

ROCHESTER CATHEDRAL



Post-SCIE Audit Safeguarding Action Plan

In September 2019 the Cathedral underwent an audit by SCIE (Social Care Institute for Excellence) of its safeguarding policy, practices, leadership and management along with its general safeguarding culture. The resulting report was published in November 2019 and is available on the Cathedral's website:

The report's conclusion is summarised below.

"Safeguarding at Rochester Cathedral has many areas of strength, many of which the Dean, Chapter and staff identified in their self-assessment.

Chapter has overseen the development and delivery of a good safeguarding action plan and has made progress in establishing a clear framework of leadership and accountability. Chapter is clear about the challenges it faces in moving to the next stage of ensuring that the Cathedral is a safe and supportive place for everyone.

Areas of strength include:

- Strong relationships between the King's Prep School and the music department, supported by good policies and working practices, to promote the safety and wellbeing of the choristers
- Delivering safeguarding training across the entire workforce of clergy, staff and volunteers
- Developing a strong and comprehensive framework of policies and procedures
- Good casework delivered and overseen by the widely known and respected Cathedral Safeguarding Officer
- Developing comprehensive recording systems
- Public and consistent leadership of safeguarding by the Dean, Canon Precentor and chair of the Cathedral Safeguarding Group ("CSG") in particular
- Systematic and strong leadership of the delivery of a comprehensive safeguarding action plan by the CSG which inspires confidence across the workforce
- A focused communication strategy which has promoted a strong and consistent message about safeguarding
- Positive connections with the diocesan safeguarding oversight groups.

The key areas for the Cathedral to address relate to:

- Clarifying governance and leadership arrangements within the Cathedral and together with the Diocese
- Strengthening its approach to the oversight and management of offenders and those who may pose a risk to others
- Developing a comprehensive quality assurance framework
- Continuing to review, update and promote procedures
- Embedding Safer Recruitment practices in all parts of the Cathedral
- Developing more efficient systems which make better use of the Cathedral's limited staffing capacity
- Working to ensure that the voices of victims, survivors and the vulnerable are heard and well understood.

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

A new Cathedral Safeguarding Action Plan has been developed to address the questions raised by the auditors. The Plan contains responses to the auditor's concerns and identifies priorities, actions and timeframes. It is published alongside the SCIE Audit report and will be updated at regular intervals

A summary is presented below.

	Report Clause No.	SCIE Questions	Measure	Priority
SAFE ACTIVITIES AND WORKING PRACTICES				
1	3.1.1 – 3.1.13	Would the introduction of a procedure in respect of lost children be a useful addition to the Cathedral’s safeguarding policy and procedures?	<ul style="list-style-type: none"> • Introduce a procedure for lost children and roll out to staff and volunteers. • Introduce guidance for visiting school groups. 	1
2	3.1.1 – 3.1.13	How might the representatives for children and vulnerable adults be supported and enabled to obtain the views and feelings of those they represent?	<ul style="list-style-type: none"> • Cathedral Safeguarding Officer (“CSO”) to develop processes in consultation with Children’s and Vulnerable Adults’ Representatives; engaging with professionals where appropriate. • Work more closely with the Diocese in providing Cathedral facilities for co-working with external agencies e.g. dementia group. • Hold a “Carers’ Week” to seek views of carers. • Maintain regular engagement with Sunday Club volunteers. • Establish quarterly focus group meetings to discuss feedback from questionnaires and other engagement (using White Ribbon event of 25th November as a forum). • Further establish and define the roles of the Vulnerable Adults’ Representative and the Children’s Representative and raise awareness of the roles. 	3
3	3.1.14-3.1.46	What steps might the Cathedral implement jointly with the King’s Preparatory School Rochester in order to ensure that their arrangements for information sharing and recording in	<ul style="list-style-type: none"> • The Cathedral will continue to work more closely with King’s Rochester so that both institutions are speaking ‘with one voice’ in relation to the choristers who are at King’s. • Weekly meetings between the Headmaster of King’s Preparatory School and the Director of Music are now minuted. 	2

		respect of choristers are compliant with data protection requirements and standards of best practice?	<ul style="list-style-type: none"> • Chorister reports for those at King's will from now on be sent as part of their school reports and not separately. • Although medical information is already subject to data sharing permissions, from 2020, the Cathedral and King's will obtain specific parental permission for data sharing for all relevant information regarding choristers. • The Cathedral and King's Preparatory School will work together to implement a mixed treble line with equality for boys and girls with all new choristers attending King's Preparatory School which will embed a unified approach to safeguarding and welfare for the choristers 	
4	3.1.14-3.1.46	How might the Cathedral work together with parents, children and school to promote a consistent approach to balancing the needs of children to 'let off steam' whilst promoting high standards of behaviour?	<ul style="list-style-type: none"> • In addition to the existing expectations on behaviour set out in the new Chorister Handbook this year, Cathedral staff will work to embed the same expectations of behaviour and discipline for the boy choristers when they are fulfilling their chorister duties as when they are in school. King's Preparatory School sanction policies will be applied consistently during chorister activities. King's and Cathedral staff will always take jointly agreed approaches and actions in relation to interventions or managing behavioural issues that arise, working together with parents/carers and choristers, so that they receive a consistent service and communication of expectations across both institutions. 	2
5	3.1.14-3.1.46	How might the Cathedral develop further its relationship with choir parents in order to ensure that they are all working together to promote the safety and best interests of the choir children as well as achieve high musical standards?	<ul style="list-style-type: none"> • The Cathedral will introduce a new pattern of termly meetings with parents to take account of the views expressed by parents and the recommendations in the report, reflecting different modes of communication and engagement beyond current large meetings: <ul style="list-style-type: none"> ○ First term: Meeting with all parents to focus on scheduling and general/logistical issues. ○ Second term: Parents evening for all choristers, based on a school parents evening model, with booked slots for individual choristers' parents to meet with Cathedral and (where relevant) King's Rochester staff to discuss their child's progress and welfare. 	2

			<ul style="list-style-type: none"> ○ Third Term: more informal drop-in parents evening, where parents can make appointments with Cathedral/King's staff to discuss issues of concern or interest to them or their child. ○ Third Term: Leavers' Service and Lunch. First introduced in 2019, we will continue this opportunity for all choristers and their families to round off the choir year with a social gathering. ● These arrangements will be reviewed after the first year of operation. 	
6	3.1.14-3.1.46	How might the Cathedral assure itself that the experiences and views of the choristers are regularly sought, understood and responded to?	<ul style="list-style-type: none"> ● Cathedral music staff will work to maintain an open environment for choristers to express their views appropriately (modelling, and in addition to, school-based opportunities). The following structural opportunities for the Cathedral to capture the views of choristers will be introduced or reaffirmed: <ul style="list-style-type: none"> ○ Chorister induction. As part of their annual induction at the beginning of the choir year, Cathedral staff will encourage choristers to share their views, in particular in relation to how best to communicate with them. ○ Dean's Choristers tea. To initiate the termly opportunity for the senior choristers to meet with and share their views with the Cathedral's leadership (to be actioned on the Dean's return from sabbatical). ○ Parents' evening. Choristers will be encouraged to attend the parents evening in the second term (following the practice in the King's Preparatory School for year 8) and to attend the drop-in evening with their parents/carers in the third term if they wish to do so. 	2
CASE WORK (INCLUDING INFORMATION SHARING)				
7	3.1.47-3.1.56	How might the Cathedral best plan for the increasing vulnerability of its volunteers in order to promote the safety and wellbeing of the volunteers themselves alongside the requirements	<ul style="list-style-type: none"> ● Volunteer Manager and new Canon Chancellor to implement and undertake a biannual review of vulnerable volunteers to assess any physical or mental disability or incapacity. Responsibility for carrying out risk assessments will be shared by department heads. ● Volunteer Manager to implement procedure for managing changes in 	2

		of the Cathedral itself?	volunteer roles.	
8	3.1.47-3.1.56	How might the vergers and other relevant staff and volunteers be supported to assess and respond to potential risks and vulnerabilities of regular visitors to the Cathedral, and achieve an appropriate balance between being open to all whilst maintaining a safe environment?	<ul style="list-style-type: none"> • Implement regular ongoing training for vergers, welcomers and chaplains based on a strategic training needs analysis linked to other areas of training (e.g. conflict resolution training for vergers; mental health awareness). • Identify “front line” positions e.g. vergers, stewards, event hosts, welcomers and chaplains and include in specific training. 	2
9	3.1.57-3.1.65	How might the procedures and practice guidance in the bell tower be aligned with those in the wider Cathedral?	<ul style="list-style-type: none"> • Review bell ringing procedures to ensure they are in line with relevant Cathedral policy and procedure. 	2
10	3.2.1-3.2.9	What steps need to be taken to strengthen the assessment and management of people who are who may need to become subject of a safeguarding agreement?	<ul style="list-style-type: none"> • All relevant persons will be subject to a full risk assessment by the CSO who will be undertaking risk assessment training in this area. 	1
11	3.2.1-3.2.9	How might the case file system be organised in order to distinguish clearly between safeguarding concerns and other issues such as complaints and pastoral issues?	<ul style="list-style-type: none"> • Case file spreadsheet to be slightly amended to enable filtering of cases by Safeguarding; Pastoral; Complaint. • Consider transfer of data to “Safe Base” software – either through shared resource with Diocesan offices, or Cathedral to purchase software. 	1
12	3.2.1-3.2.9	How might the Cathedral raise awareness of data protection requirements in order to ensure that information sharing and recording practices are transparent and fully compliant?	<ul style="list-style-type: none"> • Review data being held in accordance with Data Protection Act 2018 and remind staff regularly of data protection requirements. 	1

TRAINING

13	3.4.1-3.4.9	How might the Cathedral work with the CSO and the Diocese to ensure the quality and relevance of the various levels of safeguarding training and assess its impact?	<ul style="list-style-type: none"> Introduce a six-monthly follow-up to training attendees with series of questions to gauge changes in practice post training. 	2
14	3.4.1-3.4.9	Would an offer of safeguarding training to the congregation assist the Cathedral in developing its safeguarding culture?	<ul style="list-style-type: none"> Regular updates will be included on Cathedral Forum agendas throughout the year. On 2nd March 2020 a 20-minute safeguarding session by the CSO will be offered. This offer will be repeated regularly. Volunteer Manager to record number of congregants that are also volunteers who have undertaken C0/C1/C2 training. 	1

SAFER RECRUITMENT

15	3.5.1-3.5.12	What steps can be taken to ensure that all recruitment and record-keeping practices meet the standards specified within the national and Cathedral-specific policy and practice guidance regarding safer recruitment, and enable systematic monitoring?	<ul style="list-style-type: none"> New policies and procedures are currently in the process of being rolled out to staff. The Chapter Clerk Executive Director approves all recruitment to new and existing staff positions. Volunteer Manager to review and revise as appropriate, recruitment policy and processes for volunteers. 	1
16	3.5.1-3.5.12	How might the Cathedral improve its access to HR expertise?	<ul style="list-style-type: none"> The Cathedral is considering alternative options to its current HR arrangements, including consideration of additional shared external resources, and is part of the constant review of its limited resources. Chapter Clerk attended HR conference at Leicester Cathedral in November 2019. 	3

POLICY, PROCEDURES AND GUIDANCE

17	4.1.1-4.1.4	How might the Cathedral's policies and procedures be collected and made	<ul style="list-style-type: none"> All relevant policies and procedures, and updates thereto, to be made available to staff on the Cathedral's server; and where appropriate, to 	2
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		available in a single, accessible location so that they can be kept up to date, consistency can be assured, duplication avoided, gaps identified, and version control managed	<p>the public via the Cathedral website.</p> <ul style="list-style-type: none"> • Ensure that where links to external sources are referred to on Cathedral website, the content is also available as a current PDF. 	
CATHEDRAL SAFEGUARDING ADVISOR AND THEIR SUPERVISION & MANAGEMENT				
18	4.2.1-4.2.11	What arrangements might the Cathedral make in conjunction with the diocese to enable access to suitably skilled professional supervision and development for the CSO, and feedback on their performance in order to inform its internal management and appraisal arrangements?	<ul style="list-style-type: none"> • Action to be considered by CSG, further to receipt of proposal put forward by David Worlock (National Safeguarding Team, Deputy Director of Development with responsibility for cathedral safeguarding). • Chapter Clerk to explore possibilities with Diocesan Secretary. 	3
RECORDING SYSTEMS AND IT SOLUTIONS				
19	4.3.1-4.3.6	What steps might the Cathedral take to improve its current systems both to enable oversight and also release valuable capacity	<ul style="list-style-type: none"> • Explore options for improved IT solutions in accordance with Cathedral budget. 	3
QUALITY ASSURANCE				
20	5.1.1-5.1.7	How might the Cathedral develop its quality assurance system in order to be satisfied that it is creating a safe, open and learning culture where compliance with policies and procedures is consistently good?	<ul style="list-style-type: none"> • Implement a formal QA process in conjunction with review of effectiveness of training. Invite other Cathedrals to undertake low-key informal (possibly covert) inspection audit of our processes and reciprocate activity. • Encourage formation of a Cathedral QA framework by CSO network. 	2
COMPLAINTS ABOUT THE SAFEGUARDING SERVICE				
21	5.2.1-5.2.5	How might the Cathedral and Diocese	<ul style="list-style-type: none"> • Review current Cathedral Complaints Policy and update as appropriate. 	2

		work together to produce guidance on making a complaint about the safeguarding service in the Cathedral? Can Rochester learn from other cathedrals with effective complaints procedures?	<ul style="list-style-type: none"> • Raise awareness of the Complaints Policy. • CSO to discuss with network of Cathedral Safeguarding Officers. 	
22	5.2.1-5.2.5	How can people with a complaint about safeguarding best be informed of whom to approach?	<ul style="list-style-type: none"> • See point above 	2
WHISTLEBLOWING				
23	5.3.1-5.3.3	How can the Cathedral best promote a culture which is receptive to potential whistle-blowers and inform staff, volunteers and the wider Cathedral community of their rights and duties under 'whistleblowing' law?	<ul style="list-style-type: none"> • Review existing Whistleblowing Policy, amend if appropriate and publish on website. Raise awareness of the Policy at Community Forum meetings. 	2
CATHEDRAL SAFEGUARDING GROUP (FORMERLY THE SAFEGUARDING IMPLEMENTATION GROUP)				
24	5.4.1-5.4.11	What steps does the Cathedral need to take in order to strengthen the role of the CSG into one of scrutiny and assurance?	<ul style="list-style-type: none"> • Proposed new QA framework will incorporate work of the CSG and inform next steps. • The CSG will receive at its monthly meetings, details of forthcoming Cathedral events, to enable the CSG to consider any safeguarding implications and to make suggestions for actions as appropriate. • 	2
25	5.4.1-5.4.11	How might the Cathedral work with the Diocese to review the current structures to ensure that they comprise a coherent and comprehensive system of governance and accountability in	<ul style="list-style-type: none"> • Chairs of CSG, Bishop's Safeguarding Advisory Panel and Diocesan Safeguarding Executive Committee to meet annually to review effectiveness of structures and reporting lines. • CSG to source external member with social care background. 	2

		relation to safeguarding?	<ul style="list-style-type: none"> Lay Chapter member to hold position of Chair of CSG. 	
LEADERSHIP AND MANAGEMENT				
26	5.5.1-5.5.26	What changes could the Dean take to enable him to take a clearer leadership role, holding others to account, whilst feeling confident that the safeguarding agenda is being led effectively both strategically and operationally?	<ul style="list-style-type: none"> This will be considered once the role of the new Canon Chancellor has been clarified in relation to safeguarding and engagement with the various Cathedral safeguarding bodies. 	1
27	5.5.1-5.5.26	What changes do the Chapter need to make to roles at Chapter in order to ensure that there is clear strategic leadership of the different elements of safeguarding – i.e. operational (safer recruitment, training, DBS), promoting the safety of children, vulnerable adults and overseeing pastoral care, and the management of sexual offenders whilst ensuring continuing challenge by the CSG? What implications are there for the forthcoming appointment of the Canon Chancellor?	<ul style="list-style-type: none"> See point above. Undertake a skills audit for Chapter members and consider requirement for social care background when recruiting new Chapter members. Skills Audit to have been completed by the end of 2019 and results brought to January 2020 Chapter. 	1
28	5.5.1-5.5.26	How might the Chapter identify and support those groups and individuals who continue to need help in the aftermath of the recent conviction of the former Director of Music?	<ul style="list-style-type: none"> Review actions to date and consider next steps and whether appropriate to repeat. Liaise with King's School Rochester and continue monitoring responses to offers of support. 	1
29	5.5.1-5.5.26	What additional changes do the Chapter need to make in order to promote	<ul style="list-style-type: none"> Introduction of QA framework. Share Action Plan with staff, volunteers, stakeholders and the wider 	2

		further the embedding of an open, learning culture across the Cathedral community.	<p>Cathedral community.</p> <ul style="list-style-type: none">• Facilitate refresher training for staff and volunteers and as further training is developed, roll this out to relevant personnel.• Undertake regular self-audits.• Continue to develop a range of safeguarding activities and resources relevant to the Cathedral.	
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