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Worcester Cathedral

Independent safeguarding audit

January 2021





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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

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. There are 43 in total. 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 respectively. 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 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.

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.
- 1.2.6** 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.

1.3 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

2.1 CONTEXT OF THE CATHEDRAL

2.1.1 The leadership in each cathedral, as part of the audit process, is asked to supply a brief description of the institution. Worcester Cathedral stated:

'The Cathedral is a medium-to-large medieval building, famous for the view from across the Severn. It has a priceless medieval library and a strong musical tradition, hosting the Three Choirs Festival every three years. It contains the tombs of King John and Arthur, Prince of Wales. From the tower, Charles II watched the Battle of Worcester which ended the Civil War.'

2.1.2 The Cathedral is the mother church of the medium-to-small Diocese of Worcester, comprising Worcestershire and Dudley. The Cathedral's core value is to have faith at the heart of everything that it does, through the worship of God. The Dean and Chapter do this through working closely with the Bishop and diocesan staff. The regular Sunday and weekday congregation is about 250, and there are many special services. There are about 50 staff and around 300 volunteers.

2.1.3 The Cathedral sits in the heart of the city of Worcester, which has a population of c.100,000. The local authority is Worcestershire County Council, with the city's district council being Worcester City Council. The city is served by West Mercia Police.

2.1.4 Worcester is relatively less diverse than many other UK cities in terms of ethnicity and faith denomination, with those non-white British and of non-Christian faith representing 11 per cent and 36 per cent of the population, respectively. 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.

2.1.5 The local city centre has seen much regeneration in recent years, with recent development of the Cathedral Square. Despite this, the city attracts relatively few tourists and the Cathedral's income comes predominantly from local visitors, events, services, property, grants and fund-raising. As is true of many cathedrals, such constrained financial resources are barely sufficient to cover the cost of the maintenance and operation of the Cathedral. Worcester Cathedral is assisted in the management of such slender resources by the Chapter's Finance Committee.

2.2 CONTEXTUAL FEATURES RELEVANT TO SAFEGUARDING

2.2.1 The existing buildings of Worcester Cathedral were built between 1084 and 1504 and many of the features of it, therefore, reflect this architecture and style. This includes the presence of small and more concealed spaces such as the side chapels. It also has an extensive crypt area, cloisters and a variety of vestries and rooms. The nave of the Cathedral remains a relatively open space with good visibility up to the quire. Behind this sits the high altar and chapels accessed by the side aisles.

2.2.2 There are several entrances to the Cathedral's nave and have historically been open in order to welcome visitors from multiple points. There is no charge for admission but donations are encouraged.

2.2.3 Several areas of the Cathedral have been developed over time to better provide for those visiting or working within it. This includes the song school, café and recently developed learning centre.

2.2.4 Bell ringing takes place within the tower which is accessible from inside the Cathedral building.

2.2.5 The Cathedral sits in between the Old Palace (currently used as the diocesan offices) and the King's School, and is surrounded by several open spaces including the College Green and the College Yard.

2.2.6 The Diocese of Worcester was selected for participation in the Independent Inquiry into Child Sexual Abuse (IICSA) between 2018 and 2020 and submitted testimony as part of its hearings into the Anglican Church.

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

2.3.1 The Dean of Worcester, 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 residentiary Canon with responsibility for pastoral care, mission and outreach.
- The Canon Precentor with responsibility for music and liturgy, including the choirs, servers and bell tower.
- The Chief Operating Officer (COO) who is also the Cathedral Safeguarding Lead (CSL) therefore jointly overseeing recruitment, business functions and safeguarding.
- The HR and Safeguarding Officer, newly appointed to provide support to the COO in both HR and safeguarding administration.
- The Director of Music who reports to the Canon Precentor and has oversight of the choirs.
- The Head Verger who ensures the safety and security of the Cathedral buildings, reporting to the COO.
- The Visitor Experience Manager who looks after volunteers and the events, marketing and public relations of the Cathedral.
- The Director of Education with responsibility for school visits and educational activities in the Cathedral, reporting to the COO.
- The Diocesan Safeguarding Advisor (DSA) and their assistants, who support the Cathedral's safer recruitment, training and safeguarding case work through a service level agreement (SLA).

2.3.2 The Cathedral is supported in its governance by Chapter, which comprises three lay members, three residentiary Canons and the Dean. The COO is in attendance at all Chapter meetings, as are other senior managers, when items pertinent to their responsibilities are being discussed.

2.3.3 There is also a Cathedral Council constituted at Worcester, which meets bi-annually and acts as a critical friend to support the financial management and strategic direction of the 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 2.5 days. Further details are provided in the appendix.

2.5 LIMITATIONS OF THE AUDIT

2.5.1 Due to the ongoing coronavirus pandemic and national lockdown in place throughout the period of this audit, all conversations were conducted remotely via video calls. No site visits were made. Certain aspects of the audits were therefore necessarily different:

- 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 children (including choristers, bell ringers and servers). 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 and further limited by the inability to hold follow-up discussions with respondents.
- Additionally, in sharing the surveys for adults and children involved with the Cathedral, the link was made publicly available through the Cathedral's website. Given this, it is not possible to be assured that respondents were those currently connected to the Cathedral or from the intended audience.
- There was no in-person tour of the Cathedral. Instead, a video tour was provided of all areas of the Cathedral and supplemented with additional photographs.
- It was not possible to watch Evensong, and so observe the pre and post-service arrangements for choristers as the service was cancelled. The auditors made use of the previously recorded Evensong services to support an understanding of such arrangements. However, replicating the observations of the full preparation of choristers was nevertheless limited.

3. FINDINGS – PRACTICE

3.1 SAFE ACTIVITIES AND WORKING PRACTICES

Precincts and buildings

Description

- 3.1.1** The management of the Cathedral is principally the work of the vergers team, which comprises the experienced Head Verger (with line management from the COO) and two full-time and two part-time staff vergers. They are supported in this work by two volunteers who assist with some key tasks including arrangements for services. The vergers team wear Cathedral uniforms that assist their identifiability to others. The wider precincts and buildings are managed by the Estates Manager and their team.
- 3.1.2** The Cathedral aims to have three of these vergers on duty each day as a minimum. Each team member has undertaken foundation (C1) safeguarding training, with the Head Verger due to complete leadership (C2) safeguarding training. The verger team have also undertaken first-aid training and so are the first port-of-call for many in the Cathedral, in the case of an emergency.
- 3.1.3** Prior to the pandemic, the pattern of opening was that the vergers open the Cathedral building at 7am and close each evening after Evensong or any other event taking place on site. Opening is conducted by a lone verger and they are joined by further vergers at 9am, although between this time there may be other people in the building for morning worship. A lone-working policy is currently not in place at Worcester Cathedral.
- 3.1.4** Public access to the Cathedral has historically been possible through several doors, however changes to support social distancing and other restrictions during the coronavirus pandemic have seen this reduce to one door only. This has worked well for the Cathedral and going forwards, this will become a permanent change, with the welcome desk situated next to this door and staffed by both volunteer welcomers and new staff welcomers who greet visitors and monitor access.
- 3.1.5** As is true of many Cathedrals, Worcester has several side chapels that, by their nature, are more hidden areas of the building. Despite this, there is good visibility into the majority of these areas through low windows and open doorways. However, Prince Arthur's Chantry and the Jesus Chapel have lower visibility which, while only open for private prayer, have windows above head level and a closing door. The Cathedral also has a crypt that is accessible to the public. Volunteers position themselves at key points around the Cathedral floor to help improve accessibility for visitors and visibility, and this includes at the top of the stairs to the crypt.
- 3.1.6** There are several routes for volunteers and staff to seek help or support when in the Cathedral building which includes a telephone at the main welcome desk, a panic button also situated at the welcome desk and a relatively new radio system held by key staff, volunteers and vergers. The Head Verger has built positive links with the local policing team and they take an active interest in supporting the Cathedral.
- 3.1.7** All non-public areas of the Cathedral are secured with a fob-lock system, or code locks. There is some limited CCTV in operation at key entrance and exit points and in the cloisters. In more recent times, the Cathedral has fallen victim to vandalism and anti-social behaviour in one garden at the rear of the building which has resulted in this area being closed to the public. An insurance claim was made to rectify damage and further grants being sought to improve security in this area.
- 3.1.8** The vergers do encounter some homeless people sleeping rough around the

Cathedral and offer signposting to local support. There has also been an increasing issue in recent years of the Cathedral's toilets being used by some for the taking of illegal substances, which has been greatly improved by the recent reduction in entrance points to the building and increased monitoring. For any drug paraphernalia found by the verger or maintenance teams, a sharps kit and personal protective equipment is available.

- 3.1.9** For out-of-hours alarms (including fire and intruder), the verger team are notified and a duty verger (often the Head Verger as they live on site) attends where they will be joined by a further member of staff or clergy before entering the building. The intruder system is not currently linked to the police and so a call is made only once it is determined that it is not a false alarm.
- 3.1.10** There is no formal lockdown or missing child/adult procedure in place within the Cathedral, though the verger team have developed some assumed practices for managing a situation where securing the buildings would be necessary.
- 3.1.11** The Cathedral holds a weekly diary meeting for all departments, including clergy, to attend and coordinate upcoming events and activities.

Analysis

- 3.1.12** The auditors judged that the verger team were well recognised and effective in their arrangements for the safety and security of the site and visitors. There is some further work to be done to ensure that this continues to be underpinned by agreed procedures to ensure that the Cathedral is both a place of welcome and safety.
- 3.1.13** The management of the Cathedral site works well and the auditors saw much evidence that the verger team are well regarded and that the key departments of the Cathedral work well together in terms of safeguarding.
- 3.1.14** However, there remain some significant points of the day and areas of work that is conducted alone, or in parts of the Cathedral that are relatively isolated. For example, whilst volunteers are instructed to be positioned in a line of sight of each other and to not engage in providing pastoral support, there remains potential for those that are distressed, or that could pose a risk of harm, to approach them in these isolated areas and so expose a vulnerability in the Cathedral's safety efforts. The auditors heard of several instances where this had materialised.
- 3.1.15** This is compounded by a lack of consistent means of requesting or seeking help when needed. Whilst an internal radio system has been introduced and is used by the verger team, the auditors heard that this is not commonly in use amongst volunteers and that, where they are used, problems have arisen in the extent to which volunteers use them effectively.
- 3.1.16** The auditors reflected that a further weakness in this picture is presented by the current CCTV coverage and accessibility; vergers do not currently have remote access to CCTV footage. This presents a challenge in monitoring security whilst in different areas of the site, but also in assuring that the building is safe to enter should an intruder alarm be triggered out-of-hours. This could potentially put individuals at risk where they do not know the situation they are walking into and so compromise their safety.
- 3.1.17** One area of the Cathedral that auditors both saw and heard to be a potential risk is the Jesus Chapel; the lack of windows, clear line of sight and closing door has presented a safety risk in the past and the Cathedral is aware of the need to address this going forwards. The auditors reflected that in its current state, it is a vulnerability that is difficult to manage well and requires attention of some urgency.

- 3.1.18** The auditors found such concerns around lone working reflected in the responses of the survey of staff, volunteers and congregants of the Cathedral, whereby 18 respondents (34.6 per cent) felt that lone working was only moderately avoidable in their current roles, and three respondents (5.7 per cent) felt that it was not at all avoidable.
- 3.1.19** So, despite the competence demonstrated by those in key roles around the Cathedral floor in managing safety and security, the auditors judged that this is based more on in-depth experience and less on agreed, formalised and commonly understood procedures. This raises the potential that, were such experienced staff and volunteers to leave the Cathedral, these assumed practices would also be lost. Developing such guidance would help to turn the recent work in policy improvement into workable procedures and should include:
- Lost child or adult protocol
 - Lone working
 - Terrorism, suspicious packages and lockdown

Questions for the Cathedral to consider

- What are the perceived costs and benefits to an extended and more accessible CCTV system within the Cathedral?
- How best can safety and security vulnerabilities in the Jesus Chapel be addressed?
- Who is best placed to support the development of safety procedures to standardise Cathedral practices in relation to lost children, lone working and lockdown?

Children

This section is about children who come to the Cathedral in various capacities. It does not cover choristers, or children who bell ring, who are referred to in section 3.2.

Description

- 3.1.20** Worcester Cathedral benefits from an active education department which engages with children and school groups from the local area and beyond, and brings them into the Cathedral for learning opportunities and events. The department is led by a Director of Education, who has been in post for one year, from a prior background of over 18 years of teaching and senior leadership within schools (with responsibility for safeguarding). They have undertaken leadership (C2) safeguarding training.
- 3.1.21** The Cathedral has, over the last 18 months, also benefitted from a National Lottery Heritage Fund grant to improve and reform the educational provision at the Cathedral. This has included both the regeneration of a bespoke learning space and for the development of educational outreach in the community. The Undercroft Learning Centre was completed in 2020 and offers a bespoke, secured area with classroom space and toilet facilities not accessible to the public. This funding has also enabled the Cathedral to employ the full-time post of Project Support Officer to work alongside the Director of Education.

- 3.1.22** The education department is heavily supported by a team of 23 experienced volunteers, who help to deliver and facilitate school and group visits. All go through a safe-recruitment process, including the taking up of two references and a DBS check, and receive foundation (C1) training together with department-specific training in health and safety and policy induction.
- 3.1.23** School visits are managed safely and agreed procedures are in place to support a consistent approach that includes initial contact and booking, sharing of risk assessments, allocation of volunteers and supervision on the day of the visit. It is made clear that teachers and school staff retain responsibility for their pupils. On arrival, all children and visiting staff are given a briefing about the Cathedral which includes key health and safety points. There are occasions where school groups may arrive at the Cathedral unannounced and the auditors heard that they are usually accommodated where they can be, safely.
- 3.1.24** The Cathedral also offers a Junior Church on Sundays during the main Eucharist service, in which children met in the Education Shed, before the pandemic, for supervised creative activities and learning. Junior Church does not fall under the remit of the Director of Education but led by other volunteers, responsible to the Dean.
- 3.1.25** Worcester Cathedral does currently have a small number of children and young people who are servers. All arrivals, departures, robing and activities within services are conducted in public areas and always with a minimum of two adults present. The auditors heard how this has been carefully thought through to include situations where duties during the service, such as attention to the incense, may otherwise mean that this ratio would not be achieved. As the roles of any adults involved as servers is therefore not supervisory, the Cathedral's DBS assessment process has deemed that a DBS is not required.

Analysis

- 3.1.26** The auditors judged that there is a range of safely managed provision for children at Worcester Cathedral and this has been much benefitted by recent investments and appointments.
- 3.1.27** School visits work on a well-tested system that helps to assure the safety of children and others whilst in the Cathedral. Volunteers within the department not only receive safeguarding training but, in many cases, have also completed first-aid training.
- 3.1.28** The auditors reflected that, despite this, there is a potential gap in the messaging around supervision of children. Whilst it is made clear that teachers and school staff hold responsibility for visiting children and efforts are made to limit volunteers being alone with children, this does mean in practice that volunteers may still find themselves alone with a group – particularly where teachers need to attend to others in the group or support toileting. This expectation could be made clearer.
- 3.1.29** It was also unclear to the auditors as to the rationale for the Junior Church and education department being separated. Where both use the same space, and the education team have well-established processes and procedures, it would seem to be sensible that consistency in oversight was achieved across both.

Questions for the Cathedral to consider

- How could the messaging around volunteer supervision of children be made clearer, and practice supported to ensure that this situation does not occur?
- Is Worcester Cathedral confident that the current arrangements for running the Junior Church benefit from the consistency of procedures and oversight of the wider education offer?

Adults

Description

- 3.1.30** Worcester Cathedral, as common to many, represents a place of welcome for those seeking support, worship or shelter. The staff and volunteers therefore regularly engage with those who may be considered vulnerable by virtue of their physical, emotional or mental health needs. This includes a small number of homeless people and others with substance abuse issues. Many within the Cathedral, including the verger team, are familiar with these individuals and know them by name.
- 3.1.31** There is a practice of not giving money to those seeking it but instead to offer signposting, where needed, to the local services, homeless shelters and food banks that can be accessed.
- 3.1.32** The auditors heard that, in some instances, such vulnerable adults have caused a level of disruption or threat to safety of others in the Cathedral and have needed either removal from the site or support from the local police. This appeared to have led to an assumed practice amongst the verger team of a need to have a strong boundary and relative zero-tolerance approach to dealing with such individuals who may be seen as 'undesirable'.
- 3.1.33** For those seeking or in need of spiritual support, the Cathedral offers this by way of both voluntary Day Chaplains and a duty rota of a Canon 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.
- 3.1.34** The Cathedral also offers more long-term pastoral care to those in the congregation and this is led by the residentiary Canon for pastoral care, who has themselves undertaken senior leadership (C4) safeguarding training and has been in post at Worcester Cathedral for 18 months. Part of this provision is guided by the work of the Pastoral Care Group, of which the residentiary Canon attends. Alongside the pastoral care provided by the clergy, members of this group also offer pastoral care themselves and the group is a forum for the discussion of need and sharing of information and concerns. The auditors heard of an ambition to further formalise and professionalise the support that this group offers and to offer further training in both safeguarding and data protection to members.
- 3.1.35** The auditors heard repeatedly of an understanding across the Cathedral of the potential vulnerabilities that volunteers themselves may have, by virtue of their age or health, and the need to both monitor and support them in their work. Several examples of when such support has been offered, and changes to working duties made, were heard throughout the audit.

Analysis

- 3.1.36** The auditors judged that, whilst there is a positive recognition of the needs of various groups within the Cathedral, including of volunteers themselves, there is not yet a clear ethos or recognition of the potential vulnerabilities of adults who may visit the Cathedral.
- 3.1.37** Whilst the auditors saw much evidence through case work, and heard through examples, of a high quality of safeguarding in specific cases, there appeared a tension remaining in other aspects of the Cathedral between assuring safety and recognising the needs of vulnerable adults, and responsibility to identify and act on concerns and provide support and care where needed. The auditors question whether this is contributed to by a lack of additional training for those in public-facing roles on the issues that they are really experiencing. This may include substance abuse, mental health and domestic violence and abuse.
- 3.1.38** However, a significant opportunity in supporting this work and bringing together the Cathedral's ethos in support for vulnerable adults is presented in the intended reforms of pastoral provision, as led by the Pastoral Care Group. This is a chance to unite pastoral care, safeguarding and spiritual support into a combined strategy for further enhancing the Cathedral's approach and outreach for adults in need.

Questions for the Cathedral to consider

- Is the Cathedral confident that both a robust understanding of adult safeguarding and vulnerability, and approach to support and welcome is consistently adopted and shared?
- What additional training could be explored that might support those in public-facing roles to understand specific issues facing those who attend the Cathedral?

3.2 CHOIRS AND MUSIC

Choir

Description

- 3.2.1** Worcester Cathedral has a large, well-established and active music department comprising three separate choirs including the Cathedral Choir (comprising boy and girl choristers and lay clerks), a Voluntary Choir (including both adults and nine choristers) and a Chamber Choir (comprising some 35 adults).
- 3.2.2** Worcester's choristers are led by the Director of Music who has been in post for 18 months having previously worked at Blackburn Cathedral. They report directly to the Canon Precentor (who themselves completed senior leadership, C4, safeguarding training) and have completed leadership (C2) safeguarding training. They are supported in this work by an Assistant Director of Music and a further Assistant Organist, each having completed foundation (C1) training.
- 3.2.3** The song school is a bespoke, secured space comprising rehearsal rooms, separate robing and toilet facilities and an area for social gathering and rest. There is no one-to-one tutoring conducted within the song school itself, though sometimes the practising of a solo may take place in a second room, at the same time as full rehearsals. Porthole windows are in place throughout to increase visibility. Access is through a restricted and secured door leading from College Green, which is a private

road itself with controlled and restricted entry. Parents of choristers have access to this road for drop-off and collection.

- 3.2.4** Worcester Cathedral benefits from a close association with the King's School, situated directly next to the Cathedral, and all of the boys' choir and around half of the girls' choir are recruited from there. The remainder of the girls' choir is recruited from schools across the city and surrounding area. Similarly, the voluntary choir is also recruited from a variety of local schools. Chapter pays 50 per cent of King's School fees for the boy choristers.
- 3.2.5** The Director of Music, Canon Precentor, CSL and the Dean maintain this relationship and communication with the King's School through regular meetings on a weekly and termly basis. Both the Dean and Canon Precentor also sit as governors for the school.
- 3.2.6** There are currently 14 choristers in the boys' choir and they rehearse in both the morning and evening, five days per week (including Sundays), each followed by an Evensong or Eucharist service. The girls' choir comprises 18 choristers who rehearse on a Saturday afternoon and evening only and sing at Saturday Evensong. The voluntary choir rehearses twice per week, with Evensong following Sunday rehearsal. During the coronavirus pandemic and most recent restrictions, contact and tuition have been maintained through Zoom video calls.
- 3.2.7** All choirs almost always perform with a 'back row' either of volunteers or lay clerks. Clear expectations are made that lay clerks take no supervisory responsibility with choristers and are never alone with them. Within the song school they have separate robing areas and toilets. As a result of this, lay clerks do not meet the Cathedral's threshold for a DBS check and this has been confirmed with the DBS.
- 3.2.8** The choristers are supported by a choir chaperone, who attends rehearsals and services with a responsibility for assuring their welfare, supervising them whilst in the Cathedral, registering their attendance and managing medical and other needs. Worcester Cathedral's chaperone has been in post for four years, is well experienced and was a previous choir parent at the Cathedral. When choristers are dropped off, they are greeted by the chaperone or by another member of department staff, and a similar arrangement is in place for collections by parents. During services, the chaperone sits within clear view of the choristers and provides support should a chorister need to leave the floor for any reason.
- 3.2.9** Both the chaperone and music department staff maintain and monitor both an incident book and separate safeguarding book, which was recently introduced. All concerns are recorded and shared, where necessary, with the CSL, parents and respective schools. This is discussed further at 4.3.
- 3.2.10** In recent years, much work has gone into improving and reforming the policy and procedure in use by the choirs. This includes social media and e-safety, behaviour and bullying and a bespoke choir safeguarding policy. This has further developed thanks to a recent music project, supported by an Assistant DSA, and was accompanied by additional scenario-based training.
- 3.2.11** Prior to the coronavirus pandemic, trips are periodically run by the Cathedral to visit other areas of the country for performances and events. Each trip is risk assessed and records of medical and other needs held at all times. A combination of music department staff and the choir chaperone attend to support safety and wellbeing.

Analysis

- 3.2.12** The auditors judged that much good work has taken place within the choirs in recent years to strengthen and reinforce its safeguarding efforts and there is a clear priority

placed on the welfare of choristers. However, despite this, significant concerns around the presence of bullying are noted and this requires further work as a matter of priority.

- 3.2.13** The auditors heard, through chorister and parent surveys, of a positive reflection of the choirs at Worcester Cathedral and the opportunities afforded to choristers. Six respondents (55.5 per cent) of choristers reported extremely enjoying being in the choir and four respondents (44.5 per cent) moderately enjoying it.
- 3.2.14** However, some concerns were raised throughout the audit, including the surveys, around the manageability of the schedule for those involved. The auditors recognised a marked imbalance between the boys' and girls' commitments and the heavy weighting of demands placed on the boys in particular. This was supported by chorister feedback which indicated that only 40 per cent felt that they were well able to balance choir rehearsals with other work and demands. This clearly can affect safeguarding whereby unmanageable demands risk impacting on wellbeing. Imbalances and inequity risk individuals feeling their voices are not equally valued and so become less likely to raise concerns. In discussion with the Cathedral on this, the auditors heard of proposals to significantly rebalance this gap and manage the demands placed on choristers. This will be a very positive and much needed step to take.
- 3.2.15** Of similar concern to the auditors were findings in the surveys of choristers that three respondents (30 per cent) were unclear who they should speak to if they had a concern, and a further three respondents (30 per cent) would not be confident that any such concerns would be acted upon if raised. The surveys of chorister parents reflected a lesser, though still significant, level of concern with two respondents (12.5 per cent) noting a lack of confidence in the handling of disclosures or issues or in the speed of response.
- 3.2.16** One key area that the auditors heard of was a concern around the possible presence of bullying within the choir, both through case material of a concern raised and subsequent handling of that disclosure, and through the surveys of choristers. For example, three chorister responses (30 per cent) stated that bullying was dealt with poorly within the choir and narrative comments made from some as to the extent of prior poor management of bullying allegations. This was also reflected in the comments of two chorister parents (12.5 per cent). In further discussion with the Cathedral, a current culture of bullying was not recognised and it was noted that it was ensured that there is a restorative and rapid response to any 'unkindness' witnessed or reported. However, the auditors reflect that this is clearly a significant concern and requires further exploration and understanding as a matter of priority, particularly due to the limitation in further exploring this concern through focus group conversations as noted at 2.5.1.

Questions for the Cathedral to consider

- Does the Cathedral recognise the concerns raised of bullying within the choirs?
- What steps can be taken to better understand the current climate and concerns around bullying in the choir?
- To what extent is the Cathedral confident that those with concerns feel able to share them, including via routes for doing so anonymously?

Bell ringing

Description

- 3.2.17** The Worcester Cathedral Guild of Bellringers (WCGoB) is one of the largest ringing bands in the UK and comprises 41 members, supplemented by a group of regular visitors all of whom give their time voluntarily to the Cathedral. The 16 bells at Worcester Cathedral are the fifth heaviest in the world and so represent both a unique asset to the Cathedral and an inherently challenging and high-risk ringing experience.
- 3.2.18** The Ringing Master leads the bell ringing at Worcester Cathedral and has been in this role since 2004 having previously rung for some 34 years, including at St Paul's Cathedral and St Mary le Bow, where they were a Churchwarden. The Ringing Master is actively involved in bell ringing organisations across the UK, including the Central Council of Church Bell Ringers and has supported with learning and improvements in other cathedrals, including at York Minster. They have undertaken foundation (C1) training and have a completed DBS check.
- 3.2.19** In 2008, WCGoB established a teaching centre within the tower to support the learning of those keen to pursue bell ringing. This includes a set of computer-assisted, weighted models to support technique.
- 3.2.20** The Ringing Master is supported in the assurance of safeguarding by a nominated safeguarding lead, who brings experience by virtue of their role as a doctor. They have similarly completed foundation (C1) safeguarding training and have an enhanced DBS check, as do all WCGoB members, who are recruited safely (including the seeking of two references) and trained to foundation level. There are currently no bell ringers who are first-aid trained.
- 3.2.21** The auditors saw evidence of extensive procedures and policies being developed and used for the assurance of a safe environment and working practices. This includes a framework for the safeguarding assurances and responsibilities for members, non-members, young bell ringers and visitors. There is no lone working permitted in the tower.
- 3.2.22** WCGoB currently has nine members who are under the age of 18 years, with the majority being children or relatives of adult ringers. They are met on arrival by two adult ringers and escorted in and out of the tower. Consent forms and medical and other information is collected and held for all present. Opportunities to communicate with the parents of young ringers is provided through regular parent's evenings.
- 3.2.23** All activities in the tower are risk assessed and activities undertaken to further secure and make safe the working practices within it. This includes double locks on all doors in the tower, access codes for the belfry and a coded lock on the suspended ropes. Codes are regularly changed to enhance security.
- 3.2.24** All visiting ringers must apply to attend the tower through an application form, which is screened to ensure their suitability. The auditors heard of one example where a safeguarding framework and agreement was written to support and manage the attendance of one visiting ringer.
- 3.2.25** All safeguarding concerns within the tower are referred to the CSL and/or DSA for support and advice. The auditors saw several examples of case material that indicate that this takes place and that standards of safeguarding are applied rigorously.

Analysis

- 3.2.26** The auditors judged that the safeguarding practice of the bell tower at Worcester Cathedral is strong, with tried, tested and robust procedures in place to mitigate

against the inherent risks.

- 3.2.27** The auditors reflect that much very good practice is evident in the safeguarding procedures and policies within the bell tower. Learning from other sources, including local and national cases, and the experience and dedication of the WCGoB members support this, together with the relationships formed with both the CSL, DSA, vergers and other Cathedral departments.
- 3.2.28** However, there remains a sense that the bell tower remains isolated in some ways from the Cathedral's senior leadership and this is reflected through evidence seen and heard by the auditors. This is not uncommon across bell towers nationally, but is perhaps surprising given the asset that it is for Worcester Cathedral. This was particularly noted in several areas. Firstly, that the visibility of such senior clergy and members is low in the bell tower and to members of WCGoB. Secondly, through the difficulty that has been seen in being able to access some of the safeguarding supports on offer within the wider Cathedral, such as first-aid training. Finally, through the current situation of a lack of accessible toileting facilities available to the bell ringers during the hours they are in the Cathedral, which has in the past led to bell ringers having to take children to use facilities at a nearby restaurant.

Questions for the Cathedral to consider

- What steps would help to ensure that the bell tower feels more fully connected to the Cathedral to those within it, and more visible to those outside it?

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 and 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 Worcester Cathedral is a strength and that it is benefitted by close working with the DSAs 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, children, historic abuse allegations and risk assessments of ex-offenders who wish to worship at the Cathedral. As is discussed further at 4.2, Worcester Cathedral has a service level agreement (SLA) in place with the Diocese of Worcester, which includes support to the Cathedral on all safeguarding case work.
- 3.3.4** The auditors found that when incidents are reported, there is evidence of a timely and appropriate response that involves both the CSL and DSA team in close collaboration. This included evidence of sensitive discussion with the individual raising a concern

and early consideration of the need to provide support to them.

- 3.3.5** Working with the diocese, appropriate referrals to external agencies were made in a timely way with evidence of good information sharing and relationships. In one example, this included identification of potential PREVENT concerns and Cathedral attendance at a Channel Panel meeting, which the auditors reflected on as excellent practice.
- 3.3.6** In several cases seen by the auditors, independent reviews and investigations were used to provide additional scrutiny to the case work of the Cathedral where complaints about the safeguarding service were made and there was evidence that learning from these reviews was adopted by the Cathedral.
- 3.3.7** This was supported by multi-agency feedback received by the auditors from the Local Authority Designated Officer and Probation Services, which outlined the positive relationships established, professionalism of the safeguarding service and appropriateness of responses.
- 3.3.8** Safeguarding records are kept securely by the DSA. However, the auditors judged that the current record-keeping processes in use in the Cathedral, whereby individual departments keep their own local records, represents a potential threat to good responses and information sharing. Consequently, the bigger picture of a concern may not be recognised – with constituent concerns held in disparate places and so subject to individual judgement on whether or not to share. This is addressed further at 4.3.

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

- 3.3.9** The auditors saw one example of a safeguarding agreement and risk management plan. There was evidence of close communication between the Cathedral, other agencies and the subject and respectful, supportive approaches to establishing and managing risk in a collaborative way were found.
- 3.3.10** There was also evidence within this file of regular review points and formal review dates planned to ensure that risk continued to be effectively and proportionately managed.

Quality of recording

- 3.3.11** Case files were well presented and collated using a ‘front sheet’ on key information and a chronology of contacts and information throughout the case. There was evidence that all information, including email exchanges, were stored and added to the file – with some files containing extensive records.

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

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.

Description

- 3.5.2 Ensuring that all staff and volunteers are trained at a level commensurate with their post within the Cathedral context is a challenge. Worcester uses the House of Bishops' national training programme. All clergy have received safeguarding for senior leaders (C4) training, in line with these requirements.
- 3.5.3 The auditors heard evidence that all active volunteers and all staff at Worcester Cathedral have completed basic awareness (C0) training, with the majority undertaking foundation (C1) training as appropriate to role. Many leaders within the Cathedral have either already completed leadership (C2) training or are booked onto upcoming courses in February and March 2021.
- 3.5.4 In practice, staff training records are stored by the HR team and so used to identify when refresher training is required. The picture is more complex for volunteers, whereby individual departments have historically held responsibility for recruitment and so kept their own records. For example, the Visitor Experience Manager has responsibility for the recruitment and management of c.70 volunteer welcomers and guides and so both records and monitors the currency of their training. The new HR and Safeguarding Officer post will work on developing centralised systems of volunteer records.
- 3.5.5 The auditors heard how there has been an effort in recent months (and using the secondment of the Visitor Experience Assistant) to bring these records together into one centrally-held database. This work will be continued with the new appointment of the HR and Safeguarding Officer (line managed by the COO), expanding on the previously limited capacity for HR functions.
- 3.5.6 As per the SLA in place, the Diocese provides training courses for the Cathedral's face-to-face training needs. This includes leadership (C2) training and other more bespoke sessions as required by departments. For example, scenario-based training for the music department as part of the music project.

Analysis

- 3.5.7 The auditors judged that whilst progress is being made in developing the central tracking and monitoring of training, there remain vulnerabilities whilst this process is fully established in ensuring that all within the Cathedral have a current and up-to-date understanding of safeguarding.

- 3.5.8** The auditors reflected that, with a large active volunteer body, the Cathedral has made a significant achievement in being able to ensure that all receive basic awareness safeguarding education.
- 3.5.9** However, whilst positive steps have been taken in collating and centralising training records and ensuring that refresher training is completed, this remains a work in progress to fully embed. It will likely also continue to be a very manual task to maintain until training records are fully integrated with a similarly centralised recruitment database, collated from the point of on-boarding (discussed further at 3.6). The auditors understand that some work is ongoing in exploring the potential for the Parish Dashboard to offer a solution to this.
- 3.5.10** As discussed at 3.1, the auditors also heard how the breadth of training provided through the current suite does not fully mitigate against the need to understand the challenges faced by different departments and public-facing roles, and to provide additional topical and contextual opportunities that will support good safeguarding practice (e.g. domestic abuse, mental health and substance abuse).

Questions for the Cathedral to consider

- What would be needed from a recruitment/training dashboard, and who would need access to it, in order to support more coordinated monitoring and standardised practice?
- 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 falls within the remit of the COO. For volunteers, recruitment is undertaken by different department managers under which the volunteer would operate. In many cases the Visitor Experience Manager, whilst responsible for the recruitment of around 70 volunteers themselves, will also coordinate applications and the seeking of references for other departments before handing the ongoing recruitment over to that relevant manager.
- 3.6.2** Applicants for staff and volunteer positions are required to submit an application form (including confidential declaration), attend an interview, have two references completed and undertake a DBS check if relevant to role. DBS checks are administered through the Diocese and a confirmation letter is returned upon successful completion of a clear check. Where a 'blemish' is noted on a DBS, the DSA team undertake a risk assessment to support a judgement of whether the person can be safely brought into the Cathedral team.
- 3.6.3** The auditors reviewed four recruitment files of lay staff and volunteers as part of the audit. These files reflected some good practice and of positive steps taken to improve and standardise the recruitment process. Some files included evidence of a job description, completed application form, offer letter and references. However, this was not consistently applied with most files missing some aspects of these records.
- 3.6.4** None of the files seen contained evidence of interview notes or responses, evidence of safeguarding attitudinal or competence questions or that gaps in the application

form had been challenged or checked. Similarly, there was limited evidence that an applicant's right to work in the UK was recorded.

- 3.6.5** Some good practice was evident in one volunteer recruitment file, with the use of recruitment checklist. However, this was not mirrored in the staff files and so complicated the process of ensuring that all relevant checks are complete and reflected in the records.

Analysis

- 3.6.6** The auditors judged that some progress in formalising and standardising the process of recruitment is evident. However, there remain significant gaps and inconsistencies in practice.
- 3.6.7** The auditors saw evidence that the Cathedral has learned from previous findings of a peer review, and other reports, that the robustness of recruitment was deficient. This has resulted in increased scrutiny and capacity for the HR team to support more consistent practice. However, this remains early days in the transformation needed.
- 3.6.8** Safer recruitment is the front door of safeguarding for new staff and volunteers and sets the tone of the Cathedral's commitment. It should present a consistent and clear standard required of all applicants. At Worcester, there remains a lack of consistency across the files despite evidence of some isolated strong practice being implemented.
- 3.6.9** The auditors reflected that this challenge is not helped by the breadth of recruitment practice being undertaken, particularly for volunteers whereby individual departments hold recruitment and recording responsibilities. This creates an additional potential for error and makes the seeking and provision of assurances about the robustness of recruitment very difficult to place confidence in. There is, therefore, a real need for a centralised recording system for all volunteer and staff recruitment checks, a recruitment file format that dictates the information required to be recorded and a formal process of approval to ensure that the bar has been met before an individual is appointed.
- 3.6.10** Additionally, it was unclear to the auditors who had received safer recruitment training within Worcester Cathedral, and whether all department managers recruiting to a position requiring a DBS had undertaken this and had an appropriate refresher.
- 3.6.11** However, the auditors reflected positively on the Cathedral's proportionate approach to DBS check thresholds and clear stance on the appropriateness, or indeed inappropriateness, 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

- What would be needed from a recruitment/training dashboard, and who would need access to it, in order to support more coordinated monitoring and standardised practice?
- Is the Cathedral confident that all those in need of safer recruitment training have undertaken it?

4. FINDINGS – ORGANISATIONAL SUPPORTS

4.1 POLICIES, PROCEDURES AND GUIDANCE

Description

4.1.1 Worcester Cathedral has adopted its own safeguarding policy, titled the Safeguarding Policy Statement. This is supported with various other policies and guidelines that reference safeguarding, or have safeguarding import, including:

- Child and Young Persons Policy
- Chorister Safeguarding Policy
- Chorister Bullying and Behaviour Policy
- Adults Involved with the Choirs Policy
- WCGoB Volunteer Policy
- Social Media Guidelines
- Volunteer Handbook

4.1.2 The Safeguarding Policy Statement document is available on the Cathedral's website, together with the whistleblowing policy, which is dealt with further at 5.3. No further policies are publicly available here.

4.1.3 The Cathedral also has a reporting flowchart which outlines the action to be taken in reporting a safeguarding concern, for staff and volunteers.

4.1.4 The Cathedral does not currently have any formal policy or procedure related to lone working, as stated above. A complaints policy, relating to the management of complaints, is available on the Cathedral website.

4.1.5 The auditors heard how, for volunteers, the safeguarding policy is shared via the Volunteer Handbook, though this needs to be updated to include the most recent version. For staff, policies are stored in an accessible 'shared area' within the Cathedral's IT system.

Analysis

4.1.6 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. However, gaps still exist.

4.1.7 The auditors reflected that the current Safeguarding Policy Statement is the main document for guidance in relation to safeguarding adults. This is insufficient and does not adequately cover the detail needed to ensure that all those working within the Cathedral could effectively recognise, report and record concerns (including awareness of issues around consent).

4.1.8 The development of policy related to children within the Cathedral is a positive step, particularly in relation to bullying, online safety and social media. However, it has created a slightly confused picture whereby guidance overlaps and is replicated in several places.

4.1.9 The Children and Young Persons Policy includes some helpful information on allegations management and information sharing. However, it does not explain the main types of abuse and neglect and gives limited information on issues of consent. It is

perhaps also unhelpful to include the behaviour code of conduct here, as this relates more to the expectations of children and not to that of adults working with children.

- 4.1.10** The Chorister Safeguarding Policy, however, offers a more comprehensive approach and includes pertinent information that would be relevant to all staff and volunteers working with children. There may be potential to combine this and the Children and Young Persons Policy, with addenda for specific areas of work with children, to support a more streamlined approach and reduce the possibility that staff and volunteers may miss pertinent information by assuming that one policy is the main policy for the whole Cathedral.

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 ADVISOR/ CATHEDRAL SAFEGUARDING OFFICER

Description

- 4.2.1** Worcester Cathedral's COO has the dual role of CSL and so takes responsibility for the majority of safeguarding work. They have been in post for three years, and bring experience of safeguarding from a background of work in the charity sector, including as a director of children's services for a large UK children's charity, which included oversight for safeguarding. They are line managed by the Dean and have undertaken senior leadership (C4) safeguarding training.
- 4.2.2** The auditors heard how the current CSL has sought to support significant change in safeguarding within the Cathedral since their appointment, which included an increasing focus on learning and an evolution of the previously defensive culture to one of greater openness and collaboration.
- 4.2.3** As stated previously, the Cathedral has a very close relationship with the Diocese of Worcester, whose DSA supports the case work, training and safer recruitment functions of the Cathedral through a strong SLA. The current DSA has been in post for over five years, starting in a part-time capacity and moving into a full-time role one year into post. They bring experience from previous roles in healthcare, as a midwife, and from roles as a Children's Services Manager working for a national children's charity, managing Sure Start children's centres in rural and urban location. They benefit from independent professional supervision.
- 4.2.4** The DSA is supported by two part-time Assistant DSAs, with professional backgrounds in either police or education, taking responsibility for specific areas of the safeguarding service, including parish safeguarding work, the Parish Dashboard, Past Cases Review (PCR2) and DBS risk assessments.
- 4.2.5** Both the DSA and CSL have job descriptions in place that describe their responsibilities for safeguarding.
- 4.2.6** More recently, the Cathedral has employed a HR and Safeguarding Officer to support the administration of both, and the capacity of the CSL.

Analysis

- 4.2.7** The auditors judged that the CSL at Worcester Cathedral is highly effective, well recognised and regarded. Cathedral safeguarding work is supported by a very strong relationship with the Diocese, and DSA team.
- 4.2.8** The auditors heard consistently, throughout the audit, of the high degree of respect for the current CSL, particularly in regard to their openness and availability and for the rapid positive changes that they have helped to drive within the Cathedral. The CSL is recognised by all and consistently identified as the person they would approach were they to have safeguarding concerns.
- 4.2.9** The Cathedral's relationship with the Diocese of Worcester, and DSA team, is a notable strength. The auditors saw much evidence of the closeness of their working and collaboration and the positive impact that this has on safeguarding development and case work.
- 4.2.10** The auditors did, however, share the concerns of several spoken with, and identified through previous reviews, that the current workload of the CSL is difficult to sustain effectively. It is therefore a positive development that the team has been expanded with the addition of the HR and Safeguarding Officer. However, the auditors reflected that some further consideration of the remit of this role is needed to ensure that it is clear to all within the Cathedral. There was some evident confusion as to their remit and this is not helped by their current role title. Where this is not adequately addressed, it may compromise the clear reporting and responsibility lines that have been established to date.

Questions for the Cathedral to consider

- To what extent is the Cathedral confident that the remit and role of the new HR and Safeguarding Officer is sufficiently clear to those working in, or part of, the Cathedral?

4.3 RECORDING AND IT SYSTEMS

- 4.3.1** As previously stated, despite recent work to develop a database of volunteer training records, the Cathedral does not currently have a centralised database for safeguarding concerns, neither does it have a centralised system for the recording of recruitment and training across both staff and volunteers.
- 4.3.2** This means that, in practice, such records are held locally, within individual departments. The auditors saw evidence of this in the verger team's incident book and the music department's incident and safeguarding books. Whilst concerns considered to meet the threshold are shared appropriately with the CSL, this remains open to subjectivity. It therefore raises the risk that perceived low-level concerns - that may otherwise help to build a combined understanding of risk from sources across the Cathedral - are not shared and instead held in isolation.
- 4.3.3** Similarly, volunteer recruitment records (as discussed further at 3.6) and training records (as discussed at 3.5) are held within the individual departments that manage them and this risks a lack of oversight of recruitment quality and training needs.
- 4.3.4** The auditors understand that these issues are well understood within the Cathedral and several routes for rectifying this are being explored, including potential use of the

Parish Dashboard and adoption of the case management system currently in development within the National Safeguarding Team (NST).

Questions for the Cathedral to consider

- How might the current system of locally held records and incident books be combined to provide better immediate oversight of low-level concerns?
- What functionality would be required of a Cathedral safeguarding database, and who would need to have access to it to ensure timely and effective information sharing?

5. FINDINGS – LEADERSHIP AND ACCOUNTABILITY

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** Worcester Cathedral has an annual safeguarding plan which details the tasks required under core headings related to safeguarding, the person with responsibility for the action and a review of progress. This reveals that there is much work either achieved or ongoing and much timely completion. The only area of this outstanding at the point of the last review is in revisiting the terms and conditions for those looking to hire Cathedral space for external events. The auditors saw evidence of this action plan being scrutinised regularly by Chapter.
- 5.1.3** The auditors also saw evidence of previous efforts in quality assurance, including:
- An independent safeguarding audit, conducted in 2015, with an associated action plan
 - An independent review of the bell tower and WCGoB in 2019
 - A peer review of the Cathedral's management and operations, which included safeguarding, conducted in 2019.
- 5.1.4** Chapter itself receives a written or verbal update from the CSL at each meeting, and safeguarding is a standing agenda item and recorded in the minutes. The CSL attends the meeting in their capacity as the COO and so is able to contribute to this discussion and engage with Chapter's questioning.
- 5.1.5** Chapter is supported in its quality assurance function by the Cathedral Council, which meets bi-annually and provides scrutiny and challenge to governance on topics such as financial management and strategic planning (including safeguarding). This group consists of a range of highly experienced individuals, bringing expertise from a range of professions such as policing and higher education, and includes the Bishop of Worcester.
- 5.1.6** There is currently no Cathedral safeguarding panel, although the auditors saw evidence that work is underway to establish an independently chaired group. This is addressed further at 5.4.
- 5.1.7** There is no specific strategic safeguarding plan in place within the Cathedral, for shaping the direction and growth of the safeguarding service beyond the action plan described above.

Analysis

- 5.1.8** The auditors judged that Chapter is scrutinous in its seeking of assurances about safeguarding within the Cathedral. There is a further opportunity to grow this in order to guide the strategic planning for safeguarding and enhance the depth of quality assurance that takes place.

- 5.1.9** The Chapter at Worcester Cathedral has grown into an effective body for supporting change in safeguarding and the auditors heard how the Dean has prioritised this development to ensure a higher degree of quality assurance than may have previously been true. There is evidence that Chapter holds others to account and provides supportive challenge. This is aided by an experienced and diverse Cathedral Council who effectively fulfil a critical friend function.
- 5.1.10** The close working between the Cathedral and Diocese further supports this and allows those leading safeguarding within the Cathedral to benefit from the discussions held at both the Diocesan Safeguarding Advisory Panel (DSAP) and the Diocese's Operational Safeguarding Group (OSG), discussed further at 5.4.
- 5.1.11** The auditors reflected that the development of a safeguarding action plan is a positive step and, in practice, supports wider ownership of safeguarding, insight and opportunities for scrutiny and challenge. However, this is currently limited to a one-year plan and would further benefit from an overarching strategic planning that enables the Cathedral to better anticipate and proactively accommodate future growth and development.
- 5.1.12** Despite the assurances that are provided to Chapter and others around the quality of the safeguarding service, the auditors noted that the validity of these may be threatened by the lack of centralised oversight of safeguarding concerns, recruitment and training; where records are held in disparate places within the Cathedral, it raises the risk that confidence in the effectiveness of each is hampered.

Questions for the Cathedral to consider

- Who would be best placed to contribute to, and own, a strategic plan for safeguarding?

5.2 COMPLAINTS ABOUT THE SAFEGUARDING SERVICE

- 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** The auditors saw three cases relating to complaints made about the safeguarding service within the Cathedral. All related to initial concerns or allegations that were felt to be handled insufficiently. Two related to the bell tower and the other to the choirs.
- 5.2.3** The auditors judged that, in all three cases, there was evidence of appropriate escalation within and beyond the Cathedral, information gathering and sharing, seeking of and engaging with independent review (including independent investigators and judicial review) and of learning being meaningfully adopted.
- 5.2.4** In one case reviewed, a formal complaint was heard by a Residentiary Canon in accordance with the Cathedral's own policy. A further independent review of the case was subsequently commissioned.
- 5.2.5** The auditors also reflected that this experience could now be usefully consolidated into a complaints policy to ensure a better standardisation of their management and to

further establish the Cathedral's approach in supporting those that are the subject of complaints, during the investigation process.

Questions for the Cathedral to consider

There were no considerations under this heading.

5.3 WHISTLEBLOWING

5.3.1 Worcester Cathedral has a whistleblowing policy in place and this is publicly available on the Cathedral's website.

5.3.2 The policy effectively covers employees, clergy, consultants, contractors and volunteers and strikes a positive tone throughout as to the importance of whistleblowing, the value placed on it by the Cathedral and the protections afforded to those who do blow the whistle. The policy also refers to Public Concern at Work as an external route of seeking further advice.

Questions for the Cathedral to consider

- There were no considerations under this heading.

5.4 SAFEGUARDING ADVISORY PANEL

Description

5.4.1 Based on the national guidance in *Roles and Responsibilities* for 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 In keeping with the close working relationship between the Diocese and Cathedral, the CSL sits on the Diocese of Worcester's DSAP and the auditors saw evidence of meaningful contribution and engagement. This is similarly true of the OSG, which is constituted to provide more operational oversight and coordination of activity within the Diocese. The auditors also heard of the positive impacts that both groups have on the Cathedral's own safeguarding development.

5.4.3 Currently, Worcester does not have a Cathedral safeguarding panel. However, as stated above, there is a recognition that this is needed to provide more oversight than is currently possible within the time available to Chapter. A proposal for such a group has been submitted to Chapter and approved, and the Cathedral is in the process of identifying a suitable independent chair.

Analysis

5.4.4 The auditors judged that the DSAP and OSG are effective forums for the oversight, scrutiny and development of safeguarding within the Cathedral. The introduction of a Cathedral safeguarding panel is a positive step and further consideration is now needed to ensure that clear terms of reference will enable this group to contribute to, and not confuse, the governance arrangements already in place.

- 5.4.5** Whilst the ambition to introduce an independently chaired Cathedral safeguarding group is commendable, the auditors reflected that there is a currently some lack of clarity as to the function, constitution and role of such group. The rationale for the group was clear to the auditors, however, a variety of different models were described for its functioning, including as a subcommittee of Chapter.
- 5.4.6** In order to support delineation of the strategic and operational leadership of safeguarding, the auditors reflected that this group would be better placed as an independent body not formally linked to Chapter, but reporting into it. With a remit for the operational aspects of safeguarding, including the action plan, the group has the potential to offer a more 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 – who could hold the group to account through a strategic safeguarding plan.

Questions for the Cathedral to consider

- What would the Cathedral safeguarding panel's terms of reference look like, such that it supports operational leadership of safeguarding, thus preserving Chapter's strategic oversight function?
- Who would be best placed to sit on this group in order to promote wider ownership of safeguarding within the Cathedral?

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 be determinative 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 Worcester has overall theological responsibility for promoting safeguarding. The auditors heard how the current Dean has a strong understanding of the importance of promoting the message of inclusion, wellbeing and listening by virtue of their previous roles and experiences within the Church.
- 5.5.3** The auditors saw some evidence that safeguarding is either implicitly or explicitly referred to through sermons, preaching and prayer. This has included reference to the findings of IICSA in 2019, of which Worcester was involved, and the 'drip-feeding' of messages related to social justice.

Analysis

- 5.5.4** The auditors judged that whilst the theological leadership of safeguarding has developed at Worcester Cathedral, it is not always overtly visible to those that are part of the Cathedral community.
- 5.5.5** The auditors saw evidence, through surveys of the congregation, volunteers, staff and other adults involved in the Cathedral, that the wider message of the importance of safeguarding (and the value placed on it) is not always clear. For example, only 20 respondents (28.2 per cent) felt that safeguarding and wellbeing featured in the

message of sermons, compared to 44 respondents (62 per cent) who felt this was moderate and seven (9.8 per cent) who did not recognise any such messaging.

- 5.5.6** Similarly, 37 respondents (52.1 per cent) reflected that the Cathedral was only moderately successful in making clear its commitment to helping those who are being or have been mistreated or abused, with a further five respondents (7 per cent) stating that this was completely lacking. This suggests that more work is now needed to make clearer the culture that Worcester Cathedral strives for.

Questions for the Cathedral to consider

- What opportunities exist, or can be further created, to share the message of the safeguarding and its theological importance?

Strategic leadership

Description

- 5.5.7** 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.
- 5.5.8** The Chapter of Worcester Cathedral usually consists of seven members, including the three residentiary Canons, the Dean and three lay members. The CSL is in attendance at all Chapter meetings in their dual role as COO of the Cathedral.
- 5.5.9** The Dean has been in their current role at the Cathedral for 13 years, having been ordained over 41 years ago. They have previously held roles in the Dioceses of Southwark, Bath and Wells and Chichester. The latter posting during the time of concerns being raised and investigated in relation to sexual abuse and its handling within the Cathedral and Diocese. As a result of this experience, the Dean takes his role in safeguarding very seriously and has sought to proactively improve the safeguarding function and accountability within the Cathedral. He has a clear understanding of the complex nature of Cathedral life and its implications for effective safeguarding, describing it as being an inherent 'kaleidoscope of overlapping people and roles', potentially leading to organisational 'nooks and crannies'.
- 5.5.10** 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. 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.

Analysis

- 5.5.11** The auditors judged that the strategic leadership of safeguarding at Worcester Cathedral is good and there is a clear understanding of the strengths and potential weaknesses of safeguarding. However, the visibility of strategic leadership amongst the Cathedral community is not yet where it needs to be.

- 5.5.12** The auditors heard consistently of the commitment to safeguarding shown by the Dean and the Cathedral's Canons and of how this has been instrumental in driving improvements to date. This included evidence of much discussion and close working between those in operational and strategic roles, particularly around case management.
- 5.5.13** However, the auditors also heard that such leaders are not always sufficiently visible to many in the Cathedral. The survey responses of those attending or working within the Cathedral reflected that only 41 per cent felt that this group were very visible, whilst some 48 per cent felt that they were only moderately visible on the Cathedral floor or within key departments and 11 per cent that they were not at all visible. Key to the cohesive and coordinated leadership of safeguarding is that it is both recognisable and visible, available and in possession of a close understanding of the challenges and successes of those responsible for delivering it. Further work is therefore required to reinforce and develop this.
- 5.5.14** 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 Worcester, there are well recognised needs in terms of recruitment and training and challenges in evidencing that this is currently working well. In light of the new Cathedral Measure, and scope to expand Chapter to five lay members, an opportunity may be presented to grow the membership of Chapter and enhance the degree to which they can scrutinise such assurances. For example, the inclusion of further HR expertise.

Questions for the Cathedral to consider

- Is the Cathedral confident that those in strategic leadership roles are sufficiently visible to all those who work or worship within it?
- Does the current membership of Chapter bring sufficient expertise and scrutiny of the various aspects of safeguarding within the Cathedral?

Operational leadership

Description

- 5.5.15** As previously described, Worcester Cathedral benefits from a well-experienced and impactful CSL, whose operational role is clearly defined and recognised by all those within it.
- 5.5.16** In practice, and in common with many other cathedrals, this role is supported by several others who fulfil a degree of operational leadership (i.e. Visitor Experience Manager, Director of Music, Director of Education and the Head Verger), all bringing a good degree of prior experience and expertise to their roles. Their impact in the recent improvements in safeguarding was striking to the auditors.
- 5.5.17** There are some established routes to bringing this group together formally, and improve the links with the strategic leadership, including the staff meeting and diary meetings. The auditors also heard how the revised Cathedral Measure has supported the creation of direct routes between each of these groups with Chapter, such as through line management. However, between operational leaders, much of the coordination and contact happens through informal mechanisms such as 'walking the floor', passing conversations and the 'open-door' policy of the CSL.
- 5.5.18** As also described above, the recent appointment of a HR and Safeguarding Officer is

seen as a very positive development. Though this is still in the early stages of embedding, it is hoped that such administrative and logistical support will add much needed capacity to the safeguarding team. However, as noted above, there is some further work to ensure that this role and remit is sufficiently clear.

Analysis

- 5.5.19** The auditors judged that the operational leadership of safeguarding in Worcester Cathedral is strong and generally well embedded across all departments. There is now a further opportunity to underpin this with more formal routes of communication, collaboration and standardisation.
- 5.5.20** The impact, visibility and availability of those in operational safeguarding roles was clear to the auditors throughout all conversations and documentation. All spoken with felt able to approach and involve the CSL's support, and indeed that of the DSA team, and had confidence in their responses.
- 5.5.21** The auditors also reflected that there was a clear sense that the continuity and sustainability of this leadership and working practices had been effectively considered and is supported by a range of established procedures which have enabled it to become part of the 'fabric' of day-to-day operations.
- 5.5.22** However, the communication between these leaders of safeguarding remains informal and is reliant on the individuals currently in post to work as effectively as it currently does. More formal routes of bringing together all those with an operational interest in safeguarding will help to further secure this, and the future introduction of the Cathedral's safeguarding group presents a key opportunity, as discussed at 5.4.

Questions for the Cathedral to consider

- How might more formal routes of communication between operational safeguarding leaders be managed and how best can they be linked with the future introduction of the Cathedral's safeguarding group?

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 of auditing safeguarding in faith contexts more broadly, suggests that in areas where senior clergy have experience of previous serious abuse cases, a culture of openness and humility in approaching safeguarding issues can be stronger. It can be 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** In Worcester's self-assessment of safeguarding that was submitted to auditors in advance of this audit, there was a clear sense that safeguarding is a priority in all that is done within the Cathedral. This was also tangible through the conversations held with individuals during the audit.
- 5.6.4** There was also a notable culture of a lack of complacency about the need for continued improvements and a sound recognition of what these needs are, much of which the auditors agreed with. Substantial evidence was seen of the Cathedral engaging with sources of learning to support this understanding, and of looking beyond the Cathedral's walls to find it. This, in many ways, speaks to the progress of Worcester Cathedral's culture in moving away from being reputationally concerned to a position of a shared sense of genuine and open responsibility to others.

Analysis

- 5.6.5** The auditors judged that safeguarding is a commonly understood priority across the Cathedral and many opportunities are being taken to further reinforce this culture. However, there remain areas of inconsistency in the more public messaging around this.
- 5.6.6** Safeguarding in a Cathedral context is complex, and it does not sit well as a standalone function, rather better as a 'golden-thread' that runs throughout all of the work that takes place within it. There are many areas where this is being established, for example in the ongoing and planned work to formalise and professionalise the Cathedral's approaches to pastoral care.
- 5.6.7** However, there are areas where this golden thread of a strong safeguarding culture can be further enhanced, much of which is described elsewhere in this report, including within the choirs, the ethos of welcome to those with vulnerabilities versus a more defensive risk management approach, and the visibility of those leading the strategic direction of the Cathedral.
- 5.6.8** One further aspect of this, reflected to the auditors through several conversations, was the publicity of safeguarding within the Cathedral. Whilst the response to coronavirus has mandated increased publicity of information around social distancing, this has sometimes come at the expense of making clear the importance of safeguarding, of the Cathedral being a place of welcome and of the range of people available to support those in need.

Questions for the Cathedral to consider

- How can the profile of the Cathedral's commitment to safeguarding be better reflected to those that use and visit the site?

6. CONCLUSIONS

- 6.1.1** The verger team are well recognised and effective in their arrangements for the safety and security of the site and visitors. There is some further work to be done to ensure that this continues to be underpinned by agreed procedures 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 Worcester Cathedral and this has been much benefitted by recent investments and appointments.
- 6.1.3** Whilst there is a positive recognition of the needs of various groups within the Cathedral, including of volunteers themselves, there is not yet a clear ethos or recognition of the potential vulnerabilities of adults who may visit the Cathedral.
- 6.1.4** Much good work has taken place within the choirs in recent years to strengthen and reinforce its safeguarding efforts and there is a clear priority placed on the welfare of choristers. However, despite this, significant concerns around a culture of bullying are noted and this requires further work as a matter of priority.
- 6.1.5** The safeguarding practice of the bell tower at Worcester Cathedral is strong, with tried, tested and robust procedures in place to mitigate against the inherent risks.
- 6.1.6** Case work and information sharing at Worcester Cathedral are strengths and are benefitted by close working with the DSAs and external agencies.
- 6.1.7** Whilst progress is being made in developing the central tracking and monitoring of training, there remain vulnerabilities whilst this process is fully established in ensuring that all within the Cathedral have a current and up-to-date understanding of safeguarding.
- 6.1.8** Some progress in formalising and standardising the process of recruitment is evident. However, there remain significant gaps and inconsistencies in practice.
- 6.1.9** Much work has taken place to develop policies related to safeguarding, and this is especially true with reference to the choirs. However, gaps still exist.
- 6.1.10** The CSL at Worcester Cathedral is highly effective, well recognised and regarded. Cathedral safeguarding work is supported by a very strong relationship with the Diocese, and DSA team.
- 6.1.11** Chapter is scrutinous in its seeking of assurances about safeguarding within the Cathedral. There is a further opportunity to grow this in order to guide the strategic planning for safeguarding and enhance the depth of quality assurance that takes place.
- 6.1.12** The DSAP and OSG are effective forums for the oversight, scrutiny and development of safeguarding within the Cathedral. The introduction of a Cathedral safeguarding panel is a positive step and further consideration is now needed to ensure that clear terms of reference will enable this group to contribute to, and not confuse, the governance arrangements already in place.
- 6.1.13** Whilst the theological leadership of safeguarding has developed at Worcester Cathedral, it is not always overtly visible to those that are part of the Cathedral community.
- 6.1.14** The strategic leadership of safeguarding at Worcester Cathedral is good and there is a clear understanding of the strengths and potential weaknesses of safeguarding. However, the visibility of strategic leadership amongst the Cathedral community is not yet where it needs to be.

- 6.1.15** The operational leadership of safeguarding in Worcester Cathedral is strong and generally well embedded across all departments. There is now a further opportunity to underpin this with more formal routes of communication, collaboration and standardisation.
- 6.1.16** Safeguarding is a commonly understood priority across the Cathedral and many opportunities are being taken to further reinforce this culture. However, there remain areas of inconsistency in the more public messaging around this.

7. APPENDICES

Information provided to auditors

In advance of the audit, the Cathedral sent through:

- Adults Involved with the Choirs Policy (2020)
- Boy Choristers Safeguarding Summary (2021)
- Categories of Bell Ringers (undated)
- Cathedral Multi-Agency Feedback (2021)
- Cathedral Service Level Agreement (2020)
- Chamber Choir Safeguarding Summary (2021)
- Chapter Safeguarding Plan (2020)
- Children and Young Persons Policy (2020)
- Chorister Bullying and Behaviour Policy (2020)
- Chorister Safeguarding Policy (2020)
- Diocesan Operational Safeguarding Group Minutes (September 2020)
- Diocesan Safeguarding Advisory Panel Minutes (November 2020)
- DSA Job Description (2017)
- Worcester Cathedral Peer Audit Report (December 2019)
- Girl Choristers Safeguarding Summary (2021)
- Chapter Minutes (October 2020)
- Chapter Minutes (November 2020)
- Chapter Minutes (December 2020)
- CSO Job Description (undated)
- Map of the Cathedral (undated)
- Safeguarding Audit Action Plan (2015)
- Safeguarding Audit Report (2015)
- Safeguarding Governance at Worcester Cathedral – Proposal for a Safeguarding Board (November 2020)
- Safeguarding Music Team Project – Terms of Reference (November 2020)
- Safeguarding Reporting Flowchart (undated)
- SCIE Audit – The Setting (2021)

- SCIE Safeguarding Self-Assessment (November 2020)
- Social Media Guidelines (2019)
- Volunteer Choir Information (2021)
- WCGoB Volunteer Policy (undated)
- Whistleblowing Policy v2.0 (2020)
- Worcester Cathedral Chorister and Parent Survey Report (December 2020)
- Worcester Cathedral Safeguarding Governance (November 2020)
- Worcester Cathedral Safeguarding Statement (2020)
- Worcester Cathedral Safeguarding Summary (2021)

Participation of organisation staff

The auditors had conversations with:

- The Dean
- The lay Chapter member with safeguarding responsibility
- The Chief Operating Officer and Cathedral Safeguarding Lead
- The Diocesan Safeguarding Advisor
- The Assistant Diocesan Safeguarding Advisor
- The Canon Precentor
- The Residentiary Canon with responsibility for pastoral care, mission and outreach
- The Visitor Experience Manager
- The Visitor Experience Assistant
- The Director of Education
- The Director of Music
- The Assistant Director of Music
- The Sub-Assistant Organist
- The Choir Chaperone
- The Head Verger
- The Ringing Master

What Records/ Files Were Examined?

The auditors reviewed:

- Children's survey responses
- Adult's survey responses
- Staff recruitment files
- Volunteer recruitment files
- Safeguarding case files (including complaints about the safeguarding service)



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