

**AUDIT REPORT OUTCOMES AND INITIAL RESPONSES**

Precinct and Buildings - Page 5	Response	2023 Update
Is there a reliable enough mechanism for alerting staff throughout the precinct, in all buildings, including the hotel, of any safeguarding risks e.g. a formal, all-staff email alert system or similar for use if there is a concern about someone?	<b>We are mindful of Data Protection implications so sensitive information is only shared on a need to know basis. We have reliable and tested mechanisms in place to inform relevant staff and departments as appropriate. This activity is coordinated by our security team and processes is both regularly tested and reviewed.</b>	<b>Immediate risk is communicated to front line staff via constables and/or CSL in email alert. All staff and public have access to safeguarding email address and encouraged to complete a logging a concern form. Front line staff are informed of a person of concern through a notification which is sent round.</b>
is there a role for the Canon Missioner to be involved as a signatory to Safeguarding Agreements?	<b>Yes. We have a new Canon Missioner who has just taken up her post here at the Cathedral. Part of her duties will be to work jointly with the Cathedral Safeguarding Advisor (CSA) to establish, review and sign Safeguarding Agreements.</b>	<b>Canon Missioner is now Cathedral Safeguarding Lead and is signatory to safeguarding agreements.</b>
<b>Vulnerable Adults - Page 6</b>		
Does the new senior role of Canon Missioner provide the opportunity to clarify the interface between safeguarding responses and pastoral support to vulnerable adult visitors to the Cathedral?	<b>Our Canon Missioner and CSA have met to discuss how best to work together in assessing risk, the process for any safeguarding referral needed and how to ensure pastoral support remains key and available for all who need this. Training is provided for all who meet vulnerable adults and our work in this area will be reviewed and developed in the coming months.</b>	<b>Yes. The CSL works closely with the constables and CSAs to ascertain whether an incident with a vulnerable adult is safeguarding or pastoral and is central to taking forward appropriate action.</b>
Do job descriptions of both Canon Missioner and CSA include the need to work closely together?	<b>Yes, both Job Descriptions have been reviewed to reflect the importance and requirement for close working.</b>	<b>Yes. The CSAs now come from the diocese and are on a Service Level Agreement which is in the process of being updated.</b>
What systems and processes need to be put in place to clarify how communication and referrals between the Canon	<b>Our records are kept on a secure Database and updated with new communications on a regular basis. Minutes of key meetings are made. The CSA is</b>	<b>Referrals are made to CSL in the first instance and then shared with CSAs. In an emergency, incidents go straight to constables. Referrals</b>

<p>Missioner and CSA are managed, what recording of interactions is appropriate, and when statutory services should be involved?</p>	<p>regularly on site at the Cathedral and with the appointment of a Canon Missioner, will be jointly reviewing our processes in this regard. This work is on-going.</p>	<p>are recorded by CSAs and uploaded onto Safebase. This will soon transfer to MyConcern. Incidents are recorded by constables and shared with DCSs and stored on CSEG Teams file.</p>
<p>How can the Cathedral support its lay chaplains to address safeguarding issues in line with other people in and around the cathedral?</p>	<p>In addition to the National Church developed training which is already delivered to our chaplains, the CSA and Canon Missioner will develop more bespoke training for this group. We are alert to the fact that those who serve in the Huguenot Chapel will need to be part of our core Safeguarding Activities.</p>	<p>Chaplains are identified as volunteers but also as a specific grouping. They are supervised by CLS to ensure they are in line with the rest of the volunteers in safeguarding training and safer recruitment.</p>
<p>How can staff and volunteers have greater clarity as to which concerns should be reported to whom – e.g. flowcharts, bespoke training – and what they need to record?</p>	<p>We are keen to do more work in this area so there is absolute clarity on what should be reported and to whom. We have already in place a variety of means for staff and volunteers to make contact with key staff who have a Safeguarding responsibility but are aware that more work is needed to further raise the profile in this area.</p>	<p>The flow chart in the Guidelines identifies who are the main contacts and a flowchart of reporting. These are also on notice boards. There is a logging a concern form for safeguarding concerns and an incident form for pastoral interactions with most vulnerable.</p>
<p><b>Children – Page 8</b></p>		
<p>How can the Cathedral create a culture where speaking up about a worry is taken for granted as a cultural norm?</p>	<p>We ask our Choristers to complete an anonymized questionnaire every 6 months. This will be extended to include other children’s groups with a role in the Cathedral such as Servers and members of the Sunday Club. St Edmunds school are exploring a Chorister mentoring system in addition to continuing with the well-being coach available to all choristers which is already in place for this group. We will continue to encourage conversations with all the children with whom we engage ensuring that a suitable platform is available to them to speak about their feelings.</p>	<p>We have placed a child friendly poster in the areas of the Cathedral where children go to identify with them who they can talk to. The importance of safeguarding is highlighted through staff briefings, staff newsletter, and staff consultative group as well as being standing items on team meetings, weekly priorities meeting of Heads of Staff, Senior Leadership and Chapter. The organization is increasingly being known as one in which raised matters are dealt with efficiently and effectively.</p>
<p>Are there ways in which adults can proactively create</p>	<p>If a concern is raised, this is taken seriously by our</p>	<p>The biweekly KIT meeting with the Choir</p>

opportunities for children to speak up, and overtly seek their views?	<b>Safeguarding team. We are mindful that there are many influences which potentially play a part in a child's ability to express how they feel, boarding at Choir House school and home life being key. It remains our priority to continue to explore how we can create opportunities as described, part of which will involve further strengthening our relationships with St Edmunds School and exploring best practice with other Cathedrals and Diocese.</b>	<b>House staff and St Ed's safeguarding team discuss welfare and any safeguarding concerns we have with choristers. This closely monitors the children and ensures that if someone seems anxious or concerned about something that they are gently approached and encouraged to talk to someone.</b>
<b>Music - P9</b>		
Is there a need for a review of the safeguarding aspects of chaperoning arrangements including identifying any gaps when choristers are currently not chaperoned, vigilance to potential grooming and anything else?	<b>Our CSA and the Precentor meet regularly. The Precentor has confirmed that there should be no time when the choristers are unchaperoned and we encourage all to report any gaps if they are identified. The processes around the chaperone role are under constant review, training is undertaken and is ongoing as issues come to light.</b>	<b>The safeguarding arrangements for the choir were reviewed in 2022 and presented to Chapter. This identified any gaps and gave solutions to close them. Chaperones now hold KCC licenses.</b>
Can any further safeguards and checks be put in place for choir visits abroad?	<b>We defer to St Edmunds School to advise us in this area as they have vast expertise. We remain vigilant, open to suggestions to improve and to apply best practice.</b>	<b>The music and liturgy department conduct risk assessments of choir visits to ensure safeguarding concerns are addressed and this is shared with St Eds.</b>
How can the Cathedral best take a proactive, value-based stand about the safety and wellbeing of choristers for both boys' and girls' choirs?	<b>We are mindful of the inevitable pressures upon the choristers and parents in the pursuit /achievement of world class performance and ensuring that the welfare of the boys and young people is our highest priority. Retaining a flexibility in approach and acquisition of resources where indicated to support the choristers in line with best and current practice is a high priority in the Cathedral.</b>	<b>The chaperones now fulfill a welfare remit and are best placed to be pro-active in approaching girl and boy choristers about welfare concerns.</b>
Does the Cathedral need to develop a code of conduct for adults involved in	<b>Yes, we are keen to develop this with the code of conduct being driven by best practice including the</b>	<b>The Cathedral has produced a Code of Conduct which staff are required to sign.</b>

the choir, to include for example adults not attributing nicknames to choristers?	children and young people engaged with the Cathedral in all areas. We will seek guidance from St Edmunds School and other Cathedrals in this important area of work.. .	There is also a simpler code for volunteers. The two codes are in review at present.
What can the Cathedral proactively do to ascertain and hear dissenting views of chorister parents, and make it easier for parents to raise safeguarding issues if they diverge from the majority opinion of parents?	Key Cathedral staff meet with chorister parents on an annual basis and anonymized questionnaires are also completed by this group. Our CSA has regular contact with the school and with Choir House to be alert to any potential concerns or issues raised. We are keen to do more work in this area and are developing a 'parents evening' style event on a more regular basis between key staff and chorister parents.	The Director of Music has an open door policy for all choir parents and shares any parental concerns with CSL and CESG. The parents are kept informed of the choir schedule through termly emails and high points in the term are celebrated with hospitality.
In an environment where the potential rewards for children and their families are substantial, is there sufficient encouragement and opportunity for children and families to feel safe to raise concerns?	We acknowledge this as an area of concern for some of our chorister parents and will complete some further work to allay this. This will involve a review of the chorister contract, setting expectations more clearly in the chorister handbook as well and developing the code of conduct as outlined above.	The new chorister handbook outlines safeguarding policy and procedure along with identification of people to speak to.
Are there plans for the pupil and parent questionnaire to be conducted regularly and analysed for trends?	This is conducted every 6 months and is a very helpful exercise that will continue. A summary of comments is provided by the CSA so trends can be analysed and solutions sought.	Following the change in formation of the choir there have been several questionnaires and meetings to answer questions and inform parents of the new arrangements.
<b>Bell Ringing - P12</b>		
Given the possibility of young people joining the company, does Canterbury need associated safeguarding policies in place?	We have polices in place but these will be reviewed to ensure they adequately meet the needs in the company. Although we currently have no children in the bell tower, we will ensure polices are adapted as required to make provision for this in the future. We will be joining with the Diocese this year to provide bespoke training for this group of volunteers.	We have policies in place and staff are trained in safeguarding and safer recruitment procedures.
What processes would best secure routine	Requests for visiting bell ringers are made to the	Following a review of our safer recruitment

safeguarding checks for visiting bell ringers?	tower captain who in turn advises our security team. It will be the responsibility of our security manager to ensure due process and good safeguarding practice is adhered to in this area and advice of the Cathedral Safeguarding Adviser will be sought if indicated.	process all the bell ringers are up to date on their training and checks
<b>Case work - P12</b>		
What priority should be given to reviewing safeguarding agreements to include a risk assessment and review plan?	This is given the highest priority. The Risk Assessment Group formally review cases each quarter. The CSA and the Canon Missioner review our agreements and assess risks at the outset, on an ongoing basis and formally no less than once each year.	This is a high priority and are reviewed at every CSEG meeting by CSAs. A high level summary is then reported to Chapter following every CSEG meeting.
<b>Authorized Listeners - P14</b>		
How can the Authorised Listener offer be reframed to appeal to as wide as possible a range of people approaching the Cathedral?	We accept that this is work which requires progressing. We have a number of qualified counsellors in place as authorized listeners and will seek ways of raising the profile of this service. The CAS will no longer serve as an Authorised Listener.	The Cathedral accesses the Diocese Authorised Listener service and advertises it amongst staff and volunteers.
<b>Training - P15</b>		
Does more need to be done to develop a strategic plan for the ongoing training demand and delivery plan, including refresher training?	We have had recent notification from the National Church that the training offering is being changed and enhanced. The Cathedral training plan will be updated as a result.	Yes. In person training of Basic and Foundation is to be offered annually but a system needs to be put in place to identify whose training needs to be refreshed.
How can the timing of this planning be linked with finding replacements for the main trainer and Canon Pastor who have both recently left the Cathedral?	The main trainer for the Cathedral remains in place. The Canon Missioner has recently been appointed to take the place of the Canon Pastor and this new role will play a key part in development and support of the Safeguarding training with the team.	Training is through the NST online portal and in person training for basic and foundation by CSL. The diocesan trainer also gives bespoke training for

<b>Safe Recruitment - P16</b>		
How can Sunday Club recruitment be enhanced and kept safe?	<b>During April, we will be concluding our review of the Disclosure and Barring Service (DBS) requests that we submit based on the latest legislation. This will be applied to all areas, including the Sunday Club. We will continue the use of our application forms, interview and referencing processes for all our volunteers.</b>	<b>Following compliant procedures for all volunteers, we are now up to date with all safer recruitment procedures and documentation.</b>
Are adequate safeguards in place for people in volunteer posts?	<b>As above, this will form part of our DBS review. All volunteer are required to complete Safeguarding training every 3 years.</b>	<b>Yes. New volunteers follow a safer recruitment procedure and documentation is sent to Abby who oversees administration of safeguarding for volunteer body.</b>
<b>Policy and Procedures - P18</b>		
Are the reporting lines in the guidelines clear enough to effectively guide people in their practice?	<b>We have plans to create further awareness for all our staff and volunteers in this area, ensuring our processes are as clear and simple as possible and that they remain under constant review.</b>	<b>Yes. There is a flow chart of actions on notice boards and in the safeguarding policies and procedures guide.</b>
<b>Cathedral Safeguarding Advisor - P20</b>		
Can the benefits of the current employment arrangements for the CSA be retained while reducing the risks of her not having the employment rights that would go with being employed by the Cathedral?	<b>We have recently altered the employment status of our CSA who is now an employed member of the Cathedral staff.</b>	<b>The Cathedral no longer employs a safeguarding adviser. Through a service level agreement we now employ the diocesan safeguarding advisers to act in this professional role. The SLT needs to be reviewed in 2023.</b>
What mechanisms could best allow the quality of the CSA's work to be	<b>As an employee, the CSA will be formally line managed and appraised in line with our policies.</b>	<b>The CSAs are reviewed by the NST and through review of SLT by the RG</b>

appraised and monitored – e.g. would annual appraisals of the CSA be beneficial?		
What steps will best promote the visibility of the CSA – e.g. through a story in Chapter News; photographs on the website; a joint meet-and-greet programme with the new Canon Missioner?	<b>The CSA will have a more regular presence at the Cathedral with an office and a regular day in the HR Offices to enable better access and a higher profile for all. The Canon Missioner is currently at the start of her induction programme.</b>	<b>The CSAs and CSL are on the Contacts List in all departments. Plans to raise their profile with presentation at Staff Briefing and inclusion in staff newsletter. Website page also contains their contact details and photos.</b>
Is there any better arrangement to secure additional safeguarding resource on a flexible basis?	<b>We have in the past relied informally on the Diocese Safeguarding Advisors assisting if there has been a need. We will be exploring formalizing this as an option for cover if the CSA is away for any period of time.</b>	<b>There is a Service Level Agreement with diocese over safeguarding provision and use of Safebase. We also draw on external support from Rochester Cathedral and Westminster Abby as well as diocesan registrar for legal advice.</b>
<b>Quality Assurance - P23</b>		
Where does responsibility for devising a quality assurance framework lie? Are there any good reasons not to develop one? Would it fit as part of an overall strategic plan for safeguarding?	<b>We are keen to develop a QA framework and work will begin on this in the coming months. Our training plan will fit into this framework as well as the actions from this audit to allow us to clearly see the bigger picture.</b>	<b>Responsibility for QA framework lies with DCSAP who monitor strategic work of Cathedral.</b>
Is there adequate clarity about the level of formality and accountability about all reporting requirements – e.g. should the annual CSA safeguarding reports to Chapter be written?	<b>We seek to improve the levels of formality and accountability which will form part of our strategic plan and QA Framework. Moving forward, the CSA report to Chapter will be written in all instances.</b>	<b>The CSAs give a written annual report to Chapter meeting and attend to present their report formally. The CSL gives a written high level summary of cases following a CSEG meeting and informs Chapter of the work of CSEG bimonthly. There is a Safeguarding item on every Chapter agenda which includes a</b>

		report from DCSAP and information from NST.
<b>Complaints and Whistleblowing - P24</b>		
How can the complaints process, especially for senior staff, be strengthened?	<b>Our Complaints Policy was amended recently as a result of a specific issue. This will remain under review. The National Church may be appointing an Ombudsman and we will take guidance from here as needed.</b>	<b>There is a new complaints process which needs to be embedded within the organization. Complaints have been reviewed recently and is monitored by the Audit and Risk Committee.</b>
How can the policy clarify any lines of escalation for whistleblowers?	<b>We note the suggested amendment in the report and will apply this accordingly.</b>	<b>The Whistleblowing policy has been reviewed and the contacts are practiced.</b>
<b>Cathedral Safeguarding Advisory Panel - P26</b>		
What are the best functions for the CSAP, relative to the strategic responsibilities of the Cathedral's delegated safeguarding leads, and the operational management of safeguarding?	<b>The Terms of Reference for this group have been adapted. The group welcomes external member from both Diocese and KCC. It is intended to progress discussions with the Diocese this year to merge both Advisory Panels with one independent chairperson overseeing this.</b>	<b>This group has become the diocese and cathedral safeguarding advisory Panel and is now chaired by an independent chair. CSEG reports to it while a summary of the DCSAP meetings are sent to Chapter.</b>
Who needs to be involved in discussions to review and clarify the functions of the CSAP?	<b>These discussions will take place with Chapter, the current CSAP members and the Diocese.</b>	
<b>Leadership - P27</b>		
What public forums can the Chapter use to promote safeguarding awareness?	<b>An annual meeting with local partners has recently taken place and will continue. The Chapter will explore other options such as this to promote awareness to groups with whom we connect.</b>	<b>This takes place in staff briefings, volunteer meetings, congregational forums and committee meetings.</b>
What strategic planning tool would best serve CSAP and the Cathedral? As Chapter welcomes new members, what is the plan	<b>All new staff and Chapter members receive an induction and safeguarding play a key part in this. Safeguarding is a standing item on the agenda for</b>	<b>There is a Chapter member induction day which includes safeguarding, each new member of Chapter personally meets the</b>



for embedding safeguarding as core to its priorities and functioning?	each Chapter meeting and the CSA attends Chapter no less than once each year to up date members.	CSAs and CLS and there is a safeguarding section in the members handbook.
How can the revised RAG best fulfil its function as the executive safeguarding body, bringing theological, strategic and operational safeguarding roles together	The current skill set of those who are members of the Risk Assessment Group represent all areas as noted. Should the membership change, it will be key to ensure new members have the skills required of this executive body.	
How can operational and theological leadership formally feed into each other?	The CSA and the Dean are committed to meet on a regular basis and notes of these meetings will be prepared.	This takes place in SLT meetings which consist of senior clergy as well as non-executive officers. Focus is aligned with national safeguarding awareness days including Safeguarding Sunday, 16 days of activism against gender based violence.
Does more work need to be done to establish proper oversight at a senior level?	Given that the CSA is now an employee of the Cathedral, line manager oversight is in place. The CSA receives professional supervision in her role.	The Dean, as the figure who holds the responsibility for safeguarding, is increasingly briefed as to the work of CSL and CSEG, there is a high-level report to Chapter of cases and work of CSEG by CSL and DCSAP holds CSEG to account for work and setting the strategy.
<b>Culture - P30</b>		
How can senior people in the Cathedral further develop a culture of support and challenge?	Greater clarity on the management functions associated with Safeguarding is needed. Senior Staff have commenced a high level review in this area and will be proposing changes to some of our established norms.	Chapter takes seriously it's role to support and challenge safeguarding through agenda item at meetings. It requests information about work of CSEG and how cases are managed. Documentation increasingly is enabling a record of actions to be captured to give evidence of how cases are handled and supported.