

**SAFEGUARDING ACTION PLAN IN RESPONSE TO THE SCIE SAFEGUARDING AUDIT REPORT – NOVEMBER 2019 (UPDATED 2 FEBRUARY 2021)**

Page No	Questions considered by the Chapter	Response	Actions – Where Required	Responsible Person for Action	Delivery Timescale	Update Report (Quarterly Review) <b>REVIEW ONE - May 2020</b> <b>REVIEW TWO – September 2020</b> <b>REVIEW THREE – January/February 2021</b>	
Safe Activities and Working Practices							
Page 7	Precincts and Buildings	What steps could be taken to strengthen security capacity and arrangements and increase the visibility and confidence of staff and volunteers whilst maintaining open access for visitors to the Cathedral?	Our overall policy is to be a place of welcome, encouraging people into the Cathedral, and to do all that we can so that those entering are safe.				
		A policy decision has been taken to have the Cathedral doors unlocked; this helps people to enter, and stops them from becoming distressed when they want to leave.	Personal alarms are being introduced for the Welcomers, Guides and Donations Team, so they can alert others if they feel compromised or unsafe. This links with our Health & Safety Policy.	Canon for Mission and Pastoral Care	June 2020	Personal Alarms all in place, but reinforcement of all using them to be monitored.	
		There are robust processes in place for the review of volunteers and their roles. Arrangements are made to help volunteers retire or change roles when their duties become too difficult.	Rolling programme of training to be developed for Chalice Assistants and licences to be reviewed.	Canon Precentor	September 2020 - 2023	Temporarily on hold due to COVID-19. No Chalice Assistants operating at the current time.	
			A decision has been made that Chalice Assistants will be DBS checked and C1 trained.	Canon for Mission and Pastoral Care	September 2020	Temporarily on hold due to COVID-19. No Chalice Assistants operating at the current time.	
		Safeguarding is on the Agenda for volunteer coordinators to discuss with their volunteer teams at their twice yearly meetings.					
		What measures can be taken to ensure that locks on toilet doors are not beyond the reach of children?	Children who are too small to reach the door handles should be accompanied by parent/carers.	Signage on the lavatory doors to be introduced; <i>“children must be accompanied by an adult”</i> .	Sacrist	End of March 2020	All in place.
				A small footstool will be placed in each lavatory; so that a small child could stand on it if necessary to reach the door handle and to enable them to also reach the hand dryers (same model as the National Trust).	Sacrist	End of March 2020	All in place.
			With regard to Schools, the Head of Schools and Family Learning is clear that visiting Schools are responsible for accompanying their pupils.				

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		How might the Cathedral risk assessment document be developed to reflect and support the commitment to ensuring the Cathedral is a safe and welcoming place for everyone?	Risk assessments are prepared for each Cathedral event and signed off by the Cathedral Safeguarding Advisor and the Health & Safety Advisor.	Further training is to be arranged for Heads of Departments; to enhance their confidence in risk assessment preparation.	Chapter Steward	June 2020	28 September 2020 set aside for Staff Briefing to include Safeguarding Risk Assessment Training. Currently on hold due to COVID-19 and not all Heads of Department currently at work. Due to changes in the operation of the Hope into Action houses, risk assessments were updated by the Canon for Mission and Pastoral Care and the Cathedral Safeguarding Advisor.
Page 9	Vulnerable Adults	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?	There is already a code for summoning assistance, and this has been used to good effect in the recent past.	The safeguarding policies will be updated.	Canon Precentor and Cathedral Safeguarding Advisor	April 2020	Policies all updated for Chapter review and adoption. All Policies formally adopted by Chapter. Included in Chapter's Programme of Policy Review.
				Staff and volunteers will be reminded that if a Verger is unavailable, the Shop and Donations Team maintain radios and can assist with summoning help.	Chapter Steward (Staff) & Canon for Mission and Pastoral Care (Volunteers)	April 2020	Memo to staff prepared ready for circulation post lockdown. Circulation pending once all staff return to work.
				Reminder information will be added to the checklists for Volunteer Coordinators to share with their volunteer groups.	Canon for Mission and Pastoral Care	June 2020	Volunteers not currently operating in same way due to COVID-19.
				The above message will be reinforced in all our training and at volunteer meetings.	Canon for Mission and Pastoral Care (Volunteers) & Chapter Steward (Staff)	Annually	Annual Safeguarding Staff Briefing date set for 28 September 2020. Staff briefing will take place for those staff back at work. Staff briefing took place on 28 September 2020.

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		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 of the Cathedral itself?	<ul style="list-style-type: none"> <li>As mentioned above, there are robust processes in place for review of volunteers and their roles.</li> <li>Arrangements are made to help volunteers retire or change roles when their duties become too difficult.</li> </ul>				
		What opportunities are there to develop closer working relationships with key public services in order to ensure that vulnerable adults with high needs are assessed promptly and receive an appropriate and timely response?	There are good relationships with external organisations (including the Police, the Pathways Team and Mental Health Services) but it is recognised that these agencies are overstretched.				
Page 11	Children	How might the Cathedral work with its vergers, volunteers and other staff to plan for the safe management of large-scale events in order that all visitors are safeguarded and volunteers and staff are well trained and supported?	Risk Assessments are prepared with professional advice sought. The day before any large event, there is a walkaround involving the Cathedral Safeguarding Advisor and Health and Safety Advisor.	Training for Welcomers to be enhanced.	Canon for Mission and Pastoral Care	September 2020	Due to COVID-19, the Welcomers are not undertaking their duties. A new group of volunteers (DOOR STEWARDS) are undertaking this role and have all been briefed accordingly. Chapter will commission a detailed Risk Assessment with appropriate safeguarding training for the visit of Dippy the Dinosaur to Norwich Cathedral in the summer of 2021.
			For Family Days, action has already been taken with safeguarding briefings, a visible event manager/floor walker, and an information point (under a gazebo).				
		What steps can the Cathedral take to ensure that all areas of activity relating to children and vulnerable adults have appropriate and consistent safeguarding practice guidance in place which is up to date, centrally collated and regularly reviewed?	The Dean & Chapter constantly update their safeguarding policies and procedures in response to new national guidance and models of best practice. Each update is talked through at Staff Briefings.				

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Page 16	Choir	What steps might be taken to increase the direct engagement of choristers in order that they feel more involved in the decisions that are being made in relation to them, and have formal opportunities to give feedback about their views and feelings?	There are already a lot of opportunities for the Dean and Chapter to take comments from the choristers and their parents informally.	Arrangements will be made for the Master of Music and Canon Precentor to meet with the Head Choristers routinely, to gather feedback.	Canon Precentor	June 2020	Due to COVID-19, the Choir are not currently rehearsing. However, as Choir life resumes, this will take place.
		The Chorister Handbook is updated annually, and clearly outlines expectations and communication channels.		Master of Music	Annually	Updated for Academic Year 2020/21.	
		How might the Cathedral reduce the pressure and dependence on the Master of Music and increase its own resilience in relation to the safeguarding of choristers?	There are now formal paid Chaperones in post for both choirs.				
		How might the Cathedral respond to the views of both choristers and parents regarding preparation for performance?	<ul style="list-style-type: none"> <li>We nurture good relationships with parents; with the expectation that they will feedback if there are concerns.</li> <li>There are termly meetings with choir parents.</li> </ul>				
		What arrangements can be put into place to formalise the sharing and recording of personal information regarding the wellbeing of choristers that are both practical and compliant with data protection requirements?		A simple text will be included within the chorister handbooks and Chorister contracts around safeguarding and data sharing.	Master of Music (Handbook) Chapter Steward (Contracts)	September 2020	Text prepared for inclusion in Chorister Contract, for adoption by Chapter at May 2020 Meeting. Text adopted by Chapter and now included in the Chorister Contracts and Chorister Handbook.

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Casework (Including Information Sharing)							
Page 20		What action does the Cathedral need to take in order to ensure that its approach to information sharing and record keeping is compliant with the GDPR?	In terms of the volunteer Pastoral and Mission Groups, a clear role description has now been written and issued.	The approach to information sharing and recording is made clear in training and the Volunteer Handbook will be strengthened in this regard.	Canon for Mission and Pastoral Care	March 2020	Revised Volunteer Handbook adopted by Chapter April 2020.
			Staff are trained in GDPR.	The Memorandum of Understanding/ Service Level Agreement with the Norwich Diocese will be strengthened.	Chapter Steward	June 2020	Draft prepared by Chapter Steward and Diocesan Secretary, and discussion continues. Agreement now signed by both parties – August 2020.
				The Cathedral Privacy Notice will be annually reviewed.	Chapter Steward	Annually	Complete.
		How might the Cathedral develop a more systematic approach to reporting and recording safeguarding incidents which provides a basis for monitoring and evaluating the effectiveness of the response?	<ul style="list-style-type: none"> <li>There is a Standard Agenda Item (Safeguarding) for the Chapter meetings.</li> <li>The Named Person and Cathedral Safeguarding Advisor will present a written report on any safeguarding incidents to the Safeguarding Committee.</li> </ul>	The Terms of Reference for the Safeguarding Committee will be revisited so it is clear that it will have an Audit/Monitoring role; providing a summary report to Chapter.	Chair of Cathedral Safeguarding Committee	June 2020	Chairman reviewed and revisions will come to September Chapter Meeting for approval. Now adopted by Chapter.
				To inform a good audit trail, where advice is sought from external agencies (or Cathedral Safeguarding Advisor) then a note signposting the response needs to be filed in the Safeguarding Folders in the Chapter Office.	Canon Precentor and Cathedral Safeguarding Advisor	Ongoing	There is a requirement to note any contact with external agencies on Safeguarding Folders. No such note required in last three months. One note added relating to a vulnerable adult.
				A matrix will be developed and monitored quarterly by the Safeguarding Committee <ul style="list-style-type: none"> <li>Number of DBS checks for staff/number outstanding</li> <li>Number of DBS checks for volunteers/number outstanding</li> <li>Number of Safeguarding incidents</li> </ul> This data will be collated into an annual report for the Dean to submit to the Bishop.	Chapter Steward  Canon for Mission and Pastoral Care Canon Precentor and Cathedral Safeguarding Advisor	Ongoing	Draft Matrix developed for discussion at May Chapter meeting. Matrix adopted by Chapter and updates will be presented quarterly. Matrix updated and presented to Safeguarding Committee on 13 January 2021.
CDM							
Page 21		What steps might the Cathedral take to ensure that potential safeguarding matters are properly considered and recorded in the context of HR responsibilities and processes?	<ul style="list-style-type: none"> <li>We seek safeguarding guidance ahead of HR advice.</li> <li>We are now quite clear that if we ask the question “<i>is this a safeguarding issue</i>” then this needs to be taken forward with the Cathedral Safeguarding Advisor.</li> </ul>				

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Training						
Page 23	How might the development and delivery of a strategic plan for safeguarding training be used to help the Cathedral promote its approach to safeguarding and achieve its aim of embedding an enduring culture of safeguarding in all parts of Cathedral?	<ul style="list-style-type: none"> <li>We are quite clear that safeguarding must run throughout our Strategic Plan.</li> <li>We have a Safeguarding Training Policy, updated and reviewed by Chapter on at least an annual basis. This is linked to a risk assessment of what duties roles entail and the level of Safeguarding training required.</li> <li>To ensure the culture of Safeguarding runs through the organisation Safeguarding is included in a Staff Briefing (at least annually).</li> <li>There is a statement about Safeguarding in every pew sheet.</li> </ul>	Crib cards are being produced; to be issued to staff, volunteers and the congregation.	Canon for Mission and Pastoral Care	June 2020	<p>Cards printed and ready for circulation post lockdown.</p> <p>Cards being distributed at Return to Work Staff Interviews and at Return to Volunteering Meetings. The Safeguarding Pocket Guide was issued to members of the congregation in the autumn of 2020 and will be followed up further post-Covid lockdown.</p>
			A Welcome Pack is to be created for new members of the congregation (and residents); to include the Safeguarding (crib) card	Canon for Mission and Pastoral Care	June 2020	COVID-19 has prevented this. It will now be launched at the Congregation Community Forum AGM in 2021.
			A matrix will be developed and monitored quarterly by the Safeguarding Committee <ul style="list-style-type: none"> <li>Number of staff attending C1 training/number outstanding</li> <li>Number of volunteers attending C1 training/number outstanding</li> </ul> This data will be collated into an annual report for the Dean to submit to the Bishop.	Chapter Steward (Staff) Canon for Mission and Pastoral Care (Volunteers)	Ongoing	<p>As above Matrix reviewed every quarter.</p> <p>Updated version ready for January 2021 meeting of Safeguarding Committee.</p>
	Would an offer of safeguarding training to the congregation assist the Cathedral in developing its safeguarding culture?	The issue is highlighted with the congregation; at the annual AGM.				

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Safer Recruitment							
Page 24		What steps can the Cathedral take to monitor the application of Safer Recruitment procedures and address any issues of non-compliance?	Without two references being available and a DBS check having been completed (at the right level), new employees cannot commence in post.	Arrangements will be made for documents to be copied and verified (signed by Canon Precentor) for Choral Scholars at interview.	Canon Precentor	Ongoing	Ongoing and happening.
				A flowchart illustrating the recruitment process for Choir Deputies (DBS and C1 training) will be produced and shared.	Canon Precentor	March 2020	Recruitment Flow Chart developed for Choral Scholars and Lay Clerks.
			Long standing volunteers did not go through Safer Recruitment. There are therefore plans for those volunteers who have not yet completed and returned a Confidential Declaration Form to be asked to do so. This has been delayed due to current confusion about the most recently issued form (December 2019).	The Cathedral Safeguarding Advisor has been asked to seek further professional advice about how this can be used by Cathedrals.	Cathedral Safeguarding Advisor	March 2020	Complete; two separate CD Forms now developed and adopted by Chapter May 2020.
			Once sorted, then the Canon for Mission and Pastoral Care will write out to volunteers (suspension if form not delivered by set deadline).	Canon for Mission and Pastoral Care	June 2020	COVID-19 has given opportunity for returning volunteers to go through a complete new recruitment process, ensuring they all complete a CDF before they start and also a detailed meeting and induction.	
		What measures can be taken to achieve a systematic approach to assessing the need for a DBS check, including whether enhanced or not, to staff and volunteer posts in the Cathedral?	A set of criteria have been developed around the requirement for a DBS check (and Volunteer Policy).	For Dippy volunteers a decision had been reached that C1 online training should be used, with some text to be provided by the Cathedral Safeguarding Advisor for inclusion in the general training days.	Cathedral Safeguarding Advisor	April 2020	Online C1 training set up ready for Dippy Volunteers. Those Dippy Volunteers who have already attended Training Sessions have provided C1 certificates (with one exception where different arrangements are being made): cross refer to Safeguarding Committee matrix.
				All Safeguarding policies to be further cross referenced and ratified by the Chapter.	Canon Precentor & Cathedral Safeguarding Advisor	April 2020	Complete for adoption by Chapter at May meeting. Policies (except Access to Hostry Toilets) adopted by Chapter.
	What might the CSO do to ensure that record keeping in the Clergy Blue Files means that any safeguarding issues are immediately visible, understandable and appropriately cross referenced to any other safeguarding and other files?	Clergy Blue Files are outside of the Dean and Chapter remit (this is a Diocesan matter).					

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Policy, Procedures and Guidance							
Page 27		What steps can the Cathedral take to ensure that its policies and procedures relating to safeguarding are aligned with the Diocese where appropriate, widely available and well understood?		The Chapter will review the content about safeguarding in its Complaints Policy; to ensure this is in line with Diocesan Policy.	Chapter Steward	September 2020	Annual Review of Complaints presented to Chapter May 2020.
		What can the Cathedral do to develop policy and guidance regarding social media and photography that can be included in the relevant handbooks for all those with a role within the Cathedral community and monitored accordingly?		Photography policy being developed.	Canon Precentor	June 2020	Drafted, for further discussion. Final amended version to be presented to Chapter – September 2020. Photography policy adopted by Chapter September 2020 (and now included in Policy Review Schedule).
				The Social Media Policy within the Staff Handbook will be enhanced with reference to safeguarding.	Chapter Steward	September 2020	Social Media Policy updated for adoption by Chapter at May meeting. Policy adopted. 2020/21 version of Staff Handbook to be distributed post-Covid lockdown (adopted by Chapter December 2020).
Cathedral Safeguarding Advisor and their Supervision and Management							
Page 29		How might the Cathedral work with the Diocese to ensure that its requirements for a safeguarding service, to include casework, are adequately assessed, provided for and reflected in the MOU?	<ul style="list-style-type: none"> <li>The Dean and Chapter are absolutely committed to good safeguarding practice.</li> <li>It is recognised that the Diocesan Safeguarding Team works well with the Cathedral; there are good working relationships.</li> <li>A strength is that the Cathedral Safeguarding Advisor is visible and people can relate to her (as they recognise her from training).</li> <li>It is recognised that the Cathedral Safeguarding Advisor is a good caseworker.</li> </ul>	<ul style="list-style-type: none"> <li>A revised MOU is to be drawn up (with consideration as a Service Level Agreement).</li> <li>There needs to be further consideration of the Cathedral Safeguarding Advisor's role; which will incorporate a job description</li> </ul>	Chapter Steward	September 2020	Draft prepared by Chapter Steward and Diocesan Secretary, and discussion continues.
		What steps should the Cathedral take to clarify its management and supervision arrangements for the CSO and to assure the quality of the casework delivered on its behalf?			Chapter Steward	February 2020	Job Description drafted for reference in SLA. Agreement (with JD as an Appendix) now signed by both parties – August 2020.

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Leadership and Accountability - Quality Assurance							
Page 32		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 and feedback is sought from a range of children and adults including survivors of abuse?	Detailed SCIE Audit 2019	Review of Action Plan	Chairman of the Safeguarding Committee	February 2021	
				There is a need for additional external Advisors to be recruited to the Safeguarding Committee (so that there are three as with other Committees of the Chapter).	Chairman of the Safeguarding Committee	September 2020	One new Advisor, Becky Booth (Adult Social Services) recruited April 2020.
Leadership and Accountability – Complaints About the Safeguarding Service							
Page 33	Whistleblowing	What might the Cathedral do to ensure that its complaints and whistleblowing policies and procedures are fully compliant with national guidance, best practice, widely publicised and systematically monitored?	Model policy awaited (Cathedrals Measure).				
		How may the Cathedral and Diocese learn from effective practice elsewhere and work together to produce and publicise guidance on making a complaint about the safeguarding service in both the Cathedral and the Diocese?	<ul style="list-style-type: none"> <li>A Lay Canon of Chapter sits on the Diocesan Safeguarding Advisory Panel.</li> <li>The Cathedral’s Named Person regularly meets with the Cathedral’s Safeguarding Advisor (and supervision is provided)</li> <li>The Cathedral’s Safeguarding Advisor works for the Diocese.</li> <li>The Named Person (Canon Precentor) and Cathedral Safeguarding Advisor attend national conferences.</li> </ul>				
Leadership and Accountability – Cathedral Safeguarding Committee							
Page 36	Diocesan Safeguarding Advisory Panel	What steps does the Cathedral need to take in order to focus the work of the CSC on Promoting a Safer Church and strengthen its quality assurance role?	<ul style="list-style-type: none"> <li>The Terms of Reference for the Safeguarding Committee are to be revised; to include evaluation of safeguarding responses and compliance monitoring.</li> <li>There is a need for additional external Advisors to be recruited to the Safeguarding Committee (so that there are three as with other</li> </ul>	A matrix (to include details of Safeguarding training and compliance with the Cathedral’s DBS and Safeguarding policies) is to be prepared for regular review by the Safeguarding Committee.	As Page 4		Draft Matrix developed for discussion at May Chapter Meeting. Matrix adopted and data reviewed quarterly. Chapter will further consider whether an independent Chair should be appointed to the Cathedral Safeguarding Committee.
		How might the Cathedral work with the Diocese to review the current safeguarding oversight structures and ensure that they comprise a coherent and comprehensive system of governance and accountability in relation to safeguarding for both parties?	<ul style="list-style-type: none"> <li>A Lay Canon of Chapter sits on the Diocesan Safeguarding Advisory Panel.</li> <li>The Cathedral’s Safeguarding Advisor works for the Diocese.</li> </ul>				

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Leadership and Management							
Page 40		What changes do the Dean and Chapter need to make 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 – and ensuring there is adequate operational capacity to manage, train and support the paid and volunteer workforce?	The Dean and Chapter are committed to Safeguarding and having robust policies in place, with checks to ensure compliance.	Annual Review of this Action Plan and Report on Safeguarding from the Dean to the Bishop	Dean	Annually	Dean to submit Annual Review Letter to Bishop post May Chapter meeting. Annual Report submitted with letter back from Bishop of Norwich.
		What additional actions do the Dean and Chapter need to take in order to promote further the embedding of a safeguarding culture across the entire Cathedral community?	To ensure that the good things already in place continue to happen.	Regular Safeguarding awareness and culture embedded into the organisation.	Dean	Ongoing	
		How might the Cathedral's vision document be strengthened to provide a stronger and more explicit commitment foundation for the Cathedral's work to make the Cathedral a safe place for all, particularly the young and the vulnerable?	The Strategic Plan is reviewed annually, paying attention to Safeguarding.	Annual review of Strategic Plan by Chapter to include greater reference to Safeguarding.	Dean	Annually	Updated Strategic Plan Prepared (2020)