

# Bradford Cathedral

## S.C.I.E. Audit of Safeguarding Arrangements Action Plan 2021 - 2022

Responsibility for the delivery and monitoring of this action plan ultimately sits with the Cathedral Chapter, with input from the Safeguarding Committee and relevant staff as required. 'Lead person' refers to those tasked with managing the implementation of specific tasks.

**Meaning of abbreviations throughout: ACSO (Assistant Cathedral Safeguarding Officer); COO (Chief Operations Officer); CSO (Cathedral Safeguarding Officer); DSA (Diocesan Safeguarding Advisor); HOD[s] (Head[s] of Department); HV (Head Verger); NST (National Safeguarding Team)**

### BRAG KEY

	Missed deadline
	Risk of missing deadline
	On track
	Complete

1. Safe Activities and Working Practices						
1.1. Precincts & Buildings						
Questions for consideration	Responses	Actions	Target Date	Lead person	Progress/Comments	BRAG rate
1.1.1. What further resource or support may be required to ensure that planned development of a Cathedral-wide communication system, together with better-mitigated safety and security risks in	a) The Cathedral is aware that there are areas within the Cathedral not covered by CCTV including St Aidan's Chapel and have an aspiration to extend the network.	a) Scope the viability of extending the CCTV network to include St Aidan's and all areas of the Cathedral.	Q3 2022	COO	Quote received - £9k. Currently reviewing priority areas to reduce cost (23.06.22) Order placed for x6 digital cameras to replace existing analogue cameras and introduction x2 new ones (St Aidan's Chapel & North Ambulatory/ stairway	

St Aidan's Chapel are prioritised?					to Library. Awaiting further information for architect/ FAC application from contractor (15.02.23)	
	<b>b)</b> Cathedral-wide communication system.	<b>b)</b> Scoping exercise to find out what would be the most effective way of improving communication across the Cathedral and costings.	Q2 2022	COO, HV	New IP telephone system installed in March. Includes functionality enabling staff to communicate with each other easily using mobile devices (06.04.22)  New 'Emergency' and 'Keyholder' contacts added to IP phone system (27.05.22)  Personal alarms made available to staff (23.06.22)	
<b>1.1.2.</b> Who is best placed to review the current lone working procedures to ensure that current	To address the challenges of lone working, the Cathedral is aware that this will have implications	<b>a)</b> Review the Lone Working Policy for Chapter's approval.	Q2 2022	Chapter	Draft Lone Working Policy completed and approved by Chapter 04.04.22 (06.04.22)	
		<b>b)</b> To include the Lone Working	Q1 2022	COO	Initiated (01.03.22)	

vulnerabilities are addressed?	for staff time and costs.	Policy in all new recruitment inductions.			In addition to recommendations made on good practice in the Lone Working Policy, the 'Emergency' and 'Keyholder' contacts have been added to IP phone system and personal alarms been made available.	
		<b>c)</b> To review staff working practices within the Cathedral and make recommendations including staff costings.	Q1 2023	COO & Executive	Staffing review to be undertaken in Q1 2023	

<b>1.2. Children</b>						
<b>Questions for consideration</b>	<b>Responses</b>	<b>Actions</b>	<b>Target Date</b>	<b>Lead person</b>	<b>Progress/Comments</b>	<b>BRAG rate</b>
<b>1.2.1.</b> Is the cathedral confident that safeguarding arrangements for raising a concern	As a result of the pandemic Children's Space has been meeting online. As they return to the	<b>a)</b> To reinstate the H&S and Safeguarding notice board in the parish room.	Q1 2022	HV	Completed January 2022.	

are sufficiently clearly explained and understood and understood by those who attend the cathedral as part of Children's Space?	newly refurbished parish room, the notice board will be updated to cover all H&S notices and safeguarding. CSO to visit Children's Space at regular intervals so that all the children are familiar with the designated adult.	<b>b)</b> CSO to arrange regular visits to Children's Space.	Q2 2022 onwards	CSO	Children's Space not yet restarted (13.07.22)	
		<b>c)</b> Create a leaflet for Children/ parents/ carers on how to raise a concern.	Q1 2023	ACSO/ Safeguarding Team	Leaflet completed and ready for print and distribution once new Cathedral Safeguarding Officer is recruited in Q1 2023.  Leaflet printed and circulated at start of the new music term Sept 2023	


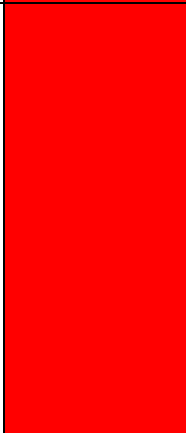
<b>1.3. Adults</b>						
<b>Questions for consideration</b>	<b>Responses</b>	<b>Actions</b>	<b>Target Date</b>	<b>Lead person</b>	<b>Progress/Comments</b>	<b>BRAG rate</b>
<b>1.3.1.</b> What logistical and other support is needed to enable the prioritization of training in contextual issues to be delivered to those in public-facing roles within the cathedral?	Develop a training plan for all front facing staff that is contextualised using SMART goals.	HODs to identify their training needs and that of their staff and volunteers. Survey to be issued to effect this and inform planning around training.	Q2 2023	CSO, HODs, Volunteers & Executive	Training plan needs to be developed as part of strategy development during Q1 & Q2 2023.  De-escalation training is currently being explored.  Best practice procedural 'guidelines' to be developed to	

					accompany Promoting a Safer Church policy. (23.06.22) For completion by 31.03.23	
<b>1.3.2.</b> Is the Cathedral confident that its current system for communicating about the support needs of, or risks posed by, individuals to those in wider-public facing roles within the Cathedral remains sufficient?	Weekly staff meetings before the pandemic would have traditionally communicated issues of concern. Since the pandemic the weekly meetings have changed and the Cathedral needs to review how this issue can be addressed. We are confident that the current method of using incident reporting form and general safeguarding email allows for effective reporting.	Review and identify methods for addressing this issue.	Q3 2022	Executive & Safeguarding Team	<p>A schedule of regular staff meetings has recommenced providing opportunities for information sharing. (Complete)</p> <p>A weekly staff 'update' is currently being considered which could incorporate safeguarding. (15.02.23)</p> <p>Incident reporting process continues to identify issues and allow for information to be shared with colleagues, as appropriate</p> <p>De-escalation training is currently being explored. (15.02.23)</p>	

<b>2. Case Work including information sharing</b>						
<b>Questions for consideration</b>	<b>Responses</b>	<b>Actions</b>	<b>Target Date</b>	<b>Lead person</b>	<b>Progress/Comments</b>	<b>BRAG rate</b>
<b>2.1.</b> How might the Cathedral use their existing structures and mechanisms to ensure that safeguarding advice is consistent and predictable for those who have cause to seek it?	The CSO and ACSO meet regularly to discuss all safeguarding matters	Schedule regular, monthly meetings of the Safeguarding team.	Q2 2022	CSO, ACSO	Complete - Dates are diarised as the 4 <sup>th</sup> Thursday of every month.  Safeguarding introduced as a standing item on the monthly HoDs meeting agenda (24.02.22)	
<b>2.2.</b> How might the current safeguarding reporting flowchart be expanded to formalise and clarify the procedure for information sharing and communication between the Safeguarding Team and key leads within the cathedral, as well as guidance about who this might include and when it would not be appropriate?	The flowchart to be reviewed and staff training to be reviewed.	<b>a)</b> Flowchart to be reviewed to include volunteers and congregation.  <b>b)</b> Set dates/ schedule for staff training with regards to using the flowchart and all internal safeguarding practices. This will also be included in the induction process for all new staff.	Q3 2022  Q4 2022	CSO  CSO	ACSO reviewing the flowchart to consider possible amends (24.03.22)  Amends completed. For distribution and display (15.11.22)	

<p><b>2.3.</b> What amendments to the current incident report form might aid the oversight and management of cases?</p>	<p>The form to be reviewed and amended to include a chronology &amp; actions table.</p>	<p>Form to be reviewed and amended, then all staff updated.</p>	<p>Q3 2022</p>	<p>COO/ Safeguarding Team</p>	<p>Incident form is fit for purpose. Chronology and Actions section to be added. (15.11.22) Completed 01.02.23.</p> <p>Initial discussions held with DSA regarding possibility of using My Concern platform to replace incident form (25.05.22)</p> <p>Cathedral has adopted MyConcern and is now using this platform to record safeguarding incidents (15.11.22)</p>	
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<b>3. Training</b>						
<b>Questions for consideration</b>	<b>Responses</b>	<b>Actions</b>	<b>Target Date</b>	<b>Lead person</b>	<b>Progress/Comments</b>	<b>BRAG rate</b>
<p><b>3.1.</b> What would a single recruitment and training register look like for both staff and volunteers?</p>	<p>This to be considered and other examples sought from other Cathedrals.</p>	<p>Exec to review how training records can be kept and maintained.</p>	<p>Q2 2022</p>	<p>Executive/COO</p>	<p>Training register now in place, including alerts when training expires and when refresher sessions are required. (23.06.22)</p>	

<p><b>3.2.</b> Is the cathedral confident that it has agreed and established an imperative for training completion amongst the wider volunteer body?</p>	<p>Since the audit, the Cathedral has been running induction sessions for current volunteers, which have included training requirements. This will be expanded to include new volunteers from Spring 2022.</p>	<p>Developing training sessions for current and new volunteers, to include H&amp;S and safeguarding training requirements.</p>	<p>Q3 2022</p>	<p>HV, CSO, Director of Education, Executive &amp; Churchwardens</p>	<p>All volunteers will be required to complete Safeguarding Basic &amp; Awareness training once new volunteer recruitment process is launched in March 2022 (24.02.22)</p> <p>Volunteer process launched and training requirements implemented (15.11.22)</p> <p>Invite a wider cohort of stakeholders to undertake Safeguarding Basic &amp; Awareness training through the Cathedral's E-update (23.06.22)</p>	
<p><b>3.3.</b> What opportunities exist, or could be created, to support the evaluation of training quality and impact and how could this data be used strategically?</p>	<p>To embed policies with regular staff training with an interactive element enabling knowledge to be tested and embedded.</p>	<p>Outline a programme of ongoing staff training which will include the opportunity for structured feedback to be given by participants and evaluation of this</p>	<p>Q2 2022</p>	<p>CSO &amp; Safeguarding Team</p>	<p>Safeguarding team to consider an annual training impact survey. (23.06.22)</p>	



		to inform future delivery.				
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#### 4. Safer-Recruitment

Questions for consideration	Responses	Actions	Target Date	Lead person	Progress/Comments	BRAG rate
<b>4.1.</b> In addition to those already identified for safer recruitment training, who else may benefit from it in order to support consistent and effective practice in volunteer recruitment under the new devolved approach?	Safer recruitment training has now been released and is online. All staff are being invited to undertake the training.	HODs are working with their departments to undertake the training. All staff involved in any recruitment of volunteers or paid staff have to complete the training.	Q3 2022	HODs, COO & CSO	All staff needing to undertake Safer Recruitment have been identified and have completed the training. (23.06.22)  Relevant staff have undertaken Safeguarding Senior Leadership Pathway (15.11.22)	
<b>4.2.</b> What might a personnel file checklist look like at Bradford Cathedral, to support oversight and assurances of the completion of all relevant checks?	To add a cover sheet onto personal folders.	Add a cover sheet onto personal folders, which includes dates and list of key information obtained.	Q1 2023	COO	Personnel files will be reviewed and cover sheet developed and completed by Executive Assistant on her return from Maternity Leave.	

#### 5. Policies, Procedures and Guidance

Questions for consideration	Responses	Actions	Target Date	Lead person	Progress/Comments	BRAG rate
<b>5.1.</b> Does the current suite of policy and guidance effectively capture the Cathedral's context in relation to safeguarding? How could this be further developed?	Review existing policies and update in order to contextualise it.	Review and amend the policies to reflect the context of Cathedral	Q4 2022	Safeguarding Team & COO	Review under way. Due for completion by end of March 2022 (24.02.22)  Review completed. (23.06.22)  In addition to Promoting a Safer Church policy document (see 1.3.1 above) best practice procedural 'guidelines' will be developed. (23.06.22) For completion by 31.03.23.	
<b>5.2.</b> What would staff and volunteer handbooks look like, and who should be involved in their creation?	Both of these documents already exist. Annual review of their content should be scheduled.	Review of staff and volunteer handbooks to be undertaken.	Q4 2022	COO	New welcome and induction packs have been developed. These, combined with updated hardcopy and digital policies and procedures folders, will function as a staff and volunteer handbook (24.02.22)	
<b>5.3.</b> How will the cathedral ensure access to essential safeguarding	All key documents are on the website. Safeguarding	Signpost members of the congregation and staff to our website	Qu 1 2023	Safeguarding Team, Vergers & COO	Completed. New safeguarding leaflet and revised safeguarding flowchart	

material for all staff and volunteers the diocesan safeguarding advisor/cathedral officer?	Policy also available in the Cathedral and on the notice boards and in the main office.	through regular congregation updates. Include updates as part of safeguarding Sunday in October.			to be distributed displayed by end of Q1 2023.	
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<b>6. The Diocesan Safeguarding Advisor/Cathedral Safeguarding Officer</b>						
<b>Questions for consideration</b>	<b>Responses</b>	<b>Actions</b>	<b>Target Date</b>	<b>Lead person</b>	<b>Progress/Comments</b>	<b>BRAG rate</b>
<b>6.1.</b> What opportunities already exist within the Cathedral's current structures to address concerns around the consistency/availability of safeguarding advice and how can this be further refined to improve the predictability of the response that staff and volunteers receive?	See previous action point under 2.1 Case Work	Agree single email responder	Q2 2022	CSO/ ACSO	<p>ACSO now provides single point of contact for queries raised with the Safeguarding team.</p> <p>Safeguarding flowchart updated.</p> <p>New safeguarding leaflet completed and will be issued in Q1 2023. Provides greater clarity on who to contact with a query or concern.</p>	

<p><b>6.2.</b> What are the costs and benefits of independent, professional supervision for the CSO and what might such a provision look like?</p>	<p>This could be explored through the Cathedral Safeguarding Network to explore possibilities. For the safeguarding committee to consider and make recommendations to Chapter.</p>	<p><b>a)</b> Contact the Cathedral Safeguarding Network.</p>	<p>Q1 2022</p>	<p>CSO</p>	<p>Cathedral Safeguarding Network contacted but no helpful feedback received.</p>	
		<p><b>b)</b> Safeguarding Committee to make recommendations to Chapter</p>	<p>Q3 2022</p>	<p>CSO/Chair of Safeguarding Committee</p>	<p>Head of Safeguarding Committee awaiting information from to Paul Hill re' possible provider of supervision (11.05.22)</p> <p>Discussed at Safeguarding Committee (Feb 2023) Agreed that discussion needs to be taken up by the 3 Deans and we await developments at national level</p>	

<p><b>6.3.</b> What opportunities exist, or could be created, to ensure that the Cathedral and their link DSA share a common understanding of a live cases, concerns and patterns of need related to safeguarding at Bradford?</p>	<p>The current working pattern of the DSA team means that it is difficult for one member of the DSA to know about all the different cases at the Cathedral. This is something beyond the Cathedral safeguarding team scope. This could be explored through the Diocesan Senior Staff Safeguarding team meeting to discuss how greater consistency could be achieved.</p>	<p>Safeguarding Committee to formerly pass this onto the Diocese for consideration.</p>	<p>Q2 2022</p>	<p>CSO/Chair of Safeguarding Committee</p>	<p>Raised with Diocesan safeguarding team. There is not the capacity for allocation of an individual DSA to handle all cases and concerns raised by the Cathedral. Further discussion needed at Safeguarding Committee (24.02.22)</p> <p>Initial discussions held with DSA regarding possibility of using My Concern platform to improve information sharing (29.05.22)</p> <p>Use of MyConcern now implemented, eliminating need for individual DSA (15.11.22)</p>	
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<b>7. Quality Assurance</b>						
<b>Questions for consideration</b>	<b>Responses</b>	<b>Actions</b>	<b>Target Date</b>	<b>Lead person</b>	<b>Progress/Comments</b>	<b>BRAG rate</b>
<p><b>7.1.</b> Who would be best placed to contribute to the development of a quality assurance</p>	<p>Current practice is to use the Incident reporting form to record all H&amp;S, Safeguarding and</p>	<p><b>a)</b> Safeguarding Committee to determine who/or which group would be best</p>	<p>Q2 2022</p>	<p>CSO/ Safeguarding Committee Chair</p>	<p>Simple six-monthly summary report to be produced by Safeguarding Team. Investigate potential of</p>	

and learning framework for safeguarding?	general mishaps with in the Cathedral. This includes recording responses and follow-up actions. These forms create a clear history of events, which could be used as a learning tool.	placed to review the incident forms on a six monthly basis to create learning points and actions and highlight good practice			MyConcern to facilitate this (15.02.23)	
		<b>b)</b> Look at the process by which learning is shared across all areas of the cathedral.	Q2 2022	CSO/ Safeguarding Committee Chair	Safeguarding introduced as a standing item on the monthly HoDs meeting agenda to allow for 2-way communications on strategic and operational aspects of safeguarding (24.02.22)	
		<b>c)</b> Where appropriate to seek external practitioners' advice on areas identified for development to ensure best practice.	Q2 2022	CSO/ Safeguarding Committee Chair		
<b>7.2.</b> Is the cathedral confident that its current risk register reflects the cathedral's context, and contains the appropriate depth	Chapter has already begun to review the risk register with our insurers Ecclesiastical in order to address this issue.	Our insurers are currently reviewing the register and will report in due course for Chapter to consider. This will	Q2 2022	COO.	Risk Management Toolkit completed and approval at Chapter 04.04.22. Risk Register revised. Risk Assessment protocols produced for staff circulation (23.06.22)	

of detail required for strategic oversight?		also include training.			Protocols circulated 01.07.22	
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<b>8. Whistleblowing</b>						
<b>Questions for consideration</b>	<b>Responses</b>	<b>Actions</b>	<b>Target Date</b>	<b>Lead person</b>	<b>Progress/Comments</b>	<b>BRAG rate</b>
<b>8.1.</b> How can the importance of whistleblowing, and the application of the current policy to the cathedral, be publicised and made clearer to those who may have cause to use it?	The policy needs to be reviewed and approved by Chapter. Chapter and Executive to develop a plan for publicising the policy for all concerned.	Review Whistleblowing policy and increase awareness of this to staff and volunteers	Q2 2022	COO, Chapter & Executive	Policy has been reviewed and all staff and volunteers will be made aware of the updated hardcopy and digital policies and procedures folders by end of June 2022 (24.02.22)  Above completed (23.06.22)	

<b>9. Safeguarding Advisory Panel</b>						
<b>Questions for consideration</b>	<b>Responses</b>	<b>Actions</b>	<b>Target Date</b>	<b>Lead person</b>	<b>Progress/Comments</b>	<b>BRAG rate</b>
<b>9.1.</b> Who is best placed to review the terms of reference of the Safeguarding Committee, and	Safeguarding Committee is a sub group of Chapter; therefore, the	Safeguarding Committee, Executive and Chapter to review.	Q3 2022	Safeguarding Committee Chair/CSO	Initial discussion at Safeguarding Committee in January 2022 led to decisions to;	

<p>function of the safeguarding team meetings, such that the strategic and operational aspects of safeguarding are more clearly delineated?</p>	<p>terms of reference should be reviewed by Chapter. In order to facilitate this work, it is recommended that it is discussed at the Safeguarding Committee, Executive and Chapter. Consideration should be given to how to support CSO in maintaining professional decision making processes.</p>				<p>Increase the number of meetings from x3 to x4 annually.</p> <p>Create a standard agenda for the Committee to cover action plan progress review, training, incidents, reports from CSO and DSA.</p> <p>Remove HoDs from the Committee, allowing for a greater focus on strategic oversight</p> <p>Safeguarding introduced as a standing item on the monthly HoDs meeting agenda to allow for 2-way communications on strategic and operational aspects of safeguarding (24.02.22)</p>	
					<p>Terms of reference to be tabled at March meeting of Safeguarding Committee for review. Review needs to dovetail with</p>	



					governance review being undertaken by Cathedrals Measure Working group (24.02.22)	
					Further work required on appointment of new Safeguarding Committee Chair (15.11.22)  Paul Hill appointed in Dec 2022.	
<b>9.2.</b> Which group would be best placed to hold the cathedral's safeguarding action plan, and what would membership of this group look like?	The Safeguarding Committee and Chapter	Safeguarding Action plan to be approved by Chapter for publication, then Safeguarding Committee to oversee the planned work. This will agree a schedule for reporting progress.	Q1 2023	CSO/ Safeguarding Committee Chair	Completed. Safeguarding team to manage delivery of the plan, liaising with stakeholders as required, and to report progress to the Safeguarding Committee on a quarterly basis, followed by reports to Chapter (24.02.22)	

<b>10. Leadership and Management</b>						
<b>10.1. Theological leadership</b>						
<b>Questions for consideration</b>	<b>Responses</b>	<b>Actions</b>	<b>Target Date</b>	<b>Lead person</b>	<b>Progress/Comments</b>	<b>BRAG rate</b>
<b>10.1.1</b> What opportunities exist or can be created to	The Cathedral has identified Safeguarding	The clergy and safeguarding team to explore and	Q3 2022	CSO/Dean		

better share the message of safeguarding and its importance in the Cathedral's mission and the Christian faith?	Sunday as part of its annual liturgical planning with a focus on the theology of safeguarding in the sermon.	identify other opportunities for embedding the theology of safeguarding into all aspects of Cathedral life. The clergy team to explore how to embed the experience of survivors into the culture of the Cathedral with support from the NST.				
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<b>10.2. Strategic Leadership</b>						
<b>Questions for consideration</b>	<b>Responses</b>	<b>Actions</b>	<b>Target Date</b>	<b>Lead person</b>	<b>Progress/Comments</b>	<b>BRAG rate</b>
<b>10.2.1</b> What systems and structures might enable a more shared and cohesive understanding and approach to safeguarding across the cathedral's strategic leadership?	A question for Safeguarding Committee and Exec to consider and take appropriate actions when the new Dean is in post.	To go onto the agenda of Safeguarding Committee when the new Dean is in post.	Q2 2023	CSO/Dean	Senior Leadership Pathway undertaken.  As above, Safeguarding featuring across the Cathedral's meetings at all levels.	

					Safeguarding Committee focusing on its strategic role through development of new Terms of Reference and consideration of working in conjunction with Risk & Audit Committee when established – Aim to complete by 30.05.23	
<b>10.2.2.</b> Is the Cathedral confident that those in strategic leadership roles are sufficiently visible to all those who work or worship within it?	Currently information about staff and safeguarding team can be found on the Cathedral website. Safeguarding team information is also held on noticeboards in public spaces and included in the choir handbook, sent to all families.	Produce leaflet - see 1.2.1 - for children/ parents/ carers on how to raise a concern, identifying key safeguarding personnel. Include members of chapter on the website for public information.	Q1 2022	CSO/Comms Team	Leaflet produced and added to website (27.05.22)  Members of Chapter added to website (24.02.22)	

**10.3. Operational Leadership**

Questions for consideration	Responses	Actions	Target Date	Lead person	Progress/Comments	BRAG rate
<b>10.3.1.</b> How can the many forums for operational safeguarding discussion within the Cathedral be more effectively streamlined as part of the wider governance review, reducing demand and increasing coordination?	Work has already begun with regards to governance in the light of the new Cathedral Measure. This would be a good opportunity to review safeguarding from a strategic and operational perspective.	Chapter and Safeguarding Committee to review and make recommendations.	Q4 2022	CSO/Chair of Safeguarding Committee.	Safeguarding team meetings now every month.  Remove HoDs from the Committee, allowing for a greater focus on strategic oversight  Safeguarding introduced as a standing item on the monthly HoDs meeting agenda to allow for 2-way communications on strategic and operational aspects of safeguarding (24.02.22)	

<b>10.4. Culture</b>						
Questions for consideration	Responses	Actions	Target Date	Lead person	Progress/Comments	BRAG rate
<b>10.4.1.</b> Does the cathedral recognise this picture of potential naivety around safeguarding risk?	The culture of the organisation is influenced by the attitude, knowledge and experience of	For strategic and operational safeguarding work to actively recruit volunteers from other professional	Q2 2023	CSO/Chair of Safeguarding Committee.		

<p>What resources and expertise do the cathedral have to draw upon that might help to challenge this?</p>	<p>those in senior leadership. By drawing on the expertise and experience of other safeguarding professional networks, external to the Cathedral, helps to focus and develop a deeper understanding of good safeguarding practice.</p>	<p>organisations who specialise in the field of safeguarding.</p>				
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