BRISTOL CATHEDRAL

SAFEGUARDING IMPROVEMENT PLAN 2022

Theme	Issue & Audit Reference	Action	Who Responsible	Timing	Risk Rating	Notes at October 2022
Leadership and Governance						
Diocese	Representation on the Diocesan Safeguarding Steering group	COO attends as the Cathedral representative.	COO	Ongoing	■	COO or Ops Officer (Safeguarding) or Safeguarding and Pastoral Officer attends
	There is a service level agreement between Diocese and Cathedral governing the safeguarding arrangements. (6.1.10)	Review SLA	DSA/COO	Q1-2 2021	■	Reviewed on 29th March at meeting between COO, SJ and Bristol Diocese (Caroline Jowett – Ive, Diocesan Director of People and Safeguarding, and Adam Bond, DSA)
	Annual safeguarding report for the Bishop		COO	Q4 2021	■	This will be a page in every annual report SJ to come up with a list of highlights.
	Chapter to adopt Diocesan Safeguarding Policies and guidance as part of closer working arrangements. (6.1.1) (6.1.9) (6.1.14) (6.1.15)	Full details to Chapter meeting on 16th March	COO	Completed	■	Completed

Version at 16-11-2022

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Chapter	There is a Chapter lead for safeguarding. (6.1.1) (6.1.14) (6.1.15) (6.1.16) (6.1.17)	The Dean is the Chapter lead.	Dean/COO	Ongoing	(amber)	Ideally should be a Lay Canon, but currently the Dean is the best fit. Should we target someone?
	Safeguarding is a standing item on the agenda of each SLT, full staff, Chapter, Council (or whatever replaces it), College of Canons, and Safeguarding Committee meeting. (6.1.1) (6.1.15) (6.1.16)	Agenda and briefing	COO	each meeting	(green)	Chapter have been briefed on ongoing compliance work but also case issues as they come up. Currently used predominantly to inform of issues, and info re SCIE audit. Needs to be used in a more proactive way – e.g. looking at a case study at each meeting. SLT
	Chapter members have safeguarding as an explicit responsibility in their role descriptions (CWG rec) (6.1.1) (6.1.14) (6.1.15) (6.1.16)	Role descriptions needed for lay members of chapter	Dean / COO	Q3 2022	(red)	Role descriptions for Lay Canons need to be developed following vision and strategy cycle. ==Training for Lay Canons in Q1 2023==
	A memorandum of understanding for the management of choristers (6.1.2) (6.1.13) (6.1.16)	Statement developed, needs to go to chapter.	Head of Safeguarding at BCCS / Head of CPS / COO	Chapter in November	(green)	Clear statement of responsibilities has been written and agreed by both schools. This needs to be reviewed due to changes in the timings of the school day etc – Done Nov 2022
Probationer schools	A briefing for probationer schools	SJ to send letter to probationer schools confirming practice and arrangements and asking for safeguarding lead details.	COO	November	(green)	Safeguarding lead details for each probationer's school are saved on the G drive in the HR and Safeguarding Cathedral Choir folder. Once safeguarding policy adopted by Chapter, this will be shared with the schools along with

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	(6.1.2) (6.1.13) (6.1.16)					a copy of the revised Chorister Handbook. Sent Sept 2022
Safety of pupils from both schools when moving around the site	Large numbers of pupils moving between school buildings, in public road (main way in to Cathedral Car Park). Pupils and families from CPS spilling off pavements into road at pick up time (and to some degree drop off time). (6.1.2)	COO meeting with Exec Principle of CST, and head of BCCS	COO	October 21		Concerns about risk to children. Managed currently by school staff in high vis jackets. But could we do more to make it a more people friendly space and reduce risks? Update 12/10/21 Following meeting, COO and head of BCCS are reviewing risk assessment together and working with City Council on a School Street Plan.
Policies and procedures						
Safer working practices for areas of the Cathedral's life	We need a standard format for each area of work – clear, concise, accessible. (6.1.1) (6.1.2) (6.1.9) (6.1.15) (6.1.16) (6.1.17)	Being developed as part of Safeguarding Handbook	COO / RB / Area Leads	Q4 2021		Forms part of the overhaul of policy, procedure and writing of new handbook.
Clear public information about safeguarding	Accessible information available to Cathedral community – particularly children, young people, parents and vulnerable adults. (6.1.1) (6.1.2) (6.1.5) (6.1.13) (6.1.16)	Ensure clear information is available throughout the Cathedral, and all is up to date, clearly written in plain English. Use key locations (backs of toilet doors, song	Led by COO / CG. Wider involvement needed.	Q4 2021 – Q1 2022		Prevention is an important part of good practice. Children, young people and vulnerable adults need to be well equipped to protect themselves. Safeguarding information is clearly displayed in all the key locations.

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		school, children's church / Education Room), all offices, Vergers cubby, Ringing Room. Ensure website contents is up to date. Induction materials for choir / parents.				Chorister handbook has been rewritten and reflects SCIE audit's findings.
Pastoral enquiries	A process for Vergers and others to escalate concerns. (6.1.1) (6.1.2) (6.1.3) (6.1.16)	No Action	Nicola Stanley, Sarah Jenkinson and Vergers			SJ attends the first clergy meeting in the month. We have put in place a system for the very rare occasions when there are no clergy on site. This needs to be thoroughly discussed at a clergy meeting.
Complaints procedure	A draft procedure has been written and needs signing off (6.1.1) (6.1.9)	Approval by Chapter	Finance and Ops Director	Chapter Q1 2022		Draft circulated for review.
Whistleblowing policy	The HR handbook for lay staff contains a whistleblowing procedure and it is included in the safeguarding procedure (6.1.1) (6.1.9)	This is part of the new staff handbook and safeguarding handbook	COO Lisa Sherman (HR)	Q1 2022		

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Fair recruitment of ex-offenders	Policy in place, we have adopted the Diocesan policy (6.1.1) (6.1.9)	review every 3 years	COO	Q1 2022	■	In Safeguarding handbook.
H&S risk assessments	All choir / education activities have a risk assessment produced (6.1.1) (6.1.2)		Music/Education teams	ongoing	■	Choir tours have processes and insurance. Tour RAs are approved by Chapter. Pilgrimages need to consider insurance and risks. Vulnerable adults need consideration. Process and template need to be in Safeguarding Handbook
Safeguarding Agreements	These are put in place through the DSA for those that may pose a risk to children, young people and vulnerable adults in the Cathedral (6.1.2)	The Cathedral has two Safeguarding agreements – which are reviewed annually	DSA/COO	Next review due 07/2022	■	COO and Diocesan Safeguarding caseworker reviewed the agreement in July 2021
Photography	How to use photographs of children in Cathedral publicity Think about ordinations in particular.	We need a policy which sets out under what circumstances we can use photos of children in Cathedral publicity / social media	COO	Q3 2022	■	New item added Oct 2021 Minors 13-16 are required to give their own consent in addition to their parents. Those 17 and over no longer require parental consent. Fiona Dorman to share new process with SJ

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	Members of public taking photos in the Cathedral (6.1.1) (6.1.2)	Also needs to cover when we restrict photography in the Cathedral				
Venue T&Cs and room hire	specific requirements in terms of safeguarding (6.1.1) (6.1.2) (6.1.5) (6.1.3) (6.1.9) (6.1.13)	Room hire agreement completed Amend Cathedral T&Cs	SMT	Q1 2023		T&C of hire review underway, ensure Safeguarding requirements are included. Reference to the visiting choir form.
Access to policies	Policies are not currently stored in obvious places (6.1.1) (6.1.9)	Develop file storage system to enable everyone that needs to find policies and procedures can	COO	Q2 2022		New IT system will facilitate this through Sharepoint. PeopleHR system will give us a central library of policies available to all staff. We will also ensure up to date safeguarding handbook is on the cathedral website so all volunteers can access at any time.
Visiting Bell Ringers and Visiting Choirs	Safer working practices are in progress for Bell Ringers and visiting Bands. (6.1.1) (6.1.2) (6.1.5) (6.1.9) (6.1.13) (6.1.16)	Develop process – including declaration that visiting groups have appropriate safeguarding processes in place. Also clear communication if under 18 years olds will be part of any visit	COO / Head Verger / Matt Gardiner / Ian Hill	Q3 2022		System in place. Visits have only just restarted. We will know if visits involve under 18s, that there is consent system for those under 18, that there are safeguarding processes if under 18 will be present. Rochester Cathedral's Safeguarding for Visiting Groups adapted and will be used for visiting schools, choirs and bellringers from Nov 2022. Saved in non-restricted safeguarding file. For bell ringers we have a record of who was part of the visit (signing in system).

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						Also – to be noted that there is also no system for checking competence of bell ringers before they are allowed into the tower. Bellringers when on site will be accompanied by the Tower Captain or another member of the Bristol Cathedral Ringing Society.
Training						
Training schedule	We need to maintain an accurate schedule of which roles need which training. (6.1.1) (6,1,8) (6.1.9) including volunteers.	Review schedule	COO	Ongoing		CG working through training Dean, Residentiary Canons, Director of Music and COO currently undertaking Senior Leadership training with the Church of England. Review
Training Record	Training record needs to be up to date (6.1.1) (6.1.8) (6.1.9)	Review to ensure it is up to date. Move volunteer records across to Churchsuite once in place – and develop automated system within database to email reminders etc	COO / CG /MP	Q1 2022		Miranda Payne started in Nov 2021 as Operations Officer – she is overseeing the implementation of Churchsuite. Staff training records have moved across to PeopleHR. CG to review the process.

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HR						
HR processes / record keeping	Not all HR files are complete – with outdated job descriptions and contracts (6.1.1) (6.1.8) (6.1.9) Keep HR files of current staff under review and ensure job descriptions are up to date.	Periodic reviews of HR files	Miranda Payne	Ongoing		
Organisation Structure	Clear lines of responsibility (6.1.1)	Clearly defined roles – including management responsibility	COO	Ongoing		
Safeguarding team	Safeguarding team performance and capacity (6.1.1) (6.1.6) (6.1.7) (6.1.8) (6.1.10) (6.1.13) (6.1.15) (6.1.16) (6.1.17)	Regular line management meetings for all members of the safeguarding team.	COO	Ongoing		
Safeguarding advocate	Ensuring an independent point of contact and a safeguarding champion for the Cathedral community (6.1.1) (6.1.2) 6.1.4) (6.1.6) (6.1.7) (6.1.9) (6.1.13) (6.1.15) (6.1.16)	Provide regular support for the safeguarding advocate	SJ	Ongoing		Ensure there are opportunities to meet with groups involving children, young people and vulnerable adults.

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DBS checking system	Management of the on-line checking system (ThirtyOneEight) (6.1.1)	processing of checks for staff and volunteers	COO	ongoing		Checks are up to date. ==CG is doing these with support from Adam B.== Check
	Review checking matrix (6.1.1)	Needs simplifying	COO	Q1 2022		Review each year at least, but revise as guidance changes. ==CG will review this Q2 2022==
Safer recruitment process	Review safer recruitment checklist Safer recruitment and record keeping covering that. (6.1.1) (6.1.7) (6.1.9) (6.1.16)	Develop a comprehensive system which is tracked and monitored by CG Process is accessible to others	COO / CG	Q1 2022		
	Ensuring safer recruitment processes and record keeping inc. DBS checks, references and relevant training are in place. (6.1.1) (6.1.9) (6.1.16)	Complete and process paperwork for priority groups	CG	Ongoing		
Volunteer Support	(6.1.1) (6.1.7) (6.1.9) (6.1.11) (6.1.12) (6.1.15) (6.1.16)	Update volunteer handbook for safeguarding and H&S	COO / Visitor Experience Director	Ongoing		All volunteers recruited Summer 2021 did C0 and C of E volunteer training modules, and signed a code of conduct. In future, all volunteers will do C0, and all welcomers and stewards will do the volunteer training module in addition.

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		Establish consistent induction process for volunteers. Clarity of rights and responsibilities				Volunteer training is up to date. Access to data? Check with FB, JC and CG
Staff Handbook	Too wordy, doesn't reflect the culture of the organisation. Only available in printed form. (6.1.1) (6.1.9) (6.1.15) (6.1.16)	Rewrite this, in accessible language – with links to locations of policies. Concise – with practical information (pay day, holidays etc) not just H&S info.	COO/ HR director	Q4 2021		Ben and Andy
Survivor support – no cases requiring action						
Data protection and record management						
Data protection policy	Policy sets out retention policy in terms of safeguarding and HR information (6.1.1) (6.1.11)	The retention schedules will be worked up Ensure compliance with GDPR in all areas particularly pastoral care	COO	tbc		Awaiting more NST guidance Revisit once other priorities are addressed Need to revisit signage re CCTV NS to write brochure re pastoral care
Database	Current Database is not used properly. (6.1.1) (6.1.11) (6.1.12)	Implement new database - Churchsuite	COO	Q1 2022 and ongoing		
Information sharing - External	We don't have up to date agreements that cover what is needed	Agree data sharing agreement with:	COO	Q1 2022		SJ to contact Dee Cooley to ask for any agreements she knows of between Cathedrals and schools, dioceses, and training colleges.

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	(6.1.1) (6.1.2) (6.1.4) (6.1.11) (6.1.12) (6.1.16)	- Bristol Diocese - Cathedral Schools Trust - Probationer Schools - Theological Colleges - Bishops Office				<mark>FD talk to Minty</mark> NST
Information Sharing – Internal	We don't have effective systems for sharing concerns – particularly with regard to vulnerable adults / pastoral work (6.1.1) (6.1.3) (6.1.11) (6.1.12) (6.1.16)	Ensure records are stored centrally and accessible by those that need to know. Take part in pilot for C of E National Safeguarding Case Management System Risk assessment process for working with vulnerable adults	Nicola Stanley/ COO /Sarah Jenkinson/ DSA	Q1 2022		New IT systems will allow for better sharing of information. We need to work out the practical method for Pastoral team knowing what they need to know when they are going to work with someone – particularly off site. Warning markers. All clergy doing Maybo lone working module in Nov 2022 SEE VULNERABLE ADULTS SECTION BELOW Privacy notice – see previous section.
File Storage	All HR and safeguarding records are kept in locked cabinets in the Gatehouse (6.1.11)	Ask colleagues to put their HR and safeguarding records into central registry. Start moving files into electronic format –				No action needed.

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		keeping paper format in locked archive				
Vulnerable adults	Case work system for vulnerable adults (6.1.1) (6.1.3) (6.1.8) (6.1.11) (6.1.16)	SJ has set up a case work system for those receiving regular pastoral care	Nicola Stanley/ SJ	Ongoing		Locked cabinet in the operations office.

National safeguarding system |
| Cyber security | robust ICT systems (6.1.11) | IT contract has been moved to new local company and they will review security arrangements.

Also implement Sharepoint to enable better sharing of files. | COO / Finance and Ops Director | Ongoing | | System needs updating |
Communications						
Staff ID	Clear identification for cathedral staff (and volunteers?), including obvious way of identifying those who have been cleared to work with children, young people & vulnerable adults. (6.1.1) (6.1.20 (6.1.3) (6.1.4)	Produce ID badges for Cathedral staff.	COO / Frances Bircher	Ongoing		Done by FB
Website	Clear information on safeguarding (6.1.1)	New links from home page banner	Tim Popple	ongoing		Safeguarding page is in place and up to date.

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Cathedral Community	Community meeting of congregation & volunteers (6.1.1) (6.1.17)	Provide a N&N briefing quarterly on safeguarding include an item at Community meetings to make sure congregation are aware of work and processes	COO	Q1 2022		Needs addressing through Comms review to ensure that the right information is communicated online, in print and in person. Helen Wardle to be introduced on the Sunday Sheet with info about the advocate role on Safeguarding Sunday 20/11/22.
Good practice						
AEC/CAFA	keep up to date with any safeguarding conversations at the AEC Executive group – circulate to Chapter (6.1.1) (6.1.17)	ongoing	COO			Currently managed by AW and SM

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National safeguarding leads group	Regular staff attendance at group (6.1.17)	ongoing	COO		■	COO
Conferences	Staff to attend relevant conferences and training opportunities in addition to the formal training framework (6.1.1) (6.1.2) (6.1.17)	ongoing	all staff		■	Includes the annual Choir Schools Association conference
	Staff appraisals				■	Review of staff assessment and training needs to be addressed once new vision and strategy is in place – include Safeguarding as needed
	Participation in Pathfinder group				■	Research
Finance						
Insurance	Annual EIG review	Ensure provision for safeguarding is covered in annual meeting	COO / Fin and Ops Director	ongoing	■	