

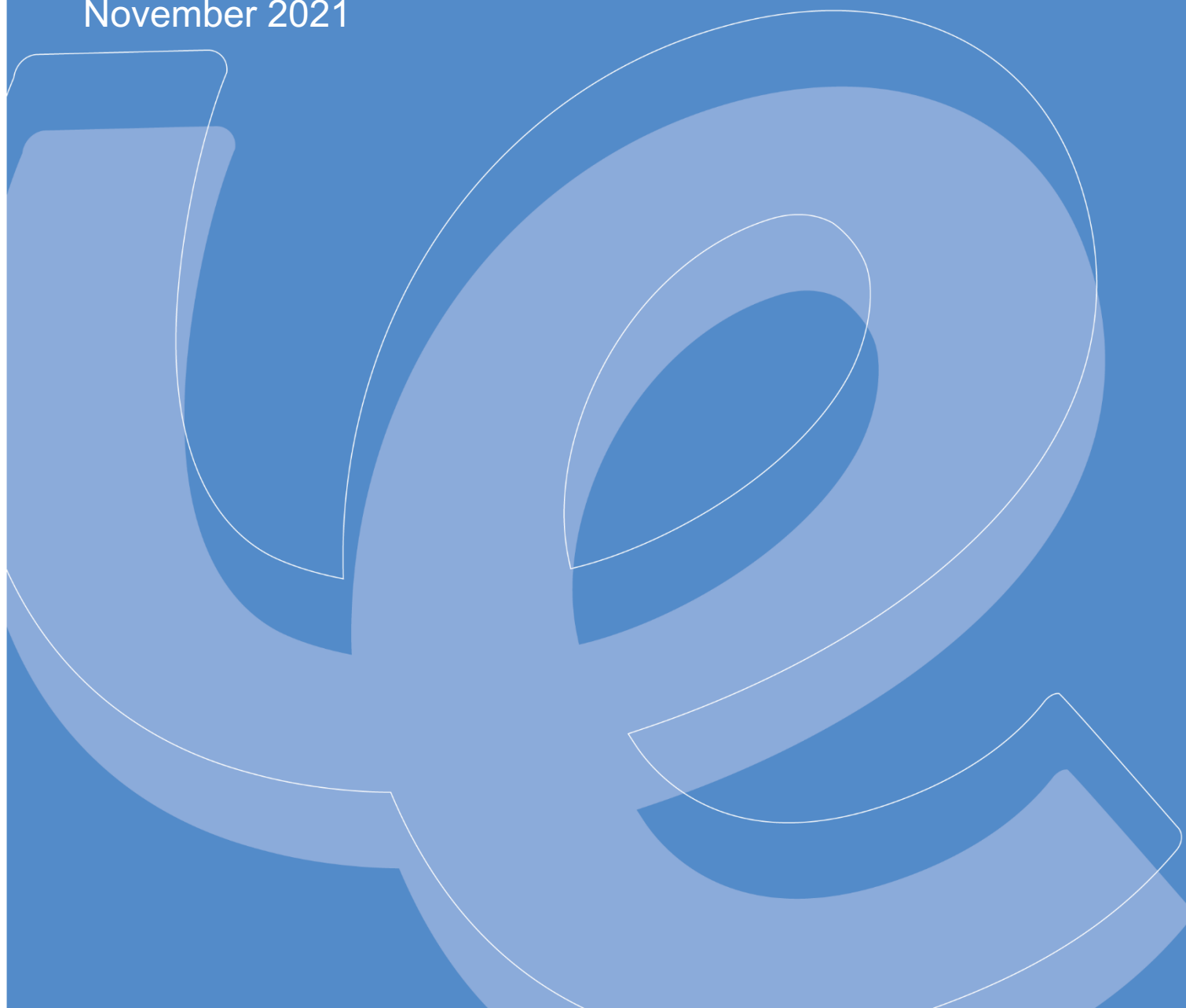


social care  
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# St Paul's Cathedral

## Independent Safeguarding Audit

November 2021



THE CHURCH  
OF ENGLAND





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## About SCIE

The Social Care Institute for Excellence improves the lives of people of all ages by co-producing, sharing and supporting the use of the best available knowledge and evidence about what works in practice. We are a leading improvement support agency and an independent charity working with organisations that support adults, families and children across the UK. We also work closely with related services such as health care and housing.

We improve the quality of care and support services for adults and children by:

- identifying and sharing knowledge about what works and what's new
- supporting people who plan, commission, deliver and use services to put that knowledge into practice
- informing, influencing and inspiring the direction of future practice and policy.

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## 1. INTRODUCTION

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### 1.1 THE AUDIT PROGRAMME

- 1.1.1** The Social Care Institute for Excellence (SCIE) is delighted to have been asked to provide an independent audit of the safeguarding arrangements of the cathedrals of the Church of England.
- 1.1.2** This programme of work will see three cathedral audits in 2018, 16 in 2019, four in 2020, 17 in 2021 and a final three early in 2022. It represents a significant investment in cathedrals and an important opportunity to support improvement in safeguarding.
- 1.1.3** All cathedrals are unique and differ in significant ways from a diocese. SCIE has drawn on its experience of auditing all 42 Church of England dioceses, and adapted it, using discussions and preliminary meetings with different cathedral chapters, to design an audit methodology fit for cathedrals. We have sought to balance cathedrals' diversity with the need for adequate consistency across the audits, to make the audits comparable, but sufficiently bespoke to support progress in effective and timely safeguarding practice in each separate cathedral. Cathedral representatives will play a key role in adapting the audit framework to their particular cathedral context. Only in this way will we achieve bespoke audits that are right for each place. Bespoke audits will in turn optimise the usefulness of the audit process and outputs to supporting progress in effective and timely safeguarding practice. We look forward to working with you to this end.

### 1.2 THE AUDIT PROCESS

#### **SCIE Learning Together and our approach to audit**

- 1.2.1** SCIE has pioneered a particular approach to conducting case reviews and audits in child and adult safeguarding that is collaborative in nature. It is called Learning Together and has proved valuable in the adults' and children's safeguarding fields. It is built on work in the engineering and health sectors that has shown that improvement is more likely if remedies target the underlying causes of difficulties, and so uses audits and reviews to generate that kind of understanding. Learning Together involves exploring and sharing understanding of both the causes of problems and the reasons why things go well.

#### **Key principles informing the audit**

- 1.2.2** Drawing on SCIE's Learning Together model, the following principles underpin the approach we take to the audits:
- Working collaboratively: the audits done 'with you, not to you'
  - Highlighting areas of good practice as well as problematic issues
  - Focusing on understanding the reasons behind inevitable problems in safeguarding
  - No surprises: being open and transparent about our focus, methods and findings so nothing comes out of the blue

- Distinguishing between unique local challenges and underlying issues that impact on all or many cathedrals.

### Supporting improvements

- 1.2.3** The overarching aim of each audit is to support safeguarding improvements. To this end our goal is to understand the safeguarding progress of each cathedral to date. We set out to move from understanding how things work in each cathedral, to evaluating how *well* they are working. This includes exploring the reasons behind identified strengths and weaknesses. Our conclusions will pose questions for the cathedral leadership to consider in attempting to tackle the underlying causes of deficiencies.
- 1.2.4** SCIE methodology does not conclude findings with recommendations. We instead give the cathedral questions to consider in relation to the findings, as they decide how best to tackle the issue at hand. This approach is part of the SCIE Learning Together audit methodology. The approach requires those with local knowledge and responsibility for progressing improvement work to have a key role in deciding what exactly to do to address the findings and to be accountable for their decisions. It has the additional benefit of helping to foster ownership locally of the work to be done to improve safeguarding.

### The process

- 1.2.5** The process will involve reviewing documentation as well as talking to key people, including focus groups. Further details are provided in the appendix. The site visit will be either 3 days or 2.5 days. Cathedrals have been selected for the three-day audit to provide a broad base, or on the scale of an operation and/or where concerns may have been raised in the past for the cathedral.

## 1.3 STRUCTURE OF THE REPORT

This report is divided into:

- Introduction
- The findings of the audit presented per theme
- Questions for the cathedral to consider are listed, where relevant, at the end of each Findings section
- Conclusions of the auditors' findings: what is working well and areas for further development
- An appendix sets out the audit process and any limitations to this audit

## 2. CONTEXT

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### 2.1 CONTEXT OF THE CATHEDRAL

- 2.1.1** St Paul's Cathedral, located on Ludgate Hill, the highest point of the City of London, is the seat of the Bishop of London and serves as the mother church of the Diocese of London. The Cathedral is a Grade I listed building and the present structure dates back to the late seventeenth century. It was designed in the English baroque style by Sir Christopher Wren after the Great Fire of London, which largely destroyed the original Gothic cathedral. The Cathedral's dedication to Paul the Apostle dates back to the original church on the site, founded in 604.
- 2.1.2** The Cathedral is one of the most iconic buildings in London and at 111m tall, it was the highest building in London for over 300 years until 1963. The dome remains one of the highest in the world and St Paul's is second only to Liverpool Cathedral in size of church building in the UK. The building contains the tombs of Admiral Lord Nelson and the Duke of Wellington. St Paul's hosted the wedding of Prince Charles and Princess Diana, the funeral of Sir Winston Churchill and continues to host many of the commemorative services for Queen Elizabeth II.
- 2.1.3** The Cathedral is very much a working church with hourly prayer and daily services. It has a mainly transient congregation including many tourists who come to visit as well as those looking for a quiet place to reflect. London is multifaith and multicultural and this is reflected in visitors, congregation, staff and volunteers within the Cathedral. It also sees a number of social issues, in common with many other cities, such as homelessness and rough sleeping in the local area and immediate vicinity of the Cathedral. The Cathedral has also seen a significant increase in those seeking support for mental health issues.
- 2.1.4** The Cathedral charges visitors for entry and during the Covid-19 pandemic had to close its doors. Since that time, the Cathedral has seen a significant drop in visitor numbers. This has impacted greatly on the Cathedral's financial situation as it normally derives 80% of its income from tourists.

### 2.2 CONTEXTUAL FEATURES RELEVANT TO SAFEGUARDING

- 2.2.1** The existing buildings of St Paul's Cathedral were built between 1675 and 1715. The nave of the Cathedral is surprisingly open but there are some small side chapels and concealed spaces. The Cathedral's extensive crypt is a major visitor attraction and also provides weddings and baptisms within the OBE Chapel. Despite mirroring the Cathedral's footprint, this is a far less open space which has a number of smaller spaces and contains large artefacts.
- 2.2.2** All visitors normally enter the Cathedral through the north-west door and are met by security, where bag searches are in place. School visits enter through the crypt door on the north side which is also staffed by security. Very recently, the Cathedral has built an accessible entrance at the north transept.
- 2.2.3** Although visitors pay to enter, there is a side chapel (St Dunstan's) before the ticket booths. This chapel can be accessed by people who simply wish to pray, or who cannot pay for entry and need a place of refuge and/or a person to talk to.
- 2.2.4** Several areas of the Cathedral have been developed over time to better provide for



those visiting or working within it. These include the accessible toilets within the crypt, a lift and a learning centre within the crypt. The Cathedral also has a café but this is currently closed due to the pandemic.

- 2.2.5** Bell-ringing takes place within the north-west tower which is accessible only from inside the Cathedral building.
- 2.2.6** The Cathedral has a churchyard which is the area immediately surrounding the Cathedral. The Chapter House is close by and the Chorister School located at the end of the churchyard with easy access for choristers. Public buildings, shops and businesses are very close to the Cathedral at the west entrance.
- 2.2.7** About a quarter of the staff were made redundant due to the pandemic and the subsequent and ongoing reduced income. Several people referred to a drop in staff morale as a result. The most obvious impact seen by the auditors was in the virger team which has reduced from six to four and it is acknowledged that other teams are also still adjusting to being smaller.
- 2.2.8** Because St Paul's is an iconic building and a large public space, it is used as a place to protest or be heard quite frequently. The largest and most enduring protest in recent years was the Occupy London encampment in 2011 and this had clearly been a very painful experience for many at the Cathedral. Recently St Paul's was the scene of an Extinction Rebellion protest at the end of a service. It is also the focus for events such as the visit of the puppet Little Amal, publicising the refugee journey, which took place just after the audit. Whether planned or unplanned, all such events bring safeguarding challenges and require teams to work closely together.

## **2.3 DESCRIPTION OF THE SAFEGUARDING STRUCTURE (INCLUDING LINKS WITH THE DIOCESE)**

- 2.3.1** The Dean of St Paul's Cathedral, as the lead figure in all aspects of Cathedral life, carries the ultimate responsibility for safeguarding. Supporting him in this are a number of clergy and staff, including:
- The Registrar (similar role to that of a Chief Operating Officer) with responsibility for strategic oversight of safeguarding, reporting to the Dean.
  - The Canon Precentor, the Chapter lead for safeguarding, with responsibility for music and liturgy, including the choirs, servers, bell tower and strategic safeguarding.
  - The HR Director with responsibility for safer recruitment.
  - The Director of Music, who reports to the Canon Precentor and has oversight of the choirs.
  - The Dean's Virger who ensures the safety and security of the Cathedral buildings, reporting to the Canon Precentor.
  - The Head of Security, reporting to the Director of Visitor Engagement.
  - The Director of Visitor Engagement with oversight of visitor experience and security teams across the Cathedral.
  - The Volunteer Coordinator with a strategic role covering volunteers.
  - The Head of Schools and Family Learning with responsibility for school visits and educational activities in the Cathedral, reporting to the Chancellor as Director of

Learning.

- The Cathedral Safeguarding Advisor (CSA) who leads on operational safeguarding across the Cathedral and reports to the Registrar.
- The Independent Chair of the Safeguarding Advisory Group (SAG)

**2.3.2** The Cathedral is governed by Chapter, which is comprised of three lay members, one residentiary canon, one non-residentiary canon and the Dean. The Chancellor, Registrar and Director of Corporate Services are in attendance at all Chapter meetings, as are other senior managers when items pertinent to their responsibilities are being discussed.

**2.3.3** The Cathedral Chapter, Council and the College of Canons together comprise the Corporation of the Cathedral Church of St Paul in London, which is the legal entity responsible for all aspects of Cathedral.

## **2.4 WHO WAS SEEN IN THE AUDIT?**

**2.4.1** The audit involved reviewing documentation and case files and talking to people at the heart of safeguarding in the Cathedral, such as the Dean, Chapter members, safeguarding staff, music leads, the Tower Captain, visitor experience staff and those managing the floor of the Cathedral. The fieldwork aspect of the audit was conducted over three days. Further details are provided in the Appendices.

## **2.5 LIMITATIONS OF THE AUDIT**

**2.5.1** Due to the ongoing Covid-19 pandemic and the need for continued vigilance to prevent infection, some changes to the audit schedule were necessary:

- No focus groups were held during this audit and instead surveys were made available for both adults (staff, congregants, volunteers and parents of children involved in the Cathedral) and choristers. These were analysed by the audit team and findings explored and referenced throughout conversations. This nevertheless limited the depth of knowledge that could be gained from participants.
- Additionally, the survey was not shared with children in the wider Choral Outreach choirs which was an oversight and might have been useful. However, good information regarding feedback from those children involved in the wider choirs, which had been sought via other means, was provided.
- No survivors came forward to talk with the auditors. The Cathedral had intended to facilitate a conversation with a representative of the Association of Former Choristers (see 5.5.12 below) which would have given a survivor perspective but this was not possible.

## 3. FINDINGS – PRACTICE

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### 3.1 SAFE ACTIVITIES AND WORKING PRACTICES

#### Precincts and buildings

##### *Description*

- 3.1.1** At St Paul's the management of the Cathedral floor is shared between the visitor experience, Virger and security teams. The virger team is led by the Dean's virger who has 35 years' experience as a virger, the last 10 of which have been as the Dean's virger. He lives on site and oversees a small team of three additional full-time virgers across the Cathedral floor. The virger team wear cassocks and are often the first responders to those requiring support within the Cathedral. The Dean's virger and one other have completed safeguarding leadership training, and the remaining two virgers are set to complete this.
- 3.1.2** The Cathedral is staffed at the security box 24 hours a day. The virger on duty unlocks all areas other than the main building each morning at 7 am. There is little CCTV inside the Cathedral, but cameras are situated outside the building and at various points leading inside. The Cathedral doors are opened to the public at 7.45 am. Members of the public can come in during the early morning without being asked to pay a visitors' fee in order to pray. Visitor tickets are sold from 8.30 am. Visitor experience staff are also present in the Cathedral from 7.45 am.
- 3.1.3** Virgers are aware of the Cathedral's Lone Working Policy and mindful of their own safety but are rarely alone on site.
- 3.1.4** Security outside the Cathedral was introduced following a terrorist threat and, similarly to other large religious sites across Europe, bag searches were introduced. Auditors heard that the interior of the Cathedral is managed by the virger team, whereas the exterior of the building, including entrances, is mainly managed by the security team. Virgers are the first responders on the Cathedral floor in the absence of clergy.
- 3.1.5** The Dean's virger was conscious of the importance of the two teams working well together and wanted to instil a culture of welcome and safety across the two teams. A system has developed whereby each team can call on the other when required, for example when a visitor doesn't wish for their bag to be searched, security will call a virger to assist in explaining the rationale, and when there is a potential incident inside the building, virgers will call security to remain in the background in case they are required. At such times, the security staff may remove their high-vis jackets in order to de-escalate a situation.
- 3.1.6** The Dean's virger is part of a daily meeting held on the Cathedral floor each morning. All floor staff are represented including security, the visitor experience team and often the chaplains, and each meeting includes an element of safeguarding – for example, visitors who might return from the day before, having sought support, or vulnerable people for whom a ticket to visit would not be appropriate. Where there is a special service or event, briefings are held from at least 10 days prior to the event and security are included. Safeguarding is also an element of each of these meetings.
- 3.1.7** The St Paul's security team is led by the Head of Security who has a background in the police and is responsible for the general security strategy of the Cathedral. The team consists of four security officers for the night shifts and five for the day, plus a small team of four contracted security officers at any one time. For high profile events

such as Remembrance Sunday, additional security contractors are made available.

- 3.1.8** Contracted security staff all hold Security Industry Authority (SIA) licences which include a Disclosure and Barring Service (DBS) check. The turnover of staff is generally low but recently it has become more difficult to recruit staff. Each member of the security team receives a daily briefing sheet and all are trained and inducted by the Head of Security. Training includes information on items that must not be brought into the Cathedral, recognising mental health concerns and what action should be taken in each event. Each member of the security team undertakes basic safeguarding training online.
- 3.1.9** The security team are clear on the Missing Children and Adult Policy and have good links with the City of London Police Public Protection Unit, engaging with them when required. There is a policy for evacuation and one for in-evacuation, procedures for which have both been practised.
- 3.1.10** Security, visitor experience assistants and virgers do encounter homeless people sleeping rough around the Cathedral and offer a welcome and support to them. Security will often radio a virger if there is a homeless person outside the building and the virgers speak with them, alerting the Chaplain if required. Supporting without creating a dependency is the aim and signposts to Streetlink and other networks are often used. Virgers have access to petty cash for hot drinks and food but do not provide money direct.

#### *Analysis*

- 3.1.11** The auditors judged that the team of virgers at St Paul's is highly effective and well recognised. The team works well with visitor experience staff and chaplains on the Cathedral floor as well as security staff, to offer the best care and support for those in need.
- 3.1.12** There are various policies and procedures in place in order to underpin this multi-team work which include the Missing Children and Adult Policy, Lone Working Policy and Safeguarding Policy.
- 3.1.13** Security staff who are 'in house' form an additional layer of well managed support for the building and precincts and work well with the virger team. This in-house team, led by the Head of Security has ensured that the ethos of Cathedral working is cascaded to contracted staff, most of whom work regularly at the Cathedral. There remains a concern that sometimes contracted staff might not be as well versed as the in-house team and concerns are sometimes raised regarding security being the 'front face' of the Cathedral because they are the first staff seen by visitors. The survey completed by staff and congregation prior to the audit reflected some of these worries. However, auditors heard that these concerns are few and judged that the measures put in place by the virger, visitor experience and security teams to mitigate these issues, and to ensure joined up working, are reasonable. In addition, auditors heard that there are to be two new supervisors within the in-house security teams which will mean one less contracted member of staff while remaining cost neutral. New staff will assist in ensuring complete security cover.
- 3.1.14** The Cathedral has had a number of security threats in the past and has learned from these. Virgers, visitor experience and security staff have undertaken hostile reconnaissance training and have practised both evacuation, including of the school, an in-vacuation where there is a perceived threat from outside the Cathedral. Auditors

judged this to be good practice.

- 3.1.15** Unfortunately, two people have taken their lives in recent years by jumping from the Whispering Gallery, which circles the base of the dome. Both people narrowly missed killing or wounding others in their fall and both events left visitors and staff traumatised. The Whispering Gallery is now closed until it can be secured against suicides.
- 3.1.16** While the main body of the Cathedral is open and volunteers are placed within direct line of sight of each other, auditors judged that this was not the same in the crypt where there are far more smaller spaces and a much less open feel. Volunteers are not routinely placed within the crypt unless times are busier and when they are, they wear red sashes in order to be recognised. There is no CCTV. The Education Centre and chorister rehearsal rooms are also located within the crypt, which felt less safe, with fewer means of seeking help if required.

#### Questions for the Cathedral to consider

- How might the good practice within the main body of the Cathedral be replicated within the crypt?
- Is there an appetite for CCTV and if not, how best can visitors within the crypt be supported should they require it?
- How might volunteers located in the crypt at busier times be supported and contactable in an emergency?

## Children

This section concerns children who come into the Cathedral in various capacities. It does not cover choristers or children who bell-ring, who are covered in section 3.2.

### *Description*

- 3.1.17** St Paul's Safeguarding Policy is clear that the Cathedral welcomes all children whether to worship, attend an event or to visit. Unaccompanied children are not turned away but are approached by staff, preferably in twos, to ascertain the reasons for their visit and any welfare concerns. Active safeguarding steps are then taken. The lost or missing procedures are used where children present as having lost their parents or carers, or parents/carers have lost their child. Those holding a children's ticket who are unaccompanied are not permitted access to the galleries.
- 3.1.18** The Cathedral has a bespoke Education Centre located within the crypt which includes a classroom, toilets, storage space for bags and coats and the regeneration of a bespoke learning space and office space. The Education Centre is overseen by the Head of School and Family Learning (S&FL) who sits within the Learning Directorate and is responsible for school visits within the UK. International school visits are overseen by the Director of Visitor Experience. The Head of S&FL has two paid staff, one full time and one four days per week. They are assisted by around 20

volunteers, not all of whom have returned following the Covid-19 lockdowns.

- 3.1.19** Despite the pandemic, since September 2021, the S&FL teams have been fully booked for school visits, mostly from within London but with several schools from further afield. The Education Centre uses an online booking form which automatically provides advice for the school on undertaking a risk assessment for the visit. The school is asked for additional information regarding special needs, concerns or any other information regarding the children visiting the Cathedral and all forms clearly state that the school remains responsible for children at all times.
- 3.1.20** Each lesson undertaken for children has a plan, a risk assessment and related activities. Volunteers work in small teams on a rota basis and at present are brought together in one large team only virtually to avoid any infection across the whole team. Volunteers also visit Westminster and other heritage sites to gain insight into good practice and keep their skills fresh. In addition to this role training, volunteers and staff undertake basic and foundation safeguarding training. Records are held centrally by HR, including recruitment records and the DBS checks which are also a requirement for all staff and volunteers within the Education Centre.
- 3.1.21** Covid-19 has changed the way the Education Centre is able to work. Currently they follow the Government's Covid-19 *Out-of-Schools Guidance* which means wearing visors to teach and ensuring a sanitisation station is available. The Head of S&FL asked each individual whether they felt comfortable with visors and they remain able to change to masks should they feel the need. Handling of objects and costume-wearing are currently not permitted and the timetable has had to be changed to ensure there is enough time in between lessons and activities to fully clean the area. This means the Centre is limited to three schools in the morning and three in the afternoon. To counter this, the Centre requested digital tours which have now been approved by Chapter and will broaden the field of schools able to engage with the Cathedral. In addition, a bursary system has also been approved for the London boroughs and will be available for schools with high levels of deprivation to reduce costs.
- 3.1.22** The auditors heard that the Education Centre is currently working with Afghan refugee children, some of whom remain in hotels. Three dates in November were set to offer activities to under-5s, working with the Culture Mile plan to make them feel welcome.
- 3.1.23** St Paul's Cathedral does not offer a Sunday School or have child servers and so engagement of children is limited to being a visitor, through school engagement or via the Music Outreach Programme which is further explored under section 3.2.

### *Analysis*

- 3.1.24** Auditors judged that children coming into contact with the Cathedral via the Education Centre and as visitors are safe and that systems are in place to recognise and report safeguarding concerns through the CSA.
- 3.1.25** School visits work on a well-tested system that helps to assure the safety of children and others while in the Cathedral. Volunteers within the department are well supported and their wellbeing is regularly considered. All receive appropriate safeguarding training.
- 3.1.26** The auditors reflected that the community of St Paul's Cathedral is perhaps, due to tourism and its central position within the capital, more transient than some other cathedrals and also more diverse, multifaith and multicultural. There is a potential gap in the messaging around developing areas of safeguarding such as gender transition,

use of neutral language and written signposting for children who might be thinking about gender transition or fluidity (e.g. labelling of toilets). Auditors judged that there are clear ideas forming in all areas regarding this and that there was keen awareness of, and enthusiasm for, the need to cater for all, but this is not yet clear in policy or process and not yet formulated across all areas.

- 3.1.27** The survey of children as part of this audit did not go out to children linked to the education or Music Outreach Programme and they are not routinely asked whether they feel safe or where they might go if they didn't. Auditors reflected that this might be a useful exercise.

#### Questions for the Cathedral to consider

- How might the Cathedral begin to standardise inclusivity for children, including gender transition, use of neutral language and the wide range of cultures and religions of children engaging with activities?
- How might the Cathedral specifically ask children themselves whether they feel safe in their activities and where they might go if they felt unsafe?

## Adults

### *Description*

- 3.1.28** St Paul's Cathedral aims to provide a welcome to all those seeking support, worship or shelter, balancing this with a place of safety for all. Staff and volunteers therefore regularly engage with those who may be considered as vulnerable by virtue of their emotional, physical or mental health needs. Auditors heard that recently, the number of visitors entering the Cathedral with acute and evident mental health needs or serious illness has increased.
- 3.1.29** There are a number of homeless people within the immediate vicinity of the Cathedral who wish to enter or who require support. Auditors heard that security, who are the front face at each entrance to the Cathedral, will usually contact a virger to come and speak to homeless people wishing to enter. The Cathedral has also been proactive in seeking contact with homeless people who are in the vicinity of the Cathedral and in offering support. Auditors were able to speak to one homeless man who advised that he is regularly visited by the Dean and the CSA who have offered him support which he has found useful. He commented that the Cathedral, in effect, came out to him and he now feels comfortable about going in.
- 3.1.30** Cathedral staff work closely with the City of London Police who employ a mental health nurse who accompanies police officers when requested. Auditors heard that this has been an invaluable resource in assisting with the increasing numbers of people presenting with mental health needs.
- 3.1.31** For those seeking or in need of spiritual support, the Cathedral offer this by way of a rota of volunteer day chaplains and a duty rota of canons in residence, who can be contacted should a member of the public request it or if those working in the Cathedral feel it of benefit. Hourly prayers are spoken in the Cathedral and auditors heard evidence of inclusivity, with prayers for those suffering with anxieties and

worries. Visitors are invited to pray in their own language should they wish.

- 3.1.32** The Cathedral has a chaplain with a remit for both pastoral care of staff and visitors. Auditors heard that the overlap between pastoral care and safeguarding is recognised and acted upon as required, including where the individual may be a risk to others or to themselves. If there is a possibility that any concerns might develop into safeguarding rather than pastoral, the chaplain completes a pastoral form and notifies both the virgers and the CSA so that there is a level of awareness across the Cathedral. Staff are also aware that there is a need to guard against the Cathedral becoming a place of fixation and of the same staff being sought out by vulnerable people. The Chaplain regularly gathers together those offering spiritual support to ensure that they are aware of any current issues, for example the increase recently in visitors presenting with mental health issues.

## **Volunteers**

### *Description*

- 3.1.33** St Paul's safeguarding policy recognises that staff and volunteers might themselves become vulnerable by virtue of their age or health, and the need to both monitor and support them in their work. Auditors heard, from different departments, about the support network which is in place for volunteers when needed. This was particularly strong for the volunteers within the Education Centre.
- 3.1.34** In November 2019, the Cathedral recruited a new post of Volunteer Coordinator whose primary role is to ensure a strategy for care and management of volunteers across all departments of the Cathedral, including those volunteers who are governors or who sit on committees related to the Cathedral. The role is part time and beginning to embed following the pandemic. There will soon be an additional 0.4 post working alongside the Volunteer Coordinator. Auditors heard the work of volunteers has grown up in a disparate way – for example, The Church of England Guild of Flower Arrangers and The Worshipful Company of Gardeners are not Cathedral volunteers but work within the Cathedral and its grounds, and the bell-ringers and wandsmen are Cathedral volunteers but are independent organisations with their own policies. The Volunteer Coordinator role aims to consolidate the work of the volunteers and to ensure there is parity regarding safeguarding and recognition of any vulnerabilities for volunteers themselves across the entire Cathedral, irrespective of where they work.
- 3.1.35** Auditors also heard that some volunteers will be returning in January 2022 after almost two years away from their role due to Covid-19. Many of them will have had little contact with the Cathedral over this time, although there have been regular newsletters to which the Volunteer Coordinator has contributed. In addition, the Organ Outreach Fellow provided virtual 'sing-alongs' for staff and volunteers during lockdown which provided contact and lifted morale.

### *Analysis*

- 3.1.36** Auditors judged that those who come into the Cathedral and who might be vulnerable are proactively well cared for and that there is an ethos of assistance which pervades across all areas. Auditors saw evidence of a virger being called by visitor experience staff who had noticed someone in distress, introducing the person to the Duty Chaplain who was waiting should she be needed, all while being supported from a distance by a member of the security team who had removed his high-vis vest on coming into the building and was waiting to ensure all was well. Auditors judged that



the teams work well together in a way that has become almost instinctive in order to ensure care and support to vulnerable visitors coupled with a safe environment for staff and volunteers.

- 3.1.37** Auditors judged support for those coming into the Cathedral seeking support was good but were particularly struck by the outreach of Cathedral staff to those outside the Cathedral itself, for example the local homeless community who might sit within the vicinity of the building but not enter it, and those seeking solace by sleeping on the Cathedral steps.
- 3.1.38** There is a positive recognition of the needs of various groups within the Cathedral, including of volunteers themselves, but there is not yet in place a system across the whole Cathedral to support volunteers in a consistent way. The Volunteer Manager is positively seeking models from elsewhere and auditors were reassured that with the addition of greater resources, a supportive system for volunteers is a priority for St Paul's.

#### Questions for the Cathedral to consider

- How might the Cathedral prioritise the needs of the large number of volunteers within a wide variety of roles, especially when they become too vulnerable to continue?

## 3.2 CHOIRS AND MUSIC

### Choir

#### *Description*

- 3.2.1** St Paul's Cathedral has a large and well-established music department which consists of a maximum of 36 boy choristers, a 'back row' of employed vicars choral, the Director of Music, the Organist and Sub Organist and an organ scholar, all of whom are DBS checked and safely recruited. The Director of Music has been in post for 15 years and, unusually, was previously a professional singer and conductor with a broad experience of festival management.
- 3.2.2** Currently there are no girl choristers at St Paul's and this is intended to change. Auditors heard that both Chapter and the Director of Music are keen to provide more opportunities for girls to perform on an equal basis to the boys.
- 3.2.3** All choristers attend the St Paul's Cathedral School which is situated in close proximity to the Cathedral and can be accessed through the churchyard. All choristers are boarders at the school. The School works very closely with the Cathedral, and school staff accompany the choristers at all times, including to rehearsals and services. Auditors heard via the survey that chorister parents felt their children were safe and well cared for by the School and Cathedral. In addition, 100% of choristers who completed the survey stated that they felt very safe. Auditors were able to speak to a small number of choristers at the School who stated that they enjoyed life at School and within the Cathedral, particularly saying 'school feels like a sleepover' and 'the singing and music are brilliant'.
- 3.2.4** Choristers rehearse in the Song School which is situated in the Cathedral's crypt and accessed by a door with a keypad lock. The School includes toilet facilities and a robing area. Choristers leave the Song School to ascend to the Cathedral floor for services after the crypt has been closed and the doors pulled across. They are

accompanied by music department and School staff and congregate for procession just off the main nave. Following the service, the choristers are accompanied back to the School.

- 3.2.5** The wellbeing of choristers is considered across both the School and the Cathedral. The Chaplain with responsibility for pastoral care undertakes weekly visits to the School. Children can use paper slips to request to speak to the Chaplain during these visits.
- 3.2.6** The Cathedral has a *Chorister Handbook* which goes out to chorister parents and to choristers themselves. There is no code of conduct for music staff or for the 'back row' although auditors heard from the Director of Music that conduct is regularly discussed.
- 3.2.7** Contact with chorister parents falls mostly to the Deputy Head of the School who is also the Head of Boarding and takes responsibility for the care of the choristers. The Director of Music advised that he felt the School was best placed to be in contact with chorister parents regarding any issues and reflected that because the Cathedral provides a full bursary for choristers, parents might be less inclined to speak to him or raise issues. The Director of Music and Deputy Head of the School meet regularly however, and share any concerns.
- 3.2.8** The management of musical excellence is carefully balanced against the wellbeing of the choristers themselves. Both the Director of Music and the Deputy Head have on occasion recognised that the choristers are tired and have cancelled their appearance at services. Auditors heard of one such occasion when the choristers appeared very tired and instead of singing at evensong, the school provided a quiet evening for them to rest and contacted parents to advise. Timetables are also carefully managed and the Director of Music was clear that if a special service is added, something else is removed. All changes are put to Chapter for approval.
- 3.2.9** Auditors also heard that care is taken regarding what the choristers might see or hear when singing, particularly for special services – for example, special requiems or a service in remembrance of people who have been lost, such as the special service for Grenfell Tower. Choristers are always told the reason for a service and what they might come across and reassured that they can speak to any member of staff at any time.
- 3.2.10** Protocols are in place for evacuating the Cathedral and also for in-vacuation for reasons of terrorism. Both protocols have been practised with the choristers.
- 3.2.11** Currently there is no protocol in place for formal escalation should the School and Cathedral disagree over safeguarding. In practice however, both felt that they had enough autonomy to act alone if they felt an issue should involve statutory agencies and said that the requirement for agreement was not necessary to facilitate this. In addition, where a chorister might make a disclosure to one party and ask that this is not shared with the other, both the School and the Cathedral felt that there was enough separation between the two to ensure that this was considered, but that a chorister would always be advised regarding information sharing.
- 3.2.12** Prior to the Coronavirus pandemic, choristers enjoyed tours to America and to Europe for performances and events, although not every year due to the expense of taking the vicars choral and of paying for deputies to continue singing in the Cathedral. Each trip was risk-assessed and records of medical and other needs held at all times. A combination of music department and school staff attended to support safety and

wellbeing. There is at present no plan to restart touring.

- 3.2.13** Auditors heard that Music Outreach is offered by St Paul's via the Organ Outreach Fellow who reports to the Director of Music and whose role is to export chorister training to a large number of children per year and to partner with 10 schools. The programme includes teaching three or four pieces of music which are recorded towards the end of the project so that parents and carers may keep a record. There is also an annual school service which brings together 8 to 10 schools, creating a short-term school choir. Safeguarding is an integral part of this system, with clear policies in place and consideration for children who cannot be recorded (perhaps because they are children in care). Training is also provided for teachers within the schools on how to best encourage children to sing well.
- 3.2.14** In addition, the Music Outreach Programme runs the Hackney Children's Choir which is based in a Church Hall at St Paul's West in Hackney. The Organ Outreach fellow works with this choir on a weekly basis and also with the senior choir. He is assisted in this role by an administrator for four days per week, a community development worker, Hackney Choral and an accompanist. There are also several volunteers who are trained as pastoral leads by the Church and who provide assistance. All staff and volunteers undertake a DBS check and are safely recruited. St Paul's has taken the outreach approach in order to encourage wider engagement from children who would not usually come into contact with the Cathedral. A voluntary donation of £30 is requested for each child and the entire outreach programme is externally funded through grants. Both choirs attend the Cathedral twice per annum, usually to sing at an early evening service.
- 3.2.15** The auditors heard that some of the children who started in the Hackney Children's Choir in year 3 are now singing in the senior choir and in year 10. Some children have won music scholarships to independent schools with a strong tradition of charitable funding, such as Christ's Hospital.
- 3.2.16** As part of the funding process, the Music Outreach Service regularly asks children, 'How do you feel today?' and, before rehearsals, allows 45 minutes for pizza and social time during which some children will choose to talk to the adults. They also undertake a multidimensional life-scale which is tracked across time and used as an indicator of wellbeing (the Leuven Scale). Involvement in the choir had clearly been a lifeline for some children during the pandemic.
- 3.2.17** The children are not specifically asked whether they feel safe but the Music Outreach Fellow was able to describe how he had responded to safeguarding concerns in schools and in the Hackney Children's Choir.

### *Analysis*

- 3.2.18** The auditors judged that choristers and those children engaged through the Music Outreach Programme at St Paul's Cathedral are safe. For choristers, both the school and the Cathedral have in place robust procedures to ensure this is the case. There are well thought out procedures which are shared across the Cathedral and School, providing a much valued seamless care.
- 3.2.19** The auditors heard, through chorister and parent surveys, of a positive reflection of chorister life at St Paul's and of the opportunities afforded to choristers. It is good practice that choristers' wellbeing is highly prioritised by both the music department and the school and that close working practices between the two is an enabler of this

and includes their work/life balance.

- 3.2.20** However, auditors felt that part of the safe working process in place for choristers relies on the individuals in post currently rather than being underpinned by written policy and procedures and that this might not be replicated were individuals to move on. In particular, process might be strengthened by a more formal recognition of the possibility for disagreement between the School and the music department and the potential requirement for escalation were this to happen. In addition, procedures in the event of a child requesting that either the School or the music department is not made aware of what they have said would be useful. Currently there is no code of conduct for staff within the music department and although auditors have no doubt that this is a regular conversation, the lack of written procedures weakens this somewhat.
- 3.2.21** The Music Outreach Programme has in place a code of conduct which is not replicated across other areas of the Cathedral (this is further explored in section 4.1 below). Auditors judged that this provision is safely managed and has benefited from provision of good investment, either centrally or grant led, and imaginative leadership.

#### Questions for the Cathedral to consider

- How might the Cathedral underpin current good practice related to choristers with robust written policy and procedures related to disagreement and escalation?
- Who is best placed to provide a code of conduct across staff and volunteers within the Cathedral?

## Bell-ringing

### *Description*

- 3.2.22** St Paul's Cathedral has 12 bells for ringing which are hung in the north-west tower – the second largest ring of bells in the world. There are four other bells, including the Great Paul bell and three clock bells, some of which are situated in the south-west tower.
- 3.2.23** St Paul's has around 40 ringers who practise quarterly on a rota of 14 at a time. In addition, the bells are rung for services three times each Sunday. All ringers also ring elsewhere and are recruited as Cathedral volunteers and overseen by the Ringing Master with assistance from the Ringing Secretary. All volunteers receive basic safeguarding training. The Ringing Master reports to the Canon Precentor.
- 3.2.24** Keyholders for the tower, which is accessed from within the Cathedral, are required to have a DBS disclosure. Recently, however, the number of keyholders has increased and so there are some DBS disclosures which require renewal. When practising, there is always a member of the ringing band present who has been DBS checked.
- 3.2.25** Currently there are no ringers who are under 18. In the event that an under 18 wanted to ring the bells, they would need to be accompanied by a parent or carer. Auditors heard that currently the guidelines around ringing at St Paul's are being strengthened and will include child ringers in greater detail. New ringers must make an appointment

to visit the tower for the first time. St Paul's is not a teaching tower and therefore ringers would need to be established elsewhere before attending to ring, which makes it unlikely that any under 18s will have reached a high enough standard.

- 3.2.26** Any visiting ringing bands can apply to attend and ring a peal. Events and dates are publicised by the Ringing Secretary who also contacts the various ringing societies who might wish to come. The Cathedral bell-ringers hold an annual general meeting which is chaired by one of their members. Auditors heard that those within the tower feel part of the Cathedral community but that they rarely see senior staff and felt that this would help.
- 3.2.27** For volunteers who become vulnerable by virtue of age or disability, auditors heard that the Ringing Master would speak to them. Ringers were less clear on how they might react to safeguarding such as domestic abuse but did state that they knew the CSA and would contact her in the first instance. There are tower safeguarding guidelines but these are under review. More recently, the St Paul's Ringing Guild has provided ringers with a login to personal spaces on the website where guidance can be found.
- 3.2.28** The auditors asked about contact with the outside world should help be needed during ringing (e.g. a medical emergency). A noticeboard with information about the phone numbers of virgers, security, etc. had been removed during the 2018 refurbishment of the tower but never replaced.

### *Analysis*

- 3.2.29** The auditors judged that the safeguarding practice of the bell tower at St Paul's Cathedral is good and those with responsibility have access to the CSA and to the security box where security staff sit. The safeguarding procedures require updating and it was not clear whether they have been seen and signed by all ringers.
- 3.2.30** Keyholders do not all have a current DBS check. The CSA and Registrar are aware of this and it is being managed carefully in the interim, with checks pending. However, there remains a sense that the bell tower is isolated in some ways from the main Cathedral's senior leadership. Ringers knew the CSA but said they rarely saw senior staff. This is not uncommon across bell towers nationally, but with such iconic bells and a large ringing team, it is perhaps surprising.
- 3.2.31** There should be a clear means of summoning help in an emergency.

### **Questions for the Cathedral to consider**

- What steps would help to ensure that the bell tower feels more fully connected to the Cathedral and to those within it, and more visible to those outside of it?
- How might the Cathedral satisfy itself that there are robust and well disseminated safeguarding procedures to cover the bell tower?

## **3.3 CASE WORK (INCLUDING INFORMATION SHARING)**

### *Description*

- 3.3.1** When safeguarding concerns are raised, a timely response is needed to make sense

of the situation, assess risk and decide if any action needs to be taken, including whether statutory services need to be informed. In a cathedral context, this includes helping to distinguish whether there are safeguarding elements to the situations of people receiving pastoral support.

- 3.3.2** The auditors judged that case work and information sharing at St Paul's Cathedral is meticulous and well supported by good recording and analysis. Cases are reviewed regularly and there is evidence of learning where appropriate, supported by the SAG and external agencies.

### **Effectiveness of responses and information-sharing practice**

- 3.3.3** The auditors looked at eight case files as part of this audit, which included some complex cases, and discussed many of those cases further in relation to specific areas of the Cathedral through individual conversations. These related to potentially vulnerable adults, most with mental health issues or illness, and children.
- 3.3.4** The auditors found that when incidents are reported, there is evidence of a timely and appropriate response that involves both the CSA and either the Chaplain with responsibility for pastoral care, or the Registrar.
- 3.3.5** There are appropriate referrals to external agencies, made in a timely way with evidence of good information sharing and relationships. A review undertaken by the Cathedral of one of the cases seen concluded that a referral should have been made. Learning from this case was disseminated to staff. This provided additional scrutiny to the casework carried out by the Cathedral.
- 3.3.6** Safeguarding records are kept securely by the CSA. The centralised system means that there is good oversight of casework across the whole Cathedral.
- 3.3.7** St Paul's Cathedral has a Service Level Agreement (SLA) in place with the Diocese of London which provides additional support with casework when required.

### **Effectiveness of risk assessments, safeguarding agreements and the risk management plan**

- 3.3.8** St Paul's Cathedral does not have any safeguarding agreements in place. The Dean has made the decision that due to the transient nature of the Cathedral community, it is not possible to manage those on safeguarding agreements in a way that is safe both for the individual and for staff and volunteers working within the Cathedral. Where someone requiring a safeguarding agreement requests to worship regularly at the Cathedral, they are spoken with and directed back to their local parish for worship and support. This can, of course, only apply to those who volunteer that they should be subject to an agreement.
- 3.3.9** Case files were well presented in electronic form, which has become the norm, and collated using a 'front sheet' of key information, all emails, notes and outcomes. Auditors judged that the quality of recording, details of information collated and the care taken to carefully assess each situation and carefully record this was good.

#### **Questions for the Cathedral to consider**

- There were no considerations under this heading.

## 3.4 CLERGY DISCIPLINARY MEASURES

3.4.1 The auditors did not see any clergy disciplinary measure files as part of this audit.

### Questions for the Cathedral to consider

- There were no considerations under this heading.

## 3.5 TRAINING

### *Description*

- 3.5.1 Safeguarding training is an important mechanism for establishing safeguarding awareness and confidence throughout the Cathedral. It requires good quality substance, based on up-to-date evidence, with relevant case studies, engaging and relevant to the audience. It also requires strategic planning to identify priority groups for training, details of the training needs/requirements of people in different roles, and an implementation plan for training over time that tracks what training has been provided, who attended, and who still needs to attend or requires refresher sessions.
- 3.5.2 St Paul's Cathedral uses the House of Bishops' national training programme to ensure all staff and volunteers receive training commensurate with their role. All staff and volunteers receive basic safeguarding training as part of their induction, while some volunteer roles and all staff also receive foundation training; managers or staff who have contact with children and/or vulnerable adults as part of their role also receive safeguarding leadership training. As an example, all music department staff complete the Church of England basic awareness and foundation level safeguarding training. The Organist, Sub Organist, organ scholar and Director of Music also complete the Church of England safeguarding leadership training; the Director of Music additionally completes the senior leadership safeguarding training and the Singing Teacher, in addition to the Church of England training, completes education child protection training. All staff have refresher training every three years. Additional training such as in mental health, first aid and safer recruitment, is also in place.
- 3.5.3 Volunteers receive basic safeguarding training as part of their induction and also receive refresher training every three years.
- 3.5.4 Training records for both staff and volunteers are held by the Head of HR who contacts individuals when refresher training is required. In practice, auditors heard that there are some volunteers who have not completed their refresher training, possibly because they have not yet returned following Covid-19, but there is a possible gap in knowledge for volunteers. Measures are being put in place to ensure there is a cut-off point by which all volunteers must have completed training or cannot undertake their role, but this has not yet been communicated to volunteers or publicised.
- 3.5.5 Following the House of Bishops' training, the CSA delivers further training to augment the basics and to bring safeguarding alive in the Cathedral context. The CSA and Chaplain deliver in-house safeguarding training to the duty pastoral team. The

auditors heard how this covers broader issues such as trafficking/modern-day slavery and female genital mutilation (FGM). It been widely attended and praised by staff and volunteers and the duty pastoral team.

- 3.5.6** Additional training such as hostile reconnaissance training for virgers, visitor engagement staff and security staff has been offered and taken up, but other subjects such as domestic abuse, dementia and de-escalation, that were cited as being useful for staff, have not yet been covered.

### *Analysis*

- 3.5.7** The auditors judged that safeguarding training is an integral part of Cathedral life. It is well recorded and tracked with regular updates on progress shared with the SAG.
- 3.5.8** However, auditors reflected that there are a number of volunteers whose training is not in date. This leaves a weakness in the system whereby safeguarding issues might be missed. There is also a potential misunderstanding about what the mental health first-aid training equips those who have completed it to do, and auditors reflected that this should be clarified.
- 3.5.9** The auditors also heard that despite the additional training received from the Diocesan Safeguarding Manager (DSM) (section 4.2) for some public-facing roles, the breadth of subjects provided through the current training suite does not fully mitigate against the need to understand the challenges faced, and should provide additional topical and contextual opportunities that will support good safeguarding practice (e.g., domestic abuse, dementia and de-escalation).
- 3.5.10** Although the theological element to the leadership training is generally highly valued by clergy and lay workers who are practising Christians, it may not work so well for those of other or no faiths. It was pointed out to the auditors that St Paul's has a diverse workforce and not all would be familiar, or comfortable, with biblical texts.

### **Questions for the Cathedral to consider**

- What additional measures are required to satisfy the Cathedral that all volunteers in post have undertaken the required safeguarding training and have up-to-date knowledge?
- How might a cut-off date by which all training must be completed be managed and what plans are in place for those who might refuse?
- What additional contextual and supplementary training would best support those in public-facing roles to identify and manage risk and support those in need?

## **3.6 SAFER RECRUITMENT**

### *Description*

- 3.6.1** The safe recruitment of staff and volunteers falls within the remit of the Head of Human Resources within St Paul's. The Cathedral uses Pathways, the National Church applicant tracking system, which includes all relevant details and has been a



useful tool.

- 3.6.2** Auditors heard descriptions of a clear process of safer recruitment from advert to appointment, and that those making up the interview panel are trained in safer recruitment. St Paul's uses an interview template which sets out the requirements and includes safeguarding questions to test out suitability for the role. In line with good practice, application forms are always requested and completed, although in practice individuals often also attach CVs.
- 3.6.3** In any instances where a DBS check is blemished, or in which a confidential declaration reveals prior convictions, staff were less clear on the process but felt that the Head of HR would confer with the Registrar and the CSA. It was noted that this has not happened recently.
- 3.6.4** The auditors did not see any recruitment files as there was insufficient time. However, a set of interview notes for a recent key post was shared. Awareness of and competency in safeguarding was tracked through the interview, and an additional focused question asked the interviewee to recount a safeguarding episode that did not work out well and what they did about their concerns.

#### *Analysis*

- 3.6.5** The auditors judged that the safe recruitment of staff is well embedded at St Paul's. The Cathedral is large enough to employ a full-time and suitably qualified and experienced Head of HR which has been helpful. Process is centralised rather than disseminated across departments and safer recruitment for both staff and volunteers involves a clear process which sets the standard required of all applicants.
- 3.6.6** At present, there is no formal process for assessing blemished DBS disclosures. In practice staff knew where the responsibility would lie for making a judgement. Auditors judged there is perhaps a gap in process at this stage and it would be useful to have a template of factors for consideration in such an eventuality.
- 3.6.7** Auditors also judged it good practice that the Cathedral has taken advantage quickly of the roll-out of the National Church safer recruitment training and that this is tracked and reported to the SAG on a regular basis. The Cathedral is keen to grow the number of staff trained in safer recruitment and to ensure that the professionalisation of the process continues.
- 3.6.8** Auditors also felt that the Cathedral showed a proportionate approach to DBS check thresholds and a clear stance on the appropriateness of a DBS check for roles that have no supervisory responsibility for children or for performing regulated activities. There was a strong recognition that a DBS check does not itself constitute safe recruitment and should not be relied on in the absence of wider scrutiny.

#### **Questions for the Cathedral to consider**

- Who might be best placed to lead on the development of a process of formal assessment for blemished DBS checks and a template of factors for consideration?

## 4. FINDINGS – ORGANISATIONAL SUPPORTS

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### 4.1 POLICIES, PROCEDURES AND GUIDANCE

#### *Description*

- 4.1.1** St Paul's Cathedral has adopted its own safeguarding policy which includes both adults and children. This is supported by a range of other procedures linked directly to safeguarding which are included in the main policy as nine separate appendices:
- Definitions of abuse
  - Terms of reference for the SAG
  - SLA between the Cathedral and the diocese
  - Schools and family learning safeguarding procedures
  - Music department safeguarding procedures
  - Music Outreach safeguarding procedures
  - Work experience policy
  - Procedure for missing children and adults procedures
  - Safer recruitment procedures
- 4.1.2** The *Safeguarding Policy Statement* is available on the Cathedral's website, including the appendices and the report of the Independent Chair to Chapter for the last three years. In addition, there is a direct weblink to the Cathedral's 'reporting a concern' form. The Cathedral's whistleblowing and complaints policies have recently been reviewed and were therefore not available on the website at the time of audit but were uploaded shortly afterwards. During this time, those wishing to whistleblow were directed to the NSPCC helpline.
- 4.1.3** The Cathedral has in place a staff handbook but this is no longer provided as a hard copy to new staff and is out of date. The information that was contained within it, in particular policy information concerning safeguarding, lone working, IT and grievances is now found on the staff drive, which is signposted to employees in their induction.
- 4.1.4** There is no volunteer handbook in place but there is a short 'volunteer policy' on 'problem solving and complaints'. The volunteer agreement is currently being updated, as are the volunteer role descriptors and the team leader profiles.

#### *Analysis*

- 4.1.5** The auditors judged that much work has taken place to develop policy related to safeguarding, and this is especially true with reference to the choirs and Music Outreach. However, gaps still exist.
- 4.1.6** The current safeguarding policy is well written and includes linked policies as appendices which is useful and keeps information in one place. However, the policy wording is confused in places. Some aspects of safeguarding adults are missing, for example in Appendix 1, self-neglect, organisational abuse, domestic abuse, financial

or material abuse and discriminatory abuse are not listed. The policy could be strengthened by having separate sections outlining child and adult legislation and categories of abuse. Auditors judged that the safeguarding policy is the main document for guidance in relation to safeguarding children and adults, but some aspects are insufficient and do not adequately cover the detail needed to ensure that all those working within the Cathedral can effectively recognise concerns.

- 4.1.7** There is currently no code of conduct for staff and volunteers except within the Organ Outreach policy. A code of conduct significantly strengthens processes because it provides a clear set of expected behaviours both within the Cathedral and online. Auditors judged that the provision of a code of conduct is a priority for the Cathedral; it might choose to adopt the national *Code of Safer Working Practice*.
- 4.1.8** Auditors judged that other policies, procedures and guidance such as missing children, safer recruitment and retention of staff, schools' and family learning operational and safeguarding procedures, and draft music department safeguarding procedures are good but reflected that these appear to have developed independently of each other and that what is missing is a Cathedral-wide oversight of all safeguarding policy and procedures to ensure parity and identify where there are gaps and overlap.

#### Questions for the Cathedral to consider

- Who is best placed to review the content and range of the existing suite of safeguarding policies within the Cathedral?
- What are the current gaps in policy and procedure?

## 4.2 THE DIOCESAN SAFEGUARDING MANAGER/ CATHEDRAL SAFEGUARDING ADVISOR

### *Description*

- 4.2.1** St Paul's Cathedral employs a full time CSA who works with the DSM and the wider diocesan team. The CSA takes responsibility for operational safeguarding across the Cathedral, working closely with the virggers and pastoral team. The CSA has been a qualified social worker for 25 years and has been CSA at St Paul's for two years. Prior to this, the Cathedral employed a part time CSA.
- 4.2.2** The CSA receives supervision for her Cathedral work directly from the Registrar but as a social worker does not currently have a professional supervisor. This will be required in order to keep her Social Work England registration.
- 4.2.3** Currently the CSA is sharing her time across both St Paul's and Westminster Abbey to cover maternity leave. This has been useful as a quality assurance and to share best practice although it has left the CSA very stretched at times. The CSA also sits on the Cathedral Safeguarding Advisory Group.
- 4.2.4** The Diocese of London has a DSM who is fairly new to post. Auditors heard that the CSA carries out the majority of safeguarding work within the Cathedral but has forged a good working relationship with the new DSM who has visited many times. This is

working well.

- 4.2.5** The CSA is rated highly by those spoken to as part of this audit and several staff commented that they are seeing a real difference. The auditors heard how the CSA has significantly improved the knowledge and understanding of staff and volunteers with additional bespoke training, and that people now felt safeguarding had a higher profile across the Cathedral and were more confident in raising a concern.
- 4.2.6** Job descriptions are in place for both the CSA and the DSM which describe their responsibilities and reporting structure. In addition, there is an SLA in place to support joint working between the Cathedral and the diocese.

### *Analysis*

- 4.2.7** The auditors judged that the CSA at St Paul's Cathedral is effective, well recognised and highly regarded. Cathedral safeguarding work is supported by a developing relationship with the diocese and a strong relationship with the senior leaders across the Cathedral.
- 4.2.8** Many senior staff have started at the Cathedral within the last two years, during the pandemic. The CSA was furloughed very soon after starting in role and it has been an exceptionally difficult period for St Paul's. The auditors reflected that the changes to training, record keeping and casework plus the addition of quality assurance loops and review regarding safeguarding across the Cathedral is commendable during this time and the work of the CSA has been instrumental in this. The CSA has further plans to consolidate the work she has started and to improve written policy and procedure underpinning this work.

### **Questions for the Cathedral to consider**

- How might the Cathedral satisfy itself that there is sufficient support in place for the CSA to continue her work, especially while also covering the safeguarding role at Westminster Abbey?
- Who is best placed to offer professional supervision to the CSA as required for her role and qualification?

## **4.3 RECORDING AND IT SYSTEMS**

### *Description*

- 4.3.1** For casework across the Cathedral, there is a centralised records management system called Safebase. The CSA is a member of the Church of England's National Safeguarding Team (NST) working party looking at how best to record casework but the Cathedral has chosen to retain Safebase, which it is felt is working well.
- 4.3.2** Safebase has a secure area and access is restricted when needed. The system allows for upload of emails and documents and provides the facility for a front sheet for succinct recording.
- 4.3.3** As previously stated, recruitment and DBS records are held centrally by the Head of

HR, but for volunteers the intention is that these will move across to a new database called Assemble, held by the Volunteer Coordinator and this system will allow volunteers to have a personal space through which to access policy and information.

### *Analysis*

- 4.3.4** Auditors judged that record keeping and IT systems across the Cathedral are effective and work well. A centralised record system for both casework and staff and volunteer records such as training ensures that there is clear oversight across the whole Cathedral and avoids safeguarding concerns being missed because they are recorded within separate areas.
- 4.3.5** The Cathedral will need to balance the benefits of a new volunteer database with its access to information, with the potential loss of central oversight by the Head of HR.

### **Questions for the Cathedral to consider**

- How can the Cathedral ensure that the good central oversight of volunteer records is continued when the new database is in place?

## 5. FINDINGS – LEADERSHIP AND ACCOUNTABILITY

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### 5.1 QUALITY ASSURANCE

#### *Description*

- 5.1.1** A safe organisation needs constant feedback loops about what is going well and where there are difficulties in relation to safeguarding, and this should drive ongoing cycles of learning and improvement. Robust quality assurance enables an organisation to understand its strengths and weaknesses. Potential sources of data are numerous, including independent scrutiny. Quality assurance needs to be strategic and systematic to support accountability and shed light on how well things are working and where there are gaps or concerns.
- 5.1.2** St Paul's Cathedral has a number of quality assurance feedback loops including an annual safeguarding plan, overseen by the SAG, which details work to be completed. There is also a strategic safeguarding risk register overseen by Chapter and a number of safeguarding reports, quarterly from the CSA and annually from the independent chair of the SAG, which are presented to Chapter.
- 5.1.3** The Canon Precentor is a member of Chapter which is also attended by the Registrar. In addition, the Independent Chair of the SAG and the CSA attend Chapter when presenting reports.
- 5.1.4** A number of additional quality assurance measures were described in interviews. The Music Outreach service writes an annual review which goes to Chapter and to those funding the service. It is also independently evaluated as part of the funding process. There is a quarterly report to the Greater London Authority regarding expenditure and impact of the service which also includes safeguarding.
- 5.1.5** The School is part of the SAG and therefore any safeguarding issues regarding choristers are well informed. Casework is quality assured by the Chaplain with a lead for pastoral care, and the Honorary Chaplain with an update placed on each open case monthly. The Registrar and Canon Precentor look at the overview of cases, themes and volume, on a regular basis.
- 5.1.6** The SAG reports directly to Chapter, but also has a responsibility to report to the diocesan safeguarding team or the local authority should it consider that any significant risk remains unresolved by Chapter. Discussion at the SAG is entirely confidential, unless it is agreed that information needs to be shared further.
- 5.1.7** The CSA has also become a member of the City of London Multi-agency Practitioners Forum which meets quarterly to share best practice and trends, and develop training initiatives. St Paul's remains an active member of the Cathedral Safeguarding Practitioners' Network which provides a forum for sharing good practice among CSAs and offers an opportunity to discuss issues, presentations and challenges as well as providing important networking and support.

#### *Analysis*

- 5.1.8** The auditors judged that having an active SAG which is independently chaired provides a good assurance of quality to Chapter. Chapter are also scrupulous in their seeking of assurances about safeguarding within the Cathedral and auditors heard evidence of this from Chapter members.
- 5.1.9** A closer working relationship between the Cathedral and the diocesan safeguarding

team is developing with new members of staff and a newly signed SLA, but auditors felt that there was room for this to grow and for the remit of where the Cathedral and diocese work together to be clarified.

- 5.1.10** Despite the assurances of scrutiny by Chapter about the quality of the safeguarding service, auditors noted that little information from Chapter cascades down to the SAG; instead general feedback is provided by the Registrar and the Canon Precentor. While this is of good quality, it does leave room for interpretation and auditors judged that a formal communication from Chapter to the SAG would ensure clarity and robust quality assurance, as well as provide an audit trail for accountability and decision-making.

#### Questions for the Cathedral to consider

- How might the Cathedral clarify in practice its remit for working together with the diocesan safeguarding team?
- How might Chapter ensure clear and formal communication with the SAG on issues of safeguarding?

## 5.2 COMPLAINTS ABOUT THE SAFEGUARDING SERVICE

### *Description*

- 5.2.1** A good complaints policy enables people to raise concerns, and to have timely and appropriate consideration of any problems. A strong policy is clear about who complaints should be made to, and how they can be escalated if necessary. Positive features include an independent element, and clarity that *raising a safeguarding concern*, and *making a complaint about a safeguarding service*, are two distinct things.
- 5.2.2** Currently the complaints policy is under review and is not available on the Cathedral's website.
- 5.2.3** The auditors did not see any cases relating to complaints made about the safeguarding service within St Paul's Cathedral.

#### Questions for the Cathedral to consider

- There were no considerations under this heading – see section 4.1.

## 5.3 WHISTLEBLOWING

### Description

- 5.3.1 St Paul's Cathedral has a whistleblowing policy in place, but at the time of the audit this was under review and not available on the Cathedral's website.
- 5.3.2 The auditors did not see any cases relating to whistleblowing.

### Questions for the Cathedral to consider

- There were no considerations under this heading – see section 4.1.

## 5.4 SAFEGUARDING ADVISORY GROUP (SAG) AND DIOCESAN SAFEGUARDING ADVISORY PANEL (DSAP)

### Description

- 5.4.1 Based on the national guidance in *Roles and Responsibilities* for Diocesan Safeguarding Advisory Panels (DSAPs), the panel should have a key role in bringing independence and safeguarding expertise to an oversight, scrutiny and challenge role, including contributing to a strategic plan. No specifics are provided in relation to cathedrals, with the apparent assumption being that cathedrals are part of diocesan structures.
- 5.4.2 St Paul's Cathedral has its own SAG which is independently chaired and includes representation from the DSAP by the DSM. The Independent Chair of the SAG has a background in the police and public protection and also chairs the Safeguarding Reference Group for Westminster Abbey. The SAG meets quarterly and includes the Registrar and Canon Precentor. The Independent Chair attends Chapter annually and writes an annual safeguarding report.
- 5.4.3 Auditors saw minutes of the SAG which provide good operational oversight of safeguarding including training figures and assessment of risk. The annual report collates information from throughout the year including external information, for example information from the Independent Investigation Into Child Sexual Abuse (IICSA) and what this might mean for the Cathedral.

### Analysis

- 5.4.4 It is more common for a Cathedral to be represented at the DSAP and for perhaps there to be a SAG chaired locally from within Cathedral staff. In contrast, St Paul's has a well-established and effective SAG which is independently chaired, yet there is currently no Cathedral representation on the DSAP.
- 5.4.5 The auditors judged that St Paul's SAG supports delineation of the strategic and operational leadership of safeguarding, is effective and provides oversight, scrutiny and development of safeguarding within the Cathedral. The SAG retains a level of independence by reporting into Chapter rather than being formally linked to it and being independently chaired adds an additional layer of external challenge.
- 5.4.6 The SAG has a remit for the operational aspects of safeguarding, including the Safeguarding Risk Register, and is therefore able to offer a timely and detailed discussion of safeguarding, to bring together key managers of departments within the Cathedral, promote broader ownership and provide more robust assurances to



Chapter. It is useful also to compare, via the same independent chair, issues and good practice between both the Cathedral and Westminster Abbey.

- 5.4.7** However, while the DSAP has full access to the materials provided to the SAG by the CSA, auditors reflected that the Cathedral would benefit from additional scrutiny of its role from the DSAP and that representation from the Cathedral on the DSAP would be useful. This has been identified within the Cathedral's own self-assessment document and there are plans in place for the Canon Precentor to join the DSAP.
- 5.4.8** The SAG currently has no representation from the local authority and auditors heard that this has proved difficult. However, many DSAPs have local authority representation and therefore representation from the Cathedral on this group might foster these additional connections.

#### Questions for the Cathedral to consider

- The diocesan presence on SAG is now strong and there is a plan for the Cathedral to attend DSAP. How can the Cathedral work towards the maximum benefit from closer working as well as contact with a wider range of professionals at DSAP?

## 5.5 LEADERSHIP AND MANAGEMENT

- 5.5.1** Safeguarding leadership takes various forms – strategic, operational and theological – with different people taking different roles. How these roles are understood, and how they fit together, can determine in how well led the safeguarding function is.

### Theological leadership

#### *Description*

- 5.5.2** As the leader of every aspect of the Cathedral's life, the Dean of St Paul's has overall theological responsibility for promoting safeguarding. The auditors heard how the current Dean has a good understanding of the importance of promoting the message of inclusion within the Cathedral and particularly in light of the multicultural and multifaith mix of visitors and staff. The Cathedral has a mission statement which reinforces the message of diversity and reads: 'St Paul's Cathedral seeks to enable people in all their diversity to encounter the transforming presence of God in Jesus Christ.'
- 5.5.3** The survey for adults linked with the Cathedral showed that only 6% of respondents did not feel that safeguarding, and the safety and wellbeing of others, form part of the message of sermons within the Cathedral. The Dean stated that he wanted a clear message that the Cathedral is a place of inclusivity but that preaching about safeguarding could be a challenge due to the Cathedral having only a small regular congregation. This means that the Cathedral rarely knows who is present for each service. The Dean said he felt that reinforcing the safeguarding message through preaching was something that could be improved.
- 5.5.4** The London Regional Adult Safeguarding Forum was initiated by St Paul's in 2019 and involves colleagues from Westminster Abbey and Southwark Cathedral sharing best practice and examining the links between spiritual and pastoral care within safeguarding. Auditors heard that this is a useful forum to develop safeguarding

responses in a faith context.

### Analysis

- 5.5.5 The auditors judged that theological leadership of safeguarding at St Paul's is good and that those responsible for theological leadership work hard to meet the Cathedral's mission statement.
- 5.5.6 Auditors reflected that there is a clear message of diversity and all being welcome and that the Dean has encouraged compassion and respect for all members of the community, both as visitors to the Cathedral and as staff. There has been some criticism directed at the Dean for this, which he has accepted and defended.
- 5.5.7 The Dean has the right to preach within the Cathedral eight times per year. There are several guest and visiting preachers throughout the year and all members of the College of Canons are also invited to preach once a year. There is guidance for visiting preachers which includes ensuring that material used is suitable for the choristers to hear, but it does not include consideration of the inclusion of safeguarding or refer to the mission statement of the Cathedral.

### Questions for the Cathedral to consider

- What opportunities are there to build on good practice and share the message of safeguarding and its theological importance?

### Strategic leadership

#### Description

- 5.5.8 The House of Bishops' *Roles and Responsibilities* practice guidance assigns different and overlapping roles to Dean and Chapter, with the former having a clear leadership role in relation to safeguarding, and Chapter having a strategic and oversight role in relation to the Church of England's *Promoting a Safer Church* safeguarding policy. This includes the requirement to have a *Promoting a Safer Church* action plan in place that sets out, in line with national and local priorities, how the policy is being put into action, and is reviewed regularly.
- 5.5.9 The Chapter of St Paul's Cathedral consists of seven members: the Dean, the Canon Precentor, the non-residentiary Canon, three lay canons and the Chancellor. The Registrar is in attendance at all Chapter meetings, providing an additional link between the Chapter and the SAG.
- 5.5.10 The Dean has been in his current role at the Cathedral for 9.5 years and is also the ex-officio Dean of the Order of the British Empire. He was ordained as a priest in 1980 and has previously held roles as the officer for Continuing Ministerial Education in the Diocese of Exeter and as the Dean of Bradford. The Dean has announced he will retire in the summer of 2022.
- 5.5.11 The Dean takes his role in safeguarding very seriously and has sought to proactively improve the safeguarding function and accountability within the Cathedral while also taking a hard line on the safety of staff and visitors when required. He has a clear understanding of the complex nature of Cathedral life and its implications for effective safeguarding, while also understanding the iconic nature of the building of St Paul's

and how this attracts the interest of protestors at times.

- 5.5.12** Auditors also heard how the Dean and senior leaders had taken the decision to proactively seek out, meet and support survivors of non-recent abuse, which has been well received, and to ensure that such abuse is formally acknowledged as part of the Cathedral's history. The Dean and the DSM have worked closely with St Paul's Cathedral School and the Guild of the Companions of St Paul (the association for former choristers and Cathedral musicians).
- 5.5.13** The Dean is visible throughout the Cathedral. He knows the names of all staff and makes a point of stopping to speak to volunteers whenever possible. Auditors heard that on occasion, the Dean sits in the congregation to 'see what it feels like'. The Dean has ensured that the Chaplain with responsibility for pastoral care is not part of the management team so that she can provide good pastoral coverage without the possible conflict of interest that comes with a pastoral responsibility and managing staff.
- 5.5.14** The auditors saw evidence in those with strategic leadership responsibility within the Cathedral of a good understanding of both the strengths and needs of the Cathedral and this was reflected in the written and verbal accounts of meetings held by these individuals – including through Chapter and the Dean's leadership team. There was also a clear sense of delineation between the operational and strategic functions, with those in operational roles retaining responsibility for delivery and being overseen by the Registrar who holds a strategic oversight of all departments across the Cathedral. Oversight of volunteers, their roles, training and understanding of safeguarding is being developed by the Volunteer Coordinator.

### *Analysis*

- 5.5.15** The auditors judged that the strategic leadership of safeguarding at St Paul's Cathedral is good and there is a clear understanding of the strengths and potential weaknesses of safeguarding. Of those who responded to the survey, 82% felt that those responsible for safeguarding in the Cathedral were visible. A further 12% stated that this was not relevant to their role.
- 5.5.16** The auditors heard consistently of the commitment to safeguarding shown by the Dean and saw evidence of this throughout the audit both from senior managers and staff, but also from those outside the Cathedral who might be homeless or in need. The Dean's work to recognise, acknowledge and support victims and survivors of non-recent abuse is good practice.
- 5.5.17** As described in 5.1, a key function of strategic leaders is to seek assurances as to the quality of the safeguarding function and provide direction in improvements. At St Paul's, there are well embedded systems in place to ensure that this is the case and the Cathedral has invested in a CSA and a dedicated HR Manager to assist with this. The addition of a Volunteer Coordinator, with administration to follow, will strengthen this but auditors judged that strategic oversight for volunteers is not yet completely embedded.

### **Questions for the Cathedral to consider**

- Is there an opportunity for further strategic assurance, particularly regarding volunteers at the Cathedral?

## Operational leadership

### *Description*

- 5.5.18** As previously described, St Paul's Cathedral has a full-time highly experienced and impactful CSA, whose operational role is clearly defined and recognised by all those within the Cathedral.
- 5.5.19** The CSA's role is supported by several others who fulfil a degree of operational leadership (i.e., Director of Music, Head of Schools and Family Learning, the Volunteer Coordinator, the Dean's virger, the Head of Security and the chaplains), all bringing a good degree of prior experience and expertise to their roles.
- 5.5.20** There are some established routes to bringing this group together formally, and improve the links with the strategic leadership. Examples include regular meetings between the Director of Visitor Experience and the team managers to provide an information exchange, staff meetings and daily diary meetings with all Cathedral floor staff. However not all areas are included, for example the bell tower and broderers.
- 5.5.21** The SAG formally oversees operational safeguarding and tracks training, safer recruitment and visitor numbers as well as thematic learning. These are all reported to and discussed with Chapter. The SAG also oversees the annual safeguarding plan.

### *Analysis*

- 5.5.22** The auditors judged that the operational leadership of safeguarding at St Paul's Cathedral is particularly strong and well embedded across most departments. It is underpinned by good communication and procedures. However, there is still some 'silo working' within the different departments and some areas are less well included in the current established route for communication and information sharing than others.
- 5.5.23** Despite this, the impact, visibility and availability of those in operational safeguarding roles was clear to the auditors throughout all conversations and documentation. All those spoken with felt able to approach the CSA and involve the CSA's support and had confidence in her responses.
- 5.5.24** The auditors also reflected that there is a clear ethos of safeguarding across the Cathedral which is supported by a range of established procedures that have enabled it to become part of the 'fabric' of day-to-day operations, particularly in relation to the operational support of visitors.
- 5.5.25** Communication with volunteers remains an issue, especially for those who have yet to return after Covid-19, or do not have access to IT or emails. Auditors reflected on the challenge in moving this forward without alienating those who cannot access online provision and felt that thinking about a clear dual system may be required.

### **Questions for the Cathedral to consider**

- How might engagement and communication with all departments across the Cathedral be further encouraged and managed?
- What provision is required to ensure communication with all volunteers is in place and accessible?

## 5.6 CULTURE

### *Description*

- 5.6.1** The most critical aspect of safeguarding relates to the culture within any organisation. In a Church of England context, that can mean, for example, the extent to which priority is placed on safeguarding individuals as opposed to the reputation of the Church, or the ability of all members of the Church to think the unthinkable about friends and colleagues. SCIE's experience auditing safeguarding in faith contexts more broadly suggests that in areas where there is experience among senior clergy of previous serious abuse cases, a culture of openness and humility in approaching safeguarding issues can be stronger and accompanied by a move away from responses which give too much attention to reputational issues and the welfare of (alleged) perpetrators, as opposed to the welfare of victims and survivors.
- 5.6.2** Any cathedral should strive for an open, learning culture where safeguarding is a shared responsibility, albeit supported by experts, and which encourages people to raise concerns about how things are working in order that they can be addressed. An open learning culture starts from the assumption that maintaining adequate vigilance is difficult, and proactively seeks feedback on how safeguarding is operating and encourages people to highlight any concerns.
- 5.6.3** At St Paul's there is a clear sense that safeguarding is a priority and that there are processes and procedures in place which are well known and effective. Aside from small pockets of silo working, there is good communication between teams, and the Cathedral managers have looked outside of their own processes to seek ways to improve and provide quality assurance. This suggests progress of the Cathedral's culture in moving away from being reputationally concerned to a position of a shared sense of genuine and open responsibility to others.
- 5.6.4** However, as part of the survey of adults involved with the Cathedral, the auditors heard a small number of comments which suggested that complaints about those in higher positions are not heard. The experience of a small number of staff or volunteers was that they have reported bullying which has not been addressed. No one interviewed as part of the audit recognised this as a culture but did suggest that perhaps the reporting procedure for bullying and harassment concerns is not clear and not well disseminated to staff and volunteers.
- 5.6.5** There was a notable culture of a lack of complacency about the need for continued improvements and a sound recognition of what these needs are, including addressing any concerns regarding bullying. Substantial evidence was seen of the Cathedral engaging with sources of learning to support this understanding, and being part of wider safeguarding systems.
- 5.6.6** The auditors found some evidence that a culture of deference and unquestioning respect for high status could still be found at the Cathedral fairly recently. The Dean talked about his efforts to combat such a culture, which was named by the IICSA as a potent factor in facilitating high-ranking clerical abusers in the past.
- 5.6.7** The auditors also heard evidence that there used to be a body of opinion within the Cathedral that women should not be ordained. Today, women are well represented in the Chapter. The auditors would argue that an organisation in which everyone is equally valued is likely to be a healthier place and better placed to support safeguarding.
- 5.6.8** The auditors were struck by how outgoing is St Paul's, in that it reaches out to

individuals, and to communities locally and nationally. Since the start of the pandemic, a virtual book of remembrance (*Remember Me*) has been set up to record lives lost to Covid. A more permanent memorial is under construction in the Middlesex Chapel. This desire to make a positive difference underpins the culture of the Cathedral, including the culture of safeguarding.

### *Analysis*

- 5.6.9** Auditors judged that the culture of safeguarding at St Paul's Cathedral is well embedded although there are small areas where communication is perhaps less so. Safeguarding is a commonly understood priority across the Cathedral and those responsible for safeguarding take every opportunity to improve this. There is much quality assurance and safeguarding advice from outside of the Cathedral which the auditors judged as good practice.

### **Questions for the Cathedral to consider**

- How confident is the Cathedral that all staff and volunteers are clear who they can speak to and the process for reporting concerns of bullying and harassment?

## 6. CONCLUSIONS

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- 6.1.1** The virger team are well recognised and effective in their arrangements for the safety of visitors. There is some further work to be done to ensure that this continues to be underpinned by agreed procedures, in turn to ensure that the Cathedral is both a place of welcome and safety.
- 6.1.2** There is a range of safely managed provision for children at St Paul's Cathedral. The Cathedral should consider how best to be as inclusive as possible.
- 6.1.3** While there is a positive recognition of the needs of visitors to the Cathedral, there is not yet a clear recognition of the potential vulnerabilities of volunteers across the whole Cathedral.
- 6.1.4** Choristers are safe and there are good links between the Cathedral and the School. There is a clear priority placed on the welfare of choristers and a good balance between music and life outside being a chorister.
- 6.1.5** The bell tower is aware of safeguarding and has in place procedures to mitigate risk, but these are not underpinned with up-to-date written safeguarding processes.
- 6.1.6** Case work and information sharing at St Paul's Cathedral is a strength.
- 6.1.7** Training is provided using the Church of England suite of online courses which are augmented by face to face (or virtual) training from the CSA. Training is tracked centrally and reminders are sent out. However, there is a risk that not all those working or volunteering in public-facing roles have completed up-to-date safeguarding training and this creates a risk.
- 6.1.8** Safer recruitment is well established, records are kept and training is appropriately provided.
- 6.1.9** Some policies are well written and completed, but there are also some inconsistencies in policy and procedures related to safeguarding. There is currently no up-to-date staff and volunteer handbook and no code of conduct. The whistleblowing and complaints policies are not currently available to the public via the website.
- 6.1.10** The CSA at St Paul's Cathedral is highly effective, well recognised and regarded. Cathedral safeguarding work is supported by a developing relationship with the DSM and good operational oversight from the SAG.
- 6.1.11** Chapter are scrutinous in their seeking of assurances about safeguarding within the Cathedral. There is further opportunity to strengthen this through more formal feedback from Chapter to SAG.
- 6.1.12** The SAG is a highly effective forum for the oversight, scrutiny and development of safeguarding within the Cathedral. There is representation from the diocese on the SAG but no current representation from the Cathedral on the DSAP. This would be useful and would assist with links with wider partners.
- 6.1.13** Theological leadership of safeguarding has developed well at St Paul's and is visible to those attending services. It could be further improved through links with visiting preachers and the College of Canons.
- 6.1.14** The strategic leadership of safeguarding at St Paul's Cathedral is good and there is a clear understanding of the strengths and potential weaknesses of safeguarding.
- 6.1.15** The operational leadership of safeguarding at St Paul's Cathedral is a strength and

generally well embedded across all departments, but there remains some silo working. Volunteers who cannot access IT may be disadvantaged when it comes to communication.

- 6.1.16** Safeguarding is a commonly understood priority across the Cathedral and many opportunities are being taken to further reinforce this culture. There are some areas where communication of process could be strengthened to ensure a safer culture.



## APPENDIX

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### Information provided to auditors

In advance of the audit, the Cathedral sent through:

- St Paul's Self-assessment, 2021
- Safeguarding policy, 2021
- Appendix 1 – Definitions of abuse
- Appendix 2 – Safeguarding Advisory Group terms of reference
- Appendix 3 – Service Level Agreement between the Cathedral and the diocese
- Appendix 4 – Schools and family learning safeguarding procedures
- Appendix 5 – Music department safeguarding procedures
- Appendix 6 – Music Outreach safeguarding procedures
- Appendix 7 – Work experience policy
- Appendix 8 – Procedure for lost or found children or vulnerable adults
- Appendix 9 – Safer recruitment and the retention of staff
- Digital learning and safeguarding risk assessment, March 2021
- Email guidance to visiting preachers, undated
- IICSA Investigation – Cathedral report from CSA, March 2021
- Music department safeguarding procedures, August 2021
- Music Outreach safeguarding procedures, June 2021
- Notes regarding categories of recording on Safebase
- Report from the Independent Chair of SAG to Chapter, 1 January 2019 – 31 December 2019
- Report from the Independent Chair of SAG to Chapter, 1 January 2020 – 31 December 2020
- Safeguarding action plan
- SAG minutes, March 2021
- SAG minutes, June 2021
- SAG minutes, September 2021
- SAG action log, 30 June 2021
- Schools and family learning operational and safeguarding procedures, October 2021

- Safeguarding overall action plan, 21 October 2021
- Safeguarding risk register
- Bullying and harassment at work, May 2014
- Volunteer policy – problem solving and dealing with complaints, March 2018
- Volunteer management structure
- Cathedral floor plan
- Crypt floor plan
- Churchyard plan
- St Paul's organisation chart
- Whistleblowing policy
- Complaints policy

### **Participation of organisation staff**

The auditors had conversations with:

- The Dean
- The Registrar
- Canon Precentor with safeguarding responsibility
- Dean's Verger
- Head of Human Resources
- CSA
- Head of Security
- Chaplain with pastoral responsibility
- Director of Music
- Director of Visitor Engagement
- Deputy Head of St Paul's Cathedral School
- Bell-ringing Master and Ringing Secretary
- Independent Chair of SAG
- Organ Outreach fellow
- Volunteer Coordinator
- Head of Schools and Family Learning

- Recipient of Safeguarding

### What records/ files were examined?

The auditors reviewed:

- Children's survey responses
- Adult's survey responses
- Staff recruitment files
- Volunteer recruitment notes
- Safeguarding case files



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