathedral. The six chorister parents who responded to the survey said they were extremely (5) or moderately (1) confident about their own or other people's children's wellbeing, when in the care of the cathedral. Additional comments they made were positive. For example: 'the pastoral care for choristers in Chichester and the cooperation between the school team and the cathedral music team is brilliant'. Parents are asked by the Cathedral to sign an image consent form, giving permission for the use of (anonymised) images of their child by the Cathedral for specified purposes.
- 3.2.15** There is information available for visiting choirs, including a form that choirs are asked to complete containing basic information about numbers as well as details of services. Attention is drawn to the inaccessibility of the Song School for anyone with mobility problems. The accompanying *Guide for Visiting Choirs and Organists* includes reference to safeguarding visiting choirs and gives contact details for each of the members of the Cathedral's safeguarding team. It makes clear that the safety of visiting choirs is the responsibility of the visiting choir director.

Analysis

- 3.2.16** There is a good balance achieved for the choir between excellence and enjoyment, supported by close cooperation between the Cathedral and The Prebendal School and their respective policies and procedures. Further developments could include introducing more independence into the oversight of choristers' welfare and strengthening arrangements for visiting choirs.
- 3.2.17** The team of staff in the Cathedral's music department give priority to the wellbeing of the child choristers. Children and parents express confidence. The OMC holds responsibility for choristers' welfare and works closely with an experienced team

within The Prebendal School. Communication appears good and supervision arrangements are clearly documented and strictly followed. The auditors observed attention being paid to choristers' wellbeing during a choir rehearsal, where time was allowed for settling down as well as for detailed rehearsing. The relationship between the OMC and the choristers appeared warm and the atmosphere during the rehearsal was calm and purposeful. Recent concerns about individual children resulted in impressively close cooperation between the school and Cathedral in one case – to support a child and their parents – and a permanent adjustment to lighten the chorister timetable in another. Such adjustments are well supported by the Dean.

- 3.2.18** The auditors reflected that such close relationships are a source of strength but could also be perceived by a child as leaving them with nowhere to turn if they felt unsafe or worried, unable to confide in a member of staff from either the School or the Cathedral and without daily contact with their parents. As one parent commented in their survey response, 'I believe in the integrity of the individuals running the choir ... If other individuals were appointed to key roles, I don't know if I would have the same confidence as I do now.'
- 3.2.19** At present, most of the adults in the choristers' world are male, with the exception of female staff from The Prebendal School who chaperone during services. The auditors suggested that, particularly as the girls will be in a minority while their numbers build year on year, an independent female chaperone might be an source of support.
- 3.2.20** One of the three choristers who returned a survey was extremely happy about everything to do with the choir; the other two said they were only moderately confident that bullying was dealt with well, and the same number said that they were only moderately confident that their worries would be listened to and that people would help. Given the plans for integrating girls into the choir, there is an opportunity for reviewing current support arrangements, particularly as all existing staff in the Cathedral music departments, and key staff in The Prebendal School, are male (as noted above).
- 3.2.21** The use of the chorister consultation forms is a good, standard way of recording incidents systematically. The auditors did wonder how this aligns with the arrangements for reporting concerns across the rest of the Cathedral, however, especially as there is no oversight from outside the department about whether incidents are being appropriately dealt with from a safeguarding perspective.
- 3.2.22** The continued suitability of the present Song School is questionable, given its relative inaccessibility. The necessity to accompany children down the stairs and across to the public toilets in the north transept (one is designated for chorister use) means that the other supervising adult can be left in sole charge on occasions.
- 3.2.23** To date, there has been no formal means of consulting with either choristers or parents. Pupils at Prebendal have the 'pupil voice' mechanism to do this, and the OMC and team might consider whether such a mechanism would be a useful way of having a dialogue with choristers and parents about matters to do with the running of the choir rather than individual issues. The fact that only one of the three choristers returning a survey thought the balance between choir rehearsals and services, school work, seeing friends and other hobbies was good for them, and another said that it was not at all balanced (the third said it was moderately balanced) suggests that this area may be a continuing focus of discussion. The auditors reflected that this kind of forum can be an additional safeguard for children, particularly if there were one or more adults present who they perceived to be more arm's length from both School and Cathedral.

3.2.24 The information for visiting choirs is comprehensive, but the auditors noted that the focus was on the safety of the visitors only. They considered it could be strengthened by reference to and requiring compliance with the Cathedral's *Safeguarding Policy*, especially regarding ratios of adults to children, and requiring a declaration of any visiting singer or accompanying adult who may be subject to a safeguarding/attendance agreement.

Questions for the Cathedral to consider

- What benefit might there be in introducing additional support for choristers, which is different from that offered by music department and school staff?
- What changes in support and supervision arrangements will be needed as the choir begins to include girls?
- What might formal and regular consultation arrangements for choristers and parents look like, and what advantages might there be to putting them in place?
- How might the arrangements for visiting choirs be strengthened to reflect the Cathedral's *Safeguarding Policy*?

Bellringing

Description

3.2.25 Chichester Cathedral is unusual among English cathedrals as the bells are not held in a belfry above the church, but in a separate tower or 'campanile', which was built around the year 1400. It stands a few metres away from the Cathedral. Its upper levels, accessed by a steep narrow spiral staircase, include the Ringing Room, which also contains the clock mechanism. The tower's external door is protected by iron gates, which are lockable.

3.2.26 The Cathedral has an active band of 16 bellringers, known as the Cathedral Guild of Ringers, who practice on Wednesdays between 7.00 pm and 9.00 pm and conduct ringing on Sundays between 9.00 am and 10.00 am, to accompany the Sunday services. There are eight bells, which means that ringers take it in turns to ring.

3.2.27 The Guild is a very stable group of adults of mixed gender and age. In addition to a Tower Captain and Ringing Master, there is also a Steeple Keeper and an Assistant Ringing Master. Some of the Guild have been members for more than 40 years. All members have keys to enter the tower but keys to the gates are held only by the tower officers. After ringing, all members leave the tower together. After dark, the Cathedral precinct is well lit. There is a light above the tower door which is triggered by movement and stays on for approximately 15 seconds before automatically switching off.

3.2.28 The Cathedral's *Safeguarding Policy* is used as a guide for good practice in the tower, alongside guidance from the Central Council of Church Bell Ringers regarding maintaining a safe environment in the belfry for young people. The Guild complies with the safeguarding policy of the Sussex County Association of Change Ringers and uses this organisation's consent forms for child ringers aged under 16. Guild members have DBS checks and have completed basic level safeguarding training. Four of the Guild are teachers and have completed foundation (formerly C2) training. Two of the current group are vulnerable due to health conditions. There are no members under 18 at present. When there are young people aged under 16 being taught, this is always in the presence of their parents, who are asked to sign a parental permission form before teaching begins.

- 3.2.29** A register of all attending is kept in the ringing room. When in the tower, the only means of contact with the vergers is through use of a personal mobile phone. If a tower officer comes alone to the tower (e.g., for maintenance purposes), they will always report their presence in advance to the vergers, who also have access to the tower.
- 3.2.30** Individual visitors who come to the tower to take part on practice nights are given a safety briefing by one of the tower officers and are asked to sign the visitors' book and give details for test and trace purposes. Visiting bands are given relevant safety briefings but are not expected to produce any documentation.
- 3.2.31** Once Covid restrictions permitted bellringing, a detailed risk assessment was completed in November 2020 with the help of the Cathedral's Head of Estates. All ringers were asked to confirm their agreement to complying with the resulting recommendations and precautions before resuming bellringing.

Analysis

- 3.2.32** There is clear understanding of good safeguarding practice in the bell tower, together with a strong ethos of caring which has enabled the inclusion of individuals who have vulnerabilities due to their health. This could be developed further by agreeing written procedures, especially for visiting individuals and bands, and aligning the tower more closely with the Cathedral.
- 3.2.33** The auditors found much good safeguarding practice evident in the tower. Officers are mindful of good practice in providing a safe environment for children. All ringers have had DBS checks and have undertaken safeguarding training to an appropriate level. Connections with the Sussex County Association of Change Ringers, which has its own safeguarding officer and safeguarding policy, are valued. The auditors reflected that the existing good practices would benefit from being written down, to promote the development of a system less dependent on individuals and 'custom and practice'. This should include clarifying the definition of a child. The current practice of seeking parental permission and ensuring chaperoning/supervision for young people under 16 means that young people aged 16/17 may not receive appropriate supervision. They further reflected that, while the inclusiveness of the band is a real strength, where individuals with health vulnerabilities are ringers, there is a need to ensure that written care plans are in place which can guide responses to their specific needs, should this prove necessary.
- 3.2.34** Access to the tower is well controlled and safety precautions while in the tower well developed. The auditors did question, however, whether more specific guidance on the application of the *Cathedral Safeguarding Policy* within the bell tower might be of benefit, building on the recent risk assessment. This might include factors such as the robustness of the process of sign-in where the sheet is held up the tower; in an emergency, those on the ground would not know how many individuals are present in the tower and, were the list to be inadvertently left behind, there would be no clear way of accounting for all present. The current reliance on personal mobiles to enable contact with the vergers is unsatisfactory. Extending the time that the automatic light outside the door stays on would further enhance safety for those entering and leaving.
- 3.2.35** Bell towers, by their nature and times of operation, can risk becoming isolated from the wider cathedral, and in Chichester this is especially so, given the physical separation of the bell tower from the Cathedral. It was therefore positive to hear that the Dean chairs the Guild's AGM and the Tower Captain is occasionally invited to meetings of Chapter. The auditors were also told of increasing engagement with the Volunteering Coordinator and cathedral staff but wondered whether there may be

opportunities for this engagement to be more formalised, such as by inclusion of the Tower Captain or Ringing Master in relevant cathedral forums such as the planning meeting and the safeguarding group.

- 3.2.36** The auditors reflected that the current processes for the tower assuring itself of the suitability of visiting ringers, especially in assessing any risk they may pose to others, are not sufficiently developed. More formalised processes would be beneficial.

Questions for the Cathedral to consider

- 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?
- How might coordination between the bell tower and the wider Cathedral be developed and formalised?

3.3 CASE WORK (INCLUDING INFORMATION SHARING)

- 3.3.1** When safeguarding concerns are reported, a timely response is needed to make sense of the situation, assess risk and decide what action needs to be taken, including whether statutory services need to be informed. In a cathedral context, this includes helping to distinguish whether there are safeguarding elements to the situations of people receiving pastoral support.

Description

- 3.3.2** Case work which reaches an agreed safeguarding threshold is carried out by the DSA and their team, one of whom specialises in attendance agreements (AAs), under the terms of a Service Level Agreement (SLA) between the Cathedral and the diocese. Since the departure of the previous designated CSO, the DSA is currently the designated safeguarding officer for the Cathedral, pending the recruitment of a team member who will take on the role.
- 3.3.3** Within the Cathedral, the safeguarding support team (one clergy, five staff, a volunteer team leader and one independent) work closely with the DSA. They were specially trained by a former CSO to talk to anyone who has a safeguarding concern about a child, young person or any adult who may be at risk. The Communar, who is a member of the team, keeps a log of safeguarding concerns on behalf of the team which is regularly reported to and discussed by the team and the wider safeguarding group.

Effectiveness of responses and information-sharing practice

- 3.3.4** The auditors reviewed three files: all were referred with safeguarding concerns and one was a risk to a child. All were worked with promptly and effectively by the Diocesan Safeguarding Team (DST) with a full record on an electronic case management system (CPOMS), albeit primarily emails. A case summary, including reasons for closure where appropriate, would be useful should there be a re-referral in the future. One case was not a safeguarding issue and the other was complex, in that there was no complainant.
- 3.3.5** The auditors also reviewed three entries in the Cathedral Safeguarding Log as well as the three mentioned above that became cases on CPOMS, however briefly. None of the entries was very recent. Two of the cases also involved input from the DST but were not recorded on CPOMS.

3.3.6 The Director of Music also keeps a log of welfare concerns regarding the child choristers. The auditors saw one case where there was recording on the Cathedral's safeguarding log as well, and the School and Cathedral had worked effectively to support a child. The auditors posed the question as to whether the two logs should be combined, not least because the Cathedral log is subject to a degree of scrutiny and review at the Cathedral safeguarding management meetings.

Effectiveness of risk assessments, safeguarding agreements and the risk management plan

- 3.3.7** Following a period where there was nobody in the Cathedral community subject to an Attendance (safeguarding) Agreement, two had been agreed in the previous six months, one following an approach by the individual to the Bishop, the other following a referral from a colleague external to the Cathedral. Due to the lack of experience of the current leadership in this area of activity, the deputy DSA, who specialises in the development and oversight of AAs provided relevant people in the Cathedral with an 'aide memoire' which sets out the purpose and process of agreeing an AA, and covers how to manage risk, the role of the support team, accountability, and how the AA is reviewed. The deputy DSA leads the risk assessment, chairs the AA meeting and undertakes the AA reviews.
- 3.3.8** The auditors looked at the diocesan files for both AAs. These contained full details of all activity concerned with the case, including the referral process, correspondence and a copy of the AA. Each had a corresponding file in the Cathedral comprising only a copy of the signed AA and an action log, cross-referenced from the safeguarding concerns log, which gave brief chronological information. Both evidenced prompt response to the initial referral, with an initial meeting and agreement of an AA following quickly afterwards. The deputy DSA was quick to follow up with relevant external agencies, with whom relationships appeared to be good, apart from those concerned with multi-agency public protection arrangements (MAPPA), which failed to respond when approached.
- 3.3.9** In each case, the support group (for purposes of fellowship, support and supervision) comprised named clergy together with three named vergers. It was clear who in the DST was responsible for convening a review meeting (in six months), and what the consequences would be if the AA was not complied with. Neither file contained a detailed risk assessment, nor written input from external agencies such as the police and the probation service, which made it impossible for the auditors to assess the quality of the AA itself. In neither case had the AA been in place long enough for a review to have taken place. However, the Cathedral's log showed that one AA was not complied with on one occasion and detailed what occurred as a result. This showed a common alertness and good communication between all parties.
- 3.3.10** Neither of the AAs gave the reason why it was in place, nor what the actual or potential risk was. The auditors' experience is that, over time, this oversight can give the subject of the agreement the opportunity to define the risk they pose, and to minimise it, especially if there is no original risk assessment. Too much is dependent on organisational memory.

Quality of recording

3.3.11 The DSA and team use CPOMS as the basis for all care recording. This has the facility for including scanned documents, emails and other relevant material. In the case of signed AAs, these are kept in separate but cross-referenced files. Access is limited to named individuals within the diocese, but the auditors were told that read-

only access for the Cathedral Communar (who is the safeguarding lead) is being negotiated.

3.3.12 The entries in the Cathedral Safeguarding Log come primarily from members of the Cathedral's safeguarding group. The amount and quality of information was variable and the auditors suggested that a template for reporting concerns, made widely available to staff and volunteers, might raise the overall standard of reports as well as encourage greater reporting.

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

3.3.13 The diocese has commissioned an organisation which specialises in supporting survivors of sexual abuse and violence to provide an Independent Domestic and Sexual Violence Advisor (IDSV) for those who approach the diocese seeking support. These include survivors connected with the Cathedral.

3.3.14 Nobody connected with the Cathedral who had come forward to disclose abuse, share concerns, or expected help from the Cathedral to keep safe for any reason, responded to an invitation, publicised in advance via the Cathedral website, to speak with the auditors about their experience of the responses and support provided by the Cathedral. This meant that survivor views were not heard directly by the auditors, and none of the case files seen contained any such information.

Analysis

3.3.15 Casework in the Cathedral is good quality and the threshold for escalating a concern to the CSO/DST is clear. AAs would be strengthened by the inclusion of a statement regarding the reason for the agreement. A common format for reporting concerns could help promote wider reporting and assist in 'joining up' the different systems for recording incidents and concerns.

Questions for the Cathedral to consider

- How might the Cathedral work with the diocese and IDSV to ensure that it is learning from those who have survived abuse or have received a safeguarding response?
- What could be the benefits of introducing a simple means of reporting concerns across the Cathedral and what needs to happen to put this in place?

3.4 CLERGY DISCIPLINARY MEASURES

3.4.1 Disciplinary processes in the Church differ significantly from a secular work context, in that they are initiated by someone making a complaint, rather than management assuming responsibility and appointing an investigating officer to investigate what has happened.

3.4.2 There were no blue files which included a safeguarding concern relevant to the audit, and the auditors were told that none had been submitted to the second review of past cases which is being conducted by the Church.

Questions for the Cathedral to consider

- There were no considerations in this section.

3.5 TRAINING

3.5.1 Safeguarding training is an important mechanism for establishing safeguarding awareness and confidence throughout the Cathedral. It requires good quality substance, based on up-to-date evidence, with relevant case studies, engaging and relevant to the audience. It also requires strategic planning to identify priority groups for training, details of the training needs/requirements of people in different roles, and an implementation plan for training over time that tracks what training has been provided, who attended, and who still needs to attend or requires refresher sessions.

Description

- 3.5.2** The Cathedral *Learning and Development Plan 2021–2023* sets out three areas of mandatory training for specified staff and volunteers: safeguarding; health and safety; leadership and management. All employees and volunteers who might, in the course of their work for the Cathedral, come into contact with children, young people or adults who could be vulnerable are required to undertake mandatory safeguarding training. The *Plan* specifies which individuals and groups should undertake which level of safeguarding training and how often it should be refreshed (currently, every three years for each level). This information is repeated in the *Cathedral Safeguarding Policy*, which also notes that the training requirements of ‘additional’ volunteer roles are being reviewed by the safeguarding group and the volunteers’ committee. The policy also states that basic awareness training is promoted to all in the Cathedral community.
- 3.5.3** Newly appointed staff and volunteers are expected to complete basic awareness training (available online) in their first week, as part of their induction. The ‘digitally excluded’ were supported through running some face-to-face sessions but it is hoped that all volunteers will eventually be able to access the digital courses. Recently, for the first time, volunteers have been told that a refusal to complete safeguarding training will mean that they are unable to continue volunteering in the Cathedral.
- 3.5.4** Basic and foundation level training is available online. Leadership training, undertaken by the clergy and specified senior staff, is provided locally by the DST, and the new national leadership training will be undertaken by senior clergy and the Communar later in 2021. In the absence of a single central record of staff and volunteers, the Head of HR and the Volunteering Coordinator have developed spreadsheets to keep track of training due and completed and are working with the DST (which receives automatic notification of completion of all online training) to keep these up to date and less dependent on self-notification. It is anticipated that an electronic HR database will be available in 2022, and this will enable easier oversight of training and recruitment information, including DBS checks.
- 3.5.5** The *Learning and Development Plan* specifies that all those who have responsibility for recruiting employees or volunteers should complete safer recruitment training. At present, the Head of HR, the Volunteering Coordinator and the Dean have done this; there are other managers, such as the OMC, who should also undertake this training.
- 3.5.6** The core safeguarding training has been supplemented for individual and groups. Auditors were told that all ‘visitor-facing’ volunteers have received training on visitor care, which has included an element about unconscious bias. Specified individuals are about to undertake mental health awareness training with a view to it being made more widely available. The Head of HR and the Volunteering Coordinator have together delivered dementia awareness training to groups of staff and volunteers, and individuals have received targeted training relevant to their role.

3.5.7 When asked how adequate for their role is the safeguarding training received from the Cathedral, 65% (n = 57) of survey respondents said it was either extremely (41) or moderately (16) adequate, 9% (n = 8) said it was not at all adequate and 26% (n = 23) said the question was not relevant for their role. Comments made to the auditors underlined the importance of scenario-based training, using examples relevant to the Cathedral context, and the value of 'live' training in permitting discussion between participants who may occupy very different roles.

Analysis

- 3.5.8** There has been a consistent focus on ensuring that all staff and volunteers have received the level of safeguarding training appropriate to their role. Training is generally well received and recording is improving. More systematic monitoring, and consideration of how the impact of training on daily practice might be evaluated, would be beneficial.
- 3.5.9** The auditors noted that safeguarding training featured as a priority in the Cathedral's *Learning and Development Plan*, accompanied by an increasingly assertive 'bottom line', led by Chapter, that non-compliance would lead to action. They heard general support expressed for undertaking safeguarding training and noted how this is becoming embedded into 'business as usual', for example, through the incorporation into staff and volunteer induction, the *Volunteer Handbook* and Volunteer Agreement.
- 3.5.10** Training requirements have been the subject of regular discussion at the CSG, which has reviewed and updated the relevant section of the *Safeguarding Policy* to clarify expectations about which level of training should be undertaken by whom. Putting into place a spreadsheet to monitor training completion has been a significant step forward, the next being the systematic reporting and monitoring of training compliance. This will be further helped once the anticipated HR database is in place.
- 3.5.11** Auditors heard that some managers had completed safer recruitment training but noted that not all those responsible for recruitment had had the opportunity to do so. Recognition of the need to address more specialised areas of training was positive and the auditors heard how valued specific training had been by individuals. There was little mention in documentation or elsewhere concerning domestic violence and abuse, and its impact on the safety and wellbeing of individuals. This would benefit from some consideration, given the likelihood that a significant minority in the Cathedral community will be experiencing, or have experienced, this form of abuse or know someone who has. A national training course on domestic violence and abuse is anticipated and should be incorporated into the Cathedral's *Learning and Development Plan* in due course.
- 3.5.12** While the Cathedral has been assiduous in ensuring that all who required core safeguarding training have been supported to complete it, and feedback to the auditors indicated that safeguarding training is generally well received, there has been less attention given to assessing the impact of training on culture and practice within the Cathedral. Auditors noted that there is a Performance Development and Review (PDR) process in place for staff and wondered whether this might be used as one element.
- 3.5.13** The new House of Bishops' *Safeguarding Learning and Development Framework*, which was approved by the National Safeguarding Steering Group on 22 April 2021, provides a good opportunity to review what the Cathedral has achieved so far in its promotion of training. The framework argues that a 'paradigm shift in safeguarding requires a "whole system" approach within which change is achieved by the inter-

relatedness of different strands'. Church bodies are required to plan for full implementation from January 2022. The guidance contains useful information about how training can be evaluated and includes a template for a diocesan training strategy which could be adapted for cathedral purposes, if required.

Questions for the Cathedral to consider

- 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*?
- Where is the best place to monitor compliance with national and Cathedral requirements for core and specialist safeguarding training?
- How might the impact of training on the safeguarding culture and practice of the Cathedral be assessed?

3.6 SAFER RECRUITMENT

Description

- 3.6.1** Chichester Cathedral employs 35 staff (both full- and part-time) and pre-pandemic, was supported by around 400 volunteers. The safe recruitment of staff is within the remit of the Head of HR, who joined the Cathedral in 2018. They report to the Communar, who is head of paid staff for the Cathedral. A restructuring in 2019 led to the inclusion of volunteering within the remit of HR, having been previously distributed across several different departments, and the subsequent appointment of the Volunteering Coordinator. The latter is responsible for all volunteer recruitment. These two people also conduct the administration of safer recruitment, including DBS checks and verification of identity documents, while supporting individual clergy and managers to make the actual appointments. Both have undertaken safer recruitment training. Where a DBS check is reported as blemished, the advice of the DSA is sought.
- 3.6.2** With the assistance of the Volunteering Coordinator, the Head of HR has led the development of the Cathedral's *People Strategy 2021–2023*. This was recently refreshed to align with the updated national *Safer Recruitment and People Management Guidance* which was issued by the House of Bishops in June 2021.
- 3.6.3** The recruitment process is set out in the *Recruitment Policy* (June 2021). This useful document includes templates for adverts, job descriptions, role profiles, guidance on interviewing, reference requests and other useful resources. Psychometric testing conducted by an external agency is used for employee roles. Following advice that applicants can be put off by use of an application form (advised as best safer recruitment practice), preferring to use a CV, the Cathedral revised its processes to include a second stage, when a modified application form is required to ensure that all necessary information about prospective candidates is available. Whereas the Cathedral has not previously required completion of a confidential declaration, this is now written into the *Recruitment Policy* as mandatory for all positions which require an enhanced (with/without barred list) DBS check. Two references are required for all posts, and a template for requesting a reference is included in *Recruitment Policy*, which also includes questions relevant to safeguarding.
- 3.6.4** Pending the acquisition of an HR database, the development of a spreadsheet to capture relevant HR data, including DBS and training information, is a positive step, enabling oversight and monitoring of this critical area of activity.

- 3.6.5** The *Cathedral Safeguarding Policy* requires all staff and the majority of volunteers to sign the Cathedral's 'Behaviour Code for Adults Working with Children, Young People and Adults at Risk', which is included as an annex to the policy. The auditors understand that the Behaviour Code was replaced with the Church of England *Code of Safer Working Practice* prior to the audit and the policy document is being updated to reflect this change.
- 3.6.6** Upon successful appointment, new staff are taken through an induction process which includes completion of safeguarding training. This is followed by a probation process (usually of three months), including periodic reviews of progress, the records of which are retained on personnel files.
- 3.6.7** The Volunteering Coordinator conducts all initial interviews of applicants for 'visitor-facing' roles. Prospective volunteers complete an application form, are given a role profile which includes the requirement to undertake mandatory training, including basic safeguarding training, and provide referees. The *Volunteer Handbook* contains useful information about safeguarding expectations, as well as details of how and when to report a concern, and a link to the *Safeguarding Policy*. The Volunteering Coordinator has used the return of volunteers post-pandemic as an opportunity to reaffirm standards and expectations, including in relation to the safety and wellbeing of the volunteers themselves.

Analysis

- 3.6.8** Good practice in safer recruitment is evident and developing. All those with responsibility for recruitment need to undertake the relevant training.
- 3.6.9** The auditors reflected that considerable progress has been made in developing guidance and embedding safer recruitment practice in all areas. Documentation is clear and comprehensive, and the creation of a spreadsheet to provide oversight of all important stages in the recruitment process is useful, pending the implementation of an HR database.
- 3.6.10** Volunteer recruitment has benefited from being centrally coordinated, and this is evidenced in both files and the consistency of documentation.
- 3.6.11** A sample of four staff and three volunteer files was reviewed by the auditors. These showed improving recruitment practice in the last three years, but there are gaps in records. A challenge will be to ensure that retrospective gaps in records for both staff and volunteers are rectified. Compliance is not reported anywhere at present.
- 3.6.12** Applicants for all posts requiring a DBS check are required to complete a confidential declaration. The Cathedral is considering extending this requirement to all posts, as a statement of expectations about its approach to safeguarding, and the importance of safer recruitment as an element of its *Safeguarding Policy*.
- 3.6.13** The auditors noted that not all managers who have responsibility for recruitment of staff have received safer recruitment training. They do, however, have access to the detailed guidance which has been produced to support managers through the recruitment process.
- 3.6.14** The auditors reflected that the current recruitment for lay Chapter members, where documentation contained no reference to safeguarding, was a lost opportunity to signal the Cathedral's commitment to promoting a safer church to a wide audience.

Questions for the Cathedral to consider

- 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?
- How might the Cathedral monitor compliance with safer recruitment standards?

4. FINDINGS – ORGANISATIONAL SUPPORTS

4.1 POLICIES, PROCEDURES AND GUIDANCE

- 4.1.1** All parts of the Church of England must adopt or take account of the House of Bishops' Policy Statement (2017) *Promoting a Safer Church* within their own *Safeguarding Policy*. The Policy Statement must actively underpin all safeguarding work within the Church and the drive to improve safeguarding practice.
- 4.1.2** This has been supplemented by more recent practice guidance, *Key Roles and Responsibilities of Church Office Holders and Bodies* (2017), which sets out more explicitly than before the safeguarding expectations for cathedrals.
- 4.1.3** Both these documents, together with other national guidance, provide a broad framework for cathedrals to work within, but do not provide sufficient detail to enable them to be implemented fully at a local level. Each area therefore needs to review the national guidance and supplement it with local procedures and practice guidance.

Description

- 4.1.4** Chichester Cathedral's *Safeguarding Policy and Guidelines* (June 2021) sets out the framework for safeguarding across the whole organisation, supplemented by more specific guidance as required. The underpinning policy commitments are a direct read-across from *Promoting a Safer Church*. Related guidance, such as for recruitment, similarly reflects national standards and documents.
- 4.1.5** The *Safeguarding Policy* comprises a policy statement, details how safeguarding in the Cathedral is organised and managed, procedures to follow in when there is a safeguarding incident or concern, who should undertake which level of core safeguarding training, which roles require DBS clearance, and references attendance agreements and the role of The Prebendal School. Annexes include a behaviour code for adults working with children, young people and adults at risk, detailed guidance on the supervision of choristers, additional HR information, the whistleblowing policy and a form for recording concerns or reports of child abuse.
- 4.1.6** Each department has supplemented the core *Safeguarding Policy* with its own, more detailed policy statements, procedures, practice guidance and risk assessments.
- 4.1.7** The CSG has responsibility for ensuring that safeguarding systems and processes are in place. The group oversees key policies and ensures that these are reviewed regularly to ensure they remain consistent with national guidance. Policies and other documents are stored on the Cathedral server. Handbooks in some departments (e.g. for volunteers and for choristers) give details about some key policies and procedures. Posters which detail how to report a concern are displayed in key locations across the site.
- 4.1.8** At diocesan level, the BSAP is responsible for advice regarding the setting, revision and implementation of safeguarding policies, protocols and priorities and, with others, has responsibility for monitoring their implementation and effectiveness.
- 4.1.9** The safeguarding page on the cathedral website (which is prominently signposted from the home page) contains a link to the *Safeguarding Policy*, gives details of the Cathedral's safeguarding officer and safeguarding group, provides contact details for each person, and information about how to report a concern. It also provides direct links to diocesan and national organisations for those who may wish to access support, with explanatory information about each.

- 4.1.10** The Cathedral has its own whistleblowing policy. The policies on complaints and whistleblowing are discussed further at 5.2 and 5.3 respectively.
- 4.1.11** Data protection awareness is good and there is a data-sharing protocol in place which covers the different bodies within the Cathedral. The SLA with the diocese assigns to the diocese the responsibility for ensure an appropriate data-sharing agreement is in place between the two entities regarding safeguarding. The auditors did not see this agreement nor any information-sharing protocol with external bodies for the purposes of safeguarding.
- 4.1.12** Current policies are stored on the Cathedral's server. This is available to clergy and employees but not volunteers.

Analysis

- 4.1.13** There is an extensive range of local safeguarding policies, procedures and guidance which complement the national framework. Many of these are very new and attention is needed to ensure they are accessible, properly understood and embedded.
- 4.1.14** It was evident to the auditors that significant effort has been given to ensuring that policies and procedures are in place for all relevant areas of activity, and that these are consistent with the latest national guidance. The speed with which areas of policy and guidance have been reviewed as national guidance changes is impressive. The *Safeguarding Policy* itself is comprehensive, although the auditors queried the inclusion of departmental specific detail such as procedures for the supervision of choristers.
- 4.1.15** Minutes of the CSG indicate that the *Safeguarding Policy* is kept under regular review, and that members of the group are alert to changes needed to more departmental specific policy and guidance. It was unclear to the auditors how policies and procedures are signed off, however. References are made to updates to the *Safeguarding Policy* in the regular reports from CSG to Chapter, but minutes of Chapter meetings do not indicate whether there has been formal approval for any changes.
- 4.1.16** Most of the key policies and procedures relevant to safeguarding are dated during the last 12–18 months (which coincided with the period affected by Covid and lockdowns). Although the majority are dated, there is no record on the documents of previous versions, so it was unclear to the auditors whether such policies and procedures were new or revised, and they therefore questioned how widely known about and understood they are.
- 4.1.17** The Cathedral's recently developed marketing and communications safeguarding plan recognises that communicating the Cathedral's culture, policies and approach to safeguarding is an important element of activity. The plan does not yet indicate a systematic approach to assuring that clergy, staff and volunteers understand the procedures, know where to access the latest version, and are confident to use them. Due to the limitations of the methodology, the auditors were not able to check this out as part of the audit. The CSG could usefully monitor this, at the same time as ensuring that policies and procedures are workable in practice.

Questions for the Cathedral to consider

- Who is best placed to ensure that policies and procedures are understood across the Cathedral community, consistently implemented and having the desired impact?

4.2 THE DIOCESAN SAFEGUARDING ADVISOR/ CATHEDRAL SAFEGUARDING OFFICER

Description

- 4.2.1** The DSA heads a diocesan team comprising a deputy DSA, a 0.8 full time-equivalent (FTE) DSA (currently vacant), and two part-time administrators. They commission a service for survivors from an external organisation comprising one dedicated post. The vacant DSA post includes one day per week allocated to the cathedral and St Mary's Hospital. The DSA is covering this vacancy pending recruitment and is therefore working at present as the CSO. As detailed in section 3.3 above, the CSO is responsible for all casework relating to the Cathedral, and the associated record-keeping. He has a relevant background and qualifications in public protection, and access to professional supervision.
- 4.2.2** The relationship between the diocese and the Cathedral, for safeguarding purposes, is set out in an SLA and associated protocol, signed in June 2020. As head of the DST, the CSO ensures that the Cathedral is supported appropriately in key areas such as AAs and training. The Cathedral funds the agreed input of the DST, putting it on a firm footing.
- 4.2.3** The CSO is supported by and meets regularly with the CSG, providing advice and guidance to its members. The CSO is a member of the CSG and attends Chapter meetings to present an annual report on safeguarding and on other occasions by invitation.
- 4.2.4** The Communar is the Cathedral's safeguarding lead, chairs the CSG and works closely with the CSO to ensure that the SLA works effectively. The Communar reports direct to the Dean and represents the Cathedral at the BSAP.
- 4.2.5** The Cathedral does not have a lay Cathedral Safeguarding Representative (CSR). There is an independent member on the CSG who has a professional background in social care and midwifery. She is also listed on all the safeguarding publicity posters as an independent person to talk to about safeguarding concerns. As such, the independent member fulfils some of the typical functions of a lay CSR with the caveat that the role of CSR is poorly defined nationally and varies considerably.

Analysis

- 4.2.6** The DST provides a strong and effective service in support of safeguarding in the Cathedral. The CSO is well integrated into key structures and is known throughout the Cathedral.
- 4.2.7** The auditors found relationships between the diocese and the Cathedral to be good. The SLA sets out the respective responsibilities of both parties and details the payment for diocesan services. It would be further strengthened by the inclusion of a mechanism for regular review of its effectiveness.
- 4.2.8** Arrangements for input by the CSO into the regular safeguarding business of the Cathedral, including by attendance at key meetings, are working well, and his input is highly valued. The relationship between the CSO and the Communar appears to work well, with the CSO being consulted regularly and appropriately.
- 4.2.9** It is very positive that the DSA has been able to step into the vacant role of CSO pending recruitment to that post within the DST. While it does mean that there is the potential for the DSA to be 'marking their own homework' in some respects, given the pivotal role of the DSA in assessing the 'Simple Quality Protects' (SQP) process and

evidence, given the intention to recruit to this vacancy, this problem is unlikely to persist. This is discussed further in section 5.1 below.

- 4.2.10** Given that the independent member operates in a similar way to a lay CSRs, it might benefit the Cathedral to consider whether the role profile might be developed, particularly if the role of CSR is better defined nationally in the future.

Questions for the Cathedral to consider

- There are no considerations in this section.

4.3 RECORDING AND IT SYSTEMS

Description

- 4.3.1** Having effective, safe and useable IT systems supports good recording and makes sure that information is secure, but accessible to those people with a legitimate need to see it.
- 4.3.2** Chichester Cathedral employs a range of recording systems in the administration and oversight of safeguarding, some centrally held, and some maintained within departments and by activity leaders.
- Concerns are reported by a variety of means and are logged electronically by the Communar, who collates and ensures they are kept securely.
 - The diocese uses the electronic CPOMS system for case recording purposes. Access to this system is restricted to specific, named people. Read-only access by the Communar is being negotiated. The DST also holds information about safeguarding training in respect of Cathedral clergy, staff and volunteers, which is shared
 - Activity leaders (such as the Pebbles Leader and the Tower Captain) keep their own records in a variety of formats.
 - Departmental staff such as the Volunteering Coordinator, vergers and the Schools and Families Officer hold information electronically on the Cathedral server.
 - The music department holds personal information about choristers, including contact details and relevant medical information. Individual files may also contain details of safeguarding and welfare concerns. These are kept within the department and are accessible only to specified departmental staff, residentiary clergy and the Communar.
 - Records of meetings such as the CSG and the weekly meeting within the music department, are kept securely on the Cathedral server.
 - Records relating to clergy are held in the Bishop's office in the Bishop's Palace. Access is tightly controlled.
 - Spreadsheets are maintained for recording and tracking safer recruitment, DBS completion and safeguarding training.
- 4.3.3** The Head of Marketing and Communications is the Cathedral's Data Protection Officer and has developed a range of documentation and agreements underpinned by good data protection and confidentiality principles which underpin the Cathedral's work.

Analysis

- 4.3.4** Much energy has been put into developing systems for recording and reporting that are helping to coordinate and develop safeguarding practice. The integration of these systems remains a work in progress.
- 4.3.5** The auditors found that there is good awareness of the need for confidentiality regarding personal and sensitive information. The availability of CPOMS for recording case information, and the plan for the Communar to have read-only access, will enable better oversight and monitoring of the totality of safeguarding activity concerning individuals. The safeguarding log is useful in collating concerns but inhibits easy oversight of recurring concerns and the spotting of emerging patterns which may have a safeguarding dimension. The anticipated introduction across all Church of England settings of a national system of case recording will address these concerns in due course, but the issue should be addressed in the meantime.
- 4.3.6** The auditors observed that the current use of spreadsheets to collate information concerning staff and volunteers is good to have, but is unwieldy and time consuming to interrogate, limiting their use for monitoring reporting purposes. This situation will be swiftly remedied once the anticipated HR system is in place and fully populated.
- 4.3.7** The keeping of personal information by departmental managers and by activity leaders about participants is understandable in order to ensure that individuals can be properly looked after and safeguarded. Mapping what records are kept, where and by whom will be of benefit in establishing a common understanding of what information should be collected and retained, who it should be shared with and how it should be stored.

Questions for the Cathedral to consider

- How might the current system of locally-held records be combined to enable effective oversight of concerns and ensure a consistent threshold for action?

5. FINDINGS – LEADERSHIP AND ACCOUNTABILITY

5.1 QUALITY ASSURANCE

5.1.1 A safe organisation needs constant feedback loops about what is going well and where there are difficulties in relation to safeguarding, and this should drive ongoing cycles of learning and improvement. Robust quality assurance enables an organisation to understand its strengths and weaknesses. Potential sources of data are numerous, including independent scrutiny. Quality assurance needs to be strategic and systematic to support accountability and shed light on how well things are working and where there are gaps or concerns.

Description

5.1.2 SQP (Simple Quality Protects) is used within the Cathedral as the basis of its safeguarding quality assurance activity. Based on work carried out by the NSPCC, SQP was originally developed for third sector organisations as a means of assessing and providing assurance to users, staff, volunteers, sponsors, statutory organisations and influential bodies about the quality of their services. It comprises a set of easily understood standards, arranged around three levels and four themes (safe activities, safe practice, safe structures and safe people). It was developed for Church use by the DSA and adopted around four years ago for use across the diocese. It is similar to the ‘parish dashboard’ adopted elsewhere. Engagement with the SQP process is included as a requirement in the SLA.

5.1.3 The DSA has worked with the Cathedral to assess its performance against the SQP standards. In the first annual safeguarding report from the Cathedral to the Bishop in January, it was reported that the Cathedral’s SQP evidence was assessed in mid-December 2019 and accreditation at level 1 was awarded. The SQP process is subject to annual review, thereby ensuring ongoing compliance. The Cathedral’s review took place in June 2021. Level 2 is being introduced in the diocese from 2022.

5.1.4 Other elements of quality assurance activity that are in place include:

- Safeguarding as a standing item on Chapter’s agenda.
- An annual report (as from 2020) to Chapter from the CSO. The second of these (presented in June 2021) referenced a full SQP compliance report being available for Chapter by September 2021.
- Regular reporting to the CSG by departmental leads on matters such as safer recruitment, training requirements and policy development. Other matters are discussed when the need is identified (including via the SQP process).
- Attendance and reporting by the Communar to the BSAP, where feedback from the independent chair and BSAP members is also given. BSAP terms of reference include monitoring the implementation and effectiveness of diocesan safeguarding policy and providing ‘advice, scrutiny, and, where necessary, challenge to the Diocesan Bishop and the Diocese as a whole regarding the safeguarding of children and vulnerable adults’.

5.1.5 Efforts have been put into developing systems to enable monitoring and reporting, such as the spreadsheets which collate information on safer recruitment and training. Overall, however, data is not yet used systematically to demonstrate progress or focus activity.

- 5.1.6** There is no formal mechanism in place for gathering feedback systematically from those who are engaged with the Cathedral, in whatever capacity, or who receive a safeguarding service. The response from across the Cathedral community to the audit questionnaire (91 respondents in total) indicates that there may be a general willingness to provide feedback if asked.
- 5.1.7** The Cathedral does not have a safeguarding action plan. Information from the SQP process, and more recently the SCIE audit preparation has been used to focus activity.

Analysis

- 5.1.8** There are several elements of a framework for quality assurance already in place. These need developing to include more effective systems for monitoring and reporting, and for gathering feedback from those engaged with the Cathedral.
- 5.1.9** The auditors found that many elements of a framework for scrutinising and evaluating performance and impact are in place, comprising Chapter, the CSG, the BSAP and annual reporting to the Bishop.
- 5.1.10** The auditors were told that the SQP accreditation process had provided substantial challenge to the Cathedral's practice in a number of areas and much activity has resulted from the first assessment aimed at filling gaps which had been identified and embedding processes such as safer recruitment. This has been mirrored by the activity resulting from a return post-Covid to something approaching 'business as usual', albeit with new expectations in place, and implementing a new structure with new managers in key posts across the organisation.
- 5.1.11** Following a period of such intense activity and change, which has been increasingly supported by extensive communications activity, the auditors reflected that there is now an opportunity to take stock of progress and consider how to take the next step in building an effective framework for quality assurance, which will generate information on what activity is taking place, its quality and what impact it is having on the Cathedral's commitment to *Promoting a Safer Church*. The Cathedral's *Safeguarding Policy and Guidelines* (June 2021), with its six commitments, reflecting the Church of England's *Promoting a Safer Church*, could potentially provide a strong basis monitoring, evaluation and reporting.
- 5.1.12** Reporting against such a framework should, in the view of the auditors, involve feedback from survivors and others who have sought and received a safeguarding response from the Cathedral, as well as from adults and children across the Cathedral community and beyond.
- 5.1.13** Were there to be capacity, an annual report from the independent chair of the BSAP to the Dean, as is already in place for the Bishop, may be an additional opportunity for feedback from an external, independent voice.

Questions for the Cathedral to consider

- What are the next steps in developing the Cathedral's quality assurance arrangements and how might these be taken forward?
- How might the Cathedral seek regular feedback from a range of children and adults, including survivors of abuse

5.2 COMPLAINTS ABOUT THE SAFEGUARDING SERVICE

- 5.2.1** A good complaints policy enables people to raise concerns, and to have timely and appropriate consideration of any problems. A strong policy is clear about who complaints should be made to, and how they can be escalated if necessary. Positive features include an independent element, and clarity that *raising a safeguarding concern*, and *making a complaint about a safeguarding service*, are two distinct things.
- 5.2.2** There is no separate complaints policy in place. The *Safeguarding Policy* advises someone who has a complaint or allegation made about them to speak promptly to their line manager. The *Volunteer Handbook* encourages volunteers with a concern to talk to ‘someone’ informally, ideally their volunteer team leader or designated staff member.
- 5.2.3** The diocese of Chichester has a complaints policy and detailed procedure which is accessible on its website. This makes it clear that it is not to be used for making allegations or raising concerns about harm or risk to a child or adult and contains appropriate signposting for doing this. Complaints against the safeguarding service are not specifically referenced but would be dealt with under this policy. The diocesan policy does not reference the Cathedral specifically, nor is it signposted from the Cathedral website.
- 5.2.4** The auditors were not informed of any complaints made about the safeguarding service within the Cathedral or the diocese in relation to safeguarding in the Cathedral and did not see evidence of a proactive approach to identifying potential complaints.
- 5.2.5** The Cathedral identified the need for a complaints procedure in its self-assessment in preparation for the audit, noting that this is planned for introduction ‘later in the year’.

Questions for the Cathedral to consider

- There were no considerations under this heading

5.3 WHISTLEBLOWING

- 5.3.1** Effective whistleblowing procedures enable workers to raise concerns about a range of issues (sexual abuse, bullying, fraud, etc.) without the fear that their disclosures will lead to any harassment or negative impact on their personal work role/environment.

Description

- 5.3.2** The Cathedral’s whistleblowing policy is included as an annex in the *Safeguarding Policy*. It states that it applies to employees (and hence, by implication, not to volunteers or clergy) and is not searchable on the Cathedral website. A staged, internal procedure is included, and provision for reporting to listed external bodies if the matter remains unresolved. There is no reference to the need for independent consultation and support. If the concern relates to a safeguarding matter, there is no guidance regarding an external body who it would be appropriate to approach.
- 5.3.3** There is a diocesan whistleblowing policy which can be used by staff, volunteers and others. It references external bodies that provide advice and assistance but does not detail the procedure which will be followed if anyone raised a concern under the policy. It is different from the Cathedral policy referenced above and it is unclear whether it is intended to refer to the Cathedral. As commented above, however, there is no guidance on reporting safeguarding matters to an external body if an internal route was not deemed to be appropriate.

- 5.3.4** The auditors were given no information about whether and how either policy/procedure work in practice.

Analysis

- 5.3.5** The Cathedral whistleblowing policy would benefit from being strengthened, and its visibility and access improved.
- 5.3.6** The Cathedral whistleblowing policy and procedure is not adequate for reporting concerns about safeguarding matters. Its location as an annex in the *Safeguarding Policy*, which has no index, its restriction as applying only to Cathedral employees, and the lack of ability to search for it on the Cathedral website make it unlikely to be used. It would be helpful to consider how a potential whistleblower might raise a concern if it related to the Cathedral's senior leadership, including members of Chapter. As presently written, there is no external recourse.

Questions for the Cathedral to consider

- How might the Cathedral promote the importance of whistleblowing and improve awareness, access and use of the whistleblowing procedure?

5.4 BISHOP'S SAFEGUARDING ADVISORY PANEL AND CATHEDRAL SAFEGUARDING GROUP

- 5.4.1** Based on the national guidance in *Roles and Responsibilities* for Diocesan Safeguarding Advisory Panels (DSAPs), the panel should have a key role in bringing independence and safeguarding expertise to an oversight, scrutiny and challenge function, including contributing to a strategic plan. No specifics are provided in relation to cathedrals, with the apparent assumption being that cathedrals are part of diocesan structures. The BSAP fulfils the function of a DSAP in Chichester diocese. The CSG operates within the Cathedral.

Description

- 5.4.2** The CSG was originally established as a support for the eight members of the Safeguarding Support Team (including the Dean and an independent member) together with the CSO. Its terms of reference were revised in January 2021, following discussion within the group, and it now operates as a cross-departmental group, meeting quarterly and reporting directly to Chapter and BSAP. Additional members of staff are co-opted as required. The CSG's duties are both strategic and operational, encompassing advice, oversight and implementation tasks, and the group also has responsibility for supporting anyone involved in the Cathedral in whistleblowing regarding unsafe practices and any disclosures, monitoring the safeguarding log and providing advice. Casework issues involving confidential information are discussed at the end of the meeting 'with the relevant Cathedral officers and diocesan safeguarding advisors.' It is administered and supported by the Executive Assistant.
- 5.4.3** Minutes of recent meetings indicate that the CSG operates systematically, reviewing progress in key areas such as safer recruitment and training, sharing information about changes in national policy and their implications for local policy and practice, monitoring the safeguarding log and any attendance agreements, and coordinating preparation for the audit. The terms of reference include provision for reviewing a specific operational area at each meeting and require the CSG 'to develop and oversee implementation of a safeguarding action plan following *Promoting a Safer Church* policy according to national and local priorities'.

- 5.4.4** The BSAP has been independently chaired for the last seven years by an experienced senior public protection professional (now retired) who is a former member of the Cathedral Council, which means that they bring considerable understanding of a cathedral context to the role. The membership comprises Church officers from across the diocese, and representatives from relevant statutory organisations. The SLA between the Cathedral and the diocese requires the Cathedral to 'make available the Communar or other senior officer to attend meetings of the Safeguarding Advisory Panel as the agenda demands' and in practice, the Communar has attended every (quarterly) meeting since the SLA (in place since 2017) was reviewed and signed in July 2020. The terms of reference of the BSAP do not include a Cathedral representative as a member, however, and the auditors were told that the Communar was 'an invited guest'. The (undated) terms of reference assign to the Panel a range of tasks and functions, summarised as follows: 'to provide advice, scrutiny, and, where necessary, challenge to the Diocesan Bishop and the Diocese as a whole regarding the safeguarding of children and vulnerable adults'. The chair, in conjunction with the DSA, provides an annual report to the Bishop.
- 5.4.5** To date, the Communar has made verbal contributions to the Panel meetings and twice presented the Cathedral's *Annual Safeguarding Report*. The auditors understand that a decision has been made recently that safeguarding in the Cathedral should be a standing item on the agenda.

Analysis

- 5.4.6** Safeguarding leadership, oversight and scrutiny sits with a number of different bodies. Developing existing structures within and external to the Cathedral would clarify and strengthen safeguarding arrangements and improve scrutiny.
- 5.4.7** Members of the CSG correctly identified the need to move beyond mutual support to become a group providing leadership and oversight of the Cathedral's safeguarding arrangements, on behalf of Chapter. The terms of reference reflect this change. The inclusion of the DSA ensures alignment with national and diocesan developments, and the inclusion of key others, such as the OMC (following the retirement of the Canon Precentor in 2020) and a member of the verger team, means that the group is increasingly representative of different aspects of the Cathedral's operations. The attendance and contribution of the independent member is a significant strength.
- 5.4.8** The CSG has not yet met the ambition, set out in its terms of reference, of developing an action plan aimed at promoting a safer Church. This is a requirement of the *Promoting a Safer Church* policy. The CSG has chosen, instead, to focus on an improvement agenda in response to the SQP assessment (see section 5.1 above), and on audit preparation. This has been effective to date in ensuring that a strong framework of policies, procedures and safe working practices are in place across all parts of the Cathedral. The auditors reflected that there is now an opportunity for the CSG to move into a new phase and ensure that the Cathedral makes progress in meeting the ambitions of its own *Safeguarding Policy* as well as the requirements of *Promoting a Safer Church*.
- 5.4.9** The auditors reflected that CSG would benefit from incorporating the voices of survivors into its work. The capacity within the diocese arising from its engagement with the survivors' network and IDSPA might assist in taking early steps to ensuring that the Cathedral learns from the experiences of survivors and others who have received a safeguarding response from the Church.
- 5.4.10** The auditors noted the increasing engagement of the Cathedral with the safeguarding

arrangements in the diocese, both through its close working with the DST and, latterly, by regular attendance at BSAP, considering this to be a strength. They reflected that this could be further developed by a revision of the BSAP terms of reference, to reflect more closely the model terms of reference set out in *Roles and Responsibilities*. This would mean full membership by 'a senior Cathedral representative' and a formal role for the panel of scrutiny, support and constructive challenge of the Cathedral's safeguarding arrangements.

Questions for the Cathedral to consider

- 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?
- What opportunities might there be for the CSG to engage with and incorporate learning from survivors and others who have received a safeguarding response?

5.5 LEADERSHIP AND MANAGEMENT

5.5.1 Safeguarding leadership takes various forms – strategic, operational and theological – with different people taking different roles. How these roles are understood, and how they fit together, can determine how well led the safeguarding function is.

Theological leadership

Description

- 5.5.2** The remit for theological leadership in relation to safeguarding is clearly always with the clergy and especially with the Dean. Their leadership is extremely valuable in helping congregations and clergy to understand why safeguarding is a priority and intrinsic to the beliefs of the Church of England. This aspect of the leadership role is the foundation for the culture of the Church and is critical in terms of making it a safer place for children and vulnerable adults.
- 5.5.3** The present Dean has been at Chichester since February 2015, following 27 years as a parish priest and, latterly, as Archdeacon of Dorset. He describes being motivated by fairness and justice and understanding that 'unless safeguarding culture is embedded in me, I can't expect it elsewhere'. A recorded message by the Dean, on the safeguarding page of the Cathedral website, describes safeguarding as being integral to the Church's teaching and being everybody's responsibility.
- 5.5.4** Marking the 950th anniversary in 2025 of the Cathedral's relocation from Selsey to Chichester, Chapter has just begun consulting on a proposed new vision for the Cathedral, inspired by Dominican life and the prayers of St Richard, based around the 'Four Pillars' of prayer, study, community and vision.

Analysis

- 5.5.5** Theological leadership is strong but not always visible. The development of a new vision for the Cathedral is an opportunity to develop this aspect of leadership further.
- 5.5.6** Safeguarding is strongly expressed as intrinsic to the beliefs of the Church of England in the Dean's recorded message. The Dean's public stance in support of the survivor of alleged abuse by a previous Bishop gave a strong message, appreciated by many and disagreed with by others. There was a similar spectrum of opinion expressed by those who completed the survey, with 76% (n = 67) saying that the Dean is extremely

or moderately active in communicating the importance of safeguarding within the Church and 14% (n = 12) saying he was not active at all in this regard. A further 10% (n = 9) said the question was not relevant to their role or experience.

- 5.5.7** The survey also asked to what extent does safeguarding, and the safety and wellbeing of others form part of the message of sermons – 56% (n = 49) of respondents considered this to be the case extremely or moderately, while a further 19% (n = 17) said it was not at all part of the message of sermons. The remaining 25% (n = 22) said the question was not relevant to their role or experience.
- 5.5.8** The auditors reflected that the developing of a new vision for the Cathedral, and how that vision will be realised, is a significant opportunity for safeguarding, and the safety and wellbeing of all, to become further embedded as integral to the life of the Cathedral.

Questions for the Cathedral to consider

- 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 based on the ‘Four Pillars’ support this?

Strategic leadership

- 5.5.9** The House of Bishops’ *Roles and Responsibilities* practice guidance assigns different and overlapping roles to Dean and Chapter, with the former having a clear leadership role in relation to safeguarding, and Chapter having a strategic and oversight role in relation to the Church of England’s *Promoting a Safer Church* policy. This includes the requirement to have a *Promoting a Safer Church* action plan in place that sets out, in line with national and local priorities, how the policy is being put into action, and is reviewed regularly.

Description

- 5.5.10** Chapter is responsible for directing and overseeing the administration of the Cathedral, supported by the Cathedral Council. The Dean chairs Chapter, membership of which includes the residentiary canons, up to six lay members, and the Communar, who is the Cathedral Administrator. The College of Canons is the third body and together they comprise the Cathedral Corporation. Chapter is supported by a number of committees, including the Finance Committee.
- 5.5.11** Under the present system, Chapter has both strategic and operational responsibilities. The Dean and Communar have worked together to clarify the governance arrangements and separate strategic and operational responsibilities as far as possible. A system of matrix management, linking clergy to different areas of Cathedral operations, is being put into place, and a Strategic Management Board established as an operational forum to empower senior managers and enable Chapter to step back into a more strategic and leadership role. Comprehensive restructuring and the bringing together of the four Cathedral entities into a single governance framework have recently been completed, with most posts, both clergy and lay, now appointed. The new Cathedral Measure may lead to further changes, as will the recent change of ownership of The Prebendal School, where the Dean is currently chair of governors (see section 3.2).
- 5.5.12** The Communar is the Cathedral’s lay Safeguarding Lead. The Dean is the clergy Safeguarding Lead, but this may change with the appointment of two new residentiary canons. The auditors did not see a role description for the Safeguarding Lead and would suggest that this is a gap that should be filled.

- 5.5.13** Meetings of Chapter include safeguarding on every agenda, and the Communar gives a verbal report, often with supporting papers including minutes of the CSG, in his role as chair of the CSG (see section 5.4). The DSA attends by invitation, most recently to present the annual safeguarding report to Chapter.
- 5.5.14** Of respondents to the survey, 86% (n = 76) thought that safeguarding is a priority in the Cathedral, either extremely or moderately; only 9% (n = 8) disagreed. Nearly as many 76% (n = 67) thought that the people leading safeguarding in the Cathedral were extremely or moderately visible; 16% (n= 14) disagreed.

Analysis

- 5.5.15** Chapter and the Communar have led and strongly supported the development of the Cathedral's safeguarding arrangements, overseeing considerable activity. The development of a strategic safeguarding plan will assist in the next phase.
- 5.5.16** Working closely together, the Dean and Communar have transformed the strategic and operational structures of the Cathedral. The recent appointments of two new residentiary canons and the recruitment of lay members will complete the transformation of Chapter, supporting its change into a more strategic leadership body rather than incorporating both this role and operational management. Significant restructuring has similarly transformed the operational side of the Cathedral, with new managers appointed who are in a better position to lead the operational delivery with confidence. The auditors observed that the addition of a new post of HR Manager has proved valuable in ensuring that the Cathedral is meeting its responsibilities as an employer in tandem with its safeguarding responsibilities.
- 5.5.17** The auditors reflected that these structural changes provide an opportunity to review the Cathedral's strategic approach to safeguarding. Until now, with the impetus of first the SQP process and latterly the audit preparation, significant time and energy has been expended on putting policies and procedures into place, filling gaps and thinking about safeguarding implications in every department of the Cathedral. This work has been successful, and safeguarding is well on the way to becoming embedded into 'business as usual' for staff.
- 5.5.18** After such an intense period of activity, the auditors reflected that there is now an opportunity to take stock of what has been achieved and think more strategically about next steps, bearing in mind the ambition set out in the Cathedral's *Safeguarding Policy*, with its six policy commitments. In particular, the auditors considered that Chapter might want to know how successful they are being in achieving their ambitions of a safe Church for all, in the context of its developing new vision. At present, there is not the means of doing this systematically.
- 5.5.19** Were the Cathedral to develop a safeguarding strategy and delivery plan, as specified in *Roles and Responsibilities*, this could, in the view of the auditors, provide a basis for systematic reporting to both the DSAP and Chapter, thus strengthening safeguarding arrangements and improving accountability and scrutiny across the system. Alignment with the SQP process, discussed in 5.1 above, would provide validated evidence of activity and effectiveness.

Questions for the Cathedral to consider

- 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?

Operational leadership

Description

- 5.5.20** Operational leadership of the Cathedral's lay functions sits with the Communar, supported by staff and managers across a number of different departments. The Communar has been instrumental in ensuring that each department has safeguarding embedded in its operating procedures and processes.
- 5.5.21** The CSG is, in effect, the Cathedral's safeguarding leadership group although, as noted in 5.4 above, its duties are both strategic and operational. It has coordinated the preparation for and response to the Cathedral's first SQP assessment and subsequent accreditation at level 1, and the preparation for the audit, identifying gaps, monitoring changes to national policy, and ensuring that procedures in the Cathedral reflect required practice standards.
- 5.5.22** Good use is made of the knowledge and experience of the DSA and the DST. Advice is regularly sought and invariably followed. The auditors read about examples of both HR and safeguarding matters where this was evidenced.
- 5.5.23** The creation of the post of Volunteer Coordinator has had a significant impact in enabling support to and oversight of volunteers to become more systematic and consistent. The Coordinator has used the opportunity of the return of volunteers after the pandemic to introduce a new agreement between volunteers and the Cathedral which sets out mutual responsibilities, in which safeguarding is integral.

Analysis

- 5.5.24** Significant progress has been made in embedding safeguarding into the Cathedral's operations. Coordinating operational leadership further, and developing a safeguarding delivery plan, would assist in ensuring that improvements are consistent in all areas.
- 5.5.25** The CSG is well placed to become the operational leadership group for safeguarding in the Cathedral. A number of its existing members are operational leaders. It has encompassed many areas of Cathedral activity within its discussions. The auditors noted that, having developed from a mutual support group for members of the safeguarding team, the terms of reference still include consideration of case details, which may no longer be appropriate in a relatively large forum with diverse membership and could better be discussed elsewhere.
- 5.5.26** The terms of reference for the CSG do, however, also assign to the group the responsibility to develop and oversee implementation of a safeguarding action plan. To date, this has meant coordinating activity arising from SQP and audit preparation. The auditors reflected that this could be an opportunity, as the Chapter consults on a new vision for the Cathedral, to develop such a plan, with the aim of delivering on the commitments set out in the Cathedral's *Safeguarding Policy*. This will mean further revision of the membership and terms of reference of the CSG, and a formalising of its accountability to Chapter.

Questions for the Cathedral to consider

- What adjustment needs to be made to current structures and accountabilities to ensure coordinated operational delivery of the Cathedral's *Safeguarding Policy* and who is best placed to achieve this?

5.6 CULTURE

- 5.6.1** The most critical aspect of safeguarding relates to the culture within any organisation. In a Church of England context, that can mean, for example, the extent to which priority is placed on safeguarding individuals as opposed to the reputation of the Church, or the ability of all members of the Church to think the unthinkable about friends and colleagues. SCIE's experience auditing safeguarding in faith contexts more broadly suggests that in areas where there is experience among senior clergy of previous serious abuse cases, a culture of openness and humility in approaching safeguarding issues can be stronger and accompanied by a move away from responses which give too much attention to reputational issues and the welfare of (alleged) perpetrators, as opposed to the welfare of victims and survivors.
- 5.6.2** Any cathedral should strive for an open, learning culture where safeguarding is a shared responsibility, albeit supported by experts, and which encourages people to raise concerns about how things are working in order that they can be addressed. An open learning culture starts from the assumption that maintaining adequate vigilance is difficult and proactively seeks feedback on how safeguarding is operating and encourages people to highlight any concerns.

Description

- 5.6.3** The Cathedral, and the diocese of Chichester carry a heavy weight of historic abuse. Several of the people with whom the auditors talked referred to Chichester being perceived as 'different' in a negative way. There was a sense of purpose about changing the narrative while never forgetting the past. Part of the solution is seen to be found in a modernising agenda, welcoming children into Cathedral services being a significant action. The Cathedral was also on the point of installing the first female canon. The auditors would agree that a culture in which people feel equally valued is likely to be healthier than one in which some are seen as of inherently more value than others.
- 5.6.4** The Dean described himself as being passionately against injustice and abuse. He accepts that the traditional culture of deference in the Church has underpinned an institution in which defending the status quo has been of higher importance than supporting victims and dealing effectively with abusers. To this end, he prefers to be addressed by his first name rather than his title and seeks to be approachable.
- 5.6.5** The IICSA published the report of its case study of the diocese of Chichester and the response to allegations against former Bishop Peter Ball in May 2019. This included a short account of the allegations made against the former Bishop of Chichester, George Bell, as an example of how the Church responded to posthumous allegations. Its overall conclusion was that 'the Church of England should have been a place which protected all children and supported victims and survivors. It failed to be so in its response to allegations against clergy and laity'.
- 5.6.6** Against this difficult backdrop, both Cathedral and diocese have worked closely together to establish a culture where survivors of abuse, and those who may be at risk, are supported, while perpetrators and those who may pose a risk are properly responded to. The Dean has been public in his support of the woman, 'Carol', who alleged that George Bell had abused her as a child. Many in the Cathedral community are strongly supportive of the Dean's stance, others are openly critical. This was evident in responses to the survey.
- 5.6.7** The leadership has been consistent in its determination for the Cathedral to be a place of welcome for all, and a safe place for all who have experienced, or are at risk

of experiencing, abuse. There is a public message to this effect from the Dean on the Cathedral website, and the *Marketing and Communications Safeguarding Plan* sets out some of the ways in which this commitment is being carried through. This includes promoting the work of external partners and charities and engaging in national and international campaigns, alongside messages about the Cathedral's internal policies, approach and culture.

- 5.6.8** Of those who responded to the survey, 86% (n = 76) said that it was extremely (n = 52) or moderately (n = 24) obvious that safeguarding is a priority in the Cathedral, 9% (n = 8) said it was not at all obvious and 5% (n = 4) thought the question was not relevant to their role or experience. Asked to what extent there is a culture in the Cathedral that does not tolerate bullying, mistreatment, abuse and misuse of power, and a fosters a norm of treating adults and children with respect and care, 80% (n = 71) responded that this extremely or moderately the case, and 5% (n = 4) replied 'not at all'; 15% (n = 13) thought it not relevant to their role or experience.
- 5.6.9** Confidence that concerns that someone is being hurt in some way, or that someone is behaving inappropriately would be taken extremely or moderately seriously was high at 89% (n = 78), with 65% saying they were extremely confident; 4% (n = 4) said they were not at all confident. Additional comments added to the survey reflect this spread of views.

Analysis

- 5.6.10** Safeguarding is becoming increasingly embedded into the culture of Chichester Cathedral and across the groups that work or worship within it. Confidence is growing in the Cathedral's commitment to safeguarding, but there is still work to be done to enable those who have survived or are still experiencing abuse to feel confident that the Cathedral is a safe place for everyone.
- 5.6.11** The energy and attention given to safeguarding across the Cathedral in recent years is evidence that safeguarding is a well understood priority, although not yet explicit in key documents such as the Cathedral's vision statement. Documents and conversations indicate that people in a wide range of roles, not necessarily with an explicit focus on safeguarding, have sought to apply safe working practices to their area of responsibility. Structures, procedures and daily practice show that safeguarding is becoming regarded as everybody's business.
- 5.6.12** Given that 78% (n = 68) of respondents to the survey identified themselves as congregants or volunteers, including welcomers, and 13% (n = 11) as staff, their responses indicate a high level of confidence overall that progress is being made. One congregant/volunteer commented that: 'Chapters' determination that the alleged victim of George Bell would not be belittled or forgotten is a clear statement that safeguarding in all its forms would be an absolute priority over everything. The Cathedral is now a welcoming, warm and safe environment.'
- 5.6.13** This general endorsement of the culture and practices in the Cathedral was not universal, with a small number of volunteers stating that concerns about their own safety and wellbeing had not been properly listened to or addressed. Other volunteers expressed uncertainty about whether and how they should refer to Bishop George Bell. The auditors reflected that a clear line to take about this would be helpful.
- 5.6.14** The auditors also reflected that the continuing anger and challenge expressed by some about the Dean and Chapter's stance regarding George Bell suggests that a victim/survivor focused culture of safeguarding is still not accepted by everyone as being necessary, and in turn could mean that the Cathedral still does not feel an entirely safe place for survivors.

5.6.15 The auditors were told of continuing anxiety that the Cathedral was not ‘doing enough’ to reach out to survivors, and concern that there may be people continuing to experience abuse or suffering its consequences that are not being reached and supported. They reflected that there may be an opportunity to work together with the Survivors’ Network, which is already engaged with the Diocese, to better understand the perspective of those who have experienced abuse and enhance the Cathedral’s ability to be a safe Church for all.

Questions for the Cathedral to consider

- 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’?

6. CONCLUSIONS

- 6.1.1** Arrangements for keeping safe the Cathedral and associated buildings and those working in and visiting them are comprehensive. Staff, volunteers and congregants are confident that they are kept safe.
- 6.1.2** The present provision for young children and families is safely operated, with appropriate procedures in place. Current procedures for school visits need reviewing to ensure full compliance with the Cathedral's *Safeguarding Policy*. As the focus of the learning and engagement department changes, relevant procedures and practices may need developing or reviewing.
- 6.1.3** Partnerships with specialist organisations are well developed and awareness of the potential for volunteers becoming vulnerable is good. Pastoral care is underdeveloped. A training programme is needed which will help staff and volunteers to respond consistently to individual needs of vulnerable adults, together with more robust procedures for assessing, managing and communicating risk.
- 6.1.4** There is a good balance achieved for the choir between excellence and enjoyment, supported by close cooperation between the Cathedral and The Prebendal School and their respective policies and procedures. Further developments could include introducing more independence into the oversight of choristers' welfare and strengthening arrangements for visiting choirs.
- 6.1.5** There is clear understanding of good safeguarding practice in the bell tower, together with a strong ethos of caring which has enabled the inclusion of individuals who have vulnerabilities due to their health. This could be developed further by agreeing written procedures, especially for visiting individuals and bands, and aligning the tower more closely with the Cathedral.
- 6.1.6** Casework in the Cathedral is good quality and the threshold for escalating a concern to the CSO/DST is clear. AAs would be strengthened by the inclusion of a statement regarding the reason for the agreement. A common format for reporting concerns could help promote wider reporting and assist in 'joining up' the different systems for recording incidents and concerns.
- 6.1.7** There has been a consistent focus on ensuring that all staff and volunteers have received the level of safeguarding training appropriate to their role. Training is generally well received, and recording is improving. More systematic monitoring, and consideration of how the impact of training on daily practice might be evaluated, would be beneficial.
- 6.1.8** Good practice in safer recruitment is evident and developing. All those with responsibility for recruitment need to undertake the relevant training.
- 6.1.9** There is an extensive range of local safeguarding policies, procedures and guidance which complement the national framework. Many of these are very new and attention is needed to ensure they are accessible, properly understood and embedded.
- 6.1.10** The DST provides a strong and effective service in support of safeguarding in the Cathedral. The CSO is well integrated into key structures and is known throughout the Cathedral.
- 6.1.11** Much energy has been put into developing systems for recording and reporting that are helping to coordinate and develop safeguarding practice. The integration of these systems remains a work in progress.

- 6.1.12** There are several elements of a framework for quality assurance already in place. These need developing to include more effective systems for monitoring and reporting, and for gathering feedback from those engaged with the Cathedral.
- 6.1.13** The Cathedral whistleblowing policy would benefit from being strengthened, and its visibility and access improved.
- 6.1.14** Safeguarding leadership, oversight and scrutiny sits with a number of different bodies. Developing existing structures within and external to the Cathedral would clarify and strengthen safeguarding arrangements and improve scrutiny.
- 6.1.15** Theological leadership is strong but not always visible. The development of a new vision for the Cathedral is an opportunity to develop this aspect of leadership further.
- 6.1.16** Chapter and the Communar have led and strongly supported the development of the Cathedral's safeguarding arrangements, overseeing considerable activity. The development of a strategic safeguarding plan will assist in the next phase.
- 6.1.17** Significant progress has been made in embedding safeguarding into the Cathedral's operations. Coordinating operational leadership further, and developing a safeguarding delivery plan, would assist in ensuring that improvements are consistent in all areas.
- 6.1.18** Safeguarding is becoming increasingly embedded into the culture of Chichester Cathedral and across the groups that work or worship within it. Confidence is growing in the Cathedral's commitment to safeguarding, but there is still work to be done to enable those who have survived or are still experiencing abuse to feel confident that the Cathedral is a safe place for everyone.

APPENDICES

Information provided to auditors

In advance of the audit, the Cathedral sent through:

- Cathedral and city map
- Cathedral map - 23 April 2021
- Online cathedral map
- Cathedral operations safeguarding - 2021
- Safeguarding self-assessment - September 2021
- Diocese of Chichester independent safeguarding audit - November 2016
- Chapter safeguarding workshop - September 2021
- Risk Register - May 2021
- Annual Safeguarding Report to Bishop - December 2019
- Annual Safeguarding Report to Chapter - June 2021
- Chapter minutes - 23 February 2021, agenda and minutes - 23 March 2021, agenda, minutes and supporting papers - 30 June 2021, agenda, minutes and supporting papers - 20 July 2021, agenda and safeguarding presentation - 17 August
- General Service Agreement - 22 June 2020
- Safeguarding Services Agreement - June 2020
- DSAP terms of reference - Undated
- Independent Chair of Diocesan Safeguarding Advisory Panel (DSAP) – job description
- Aide memoire – attendance agreements
- Cathedral Safeguarding Group terms of reference - January 2021
- CSG agenda and minutes - 21 January 2021, 20 April 2021, 15 July 2021
- *Safeguarding Policy and Guidelines* - June 2021
- Diocese of Chichester Whistleblowing policy - 19 December 2016
- *Recruitment Policy* - June 2021
- Induction programme template
- *People Strategy* - 2021–2023
- *Marketing and Communications Safeguarding Plan* - 2021
- *Chorister Handbook V3* - September 2021

- Draft Chorister Collaboration Agreement (Cathedral and Prebendal School) - July 2021
- Guide for Visiting Choirs and Organists
- Bell Tower Drop-in Safeguarding Document Undated
- Chichester Bell Tower Drop-in Health and Safety Policy - 2021
- Covid19 Risk Assessment (1) Bell Tower Drop-in Reopening - Sept 2021
- Additional documents from:
 - Estates department (risk assessments, evacuation plans, etc)
 - HR department: recruitment policy and documentation, *Learning and Development Plan*, volunteer policy and *Handbook*, performance and development guide, etc.
 - Liturgy and music department: Pebbles Sunday School, Bellringing, Cathedral choir, visiting choirs, Southern Cathedrals Festival
 - Marketing department: data protection, promotional materials, marketing and communication strategy, promotional materials
 - Restoration and Development Fund: fundraising policy and code of practice

Additional documents sent to auditors following the audit included:

- Guidelines for dealing with a lost child/vulnerable adult - August 2021
- Lone working policy and procedures - 2019, revised 2021

Participation of organisation staff

The auditors had conversations with:

- Dean
- Diocesan Secretary
- DSA
- Assistant DSA
- Headteacher and Deputy Headteacher/designated safeguarding lead, The Prebendal School
- Organist and Master of the Choristers
- Organ scholar
- Head of HR
- Volunteering Coordinator
- External independent member of CSG

- Head of Marketing and Communications
- Head of Operations
- Head Verger
- Visitor Experience Manager
- Pebbles Leader
- Schools and Families Officer
- Cathedral Chaplain
- Canon Treasurer (incoming)
- Ringing Master
- Communar
- Independent Chair, Bishop's Safeguarding Advisory Panel

What records/files were examined?

The auditors reviewed:

- Four staff and three volunteer HR files
- Five case files, including two attendance agreements
- Safeguarding concerns log



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