
Safeguarding Action Plan (with SCIE audit action points)

V1. November 2021

Introduction to Chapter Nov 11 then safeguarding committee then Dec chapter

The Audit process was one in which we were very much affirmed in our culture and many of our practices but also given an opportunity to see those afresh through auditors whom we experienced to be good critical friends. Following the audit, we have been reflecting on how to take forward the improvements that are desirable. These are expressed in the action plan below. They suggest (paragraph 5.1.15 p35) that the Action Plan might be developed using the six 'overarching policy commitments' of *Promoting a Safer Church*, set out below. The lines of the action plan are characterised by these colours to show the relationship to the commitments in *Promoting a Safer Church*

1. Promoting a safer environment and culture
2. Safely recruiting and supporting all those with any responsibility related to children and vulnerable adults within the Church
3. Responding promptly to every safeguarding concern or allegation
4. Caring pastorally for victims/survivors of abuse and other affected persons
5. Caring pastorally for those who are the subject of concerns or allegations of abuse and other affected persons
6. Responding to those that may pose a present risk to others

Items in black are those that relate to governance across the areas of safeguarding

SHADING – indicates prioritisation

those lines in white, urgent and immediate, over the next 6 months;

Pale grey – intermediate – over the next year – to end 2023

Darker grey – longer term aims

Considerations raised by SCIE	Report page no.	Areas to consider	What we might do	Lead person to action	Date for start of work	Date for completion
Safe Activities and work practices						
What actions are needed to ensure to improve safety and security in the cathedral for staff and volunteers as well as visitors?	9	review of verger capacity and systems for staff and volunteers' safety	Post-staffing review, structure of verging/shop/cleaner staffing reviewed Review training of volunteers and staff	JB/MG – vergers. Volunteers – WPH cttee. Chapter	Feb 22	June 22
How might the lone worker policy be developed, in conjunction with staff and volunteers, to provide firmer support to those who work alone regularly or occasionally?	9	safety for lone workers: consider improvements to policy	Review of policy and working practices	JB	Feb 22	June 22
How confident is the cathedral that policies and procedures regarding the safety of children and families can be fully implemented at all times, and how might these be strengthened?	12	Whilst these are robust, can we strengthen the procedures for safety of children and families? SCIE identified weak links in understanding of grooming and of effects of domestic violence NB Education Dept too	Lone child policy – training for volunteers and staff Domestic violence training Grooming training Education Dept to consider need	JB/AN With diocese – children's team YJ/Chapter lead	Jan 22 When available	June 22
Vulnerable adults						
What systems and training are needed, and by whom, to enable adults at risk to be identified and responded to consistently well?	14	Review record keeping systems for the identification of vulnerable adults. Review of training of staff and volunteers for engagement with vulnerable adults.	Training in use of safeguarding forms Minor issues system to be reviewed Dementia training for staff	AN/JB AN/JB JB	Feb 22 Feb 22 underway	April 22 April 22

What is needed to ensure that volunteers and others in the cathedral community who become vulnerable are identified and receive appropriate and timely support?	14	Review the support systems we operate and means of communication to A – volunteers B – cathedral community	Review with co-ordinators of guides and welcomers as to best systems Review with the PCC and pastoral group about congregation	JB/CM AN	Jan22 Jan 22	June 22 June 22
Listening well to the views of vulnerable adults		Develop a way of ensuring voices of vulnerable adults can be heard		AN		
Choirs and Music						
What actions are needed to promote stability and confidence in the choirs and music department pending the new DoM taking up their post?	18	Consider improved systems for communication in a time of change.	Preparation of Chorister family email lists	MG/PW	Autumn 2021	End Dec 21
How might the music department best maintain consistent and systematic oversight of the safety and wellbeing of every chorister?	18	Look at roll-out of Church Suite and its potential uses for consistent oversight.	Pastoral meeting.	MG/RK	Dec 21	Feb half term 22
How can the cathedral be confident that the identification and addressing of concerns regarding chorister wellbeing are systematic, followed through and clearly recorded?	18	Continue development of the weekly pastoral meeting to ensure each chorister is discussed weekly	Develop robust logging system and accurate minute taking at the pastoral meeting to ensure that any issues are followed up	MG/ Music Dept staff	Dec 21	Feb half term 22
Follow-up of choristers and their concerns		Systems for hearing chorister voice	Re-institute the Chorister Forum	MG/PW/RK	Jan 22	Feb half term 22
Bellringing						

What potential benefits might additional, bell tower-specific safeguarding guidance bring in applying cathedral wide procedures and policy to the unique challenges of the setting, including factors such as safe working practices?	20	Consider bell-tower specific guidance for a safe working practices	Tower specific guidance to be developed using that the systems developed at Worcester Cathedral	MG	Dec 21	Feb half term 22
How might coordination between the bell tower and the wider cathedral be formalised?	20	Appoint a Bell-tower safeguarding lead to liaise with Canon Pastor and Canon Precentor	Tower to elect a Safeguarding Officer for the Bell Tower	MG/Bell Tower Captain	To be elected soon	Feb half term 22
What would a visiting ringer or band process look like, such that suitability to enter the cathedral community could be assured, and what opportunities exist to learn from the practices adopted in other cathedral bell towers?	20	Consider specific guidance for visiting bands to follow.	Amend the safeguarding paperwork used for visiting choirs so it is fit for purpose for visiting bands of bellringers. Individuals who visit the tower 3 times over 4 months will be asked to join the guild and complete self-declarations.	MG	Dec 21	Feb half term 22
Case work						
What does the cathedral need to do to be assured that safeguarding concerns are identified, reported and responded to consistently by all departments, and fully recorded?	23	consider systems to ensure consistency of practice across departments. Train staff in how to record	Review recording system Address in departmental meetings as well as staff meetings	JB/AN	June 22	Dec 22
How might an overview of referrals be maintained which will enable tracking of any accumulating patterns of concerns?	23	Consider a system of tracking of minor concerns that might accumulate.	Review recording system	JB/AN	June 22	Dec 22

Clergy Disciplinary Measures						
How can the cathedral be confident that all clergy with permission to officiate pose no risks to members of its community?		Are further processes necessary to check on PTO clergy beyond Diocesan checks?	Obtain a confidential declaration for cathedral Details/date of last DBS Confirmation of training and/or undertaking to do it Design form for this	JRD/AN AN	From now on Jan 22	
Training						
What actions are needed to clarify messages regarding safeguarding training requirements across the cathedral community which reflect the cathedral's mission and priorities?	26	Review safeguarding training requirements in light of new CoE policy and develop a strategy for communicating its necessity to people See July 21 Safeguarding Action Plan	<ol style="list-style-type: none"> 1. Consider implications for differing roles and levels required 2. Amend safeguarding spreadsheet to show required levels 3. Consider how to deliver bulk training with authorised trainers in person or virtually 	JB, AN, safeguarding Committee JB FG AN, JB, safeguarding Committee and Diocese	Now Jan 22 Jan 22	Done March 22 June 22
Who is best placed to establish a safeguarding training plan which sets out training requirements for all clergy, staff and volunteers, addresses local needs, and provides a baseline for monitoring, evaluation and reporting?	26	Develop a safeguarding training plan in light of new guidance Consider making it as appendix to training policy	Create a Learning and Development Framework	JB/AN/Chapter	March 22	Dec 22
Safer Recruitment						
What are the perceived and actual barriers to including evidence of all	28	Identify gaps and analyse why they occur. In light of that work on	Use NST's SRPM tool to assess each role	JB/AN	Now	Done

relevant recruitment checks on an individual's personnel file?		improving safer recruitment record keeping	Define all roles that involve 'substantial' contact with children or vulnerable adults within the definition Complete the SRPM chart.		Done	
		See July 2021 Safeguarding Action Plan for roll out of SRPM: actions from the July plan in the next column	<ol style="list-style-type: none"> 1. Consider implications of new procedures for our existing procedures 2. Enable training in safer recruitment for all who recruit for substantial involvement with children/vulnerable adults 3. Plan advancement of DBS renewals to 3 years from 5 years 	AN, JB, Safeguarding committee, and Chapter JB. FG	Done	April 22
				JB, FG	underway	April 22
How might the current single central record for staff and volunteers better and more clearly serve its function for monitoring and the seeking of assurances about safe recruitment?	28	Consider development of the current database		JB/AN	From June 2022	
What would an improved system for accountability and oversight of volunteer recruitment look like at Ripon Cathedral, and what can be learnt from other cathedrals that have tackled this challenge?	28	Consult other cathedrals to see what they do. Develop a system of accountability and oversight for volunteer recruitment	Develop safer recruitment documentation list table and safer recruitment of volunteers action list table. Ensure lead recruiters all understand the system	AN/JB/FG And those responsible for areas of recruitment	From June 2022	
Policies, Procedures and Guidance						

What action is needed to ensure that the safeguarding policies and procedures fully reflect the Ripon Cathedral context?	31	Review of policies and procedures for Ripon's context and ensuring accessibility to all in light of NST roll-out of on-line systems		JB/AN	From June 2022	
How might the cathedral ensure that policies and procedures relevant to safeguarding are easily available to all who need to use them?	31	As above – when on-line in place consider how best this might be made accessible to all volunteers as well as staff	Review in light of new website	JB/AN	From June 2022	
Who is best placed to ensure that policies and procedures are understood across the cathedral community, consistently implemented, and having the desired impact?	31	Develop means to ensure policies are well understood, to promote consistency of implementation Ensure all know how to use forms and paperwork for concerns etc	Roll out in light of changes made through 2022	JB/AN	2023	
Safeguarding Advisor						
How does the cathedral currently see the relative roles of the Safeguarding representative and Safeguarding coordinator, and what opportunities are there to more formally agree, communicate and implement this across the cathedral and its relevant structures?	33	Evolve role descriptions for the two roles of Safeguarding Representative and Safeguarding co-ordinator. Work out how we communicate the different roles to others in the cathedral and beyond.	Develop role descriptions for CSR and CSC	JRD/AN/DB Chapter	June 2022	June 2022
Recording and IT systems						

How can the cathedral satisfy itself that its safeguarding records are fully compliant with GDPR requirements?	35	Need to check compliance of cathedral systems with GDPR	To review best practice with others and modify systems as necessary	JB	January 2022	April 2022
How might the current system of locally held records and incident books be combined to enable oversight of low-level concerns?	35	Review overall how we log and collate low-level concerns. See above under casework reference p 23	Review this as part of and in light of decisions taken about recording systems generally	JB/AN	From June 2022	
PARISH DASHBOARD		Complete dashboard	When possible	AN		
Quality Assurance						
What would a framework for quality assurance look like, that is able to evidence progress in creating a strong safeguarding culture and compliance with the expectations of Promoting a Safer Church?	38	Analyse how we currently check on quality. Develop and improve current system into a framework Look at using the 6 headings of Promoting a Safer Church.	Consider internal audit systems	JB/AN Chapter	Sept 2022 onwards	
How might the cathedral seek regular feedback from a range of children and adults, including survivors of abuse, as part of its vision of Growing God's Kingdom?	38	Consider other means of developing feedback from different interest groups (beyond choristers)		JB/AN	Jan 2023	
Whistleblowing						
How might the cathedral promote the importance of whistleblowing	39	How might we promote the systems already in place for	Regular training of staff via staff meetings	JB	March 2022	On-going

and improve awareness and use of the whistleblowing procedure?		whistleblowing and complaints? Staff training	volunteers within group meetings			
Safeguarding Committee						
How might current structures be developed to provide systematic oversight and evidenced assurance to the Chapter of the quality and effectiveness of the cathedral safeguarding arrangements?	41	Review the scope of the terms of reference of the safeguarding committee and the respective roles of the committee and of Chapter, alongside the role descriptions for CSR and CSC	Working with Diocesan Safeguarding Committee and other cathedrals to define roles. Discussion within safeguarding committee to refine their role.	Chapter	March 22	September 2022
Leadership and Management						
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 forthcoming review of Growing God's Kingdom assist?	43	Consider what opportunities exist that could be used to promote understanding of safeguarding	Use review of Cathedral strategy to promote this	JRD Chapter	From June 2022	
What adjustments to the structures and systems within the cathedral are needed to ensure that the relative responsibilities for strategic and operational safeguarding leadership are clear and that there is proper accountability for activities and progress in delivering the <i>Promoting a Safer Church</i> policy?	44	As above – see note on p 41 review needed of relative roles of Chapter and Safeguarding Committee and distinctions between operational and strategic roles. Completion of this safeguarding plan				

What benefits might there be in developing a strategy for <i>Promoting a Safer Church</i> with an accompanying delivery plan, and how could this be achieved?	45	As above – action plan will cover this with colour coding	This action plan is part of the strategy and is related to <i>Promoting a Safer Church</i>			
How might the operational leadership of safeguarding be coordinated to ensure consistency and ownership across all departments?	46	As above – see page 41				
Are the current arrangements for accessing expert HR support sufficiently formalised and if not, what opportunities exist for this picture to be improved?	46	consider adequacy of HR arrangements. Research alternatives	Chapter assess this in light of staffing review	JB JRD Chapter	March 22	June 2022
Culture						
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’?	48	How to embed? SURVIVORS –	Keep ‘safeguarding Sunday’. Could consider a ‘safeguarding season’	clergy	Jan 2022	December 2022