

Note of Recommendations from the SCIE Safeguarding Audit Report

Updated June 2023

Updated October 2024

Updated June 2025



SCIE RECOMMENDATION		RESPONSE	RESPONSIBLE PERSON(S)	DATE DUE	FURTHER ACTIONS
1. Safe Activities and Working Practices Precincts and Buildings	How might good practice within the main body of the Cathedral be replicated in the Crypt?	The Duty Minister already goes round the Crypt each hour, and we will continue to remind staff and volunteers, in part through the safeguarding training, to respond in the Crypt in the same way that they do on the Cathedral floor. June 2023. This has been reviewed.	Chaplain Deputy Head Virger Safeguarding Officer	End February 2022 and ongoing	June 2022 – Note to be made in relevant handbooks to remind volunteers how to seek help if necessary; duty pastoral training to emphasise need for Duty Minister to check Crypt in its entirety during hourly tour. September 2022 – To be discussed with Head of Security June 2023 – City police routinely patrol the crypt and OBE chapel.
	Is there an appetite for CCTV and if not, how best can visitors within the Crypt be supported should they require it?	We have CCTV. We regularly review its effectiveness and balance this against the concerns of intrusion and reliance on that, rather than current safeguarding procedures.	Head of Security	End March 2022	March 2023 – The Cathedral has received a grant for further CCTV provision. October 2024 – the Cathedral is considering the installation of further CCTV. June 2025 – with a new Head of Security and Resilience now in

					place, the CCTV project is being reviewed alongside the emergency and resilience strategy.
	How might volunteers located in the Crypt at busier times be supported and contactable in an emergency?	Volunteers in the Crypt are classed as 'visitors' for risk assessment purposes by staff who carry radios. Therefore, volunteers will be included in emergency protocols.	Executive Leadership Team (ELT)	End March 2022 and ongoing	

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2. Children	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?	<p>We already engage with a range of multi-faith schools and our Schools and Family Learning team are already working on improved signage for toilets etc. in our Schools and Family Learning Teams. We provide diversity training, including advice on appropriate language to our teams.</p> <p>Single-sex toilets are legally required for children 8-years-old and above in educational establishments. There is also a single-cubicle accessible in Schools and Family Learning.</p>	Executive Leadership Team (ELT)	End March 2022 and ongoing	<p>June 2022 – Relevant departments to review language used in their teaching and other activities.</p> <p>September 2022 – Outstanding.</p> <p>December 2022 – Outstanding.</p> <p>March 2023 – Outstanding.</p> <p>June 2023 - Complete</p>
	How might the Cathedral specifically ask children themselves whether they feel safe in their activities and where they might go if they felt unsafe?	Our teams do ask the children themselves in their activities, and seek feedback and specific engagement through others on a regular basis.	<p>Head of Schools & Family Learning (S&FL)</p> <p>Artistic Director of Choral Partnerships</p>	End March 2022 and ongoing	<p>September 2022 – This already takes place with the Outreach Choir.</p> <p>March 2023 – Discussion with S&FL outstanding.</p> <p>June 2023 - Complete</p>

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3. Volunteers	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?	All volunteers have staff leads and have had pastoral engagement with a minister. We will review whether it is helpful for each team to have an individual providing dedicated pastoral support, or whether shared support is preferable.	Volunteer Manager	End March 2022	June 2022 – We are exploring ways to engage with volunteers about their support needs.
					September 2022 – Ongoing. December 2022 – Ongoing. March 2023 – Routes for obtaining help and support are in the Volunteer Handbook. Volunteers attend the face-to-face safeguarding training, during which help and support for vulnerable adults is discussed.
4. Choirs and Music	How might the Cathedral underpin current good practice related to choristers with robust written policy and procedures related to disagreement and escalation?	The Cathedral and School are redefining their governance / ownership which means that this could be formalised to ensure ongoing good communications.	Head of Chorister Programme	End of August 2022	September 2022 – Outstanding
					December 2022 – Outstanding March 2023 – A note has been added to the Music Department Safeguarding Appendix and is due to be reviewed June 2023 October 2024 – This has been reviewed and the matter clarified in

					<p>the Music Department's safeguarding processes.</p> <p>January 2025 - Taking legal advice on safeguarding delegation and Terms of Reference between Chapter to SPCS Governors.</p>
	<p>Who is best placed to provide a Code of Conduct across staff and volunteers in the Cathedral?</p>	<p>The existing Code of Conduct relating to children is being updated with contributions sought from the School, the Music Department, and S&FL.</p>	<p>Safeguarding Officer</p> <p>Canon Steward (c.f. Cathedral Safeguarding Lead)</p> <p>Head of Human Resources</p>	<p>End March 2022</p>	<p>June 2022 – A Code of Conduct applying to staff in all departments will be available December 2022.</p> <p>May 2023 – The Code of Conduct discussed at Heads of Department</p> <p>June 2024 – Code of Conduct put on hold pending completion of the stakeholder engagement process and Staff survey distributed.</p> <p>January 2025 – Branding agency engaged to develop staff engagement process into strategic vision (including values).</p> <p>June 2025 – Staff Engagement Forum (SEF) considered Values leading to Code of Conduct being drafted for further consideration by the SEF in Sept 2025.</p>

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5. Bell Ringing	What steps would help 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?	The Cathedral Safeguarding Officer (CSO) is in regular contact with the bell ringers. More regular contact with Precentor is being arranged and will liaise with bell ringers around their visibility and what else may be helpful.	Precentor	End March 2022. Completed.	To be periodically reviewed.
	How might the Cathedral satisfy itself that there are robust and well disseminated safeguarding procedures to cover the Bell Tower?	We have reviewed and are now amending the existing safeguarding procedures. The Tower Captain has been fully engaged in this.	Safeguarding Officer	End May. Completed and reviewed alongside Cathedral Safeguarding Policy.	March 2023 – Volunteer Manager maintains communication with bell ringers.

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6. Training	What additional measures are required to satisfy the Cathedral that all volunteers in post have undertaken the required safeguarding training and have and up to date knowledge?	We have identified a need for better central recording of who is currently volunteering and who has done training. This will be put in place.	Director of Visitor Engagement Volunteer Manager	End May 2022 ongoing.	June 2022 – Electronic system to be in place by Jan/Feb 2023. March 2023 – Assemble is now in place and being populated. June 2023 – Assemble is now populated. Complete
	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?	A cut-off date established – end March 2022. Chapter have agreed that it is a condition of volunteer entry to the Cathedral and Head of HR should manage disciplinary consequences of non-compliance with Volunteer Manager	Head of Human Resources Volunteer Manager	End March 2022 Complete.	

What additional contextual and supplementary training would best support those in public-facing roles to identify and manage risk and support those in need?

Safeguarding training completed, but the concern here is around broader abuse. We will review the need for specific and relevant staff training.

December 2022 – encouraged to access further training during routine safeguarding training.

Safeguarding Officer
Head of Human Resources

End April 2022
March 2023
Complete

June 2022 update – Yearly safeguarding updates to be sent round to all staff and volunteer Team Leaders.

December 2022 – Safeguarding now a standing agenda item at All-Staff meetings and replaces above action.

March 2023 – The function is now fulfilled at the All-Staff meetings. Additional training is arranged as identified on an ongoing basis.

September 2024 – Safeguarding is a monthly standing agenda at ELT meetings.

October 2024 – All ministers complete domestic abuse awareness training, as stipulated by the Diocese of London.

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7. Safer Recruitment	Who might be best placed to lead on the development of a process of formal assessment for blemished DBS checks and template of factors for consideration?	This needs to be covered by a combination of roles given breadth of issues that could be raised. We shall also put in place an appeal to Chapter Safeguarding Lead / Independent Advisor.	Safeguarding Officer Head of Human Resources Line manager (possibly)	Complete	September 2022 – Template form suggested to HR by CSO. June 2023 – Template form has been created and is awaiting sign-off. October 2024 – Template agreed. Complete.
8. Policies, Procedures and Guidance	Who is best placed review to the content and range of the existing suite of safeguarding policies within the Cathedral?	We benefit from a suitably qualified Safeguarding Officer who reviews all documents, which are recommended for adoption to Chapter by the Safeguarding Advisory Group. This includes a member of the Diocesan safeguarding team and is independently chaired.	Safeguarding Officer Safeguarding Advisory Group	Ongoing	
	What are the current gaps in policy and procedure?	These will be identified from the above reviews and from learning on cases.	Policy Reviewer (Safeguarding Officer)	End August 2022 for a formal gap analysis and ongoing.	March 2023 – Policies that have significant changes are sent to Chapter.

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9. The Cathedral Safeguarding Officer	How might the Cathedral satisfy itself that there is sufficient support in place for the CSO to continue her work, especially while also covering the safeguarding role at Westminster Abbey?	The additional work at Westminster Abbey has now ended. Chapter Safeguarding Lead will continue to keep the support of the CSO under review. CSO has external professional provision.	Canon Steward	Complete	November 2024 – Workforce planning identified additional administrative support required for safeguarding. May 2025 – New administrator in post.
	Who is best placed to offer professional supervision to the CSO as required for her role and qualification?	Diocesan and independent professional supervision is available, and Chapter will continue to ensure that an annual £500 (min) budget is made available for supervision.	Canon Steward (c.f. CSO Line Manager)	End February 2022 and ongoing.	September 2022 – Budget in place and CSO has engaged a professional supervisor.
10. Recording and IT Systems	How can the Cathedral ensure that the good central oversight of volunteer records is continued when the new database is in place?	Transition to Assemble (new volunteer database) needs to be done carefully. Director of Visitor Engagement to oversee and ensure effective transfer and ongoing good oversight. Guidance documents in place.	Director of Visitor Engagement	Ongoing	June 2022 – To be reviewed once volunteer database is in place – Jan/Feb 2023. March 2023 – This will be reviewed once Assemble is fully populated. June 2023 – Assemble is now fully populated and maintains volunteer records.

11. Leadership Accountability Quality Assurance	How might the Cathedral clarify in practice the remit for working together with the Diocesan Safeguarding Team?	Including in the Memorandum of understanding that Canon Steward should be invited to and attend Diocesan Safeguarding Advisory Panel (DSAP).	Canon Steward	Ongoing	<p>June 2022 – Service Level Agreement (SLA) to be reviewed by Canon Steward, CSO, and Diocese.</p> <p>September 2022 – Canon Steward now attends Diocesan Safeguarding Panel.</p> <p>March 2023 – SLA to be reviewed pending working party.</p> <p>June 2023 – the SLA is now a Memorandum of Understanding. A template has been created and we are awaiting sign-off by the Cathedral and Diocese.</p> <p>October 2024 – MoU has now been signed by all parties. Complete.</p> <p>June 2025 – MOU further reviewed and signed by all parties.</p>
	How might Chapter ensure clear and formal communication with SAG on issues of safeguarding?	In place: Independent Chair reports to Chapter yearly. SAG minutes copied to Chapter, Chapter Safeguarding Lead attends SAG, and safeguarding appears as an agenda item for each Chapter meeting.	Canon Steward	Ongoing	

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12. Safeguarding Advisory Panel + DSAP	The Diocesan presence on SAG is now strong and there is a plan for the Cathedral to attend the Diocesan Safeguarding Panel (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?	The CSO attends Diocese Practice Development days and routinely works with Diocese to share good practice and learning outcomes. Diocese practice reviews are shared with CSO.	Safeguarding Officer	Ongoing	September 2022 – Canon Steward attends DSAP. October 2024 – Rev Catherine Okoronkwo is now the Canon Steward and attends DSAP.
13. Leadership and Management Theology	What opportunities are there to build on the good practice to share the message of safeguarding and its theological importance?	Ministers will continue to preach about safeguarding. We will have safeguarding as a standing agenda item at all appropriate meetings, and review National Safeguarding Team (NST) training regularly.	Canon Steward	Ongoing	September 2022 – ‘Safeguarding Sunday’ on SAG agenda. October 2024 – ‘Safeguarding Sunday’ now routinely on agenda annually.

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13b. Leadership and Management Strategic	Is there an opportunity for further strategic assurance, particularly regarding volunteers in the Cathedral?	The volunteer database will capture all volunteer information in one place; safeguarding training for volunteers will move to face-to-face later this year, enabling immediate feedback and raising of concern.	Director of Visitor Engagement Volunteer Manager Safeguarding Officer Canon Steward	End of June 2022 complete.	March 2023 – Volunteers now routinely engage with their safeguarding refresher training on a face-to-face basis. New volunteers complete online if they are unable to attend face-to-face prior to starting, as do volunteers who live abroad, if they are not in the UK when their training is due.
	How might engagement and communication with all departments across the Cathedral be further encouraged and maintained?	Maintain ongoing practice and review this regularly. Comms strategy and plans for safeguarding including plans for information sharing to be developed. Include safeguarding on the agenda for an All-Staff meeting	Safeguarding Officer Communications Manager	Ongoing	June 2022 – Yearly safeguarding updates to be sent to all staff and volunteers. December 2022 – Safeguarding now a standing agenda item at All Staff meeting. CSO to attend departmental team meetings in 2023. October 2024 - Safeguarding updates can be provided via the Friday news.
13c. Leadership and Management Operational					

	What provision is required to ensure communication with all volunteers is in place and accessible?	Create a shared folder to capture all communication with volunteers and consistently review our communications to find new ways of communicating.	Head of HR Volunteer Manager	End of June 2022 complete	
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14. Culture	How confident is the Cathedral that all staff and volunteers are clear on who they can speak to and the process for reporting concerns of bullying and harassment?	The Bullying and Harassment Policy is being reviewed; more work is needed to address reporting lines and that will be taken forward. The link with safeguarding vulnerable people also provides a further route for a pastoral approach to be taken before an issue arises and actions put in place to address it. We shall also challenge behaviours and include the above in a Code of Conduct for staff and volunteers.	Head of Human Resources Safeguarding Officer	End June 2022	June 2022 – Revised Bullying and Harassment policy will be available December 2022 March 2023 – Review of Bullying and Harassment policy complete.