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# Salisbury Cathedral independent safeguarding audit (September 2019)



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# 1 INTRODUCTION

## 1.1 THE AUDIT PROGRAMME

The Social Care Institute for Excellence (SCIE) is conducting an independent audit of the safeguarding arrangements of the cathedrals of the Church of England. This programme of work will see all the Church of England's cathedrals audited between late 2018 and early 2021. It represents an important opportunity to support improvement in safeguarding.

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.

## 1.2 ABOUT SCIE

The Social Care Institute for Excellence (SCIE) improves the lives of people who use care services by sharing knowledge about what works. We are a leading improvement support agency and an independent charity working with adults', families' and children's care and support services across the UK. We also work closely with related services such as health care and housing.

Safeguarding is one of our areas of expertise, for both adults and children. We have completed an independent safeguarding audit of diocesan arrangements across the Church of England as well as supporting safeguarding in other faith contexts. We are committed to co-producing our work with people with lived experience of receiving services.

## 1.3 THE AUDIT PROCESS

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

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 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 use audits and reviews to generate that kind of understanding. So Learning Together involves exploring and sharing understanding of both the causes of problems and the reasons why things go well.

### 1.3.2 Key principles informing the audit

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

### 1.3.3 Supporting improvements

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.

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.

### 1.3.4 The process

The process will involve reviewing documentation as well as talking to key people, including focus groups. Further details are provided in the **Appendices**.

The site visit will be either three 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 cathedral or diocese.

## 1.4 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**

### **2.1 CONTEXT OF THE CATHEDRAL AND DIOCESE**

Salisbury Cathedral was consecrated 750 years ago and is both a living church and an iconic feature of England's heritage. It has a strong focus on making a positive difference through exceptional worship and outreach activity. It is the mother church of the Diocese of Salisbury which includes most of Wiltshire and Dorset, a venue for the arts, a centre for training in ancient skills, a place of welcome for visitors from across the world and the spiritual heart of the city of Salisbury.

Its key values are integrity, generosity and compassion and it is committed to promoting social justice, equality, diversity, dignity, consideration and respect for all. Worship is at its core, with over 1,500 services and events taking place annually. It welcomes over 250,000 visitors each year and offers learning programmes for 10,000 schoolchildren annually as well as a programme of adult learning opportunities.

Salisbury Cathedral's choir is internationally recognised for its excellent English choral tradition and its junior and youth choirs offer free opportunities to learn to sing within the local community. It has a Works Department that is responsible for the conservation and repair of the building, undertakes commissions for historic buildings in the region and trains apprentices in heritage skills. It has a unique archive and library cared for by an archivist and two assistants.

The Cathedral employs approximately 82 full-time equivalent staff and is fortunate to have some 620 volunteers who help enormously in guiding, stewarding, with outreach work and in every aspect of the Cathedral's life.

### **2.2 CONTEXTUAL FEATURES RELEVANT TO SAFEGUARDING**

Salisbury Cathedral is unique among medieval cathedrals in that it was built in just 38 years in the 13<sup>th</sup> century, to replace an older cathedral at Old Sarum. It is acknowledged to be one of the best examples of Early English architecture. The Cathedral was planned as the spiritual hub of what was, in effect, a 'new town'.

The Cathedral and Close attract high numbers of visitors – one estimate is 250,000 a year. The Cathedral also has high numbers of volunteers, who maintain the fabric and fittings and guide visitors around the building – about 620. The size of the operation demands a high level of professionalism.

The Cathedral Close is the largest in the UK at over 80 acres (32 hectares). It was described to the auditors as 'porous', and the extensive area of grass around the Cathedral attracts groups of mainly young people throughout the warmer months of the year, as well as visitors to the Cathedral and Close. Many of those using the Close have 'no relationship with the Cathedral' and there have been concerns about behaviour and substance misuse.

The Cathedral has an excellent reputation for music and was the first 'old foundation' cathedral to set up a girls' choir singing on equal terms with the boys, in 1991. The

choirs sing daily for services alongside adult choristers, known as lay vicars. The Cathedral hosts many concerts and musical events, some involving the choir. The choir tours abroad annually. In addition, the choir participates each July in the Southern Cathedrals Festival, which is hosted in turn by Salisbury, Winchester and Chichester Cathedrals. All these activities require attention to safeguarding.

The homogeneity and uniqueness of the architecture make it unthinkable to add on to or modify either the interior or the exterior of the building and this can make it a challenge to provide some kinds of activities, e.g. for school groups and the Sunday Club. The auditors felt that, much as clergy and lay staff love the building and surroundings, they can be a constraint when seeking to expand the range of activities and to attract the widest possible range of people to the Cathedral.

The Cathedral houses the best surviving example of the Magna Carta in a custom-made 'tent' in the Chapter House. This is not ideal and the tent, designed to limit damage from sunlight, is felt by some to be a potential safeguarding hazard in that it is difficult to see from the outside what is happening inside.

The senior team talked about the 'Novichok Summer' in 2018, after the attack on a Russian resident of the city and his daughter and later the accidental death of Dawn Sturgess. Before the attack, the Cathedral had had an installation of doves and the dove became a symbol of hope and recovery. Hundreds of origami doves were displayed across Salisbury and the surrounding area. The legacy has been to embed the Cathedral within the City and to break down barriers.

The senior team has ambitions to develop a site that is currently the Works Yard and/or an empty building in the Close to provide dedicated space for educational and outreach activities once the current programme of restoration is complete. The auditors discussed with the team how safeguarding will need to form an integral part of planning when they are ready to take this forward.

The audit took place at a time of change in Salisbury in that the Vicar of the Close, who held a pastoral role, had recently retired and the Chapter Safeguarding Lead had just left to take up another role. It was not yet clear who would take over the lead.

Despite a lengthy list of contextual factors, all of which might or do have an impact on safeguarding, overall the Cathedral felt a safe environment in which one would be heard and receive a response.

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

The Diocesan Safeguarding Advisor provides a service to the Cathedral under a service level agreement that also includes the provision of all face-to-face safeguarding training by the Diocesan Training Officer.

The Cathedral Chapter holds responsibility for safeguarding, alongside all other areas of Cathedral administration. The Chapter includes the Dean and Canons and other lay and ordained members. The Dean holds overall lead on safeguarding.

The delegated Chapter lead on safeguarding has, until recently, been a non-residentiary canon who also had responsibility for a town centre parish about 40 miles away in Dorset. The lay lead is the Executive Director and Chapter Clerk.

The previous Dean set up the Independent Safeguarding Advisory Group (ISAG), with an independent chair, after the SCIE audit of the Diocese (2015).

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

The audit involved reading key documentation and talking with people either individually or in focus groups. Conversations were held with the Dean, Chapter Safeguarding Lead and the Canon Treasurer, the Director of Music and the Assistant Director of Music. The auditors talked with the Executive Director/Chapter Clerk, who is also the Cathedral Safeguarding Officer, the independent chair of the ISAG and the DSA. The auditors also talked with vergers, the two Cathedral Safeguarding Congregational Representatives, The Human Resources Manager, the Floor Manager, the Teaching Officer and the Volunteers Officer. Focus groups included volunteers, the congregation, choristers (both boy and girls) and parents of choristers. The auditors observed Evensong and the arrangements for chaperoning choristers to and from the school. In addition, the auditors were able to discuss the interface between the Cathedral School and the Cathedral with two school staff.

### **2.4.1 Any limitations to audit**

This was a three-day audit, which afforded a little more time than is usual in the 2.5-day audits to meet with the widest possible range of people who play a part in safeguarding.

The auditors were unable to meet with the Canon Chancellor, who was on sabbatical, or the Canon Precentor, who was at a conference, so could meet with only one of the three residentiary canons. A further post, that of the Vicar of the Close, was vacant and the auditors understood that this person did much of the pastoral work in and around the Cathedral, there being no post of Canon Pastor.

The Director of Learning and Outreach was also unavailable, and might have been able to give a more complete picture of the outreach work that is happening.

The Sunday Club (Sunday School) lacks the continuity of membership needed to supply a focus group and prior consideration had not been given to including the children who act as servers in a focus group.

No one who has had direct experience of the Cathedral's safeguarding processes when enacted here, requested to meet with the auditors.

Having stated these limitations, it must be said that time constraints would have militated against talking with everyone listed, had they been available.

Overall the audit was very well organised and people were prepared but not primed. The auditors particularly appreciated the briefing given by the Executive Director to everyone who was due to take part. The briefing covered the context of the audit, the key principles informing the audit, biographical information about the auditors, and

descriptions of the process and of the purpose of conversations and focus groups. The result was that people were confident about why they were meeting the auditors and knew roughly what to expect. This saved time on scene-setting, particularly in the focus groups.

## 3 FINDINGS – PRACTICE

### 3.1 SAFE ACTIVITIES AND WORKING PRACTICES

#### 3.1.1 Precincts and buildings

##### *Description*

The Cathedral attracts visitors with an interest in history, music and architecture and they generally swell the numbers at services, especially choral evensong. Some services, such as the Advent 'Darkness into Light' service (repeated on three consecutive days) and Midnight Mass on Christmas Eve attract hundreds, even thousands, of people. This does mean that the Cathedral has high numbers of people attending worship who are unknown, and thus unquantifiable in terms of risk.

The Close is a tourist destination in its own right, having two museums, the former home of Sir Edward Heath and a National Trust property within its boundary. There is one independent school in the Close; the Cathedral School (which educates the choristers) and a boys' grammar school which backs onto part of the Close. Sarum College is also located with the Close. In addition, the Close is home to some 300 residents who own or lease a range of beautiful period properties of all sizes, as well as the senior clergy and some of the lay staff.

As noted above (section 2.2), the Cathedral and the green space outside it provide a focal point for tourists, including large school groups from across the world, parents picnicking with toddlers and smaller groups of adults. The volume of people using the Close rises significantly in fine weather.

The auditors were told that concerns have been raised about some groups of young people who misuse substances and may be perceived as a threat. The Cathedral is in the process of advertising for a minor canon post with responsibility for young people in order to improve outreach and avoid seeing only a public order issue.

The Cathedral has employed a security guard this year, as a trial, and the guard was a visible presence around the outside of the building. The vergers and floor manager continue to lead on security inside the building.

As also noted in section 2.2, the Cathedral architecture may offer a challenge to finding ways to create activities that might bring a more diverse range of people into the Cathedral. As an example, the possibility of adding a glass front to a side chapel to create a safe but visible space for Sunday Club had been considered, but the design of the building means that the sound of children's voices would still be heard.

Although people spoke of vulnerable adults who use the Cathedral (see below) and of past disruptive incidents in services, the auditors were struck by the relatively low level of both.

Following the unsuccessful attack on the Magna Carta in October 2018, the volunteer guides in the Chapter House, which houses the Magna Carta, now have panic buttons, as does the main desk at the entrance to the Cathedral.

As mentioned in section 2.2, the Magna Carta is inside a fabric tent which is kept semi-dark to protect the document. Some of the guides felt this to be a potential safeguarding risk as they are discouraged from going inside, although they notice people who are inside for a long time. In the longer term, it is planned to move the Magna Carta to a dedicated space elsewhere.

The Head Verger has served in the Cathedral for over 20 years. He is a familiar and trusted person for all those working in and using the Cathedral, including the choristers. He has received safeguarding training to level C4. Several others in the 5.5 strong team also have many years of service.

### *Analysis*

The Cathedral is trying to extend its reach by seeking to appoint to the new minor canon post and the person appointed will be expected to meet some of the more pastoral quasi-safeguarding issues.

There is a view, expressed by those we spoke to, that good procedures are in place, and that those working in the Cathedral are alert and know what to do in case of any safeguarding incident.

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

- There are no questions in this section.

### **3.1.2 Vulnerable adults**

#### *Description*

The vergers, floor manager and volunteers all spoke about their interactions with adults who might be seen as vulnerable. One homeless person has been known to sleep in the only chapel that has pews. Sometimes vouchers for a hot drink and snack at the refectory are given to people in need. The floor manager has good liaison with the local police and gets to know some vulnerable people by name. The security guards have weekly briefings with the police and share information with the floor manager.

Salisbury attracts ex-military people due to its position at the edge of a large area dedicated to the army (Salisbury Plain) and some are vulnerable due to their experiences. Few seem to gravitate towards the Cathedral and the auditors were told that there are agencies in the town that provide services tailored to their needs, such as a team of street pastors.

One particular agency mentioned by several people was Alabaré, a Christian charity started in Salisbury nearly 30 years ago, that works with people who are homeless or at risk of homelessness, veterans, the young and adults with learning disabilities. Staff at the Cathedral seem to have few, if any, formal links with Alabaré.

A team of day chaplains, mostly clergy but some lay people too, is available during the day for anyone who wishes to talk. The lead day chaplain has skills and knowledge in mental health that he shares with the team.

The Canon Treasurer talked about ‘social prescribing’, such as adults who work with the Cathedral stone masons via their GP, and a group of adults who sketch within the Cathedral.

### *Analysis*

The auditors gained the impression that the Cathedral is still quite tentative in its outreach to vulnerable adults and links to agencies that provide services. They heard, for example, that a local sandwich shop/café gives leftover food to homeless people at the end of the day’s trading, but only because an employee had noticed it. Some anxiety was expressed about ‘treading on the toes’ of local churches, which may organise their own outreach activities, but it should be possible to improve links with and knowledge about local agencies and voluntary initiatives.

By contrast, within the Cathedral, staff and volunteers showed a good degree of confidence about approaching and dealing with people who may be vulnerable as well as a wish to be inclusive and welcoming.

The hope was expressed that the new minor canon, when appointed, will provide some impetus to a more organised approach to vulnerable people but this will require the cooperation and support of the Chapter as a body.

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

- Should the Cathedral put together a more formal approach to meeting the needs of vulnerable people (one which might well consist primarily of signposting to other agencies) and enter into more formal communication with other agencies offering support to vulnerable adults?

### **3.1.3 Children**

This section is about children who come to the Cathedral in various capacities other than as choir members. Choirs are referred to in the next section.

#### *Description*

The auditors were told that the regular Sunday congregations at Salisbury Cathedral are predominantly ‘middle-aged plus’, as one focus group put it. In liturgical terms, Salisbury is a centre of excellence and presumably people attend because they appreciate the standard of music, the ceremony and the preaching. These are all factors which are probably less of a draw to families with young children.

The Sunday Club caters weekly for anything between one and about ten children but is hampered by the lack of a suitable meeting space within the Cathedral. The volunteers who run the club are all DBS-checked.

The auditors were told that about half the servers (about 30 out of 60) at the main Sunday service are children and that they may be as young as 10 when becoming a server. Unfortunately, this emerged too late in the audit to find out much about their safeguarding arrangements, other than that the parents of the younger children are always in the congregation and that the Head Server communicates only via the

parents and not the children. This was discussed with the Cathedral's senior staff who questioned the numbers of children cited as being involved in Sunday services and felt more information was needed to ascertain an accurate understanding. Child servers under 16 are not covered by any of the safeguarding policies, including the Volunteers Policy (handbook).

Some other volunteers are children, albeit aged 16 or over. A few do work experience at the Cathedral but more volunteer, perhaps as part of the Duke of Edinburgh scheme, for the community service programme of the secondary school within the Close or for other reasons. These groups are covered by a specific policy as an addendum to the Volunteers Handbook. The HR Manager has overall responsibility for young volunteers but they work with a volunteer team leader who is DBS-checked and trained in safeguarding.

The Cathedral hosts about 75 school visits in an academic year, covering a range of secular and spiritual themes including medieval history, the Magna Carta and different aspects of religious education. The children remain the responsibility of their teachers. All school visits have to take place within the main body of the Cathedral due to the lack of dedicated teaching space. In July each year the Cathedral hosts a week of special workshops and interactive services for children leaving primary school, and this year more than 1,500 children attended.

The Teaching Officer does not recruit the volunteers who support the school visits but does oversee and support them after appointment. She reported that many are retired teachers or worked with children in other capacities, and are a pleasure to work with as they bring so much experience and so many ideas to the task. All are DBS-checked and do basic safeguarding training plus C2 if needed.

There is also a programme of family-based activities such as a Jurassic Weekend planned for October half-term. Like the school visits, these are based wholly within the Cathedral and the mix of children and tourists does bring a need for vigilance. These are the responsibility of the Director of Learning and Outreach who was away so the safeguarding arrangements were not discussed. All the children present will, of course, remain the responsibility of their parents/carers.

The provision of toilets at the Cathedral can be an issue but school visits have access to their own facilities, separate to the public toilets. They are up a flight of stairs which presumably means that some disabled children have to use the public toilets. The public toilets include a separate disabled toilet.

### *Analysis*

In general, the people who are responsible for children who are attending events or volunteering are aware of their safeguarding responsibilities.

Volunteer guides who are also team leaders spoke knowledgeably about circumstances in which young people volunteer and how their task changes in relation to young volunteers in order to ensure their safety.

The education function of the Cathedral is well organised and well used. No safeguarding issues were identified.

The uncertainty about child servers was a concern not least because no one felt they really understood the extent to which it may be a risk. It may make sense to review all the safeguarding arrangements for all children to make sure that all are safeguarded equally and proportionately. This might start with a risk assessment and include the voices of the children via focus groups.

**Questions for the Cathedral to consider:**

- Should the Cathedral review the safeguarding arrangements for all children (other than those who are the responsibility of their parents while in the Cathedral) to make sure that all are safeguarded equally and proportionately?

### 3.1.4 Choir

#### *Description*

Since 1991 Salisbury Cathedral has maintained two choirs, of boys and girls, singing mostly separately but on equal terms. All join the choir at age 8 or after and all leave at the end of year 8 (age 13), except for those boys whose voices change earlier.

The Director of Music is assisted by an Assistant Director of Music and an Organ Scholar, the latter appointed annually. The Canon Precentor has overall responsibility for the music. All are DBS-checked and the Director did the C4 training with senior clergy.

A team of adult singers (lay vicars) form the 'back row' of the choir and there is a pool of deputy lay vicars who can be called upon at short notice to replace lay vicars unable to sing. All are DBS-checked and in the opinion of the auditors must be, not least because ex-choristers (boys) who are still at the Cathedral School but whose voices have changed are sometimes invited onto the back row to sing alongside the lay vicars.

The lay vicars have a Code of Conduct they are required to sign, which includes attitudes and behaviours towards the children.

Salisbury Cathedral School educates all the choristers in premises in the Close, next to the Cathedral. The choristers receive a bursary towards the cost of their place. Some board but most live at home and travel in. The school is quite small, with a total of about 200 pupils, and the Headmaster works very closely with the Cathedral on safeguarding. He wrote the policy for safeguarding choristers in the Cathedral.

The Headmaster is deputy chair of the Choir Schools Association and has used much of the safeguarding material provided by the association to support him in putting together policies that cover choir tours as well as day-to-day safety. The auditors reviewed the policy and risk assessments for the most recent choir tour and found them to be comprehensive and thorough.

The School Safeguarding Lead described good communication with the Local Authority Designated Officer (LADO) and Safeguarding Advisor. Both he and the Headmaster were realistic about bullying and abuse, and could talk about measures taken to deal with both.

The Cathedral funded the post of Chorister Tutor at the school for two years, until the post-holder relocated in July 2019. The post-holder was choir chaperone at the Cathedral as well as having a welfare role within the school. The post was highly valued by everyone, especially the children, and recruitment is now in train for two replacements, one for boys and one for girls. In the meantime, the Headmaster is stepping into the role of chaperone.

In conversation with the Director of Music and the Assistant Director of Music, the auditors raised the lack of training in working with children available for organ scholars and directors of music across all cathedrals. When interviewing prospective organ scholars, the Director checks whether they have experience of working with children. The new organ scholar also gets training from the Cathedral School.

The focus group of chorister parents had no concerns about the safety of their children. One parent shared that, when they were considering their child joining the choir, they saw safeguarding as an area of concern and arranged a meeting with the Dean, which allayed their anxiety. There was some general concern about the demands made on the choristers, their levels of tiredness and emotional welfare.

The focus group of choristers had much to say about stress (particularly for those sitting Common Entrance this year), lack of free time and the sometimes conflicting demands of school and choir although they were also unanimous in saying how much they love singing in the choir. When asked if they felt safe, there was a view that they were 'too safe' which, when explored, was about feeling over-protected in comparison with peers who now make their own way to school and back. When asked who they would talk to if they felt unsafe, they named parents, the Headmaster and the Chorister Tutor.

The choir takes part in the Southern Cathedrals Festival each July, alternating between Chichester, Winchester and Salisbury. The auditors did not ask for the safeguarding policies and risk assessments for this event, having been reassured by those for the choir tour, but did discuss some of the practical arrangements with parents and the Director and Assistant Director of Music. Each performance is well chaperoned and choristers who need time out of a big performance are met by the stage. The children do not stay overnight but travel by coach.

The Cathedral self-assessment named the one toilet available to choristers in the Vestry as an area of concern and plan to improve provision at the earliest opportunity. It does not help that the single toilet is somewhat hidden in a row of cupboards. Choristers can use the public facilities but must be chaperoned, a tall order given that only one person in the chaperone role is currently available at any time.

In addition, the vergers team talked about how open the Vestry area is, especially the robing area which is unlocked and not upstairs with the practice room. They referred to people 'wandering in' and the constant attention needed when the choristers are in the Cathedral. To have easy access to only one toilet that is in this same area seems to be taking a risk.

The Cathedral is not unusual in that the choir practice room is up a flight of stairs. To date, this has not caused a problem but it might if a child with physical disabilities applied to join the choir.

## *Analysis*

The close working relationship between the School and the Cathedral plus the safeguarding expertise brought by the Headmaster make the safeguarding arrangements for the choir robust and they are well understood. However, the auditors were concerned that the expertise in and attention to safeguarding the choristers was primarily within the School rather than the Cathedral – or that is how it seemed. As an example, the policy for safeguarding choristers in the Cathedral has a list of people who play an important part in safeguarding the choir. It includes many people one would expect but not the Director of Music or his assistant.

This arrangement means that the Director of Music and Assistant Director must keep up and be trained in safeguarding but seem to have a low level of responsibility for it. However it has come about, it might look like a lack of ownership.

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

- Consider how senior roles in the Cathedral could share more publicly with the School the responsibility for keeping safeguarding a live issue as well as writing policies and practice guidance.
- Consider how the practical arrangements for choristers when they are in the Cathedral might be improved so that their day-to-day safety is less open to disruption.

### **3.1.5 Bell ringing**

#### *Description*

Salisbury Cathedral does not possess a peal of bells, the bell tower (which was separate to the Cathedral) having been demolished in the late 18<sup>th</sup> century. Consequently, there are no bell ringers.

## **3.2 CASEWORK (INCLUDING INFORMATION SHARING)**

### **3.2.1 Quality of recording practice**

It should be borne in mind that the auditors were only able to review four cases as so little casework has come from the Cathedral, either current or historic. One in particular, however, has a history that stretches back several years.

Recording is good and the auditors were able to follow the ‘story’ of cases that have been active for a long time.

### **3.2.2 Effectiveness of response to allegations against clergy and people in church-related roles including volunteers**

The auditors reviewed a case that had previously been reviewed in the diocesan audit and the DSA’s work was consistent and effective throughout.

### 3.2.3 Effectiveness of responses to vulnerable people or anyone in crisis

One subject of casework was a vulnerable adult who had been dealt with respectfully, being included at each step. Otherwise, vulnerable adults have been provided with help by the vergers, floor manager, chaplains, etc.

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

Safeguarding Agreements are a key mechanism to support offenders who wish to attend church, to do so safely. They should be underpinned by a risk assessment that details the risks posed by a worshipper, the measures in place to manage those risks, and therefore the reasons for the Safeguarding Agreement. Having a clear rationale for any restrictions helps people enforce the agreements with the level of diligence appropriate for Safeguarding Agreements. Clarity about the risks that a Safeguarding Agreement is intended to address, also allows for a robust reviewing process, which allows them to be strengthened where needed, or indeed terminated if appropriate.

The auditors looked at two Safeguarding Agreements, known as Offender Management Agreements (OMAs), one of which had a risk assessment on file. The risk assessment listed the offences. The OMA was prescriptive and history had shown that it needed to be. Reviews had been held on time and the terms of the agreement altered due to new information.

### 3.2.5 Information sharing practice

Examples were seen of effective information sharing with a neighbouring diocese and the Probation Service.

#### Questions for the Cathedral to consider

- There are no questions in this section.

## 3.3 CDM

The auditors did not see or hear of any cases in which the Clergy Disciplinary Measure had been used.

## 3.4 TRAINING

### *Description*

Safeguarding Training is either online (C0 or C1) or provided by the Diocesan Training Officer as part of the service level agreement or occasionally by the DSA. Although Cathedral staff and volunteers can join training elsewhere in the Diocese, usually the Training Officer provides a more bespoke training when there are enough people to make up a group.

Volunteers receive an update session every two years about health and safety,

counter-terrorism and safeguarding. The Executive Director took over leading the update sessions a year or so ago and she values the contact with volunteers. The volunteers we met in focus groups were clear that the training is mandatory if one wishes to continue as a volunteer.

### *Quality of content*

Everyone who talked about training completely accepted the need for it and was more than satisfied with content and delivery. Training is clearly now so much part of the working life of paid staff that little was said about it other than checking access and attendance. Volunteers, who can be highly critical or questioning of training, were all positive and assured the auditors that anyone refusing to attend training would no longer be able to volunteer.

### *Strategic training programme and delivery plan*

The auditors did not talk to the Training Officer and did not ask for a delivery plan as availability of training was clearly not an issue.

### *Tracking system*

The Human Resources Manager showed the auditors the spreadsheet listing all staff and volunteers and the training they need and have had. This is useful but seemed to require a lot of active management in terms of knowing who is due for renewed training. It is hoped that new software will provide a flag system for alerting the HR Manager when renewal training is due for all individuals.

### *Analysis*

Safeguarding training happens regularly and provision meets requirements. It is tracked centrally.

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

- Consider how to make sure that training is renewed at the agreed intervals.

## **3.5 SAFER RECRUITMENT**

### *Description*

Safer Recruitment is the responsibility of the HR Manager. She usually takes part in interview panels, sets questions in liaison with the recruiting manager and ensures that safeguarding questions are included in a way that is relevant to the post.

The auditors reviewed six staff files for posts that had been recruited to within the last couple of years and involved access to children. They presented a slightly uneven picture. Not all recorded the DBS check as clear and only one recorded safeguarding training, perhaps because the others had not yet done this yet. Three of the six did not include the application form and two showed one reference rather than two. All had evidence of identity and a Confidential Declaration.

In two cases, the DBS check clearly post-dated the person's start date which, even with a probation period, would have been awkward if the DBS had come back blemished. This was of particular concern regarding last year's organ scholar whose start date was 1 September 2018 but whose DBS check was logged for 6 November 2018. The organ scholar is recruited almost a year before they take up their post so a delay in DBS seems hard to explain.

A recently recruited verger had an Irish DBS noted and the explanation was that the subject has to live in the UK for two months before an English DBS can be obtained. At the time of the audit, the two months had only just passed.

If a delay in the DBS check was unavoidable, one would expect to see a written risk assessment and a record of what will be done to mitigate risk (such as, in this instance, always having a named and DBS-checked adult to chaperone the organ scholar if they are teaching choristers). Neither was evident for either the organ scholar or the verger.

Some files showed use of a recruitment checklist but unfortunately it was partial and unsigned. For example, the DBS box for the Teaching Officer was ticked but not followed through to a date for a clear result. The checklist was also undated and unsigned.

The auditors are aware that the HR Manager was away for most of this period on maternity leave and practice may have slipped. Nevertheless, it would make sense to check that the basic requirements have been met on all staff files.

An additional comment is that staff files are the most basic 'folded card' model of file, lacking any means to secure the contents or any separation of the contents. This means that they run a higher risk of papers getting lost and the files of longstanding employees are likely to require a lot of reading to find anything.

It is an example of good practice that all the 'back row' of the choir have DBS checks even though they do not have scheduled time alone with choristers. The fact that they travel together when on tour is sufficient justification for a DBS check, as well as the potential opportunity to begin a grooming process that could continue outside the Cathedral.

The HR Manager maintains a spreadsheet of all DBS checks, including volunteers, although the process for volunteers is managed by the Volunteers Officer. The Diocese will shortly acquire a new DBS tracking system that will send an email to a named person when a DBS renewal needs to be started. The Cathedral will be able to use the same system and that will cut out the manual trawling of the spreadsheet to see who is due a new check.

The Cathedral, along with the Diocese, uses APCS, an online system, to process DBS checks and this works well.

The auditors did not see any Blue Files as none of the cases seen related to members of the clergy. Blue Files were checked for Safer Recruitment during the diocesan audit in 2015 and there was insufficient time to revisit and look specifically at clergy recruitment.

Five of the staff files seen showed evidence of the re-run of the Past Cases Review that is still current. One of the files reviewed did not have a recent PCR form as the person had started work after the PCR. Salisbury is one of the dioceses recommended to revisit their Past Cases Review as a result of the 2018 report written by Sir Roger Singleton.

The appointment of volunteers is managed by the Volunteers Officer, who asks the HR Manager to start the process when a DBS is required. This will also benefit from the adoption of the new system in the Diocese.

### *Analysis*

Safer Recruitment is a mixed picture at Salisbury Cathedral and the auditors could not confidently say that it is in place everywhere it should be. The recruitment checklist is an efficient way to track Safer Recruitment but it is not used fully or consistently.

Although the auditors were told that it is not regular practice to start employees ahead of a DBS check, it is concerning that it seems to happen and without any mitigation put in place.

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

- How could the tracking of Safer Recruitment be improved so that it is immediately clear that it is used fully when it should be?

## 4 FINDINGS – ORGANISATIONAL SUPPORTS

### 4.1 POLICY, PROCEDURES AND GUIDANCE

#### *Description*

#### National policies

The Cathedral has adopted the Church of England policy Promoting a Safer Church (2017). On the Home page of the website there is an obvious link to Safeguarding and this page has a link to the policy.

#### Diocesan policies

The Cathedral website links to the diocesan website which has further links to recent national policy and practice guidance.

#### Cathedral-specific policies

The auditors were told that some Cathedral safeguarding policies, which were recently due for review, had been held in case any recommendations arose as a result of the audit.

The Cathedral has several specific policies, either labelled as such or included in a handbook. The most obvious policy on the website is the Policy for Safeguarding Choristers in the Cathedral (June 2018). It is a mix of policy, practice guidance and information, not always in a logical order, although it does contain what it should. It might be better to separate out the information aspects into a handbook for choristers (and their parents) and to include the 'What to do if' section in both. Some of the Church of England policies listed in it are now out of date and the auditors accepted the explanation that the Cathedral has been waiting for this audit before revising it.

The Volunteers Handbook is a very comprehensive and readable document that contains a statement about safeguarding:

*'You agree to make yourself aware of and comply with the Cathedral's Safeguarding Policy and Guidelines (Annexe C). If you have regular contact with children or adults at risk, you agree to undergo a Disclosure and Barring Service check.'*

*It does not mention training at this point but, when talking with volunteers, it was clear that they expected to do it. Confusingly, the policy referred to as Annexe C is not Promoting a Safer Church but presumably a policy that preceded it.'*

Children over 16 who volunteer are included in the Volunteers Handbook and have their own policy, at Annexe D.

Children who are not in the choir, or volunteers and over 16, seem to fall between

the gaps in policies that have, understandably, been written as standalone documents. Such children might be servers aged under 16, members of Sunday Club, attending an event or simply in the congregation.

The Lay Vicars who form the 'back row' of the choir have their own Code of Conduct which must be signed. It covers attitudes and behaviours as well as social media guidance.

Policies for complaints and whistleblowing are addressed below, in sections 5.2 and 5.3 respectively.

In terms of information sharing protocols and children, the DSA works to local safeguarding procedures published by Wiltshire County Council and the Pan Dorset procedures, both of which cover information sharing.

### *Analysis*

The Cathedral-specific policies would benefit from some oversight to make sure that all children in the Cathedral are covered.

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

- Should the Cathedral specific policies be revised to make sure that all are current?

## **4.2 CATHEDRAL SAFEGUARDING ADVISOR AND THEIR SUPERVISION & MANAGEMENT**

### *Description*

The Diocesan Safeguarding Advisor (DSA) provides a service to the Cathedral under a service level agreement, along with the Diocesan Training Officer and the online DBS service.

The DSA is social work qualified with practice and managerial experience in local authorities. She has held the post for some years and is very experienced, knowledgeable and highly respected.

The DSA has two supervisors, both social work qualified and HCPC registered; one is a child care specialist and the other is an academic with a specialism in adult services. Supervision notes are made and decisions sometimes, but not always, noted on case records. Supervision does not feed into appraisal.

The DSA is employed by the Diocese on a 0.8 contract, at her request, and this has been recognised as insufficient. She is planning to retire and the Diocese has advertised for a 0.6 additional DSA, to allow the current DSA to step back to a 0.6 contract herself for a year.

The Cathedral wishes to have dedicated Safeguarding Advisor time from the DSA and at present a day a week seems to be enough. In order to give the DSA a feasible role within the Cathedral, it has been proposed that the Cathedral

contributes to the cost of a new diocesan post which will bring the diocesan role to a full-time post. To date this proposal is still being discussed with the Diocese.

### *Analysis*

The Cathedral is well served by the DSA but the ambition to have dedicated time should strengthen confidence in reporting concerns, if it can be made a reality.

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

- How can the new DSA become integrated into the Cathedral, and be known by all the relevant people?

## **4.3 RECORDING SYSTEMS AND IT SOLUTIONS**

### *An overall recording and storage system*

Recording is still on paper in the Cathedral and the Diocese. The Diocese is awaiting the results of trials of a proposed national electronic recording system by the National Safeguarding Team. Should the Diocese purchase an electronic system, the Cathedral would consider a request for joint access but the question has not yet arisen.

### *Secure storage*

A completed and signed copy of all Offender Management Agreements is sent by the DSA to the Executive Director, as an electronic file that is password-protected. The password is sent in a separate email. The Executive Director saves the electronic (password-protected) file in her personal file space on the Cathedral server. She also keeps a paper copy on a file which is stored in a locked filing cabinet to which only she has a key.

The same filing system (electronic and paper) is applied to any other concerns or safeguarding matters that arise.

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

- There are no questions in the section.

## 5 FINDINGS – LEADERSHIP AND ACCOUNTABILITY

### 5.1 QUALITY ASSURANCE

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. Potential sources of data are numerous, including independent scrutiny. They need to be tied into strategic plans and supporting accountability

#### *Description*

The Cathedral does not have a QA framework and responsibility lies between Independent Safeguarding Advisory Group (ISAG), which has a scrutiny function, and Chapter, which must be sure that the Cathedral is functioning well.

Minutes of ISAG meetings show that some policies have been scrutinised, for example the policies and risk assessments covering the choir tour this year. They also show attention paid to the Offender Management Agreements and how they work in practice.

Although ISAG has a responsibility to scrutinise policy, it seems to consider policies that are brought to its attention rather than all policies that include safeguarding, or should do. This is further discussed at 5.4 below.

Chapter Minutes show that safeguarding is a standard item on the agenda. In addition, the Executive Director and Chapter Lead jointly present an annual report that is shared for information with the Bishop once agreed by Chapter. The most recent report covered policy updates (local and national), IICSA, the cathedral part of the Diocesan Past Cases Review, Training and ISAG. It concludes with a section on Risks and Challenges which addressed the need to continue to build awareness and knowledge about safeguarding in the congregation.

The Cathedral has also recently had an external QA input via the Past Cases Review, which did not lead to any new casework.

#### *Analysis*

QA would benefit from a more holistic approach so that there is oversight of all policies that have a safeguarding element covering both children and vulnerable adults

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

- How can the Cathedral introduce oversight of all policies that have a safeguarding element covering both children and vulnerable adults?

## 5.2 COMPLAINTS ABOUT THE SAFEGUARDING SERVICE

### *Description*

The auditors did not see or hear of any complaints relating to safeguarding, and this may be due to the lack of a clear complaints process.

Any complaints about the work or conduct of the DSA would be addressed via the Diocesan Safeguarding Complaints Policy (2016) which covers all clergy and lay officers. This policy is accessible on the diocesan website. It covers who can complain and about what, but not the actual process of investigation.

Should someone wish to make a complaint about safeguarding that is not related to casework but to the responsibilities of the Cathedral, it is unclear how this might be done. There is also no framework for learning from any complaints.

### *Analysis*

The Cathedral does not need a specific policy for complaints about safeguarding but it is lacking a general policy that invites and learns from comments and complaints.

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

- Would a complaints policy be relevant to the Cathedral?

## 5.3 WHISTLEBLOWING

### *Description*

The Cathedral has a whistleblowing policy that applies to employees and not to volunteers. It seeks to distinguish between legitimate concerns covered by the policy and safeguarding concerns. It gives information about how to whistleblow but does not include details of independent support organisations such as Public Concern at Work.

The Volunteers Handbook has a section about concerns and problem-solving which says:

*'A Team Leader will normally try to resolve any problems informally.*

*If you wish to raise a complaint or concern about a fellow volunteer or staff member, they should put this in writing to their Team Leader who will pass the matter via the Volunteers' Coordinator on to senior Cathedral staff to address. If the matter concerns the Team Leader, the information should be given directly to the Volunteers' Coordinator for senior Cathedral staff to deal with.*

*Following any instance of poor conduct, the volunteer will be requested to attend a meeting to discuss the matter with the Team Leader in consultation with the Volunteers' Coordinator or the Director of Learning and Outreach where actions will be agreed such as further training, support or supervision.'*

This implicitly allows for whistleblowing but seems to be geared towards concerns about poor conduct by fellow volunteers rather than, for example, fraud or theft.

Whistleblowing is referred to in a section of the Volunteers Handbook as being normally inappropriate when one is raising a safeguarding concern. The volunteer is asked to report their concern to the police if they do not feel confident about raising it with the Diocese (sic). However, no help is given about who in the Diocese might be contacted.

The auditors were not made aware of any whistleblowing incidents relevant to the audit.

### *Analysis*

Whistleblowing is so rare that it is difficult to assess how a policy to support it would work in practice. Salisbury Cathedral's policy is fit for purpose although might benefit from revision and a decision about whether to extend it to volunteers.

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

- Should volunteers be included in the whistleblowing policy, or a specific whistleblowing policy be written for volunteers?

## **5.4 CATHEDRAL SAFEGUARDING ADVISORY PANEL**

Based on the national guidance in *Roles and Responsibilities* for Diocesan Safeguarding Advisory Panels, 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.

### *Description*

The previous Dean established ISAG in 2016 so the Cathedral has its own independent scrutiny group. To begin with, the then Dean chaired ISAG but she found an independent chair as soon as possible. He is now nearing the end of his three-year term.

ISAG has Terms of Reference that list the main responsibilities as:

- The ISAG will provide support to the Chapter regarding the safeguarding of children and vulnerable adults. This includes advice regarding policies that are specific to safeguarding and those which might impact on safeguarding practice.
- The ISAG will provide strategic oversight of policy and practice to support Chapter in meeting their safeguarding obligations for the Cathedral and its activities.
- The ISAG can be utilised to adjudicate on matters that are of concern to the Cathedral, as the Diocesan Safeguarding Management Group supports the Diocese.

Links are maintained with the Diocesan Safeguarding Management Group through reciprocal membership.

Attendance is good at ISAG and the auditors heard that meetings are held at a brisk pace and that members are expected to come having read the papers and formed a view about agenda items. The auditors were told that, although meetings typically last about an hour, there is no time constraint imposed and if debate needs to take longer, it does.

Meetings take place four times a year and are minuted well. The roles as well as names of attendees are listed as are all actions, with the person/people responsible. The Terms of Reference are succinct and give it a manageable function.

Membership of the group is as follows:

- Independent Chair
- Executive Director and Chapter Clerk (one role)
- The Precentor
- Salisbury Cathedral Chapter Member
- Salisbury Cathedral School Designated Lead for Safeguarding
- Diocesan Safeguarding Management Group Representative
- Salisbury Cathedral Safeguarding Advisor (DSA)
- Salisbury Cathedral Safeguarding Representative
- Recently a second independent member was appointed, a social worker who has also been Vice Chair of the British Association of Social Workers.

The independent chair had a career in the Army and headed up the Military Police. He served for eight years on the Ministry of Defence's safeguarding children board and had oversight of the military's equivalent of MAPPA (multi-agency public protection arrangements). He is currently an independent member of the Parole Board. The post is voluntary.

The Chair shared emails he had written to the Dean after each meeting of ISAG in which he outlined the discussions and views taken, in preparation for more formal diaried meetings.

### *Analysis*

ISAG functions efficiently although it might choose to extend its brief so that it scrutinises all policies that relate to children and vulnerable adults, perhaps on a rolling programme.

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

- There are no questions in this section.

## 5.5 LEADERSHIP AND MANAGEMENT

### 5.5.1 Theological leadership

The remit for theological leadership in relation to safeguarding is clearly always with the clergy and especially with the Dean of the Cathedral. This is extremely valuable in helping congregations and clergy to understand why safeguarding is a priority and intrinsic to the beliefs of the Church of England. This aspect of the leadership role is the foundation for the culture of the Church and is critical in terms of making it a safer place for children and vulnerable adults.

The Dean has completed his first year at Salisbury and shared with the auditors his three-fold vision for the Cathedral. Building on the history of the foundation of the Cathedral, which was in effect a stand against arbitrary power 800 years ago, he has a commitment to liberty. In the context of being a deliberately chosen environment and the spiritual heart of a new town, he wants to promote creativity and building an environment that is safe. And in consequence of the liturgy and music, he wants people to have a spiritual encounter with God. Safeguarding is woven through all three in that everyone should feel safe and unoppressed.

In June, the Dean used the story of Legion (Luke 8:26–39) as a starting point for a sermon about safeguarding. Legion was, in biblical terms, possessed by demons and in modern terms a Vulnerable Adult. The sermon was talked about by several people, especially in the focus groups; it met with approval and made an impact.

#### Questions for the Cathedral to consider

- How can the Dean and canons weave safeguarding into sermons when the readings of the day provide a platform to do so?

### 5.5.2 Strategic leadership

The Dean and Chapter lead on safeguarding. It is addressed at each Chapter meeting and Chapter discusses and approves an annual report by the Executive Director and Chapter Lead.

The lay lead for safeguarding is the Executive Director, the most senior lay officer, and she gives it a lot of time and attention despite it not being in her job description. She brings to the post a background in human resources and health and safety, although safeguarding was a new area.

### 5.5.3 Operational leadership and management

The delegated lead on Chapter has been a non-residentiary canon who was also vicar of a town parish some 40 miles from Salisbury. He has just relocated to London and there was some discussion about who would be best placed to pick up the role. It might fit the new role of minor canon for young people but there is equally a good argument for one of the residentiary canons taking the lead as they are senior and frequently present in the Cathedral.

If a senior canon takes the safeguarding lead, it would also seem to be a better

balance, in terms of seniority of roles, for the Executive Director and to afford easier opportunities for a more joint approach.

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

- Which clergy role is best placed to lead on safeguarding?

### *Culture*

The most critical aspect of safeguarding relates to the culture within a cathedral and extent to which priority is placed on safeguarding individuals as opposed to protecting the reputation of the Church. Also integral is the ability of all members of the Church to 'think the unthinkable' about their friends and colleagues.

SCIE's experience auditing safeguarding in faith contexts more broadly, suggests that in areas where there is experience amongst senior clergy of previous serious abuse cases, a culture of openness and humility in approaching safeguarding issues can be stronger. There can also be a cultural 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.

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 about how things are working in order that they can be addressed.

The culture of safeguarding at the Cathedral is acknowledged widely to be a work in progress, and the auditors would have been surprised to hear anything different. Nevertheless, there are encouraging signs, such as the recent attention given to safe transport for an elderly member of the congregation, that suggest progress.

Focus groups of volunteers and of Community Forum members all accepted the need to develop a culture of safeguarding. People quoted the lessons from the Jimmy Savile case, that abusers can hide in plain sight and explain concerning behaviour away. There was also a good level of awareness about the offence of coercive control.

There was some discussion about domestic abuse as a safeguarding issue, especially in the context of an elderly congregation (a recent Age UK report estimates that a quarter of Domestic Abuse victims are over 60). The question of how to respond if a volunteer or congregation member disclosed that they were the victim or perpetrator of abuse due to the onset of dementia showed a high level of uncertainty about what would be a good response. This is an area that the Cathedral might choose to consider and perhaps aim to be a dementia-friendly place of worship.

The Dean described a very personal safeguarding journey. As a curate he heard about an offender, then recently imprisoned for the first time, and experienced the anger felt in the community at a Church that let abuse happen. Later, in another role, he met the same person and found him charming and manipulative, as might be expected of someone skilled at grooming. Now, as Dean, he is solid in his support

for the safeguarding arrangements that permit closely supervised worship in the Cathedral. The auditors felt very confident about his resilience to grooming and his understanding of factors that enable abuse. The culture of safeguarding is very much led from the top.

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

- How can the understanding of domestic abuse and of appropriate responses to concerns about it be developed with people who are likely to be the first to notice?
- Should the Cathedral become a dementia-friendly church so that people can continue worshipping even if they are affected by dementia?

#### **5.5.4 Links with the National Safeguarding Team**

Links with the National Safeguarding Team are maintained by the DSA.

## 6 CONCLUSIONS

The auditors based their initial feedback to the Cathedral on the Cathedral's self-assessment, shared at the first Learning Together session. This is an edited version of this feedback.

### 6.1 AREAS THE CATHEDRAL FEELS CONFIDENT ABOUT AND AUDITORS' COMMENTS

- **Good and robust safeguarding processes:** some need updating, but we understand that they have been waiting for this audit.
- **Volunteers Handbook** is useful, readable and comprehensive – reassuring for volunteers.
- **Safeguarding training** seems to work well. The right people are getting it, including volunteers. (They were clear: if you don't train, you don't volunteer.)
- **We see how the Cathedral works well with the Diocese and with the School.** A question: has the Cathedral relied too much on the School for safeguarding the choristers while in the Cathedral? The School has done a very good job, but perhaps more responsibility should be taken while the choristers are in the care of the Cathedral.
- **Code of Conduct** for Lay Vicars and Deputy Lay Vicars is comprehensive and an example where the Cathedral has taken responsibility for safeguarding.
- Risk assessment and safeguarding policy for the recent choir tour are comprehensive and impressive.
- **Feedback** from parents was positive about the experience of the choristers, and they are confident about the safe arrangements for the children.
- **Chorister focus group** also indicated that they feel safe and even possibly over-protected in that the older ones felt that they weren't being given the same opportunity to develop independence as their peers in a senior school setting. They all agreed that they love the music and the singing – that's what keeps them going. They nonetheless feel the pressure of long hours and juggling many other school responsibilities and sufficient time with family. When asked who they would talk to about concerns or any safeguarding issue, the current lack of a Chorister Tutor was keenly felt.
- **ISAG:** well-established and independent with an excellent chair. Business-like approach, confident in what it's doing. Chair told us that people arrive having read the papers, and are prepared for a very focused meeting.
- **Annual reports to Chapter** – a clear line of reporting annually. Very well written and clear.
- Positive that a **service level agreement** exists that spells out joint working arrangements. We note that the DSA has not had a lot of call on her time from the Cathedral. In a Cathedral the size and importance of Salisbury, there should be something like a dedicated day a week in terms of presence, etc., in the building. In our view this arrangement best sits within an increase in the

Diocesan Safeguarding Team, rather than an appointment of a separate part-time post directly employed by the Cathedral.

## 6.2 AREAS THE CATHEDRAL IS WORRIED ABOUT

- **Not knowing what you don't know.** We have noted that there is a proportionately low rate of concerns and referrals coming forward. This may be altered to a degree once there is a more regular presence of a safeguarding adviser in the Cathedral.
- **Links with and better understanding of young people and others who regularly use the Close and sometimes the Cathedral** – plans to build these links with the appointment of the Minor Canon.
- **Vulnerable adults:** would be sensible and helpful to have a better knowledge of other local services for vulnerable adults.
- It came to our attention that **about half of the servers are children** (30 in number), some as young as 10 years old at the point of commencing this role. It was not clear during the audit if they are covered by any safeguarding policy or procedure. We think this is because the safeguarding of children has been focused almost entirely on the choristers, which has largely been left to the School, plus educational visits which are well regulated.

## 6.3 WHAT IS THE CATHEDRAL CURRENTLY TRYING TO IMPROVE AND HOW?

- **Changing the culture and raising awareness of safeguarding:** Focus group of volunteers – we did not meet any resistance, and absolute acceptance about safeguarding training. A real sense that things have changed and improved in the last four years – though still on a journey. Safeguarding is now a word that everybody knows.
- **Weaving safeguarding into liturgical activity:** There was very positive feedback about the Dean's sermon in June of this year, and we agree that more can be done from the pulpit to explain safeguarding as a Christian concept. This would directly target the congregation and help their awareness.

## 6.4 NEXT PRIORITY AREAS

- **Separation of toilets provision** during the time that the choristers are in the Cathedral: either more and separate or manage the use of current provision.
- **Plans for expanding DSA input** into Cathedral.
- **Risk assessment** and exploring issue of young servers and other young volunteers: on the basis of this, take appropriate action for procedures/policies and management of these children.
- We've heard about **plans for the future** that would result in more flexible spaces that could then be used in different ways to increase access and participation. As these develop, you will need to consider how practical issues of safeguarding remain part of the planning and execution.

## APPENDIX: REVIEW PROCESS

### DATA COLLECTION

#### Information provided to auditors

Completed Self-Audit Template

Overview of the functioning of the Cathedral:

- Key Roles and Structure
- Governance Arrangements

Extract of Risk Register – June 2019

Safeguarding Annual Reports:

- 2017 Safeguarding Report to Chapter
- 2018 Safeguarding Report to Chapter
- 2019 Safeguarding Report to Chapter

Job description of the Diocesan Safeguarding Advisor (and others):

- Diocesan Safeguarding Advisor
- HR Manager
- Executive Director

Salisbury Cathedral Floor Plan

Service level agreement with the Diocese

Any local procedures / policies / practice for safeguarding such as risk assessment, complaints and whistleblowing:

- Details in Staff and Volunteers Handbook
- Details on website
- Choristers safeguarding policy
- Austrian Choir Tour Safeguarding Policy and Risk Assessment (sample files)

Minutes of the last three meetings of any safeguarding leadership group:

- ISAG minutes May 2019
- ISAG minutes March 2019
- ISAG minutes October 2018
- ISAG Terms of Reference

Any relevant sections of the last three Chapter Meeting minutes:

- June 2019
- May 2019

- February 2019

Summary of training provision

Any other relevant information:

- Safeguarding flowchart
- Sunday notices sheet – example of safeguarding notice to congregation

#### *Participation of members of the Cathedral*

Conversations were held with:

- The Dean
- Chapter Safeguarding Lead
- Canon Treasurer
- Executive Director and Chapter Clerk (one role)
- Director of Music and Assistant Director of Music
- Independent Chair, ISAG
- DSA
- Head Verger
- Lead Verger for Safeguarding
- Cathedral Safeguarding Representatives (x two)
- Human Resources Manager
- Teaching Officer
- Cathedral School Headmaster and School Safeguarding Lead
- Volunteers Officer

Focus groups were held of:

- choristers
- parents of choristers
- volunteers plus the Librarian and Archivist (one role)
- members of the Cathedral Community Forum

#### **The audit: what records / files were examined?**

Four records of casework

Six staff files to check for Safer Recruitment

#### **Limitations of audit**

See section 2.4.1.