



social care
institute for excellence

Liverpool Cathedral independent safeguarding audit

March 2020



THE CHURCH
OF ENGLAND



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About SCIE

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

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

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

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Contents

1 INTRODUCTION	3
1.1 The audit programme	3
1.2 About SCIE	3
1.3 The audit process	3
2 CONTEXT	5
2.1 Context of The Cathedral and Diocese	5
2.2 Contextual features relevant to safeguarding	6
2.3 Description of the safeguarding structure (Including links with the Diocese) ...	7
2.4 Who was seen in this audit	7
3 FINDINGS – PRACTICE	8
3.1 Safe activities and working practices	8
3.2 Choirs and music	14
3.3 Bell-ringing	18
3.4 Case work (including information-sharing)	19
3.5 Clergy Disciplinary Measure	21
3.6 Training	21
3.7 Safer recruitment	23
4 FINDINGS – ORGANISATIONAL SUPPORTS	25
4.1 Policy, procedures and guidance	25
4.2 Cathedral safeguarding advisor and team	26
4.3 Recording systems and IT solutions	28
5 FINDINGS – LEADERSHIP AND ACCOUNTABILITY	29
5.1 Quality Assurance	29
5.2 Complaints about the safeguarding service	30
5.3 Whistleblowing	31
5.4 Diocesan Safeguarding Advisory Panel	31
5.5 Leadership and management	33
6 FINDINGS – LEADERSHIP AND ACCOUNTABILITY	37
APPENDIX: REVIEW PROCESS	38

1 INTRODUCTION

1.1 THE AUDIT PROGRAMME

- 1.1.1** The Social Care Institute for Excellence (SCIE) is conducting an independent audit of the safeguarding arrangements of the cathedrals of the Church of England (CofE). This programme of work will see all the CofE's cathedrals audited between late 2018 and early 2021. It represents an important opportunity to support improvement in safeguarding.
- 1.1.2** All cathedrals are unique, and differ in significant ways from a diocese. SCIE has drawn on its experience of auditing all 42 CofE dioceses, and adapted it, using discussions and preliminary meetings with different cathedral chapters, to design an audit methodology fit for cathedrals. We have sought to balance cathedrals' diversity with the need for adequate consistency across the audits, to make the audits comparable, but sufficiently bespoke to support progress in effective and timely safeguarding practice in each separate cathedral.

1.2 ABOUT SCIE

- 1.2.1** SCIE improves the lives of people who use care services by sharing knowledge about what works. We are a leading improvement support agency and an independent charity working with adults', families' and children's care and support services across the UK. We also work closely with related services such as health care and housing.
- 1.2.2** Safeguarding is one of our areas of expertise, for both adults and children. We have completed an independent safeguarding audit of diocesan arrangements across the CofE as well as supporting safeguarding in other faith contexts. We are committed to co-producing our work with people with lived experience of receiving services.

1.3 THE AUDIT PROCESS

SCIE Learning Together and our approach to audit

- 1.3.1** 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 builds on work in the engineering and health sectors that has shown that improvement is more likely if remedies target the underlying causes of difficulties, and so uses audits and reviews to generate that kind of understanding. 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

- 1.3.2** 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

1.3.3 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.

1.3.4 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. The Learning Together approach requires those with local knowledge and responsibility for improving practice 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.

Structure of the report

1.3.5 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 where relevant
- conclusions of the auditors' findings: what is working well and areas for further development
- an appendix sets out the audit process and any limitations to this audit.

2 CONTEXT

2.1 CONTEXT OF THE CATHEDRAL AND DIOCESE

2.1.1 The leadership in each cathedral, as part of the audit process, was asked to supply a brief description of the institution. Liverpool Cathedral's is here.

2.1.2 *Liverpool Cathedral is a place of encounter built by the people for the people to the Glory of God. The Cathedral was built in the twentieth century, is a Grade 1 listed building and it has been an iconic part of the city's skyline for over 90 years. Many people remember the building of the Cathedral and have watched the Cathedral evolve over the years. The Cathedral is open every day of the year and welcomes people as visitors, worshippers and event attendees. The Cathedral serves the Diocese of Liverpool, the City of Liverpool and the surrounding areas.*

The Cathedral has over the past 18 months been refreshing its strategy and sees itself as a place of encounter. As a Cathedral Company we say Liverpool Cathedral built by the people for the people to the Glory of God.

As a place of encounter and have developed our strategy and organisational values accordingly. We hope that people will encounter:

- *inspiring Christian worship*
- *a breath-taking experience*
- *a community committed to justice and mercy*
- *a safe, generous place in joy and sorrow*
- *a dynamic community of staff and volunteers*
- *a God who knows and loves you.*

Underpinning the strategy and vision are a set of values developed by the staff. These values aim to ensure that we act with integrity, strive to be inclusive, aim for excellence and seek to be dynamic.

We hope that by 2024 we will have:

- *1 million visitors a year*
- *100,000 people coming to worship each year*
- *10,000 schoolchildren coming on trips a year*
- *1,000 members of the Cathedral signed up to the Bishop's Rule of Life*
- *24 million raised to ensure the Cathedral building is secured for future generations.*

As a place of inspiring worship the Cathedral hosts around 1,250 services a year. Welcomes 13,655 people to Advent and Christmas services and holds special services to mark the beginning of the Legal service and the memorial service for Hillsborough. The Cathedral Company on Sundays worships in three different congregations. Some worship through traditional liturgies within the context of a choral Eucharist and choral Evensong. Others worship in an informal setting in with Zone 2 (café church) and our Persian congregation, SEPAS, worship in and through their own language and culture. Midweek we also have worship three times a day and weekly meditation groups. The Cathedral is also developing its learning and formation through a number of small groups.

As an awe-inspiring building it is unique in its heritage. As a tourist attraction the Cathedral is open to all from the city and beyond and welcomes around 800,000

visitors a year. The Cathedral is an accredited Visit England venue and in 2018 won the Large Visitor Attraction Award in the Liverpool City Region Awards.

The Cathedral welcomes around 10,000 young people from various schools in the city and beyond for themed workshops. The Cathedral hosts St Mellitus North West.

The Cathedral is known for its creativity and innovation. This means we host events from 'Cream Classics' (dance and music performed by the Royal Philharmonic Orchestra) to worship services.

As a place committed to justice and mercy we support our charity, Micah. In 2018 Micah distributed over 235 food parcels per week, established community markets and welcomed people on to its employability programmes.

As a place of encounter in joy and in sorrow the Cathedral welcomed 300,000 students and friends to the Liverpool John Moores University Graduations. As a place of encounter this past year saw 180,000 visitors in one month to view the art installation Gaia, the Earth. In 2018 the Cathedral hosted 408 business and cultural events including the ECHO Regional Business awards and the Educate Awards. The Cathedral hosts an arts market in both the summer and winter bringing in well over 16,000 people.

As a place of encounter people will meet a dynamic community of staff and Volunteers. The Cathedral has 104 paid staff and 185 volunteers. The volunteers consist of welcomes, stewards, interpreters, bell-ringers, cross guild, choir, choral scholars, organ scholars and members of the Tsedaqah community.

The ordained clergy and some of the Cathedral community live in the close.

2.2 CONTEXTUAL FEATURES RELEVANT TO SAFEGUARDING

2.2.1 Liverpool Cathedral is the largest cathedral and religious building in Britain and the most-visited tourist attraction in the north-west of England, welcoming more than half a million tourists every year. This makes it a prime target for a terrorist attack, which brings with it the need to be particularly vigilant. There is a small force of Cathedral constables which oversees safety and security at the Cathedral and are also responsible for the student campus adjoining Cathedral land.

2.2.2 The Cathedral is set on a hill high above the city centre, adjacent to the St James' graveyard, a sunken, wooded area which is maintained by the city council and has, on occasions, presented problems at night-time due to those who appreciate its seclusion. Its position means that the Cathedral tends not to have passing visitors in the same way that more centrally situated cathedrals do; however, its location in a port city which is particularly diverse both culturally and economically means that it welcomes large numbers of visitors from across the world, many of whom arrive by cruise ship, as well as a range of local and migrant communities to which it has responded in very distinct ways, including developing a service specifically for the Iranian community in which worship is conducted in Farsi, and establishing the Micah foodbank (with additional social justice programmes), in conjunction with Liverpool Metropolitan Cathedral and St Bride's Church.

2.2.3 Since 2010, Liverpool Diocese and Cathedral have shared a Chief Officer/Diocesan Secretary and merged an increasing number of functions including communications, IT, human resources (HR), social justice and core administration, as well as safeguarding. Two of the Cathedral Canons work across both Diocese and Cathedral. Accountability has remained distinct and separate, however.

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

- 2.3.1** The House of Bishops' practice guidance *Key Roles and Responsibilities of Church Office Holders and Bodies* (2017) makes it clear that the role of the Dean is to provide leadership concerning safeguarding, and to encourage everyone to 'promote a safer church'. The present Dean has been in post since 2018.
- 2.3.2** The Canon Precentor is the clergy lead for safeguarding. He attends the Diocesan Safeguarding Advisory Panel (DSAP) on behalf of the Cathedral.
- 2.3.3** The Canon for Mission and Faith Development has a range of responsibilities with safeguarding elements, including the management and oversight of the Education Officer. He also oversees two distinct congregations within the overall Cathedral congregation –the Zone 2 congregation (who worship less formally), and the SEPAS (Iranian and other migrant communities) congregation. Each of these has a safeguarding lead; the lead for SEPAS is also a lay canon.
- 2.3.4** The Cathedral's Chief Officer, who is also the Diocesan Secretary, is the Cathedral's lead officer for safeguarding. He chairs the Cathedral's Safeguarding Advisory Panel (CSAP) and also attends the DSAP.
- 2.3.5** In keeping with the 'one-team' approach adopted by Diocese and Cathedral, the Diocesan Safeguarding Team (DST) is shared between both, hence there is a view that a service level agreement (SLA) or similar is not appropriate or needed. The team comprises a Diocesan Safeguarding Advisor (DSA) and an assistant (ADSA), the latter taking a lead role with the Cathedral. Both posts are full time. The team provides case work support, safeguarding training, Disclosure and Barring Service (DBS) advice and support with the development of safeguarding arrangements within the Cathedral. These arrangements have been in place, and working well, for some years; the appointment of the current DSA and subsequently the ADSA around the same time as the arrival of the Dean in 2018 has led to the development of strong and mutually respectful working relationships.

2.4 WHO WAS SEEN IN THIS AUDIT

- 2.4.1** The audit involved reviewing documentation, auditing case files, talking to people at the heart of safeguarding in the Cathedral – such as the Dean, clergy and lay Chapter members, safeguarding staff, music leads and people managing the floor of the Cathedral – and discussing safeguarding with a number of other individuals with a range of roles and responsibilities. Focus groups were held with choristers, choir parents, choir guardians and a range of staff and volunteers. The site visit to the cathedral lasted 2.5 days.
- 2.4.2** Further details are provided in the appendix.

3 FINDINGS – PRACTICE

3.1 SAFE ACTIVITIES AND WORKING PRACTICES

3.1.1 There are significant challenges to running a place of worship that receives more than have a million visitors a year and is open to the public, some of whom may be vulnerable themselves, or a possible risk to others. Somewhere as high profile as Liverpool Cathedral is also vulnerable to external threats.

Precincts and buildings

Description

3.1.2 The safety of the Cathedral buildings and their surroundings is overseen by a team of nine full-time Cathedral constables, several of whom have been associated with the Cathedral for many years. The original establishment was 11 full time constables, but this was reduced more than 20 years ago. The Head Constable works to the Health & Safety and Project Development Manager, who has himself been in post since 2001, initially as Operations Manager. The constables are in the process of attestation, which will give them enhanced training and powers to respond to challenging situations. They work closely with Merseyside Police and other external agencies, and have undertaken training in de-escalating and managing conflict as well as C2 safeguarding training.

3.1.3 The constables are based in the Constables' Lodge, which stands at the edge of the Cathedral precinct, on the road and pathway up to the Cathedral's main entrance, and by the barrier to the car park. The CCTV monitors are located in the Lodge, and there are always at least two constables on duty, one of whom will be in the Lodge. This means that they are potentially able to keep track of all visitors who enter the Cathedral on foot and by car, as well as overseeing safety within the Cathedral building itself. There is a second entrance at the side of the Cathedral, which brings people directly into the café/restaurant area. There is consideration being given to how to restrict unauthorised access and enhance safety. The manager for the adjoining student campus (which is built on Cathedral land) is based in the main reception on the campus itself, and is in regular contact with the constables.

3.1.4 Some of the outside and much of the inside of the building is covered by CCTV, with plans under discussion to extend coverage further and improve quality following a recent security review. This would be a positive step.

3.1.5 The Cathedral is open to the public from 8.00am–6.00pm, and later if there is a special event during the evening. One or more of the team of vergers is present from 7.30am until after the end of services and/or any evening events, their tasks being to assist the clergy with event preparation. The weekly 'diary meeting', attended by a representative of every department, is used to coordinate the management of forthcoming events as well as communicate important messages, including about safeguarding. This is supplemented by an 'all staff email'.

3.1.6 From 10.00am until about 3.30pm, the welcome desk at the main entrance is staffed by two volunteer welcomers, who endeavour to greet every visitor personally, although this is not always possible when large parties arrive (which happens frequently). Guides (also volunteers) are available to visitors. Access to the tower is separately staffed. A shortage of volunteers means that their availability does not extend across the whole period that the Cathedral is open to the public.

3.1.7 The Cathedral shop is within the main building, where there are usually two staff on

duty. A member of the clergy is on duty each day but not necessarily either in the building or always available.

- 3.1.8** Schoolchildren visiting in organised groups are allocated a screened-off area to leave their bags while in the Cathedral.
- 3.1.9** The various staff and volunteers working within the building have a variety of methods to summon assistance (radios, mobile phones) and there is an alarm in the shop which sounds in the Constables' Lodge.
- 3.1.10** Entrance to the tower is carefully managed and always supervised. There is a member of staff on duty at the top of the tower during opening times to supervise safety. They have access to a radio but not a toilet. A lift enables access to the tower and can be used as a point of egress in the event of a fire, owing to it having a separate electrical supply.
- 3.1.11** Health and safety risk assessments are systematically undertaken and regularly reviewed and updated. All staff and volunteers receive health and safety induction, which is very well regarded, and all staff and volunteers spoken with had undertaken CO training online. The lone working policy is well understood, as is the procedure in the event of there being a lost/unaccompanied child.
- 3.1.12** The Health and Safety Manager keeps a record of all reported incidents which he reviews regularly. He provides regular reports to Chapter and staff on accident statistics, as part of a drive to extend the ownership of health and safety matters and achieve an understanding that it is 'everybody's business'. Occasional fire drills and tests of evacuation procedures are held.

Analysis

- 3.1.13** The auditors were impressed by the arrangements overall for the safe management of the buildings, the tower and surrounding areas, with a 'one-team approach' much in evidence, but were concerned at the reliance on a comparatively small team of constables, especially given the plans for the expansion of both visitor numbers and events. Thought is needed in order to improve the ability of staff and volunteers working in the Cathedral to summon assistance quickly and discreetly, and to ensure the lone working policy works for everyone. The process for responding to a child who has become separated from their parent/carer may need some rethinking to ensure that it accounts for the role that volunteers may need to play and for its operation in more isolated areas of the Cathedral. This is explored further below.
- 3.1.14** Staff and volunteers all expressed a very high degree of confidence in the constables, who are a reassuring presence. Arrangements for summoning their assistance are not always satisfactory, and it needs to be remembered that the Lodge where they are based is some minutes away from some parts of the Cathedral. Although two volunteer welcomers are always on duty, they can on occasions find themselves alone, away from the welcome desk and coping with large numbers of visitors. In these circumstances they described feeling very exposed and may not have easy access to the landline situated at the desk, albeit they know that other staff and volunteers are around. All staff and volunteers would benefit from having the means to summon help quickly and unobtrusively.
- 3.1.15** The auditors were concerned that individuals – vergers, other staff and volunteers – often find themselves working alone in areas which are not covered by CCTV or are otherwise out of sight of others, especially early in the morning and in the evening. This can also occur when events and set-up arrangements mean worship and chaplaincy may need to move to quieter, potentially more isolated areas.

- 3.1.16** The arrangements for storing the bags of visiting groups of children are not satisfactory, being vulnerable both to theft and also to those who may wish to leave harmful items in the same area.
- 3.1.17** The current operation of the pastoral rota can mean that volunteers and staff may be unable to access a member of the clergy to speak with a vulnerable person seeking pastoral support from a minister. This is not entirely satisfactory, and is discussed further below.

Questions for the Cathedral to consider

- What steps need to be taken to ensure that the plans for achieving a significant increase in visitors to the Cathedral are accompanied by a realistic appraisal of the support needed to ensure that all are kept safe?
- How might the means for calling assistance quickly and unobtrusively be improved?
- How might the arrangements for lone working be improved so that staff and volunteers working within the cathedral feel more confident?

Vulnerable adults

Description

- 3.1.18** Liverpool Cathedral has long had a commitment to social justice. Together with the Metropolitan Cathedral and St Bride's Church, it established MICAH Liverpool, an independent charity which runs food banks, a community market and a programme supporting people into employment. There is a food bank collection point in the Cathedral, although the food banks do not operate from the Cathedral premises. MICAH Liverpool has its own safeguarding policy and procedures which are aligned with those of the Cathedral.
- 3.1.19** Among the many visitors to the Cathedral are adults who have additional vulnerabilities and are being, or are at risk of being, abused and neglected, including through self-neglect and self-harm. These include those who come seeking help from the food bank. The SEPAS community is comprised of many people who are additionally vulnerable due to their uncertain immigration status.
- 3.1.20** A number of people in volunteer roles within the Cathedral can become vulnerable by virtue of, for example, declining physical or cognitive function as they age. These have been risk assessed, and where appropriate there has been action taken as a consequence in order to minimise their vulnerability.
- 3.1.21** There is no specific pastoral ministerial team; there is, instead, a system of Canons in Residence. In circumstances when the residence clergy cannot be contacted or are not available, the Dean's office can be contacted and other clergy including the Dean would respond.
- 3.1.22** The staff and volunteers working within the Cathedral have received C0 safeguarding training and are very aware of and responsive to the needs of vulnerable people. The prospect of 'mental health first aid' training is keenly anticipated and would be a very positive next step. The constables are alert to all visitors to the Cathedral who may be vulnerable and are skilled at supporting their colleagues and intervening where necessary. The careful control of access and the permanent stationing of a staff member at the top of the tower demonstrate awareness of the potential for harm coming to those who choose to ascend to such a high place.
- 3.1.23** Planning for increasing the numbers of visitors includes consideration of the needs of

vulnerable people, for example on the planned heritage tours, which will include visits 'behind the scenes' to less accessible parts of the building. Less positively, the planning and disruption which large events inevitably cause include there being, on occasions, a challenge to find a quiet, safe space for those who need it.

3.1.24 Staff and volunteers are aware of who to contact if there is a person they consider to be either vulnerable, or else to pose a risk to others. In practice, the constables are usually the first point of contact, and the ADSA is involved where appropriate. All are equipped with information enabling them to signpost individuals and families to relevant other agencies who may be able to assist. The ADSA will make a formal referral to another agency when he considers it to be necessary.

Analysis

3.1.25 The auditors found a good level of awareness of and thought given to the needs of adults who are vulnerable, who receive a sensitive response from staff and volunteers. The confidence and skills of the latter would further benefit from mental health first-aid training. Attention should be paid to establishing a reliable and well understood system for clergy-led pastoral care for Cathedral visitors who request it.

3.1.26 Staff and volunteers are aware of how they should respond if they encounter a person who they consider may be vulnerable, or to pose a risk to others. The constables provide a reliable and well-regarded response to individuals and support to staff and volunteers. The ADSA's advice and response is similarly valued.

3.1.27 C0 safeguarding training has been useful as an introduction to the safeguarding issues associated with vulnerable adults, but the form of delivery – online – means that the content has not been easy to relate to local circumstances. Staff and volunteers would welcome opportunities for discussion, in order to increase their knowledge and confidence in responding to the people who are in need of their support and assistance. This could be achieved as part of the proposed programme of 'mental health first' aid' training.

3.1.28 The lack of ready availability of clergy to respond to the needs of vulnerable adults has been problematic on occasions. This can put additional demands on volunteers, in particular.

3.1.29 The use of the Cathedral as a collection point for donations to the food bank is very positive. It does result, on occasions, in people asking for assistance in the belief that food can be distributed by those working within the Cathedral.

Questions for the Cathedral to consider

- How might the arrangements for ensuring availability of clergy during the day be improved?
- What additional supports and training might benefit staff and volunteers who are in the position of identifying and responding to the needs of vulnerable adults?
- How might the position regarding access to emergency food supplies be made clear in order to improve access to those in need while reducing the necessity staff and volunteers being put in the difficult position of being unable to assist?
- How might the Cathedral ensure that there is always a quiet and safe place available while necessary events-related activity is in progress?

Children

Description

- 3.1.30** The Cathedral runs or hosts a range of regular activities for children of all ages as well as involving them in special events. The involvement of children in the music department, as choristers and via the music outreach programme, is discussed below.
- 3.1.31** Around 10,000 children of all ages are welcomed into the Cathedral each year through an extensive programme of education outreach coordinated by the Education Officer, who took up her post in September 2019. She reports to the Canon for Mission and Faith Development, who also Zone 2, and the SEPAS community. She is a member of CSAP and has already made a number of changes and improvements to procedures and processes.
- 3.1.32** Programmes are run for primary-, secondary- and college-age children. There is a clear and well publicised booking process and a range of easy to follow policies and procedures, together with a comprehensive risk assessment to inform every school visit.
- 3.1.33** The Education Officer has a group of 19 volunteers, all of whom are trained teachers, have been safely recruited, and have participated in C0 online and C2 face-to-face safeguarding training. She is also supported by an administrative assistant to coordinate bookings. The volunteers assist with the school visits, working alongside the staff from the visiting school. They generally expect 60–90 children each day, who are separated into groups of 15 to ensure safety and supervision. Volunteers are equipped with radios in case of emergency. Children have exclusive use of the upstairs toilets, which are not available for adults.
- 3.1.34** There is a continuing problem of school groups arriving without having booked in advance. These are generally local schools, accessing the Cathedral as a public building. Such visits are a concern as there are not the usual experienced education department staff and procedures in place, and the general volunteers and staff within the Cathedral have to manage as best they can.
- 3.1.35** A range of special services are held throughout the year, such as school-leaver services, which are attended by sometimes hundreds of children.
- 3.1.36** The SEPAS congregation has its own Sunday service conducted in Farsi. Originally comprising predominantly of men, this congregation now includes more women and young children, which means there is an increasing demand for the children to be cared for during the weekly service. At present there are six to eight children looked after by a single volunteer (who was safely recruited and is DBS checked), assisted by a parent, pending the safe recruitment of a second leader, which is in progress. SEPAS follows the Cathedral safeguarding policies and procedures and that the policy has been translated into Farsi, with translation of safeguarding working procedures in progress. There are not yet record-keeping processes in place.
- 3.1.37** Servers are drawn from the Cross Guild, whose members are former choristers. A number of these are under 18. The same well thought through safeguarding procedures apply to the Cross Guild as to the choir.
- 3.1.38** There is one child bell-ringer, who is always accompanied by a parent.
- 3.1.39** The lost/found child procedure is clearly written and easy to follow. It designates the welcome desk as the lost child point.

Analysis

- 3.1.40** The auditors found that arrangements for assuring the safety of children involved with the Cathedral are good overall. There is extensive educational outreach, safely managed by skilled staff and volunteers. There remain some areas where procedures and practice guidance need to be developed; these include clarifying responsibilities with visiting schools and addressing the challenge of unannounced visits by school groups.
- 3.1.41** The Education Service has well-developed systems for the booking and management of school visits, with literature addressing staffing ratios, recording of staff contact numbers and information about forthcoming visits shared in the weekly diary meetings so that constables, staff and volunteers are aware of which groups are visiting and any special considerations. The accommodation for the groups is appropriate. The Education Officer has already taken action to tighten up procedures in some areas and improve information. Due to there being two public entrances to the Cathedral, only one of which is staffed during the day, there is a slight risk that a child could leave the building unattended.
- 3.1.42** The literature and resources for school visits are comprehensive and informative. However, the auditors felt that there was a lack of clarity about which safeguarding policy the visiting school should be working to – their own or that of the Cathedral – and who should be conducting the risk assessment for each visit. This should be made very clear in all written information and accompanying procedures so that all involved from both schools and Cathedral are clear about their responsibilities. It is the view of the auditors that schools remain responsible for their children at all times, should have a policy that covers external visits and trips, and are responsible for conducting their own risk assessment, albeit informed by the Cathedral. The role of the Cathedral would then be to satisfy itself that these arrangements are in place.
- 3.1.43** The auditors were told that there is a continuing challenge with the supervision of secondary school children to ensure that they use the toilets specifically set aside for them, rather than the public ones. Some thought is needed about how to address this.
- 3.1.44** Staff and volunteers are alert to the potential for visitors to take photographs of children in and around the Cathedral and will address this as required.
- 3.1.45** The practical operation of the lost/found child procedure causes staff and volunteers some anxiety. The welcome desk is the designated lost child point but is in the busiest part of the cathedral, and is usually (though not always) manned by two volunteers who are not DBS checked; this needs to be rethought. Staff and volunteers also expressed concern to the auditors that the procedure specifies that they should remain with a child, unaccompanied, for up to 15 minutes, and that this was vulnerable for both parties. This may simply indicate a lack of understanding about the implementation of the procedure by some (e.g., the procedure does state that the 15 minutes is discretionary), but does need addressing.
- 3.1.46** The many large-scale special events involving children are well managed. The auditors heard about what steps are taken to ensure the safeguarding of children who attend the annual Sleep Out event, which offers children the opportunity to help and find out more about homelessness in the safety of the Cathedral as well as raise money for the local Whitechapel Centre.

Questions for the Cathedral to consider

- What adjustments need to be made to clarify that visiting schools should comply with their own safeguarding procedures at all times when on Cathedral premises?

- What changes are needed either to the lost/found procedure or its implementation to ensure that children are well supported and staff and volunteers are comfortable about their responsibilities?
- How will the Cathedral address the challenge of unannounced visits by schools?

3.2 CHOIRS AND MUSIC

3.2.1 All cathedral choirs raise a number of particular safeguarding issues, particularly for children. As young children, sometimes away from home, working towards a highly prized goal, firstly, there is the vulnerability of choristers to being groomed by people in positions of trust within the choir context. Secondly, the demands of regular public performance, in some contexts to elite standards, can be in tension or conflict with child welfare requirements and expectations.

Description

Children

- 3.2.2** There is a boys' choir and a girls' choir at Liverpool Cathedral, each with provision for 24 members. At present there are 18 boys and 23 girls, with a number of probationers being trained to join them. The boys usually join in Year 4 (aged 7/8) and stay until their voice changes; girls join from Year 6 at present, although it is planned for this to move to Year 4. Girls remain in the choir until the end of the term following their sixteenth birthday, but can apply for a place as a choral student for a period of one year. There is no choir school; choristers are drawn from a large number of primary and secondary schools in and beyond the city.
- 3.2.3** Both choirs have exactly the same weekly timetable of rehearsing and performing, comprising three evening and alternate weekends. Probationers who are being prepared to join the choir rehearse on Saturdays. Both choristers and parents welcomed the move to equalise the timetables for the two choirs (which has happened in the last year). The children have particularly welcomed the opportunity to sing more together, saying that the choirs are 'more powerful' together, and also appreciate the additional time that the arrangements give them to pursue interests in addition to the choir.
- 3.2.4** Choristers are given a handbook, written in age appropriate language, which sets out clearly the arrangements for their safety and wellbeing, and expectations about behaviour. There is an emphasis on kindness and respect. All choristers sign a chorister agreement which includes a code of conduct. The choristers who attended the focus group were very positive about the arrangements for their safety and wellbeing, saying that they felt completely safe at all times when at the Cathedral, and that the choir 'is like a second family'. They experienced the Director of Music, his staff and all volunteers as firm but fair, and felt they had ample time both to participate in the choir and associated musical activities (such as music lessons) but also to do their homework and enjoy the range of wellbeing and leisure activities that have recently been introduced.
- 3.2.5** Each choir has a head chorister and two deputies who are appointed with the active participation of all choristers, each of whom has a vote. This means that these senior choristers have the support of their entire choir, to whom they act as role models. This participative approach is regarded very positively by the choristers, who told the auditors that the Director of Music 'always takes our views into account and we always have a say'. Rehearsals usually begin and end with an opportunity to talk with the Director of Music.

- 3.2.6** Once children are of an age to leave the choirs, they are all enrolled automatically as members of the Cross Guild, which is responsible for all Cathedral ceremonial duties, thereby allowing the ex-choristers to continue to have a role in the Cathedral. They are also eligible for a place in the Gilbert Scott Singers, run by the Director of Choral Outreach. Leaders of these various activities are all DBS checked.
- 3.2.7** The Cross Guild follows the policy and procedures of the Cathedral and has its own specific assessments for outings; leaders are safely recruited. The Cross Guild members use the Baptistery Vestry which is shared with Chapter.

Lay clerks

- 3.2.8** There is a group of nine lay clerks, of whom one is female. All receive enhanced DBS checks. The Director of Music introduced an annual appraisal system, and meets with the group of lay clerks every term. The agenda always includes safeguarding. All deputy lay clerks now have to be DBS checked. When this was introduced, a number of lay clerks who did not agree to have a DBS check left the choir. The lay clerks have received face-to-face C2 safeguarding training from the ADSA as a group, which is due to be refreshed in the light of recent changes. There is a code of conduct in the form of a safeguarding agreement that all lay clerks and scholars are required to sign, and this sets out clear guidelines for interactions with the children's choirs. Lay clerks are required to attend a training session with the ADSA annually, together with other members of the music department.
- 3.2.9** The lay clerks have their own vestry and toilets. No under eighteens are permitted to use the lay clerks' vestry. Over time, the Director of Music has promoted distance between the lay clerks and the child choristers. Choristers commented that the lay clerks are 'not a massive part of your life' other than on the (very highly regarded) choir tours, which occur regularly and are greatly enjoyed by everyone.

Staff and volunteers

- 3.2.10** The Director of Music joined Liverpool Cathedral in 2017. As well as being a musician, he is a qualified teacher and worked previously in a number of school settings. He has introduced a number of changes to bring clarity and focus to the safeguarding and care of the Cathedral's choristers, while maintaining excellence of performance. This includes clarifying the use of the undercroft area (see below) and the roles and responsibilities of the various staff and volunteers associated with the choirs. He leads the safer recruitment of all staff and volunteers associated with the music department and choirs. He is also a member of CSAP.
- 3.2.11** Working alongside the music department staff are volunteers who are safely recruited and interviewed by the Director of Music, and have an enhanced DBS check. They comprise Choir Guardians and Choir Supervisors. Some are or have been chorister parents; others have been choristers themselves. Their responsibilities are set out clearly in the *Choir Supervisors & Choir Guardians Handbook*, which was last updated in December 2019 and is reviewed annually.
- 3.2.12** There are five Choir Guardians, each with particular areas of responsibility, such as keeping attendance records; safeguarding procedures and documentation; special educational needs (SEN) provision; communication with parents; acting as a musical assistant in rehearsals, etc. When on duty they always wear robes, in order to be seen easily by the choristers. The Choir Guardians are responsible for chorister behaviour management. They are available to support choristers with their homework if asked.
- 3.2.13** The Guardians report to the Director of Music and oversee all other choir volunteers.

They undertake C0 online safeguarding training, C2 training face to face, delivered by the ADSA, and also first-aid training. A number are also council approved chaperones. They are drawn from a range of backgrounds, and include a number of trained teachers, three of whom are the Special Educational Needs Coordinator (SENCO) for their school. There are also four Deputy Guardians, all of whom are qualified teachers. They meet regularly, with the Director of Music as required, and meetings are recorded. Supervisors are kept informed of any chorister issues via weekly email news and as when required. There is a termly meeting of all supervisors. One supervisor, who is a health professional, oversees the health and care plans for each child. The medicines cabinet is checked every three months to ensure that its contents are up to date.

3.2.14 Choir Supervisors report to the Choir Guardians and are described in the handbook as 'play supervisors'. They are present in the Dean's Yard when choristers are playing, prepare and supervise refreshments, deliver the programme of wellbeing activities and assist with robing. They undertake C0 online training.

3.2.15 There is a system for recording low-level concerns in a book which is kept locked away in the administrator's office and regularly reviewed. The Director of Music passes on any concerns about choristers to the ADSA.

3.2.16 The undercroft is designated as the choir area. No other people are permitted in the undercroft other than those associated with the choirs and music. It is divided into two areas; Area A is where all play, food and recreational activities take place and is supervised by the Choir Supervisors, with Deputy Guardians taking the main lead role. Area B is the designated work area, and includes the song room and chorister toilets. Rehearsals, singing lessons, GCSE lessons and quiet, private study take place in this area, which is always supervised by at least two Guardians. The kitchen area is restricted to staff, supervisors and sixth-form age choral students, for safety reasons. Parents drop off and collect their children in the atrium, which is in Area A.

3.2.17 During services and practices in the Cathedral itself, there are always at least two Guardians who are present and in view of the choristers. The choir area is roped off during rehearsals and visitors are not allowed to approach or photograph the choir. During services and performances where the choir is brought closer to the congregation/audience, they are always accompanied by a number of Guardians, as well as constables and other staff on the Cathedral floor.

Parents

3.2.18 The expectations of parents to support their children is set out in the *Choir Handbook* – Information for choristers and their parents, together with the Cathedral's pledges to its choristers in relation to musical education and pastoral care. Included in the handbook is a Cathedral/parent/chorister agreement and the choir code of conduct, together with safeguarding arrangements.

3.2.19 Parents who attended the focus group described the safeguarding arrangements for their children as 'exemplary'. They were particularly complimentary about the way that the children are all treated equally and inclusively, and described the Director of Music as having brought a tangible focus on kindness and mutual respect which they and their children appreciated. They are asked to provide information about the health and care needs of their children, in order to inform the care that their children receive as choristers, and this is updated before every choir trip.

3.2.20 Parents are kept informed of schedules and other important information through a weekly email briefing, which they appreciate. The Director of Music has introduced

fortnightly opportunities for any parent to meet with him by appointment, together with one of the Guardians, to discuss any matters regarding choristers.

Choral outreach

- 3.2.21** The Cathedral has an extensive programme of choral outreach for all ages from toddlers to older adults, which includes a cathedral schools singing programme (involving a number of schools which, after several weekly sessions come together in a combined public performance), a junior choir of around 60 children aged between 6 and 13, a community choir for older adults, and the ‘teeny maestros’ group for children from 3 months to nursery age. The programme is run by the Director of Choral Outreach, together with other music department staff and a number of volunteers, all of whom are safely recruited. The programme is largely self-funding. There are also opportunities for teaching and supporting children wishing to take GCSE music and Grade V theory, and to join groups for instrumental playing.
- 3.2.22** The choral outreach programme has its own safeguarding procedures which align with those of the music department.

Analysis

- 3.2.23** The auditors found that there are excellent structures and arrangements in place for promoting the safety and wellbeing of the child choristers, which have developed over time into a strong and confident system which appears to suit everyone. There is equality and equity in the choirs and a good balance between achieving excellence in performance with investment in the pastoral care of the children. There is an impressive, safely managed choral outreach programme. There are opportunities to develop further the safeguarding procedures around the choral outreach programme, drawing on those already in place in the music and education departments, and to broaden the scope of safeguarding training.
- 3.2.24** There are adequate numbers of well trained and often highly qualified volunteers who take great care with the children, who in turn feel confident that they can approach any adult in the music department for assistance if required. Communications with parents are well developed and conducted in a way that is appreciated by parents. The promotion of a culture of kindness and respect and the arrangements for promoting wellbeing are particularly impressive.
- 3.2.25** Several parents who are also guardians or supervisors have received safeguarding training. For supervisors, training beyond the online C0 basic level would be beneficial in raising awareness. It may also be beneficial for those parents who do not have a formal role with the choir to be offered the opportunity also to take part in safeguarding training, in order to keep up to date with the ever-evolving thinking and understanding of safeguarding and also to understand the purpose of any new arrangements.
- 3.2.26** The choral outreach programme is very comprehensive, touching large numbers of people of all ages. The safeguarding procedures are comprehensive and sound. It does appear that there is room for developing procedures and guidance, in relation to the schools programme, which could usefully be aligned with those already in place in the Cathedral’s education department.
- 3.2.27** In an environment as warm, friendly and inclusive as Liverpool Cathedral’s music department, there is nevertheless the potential for those who wish to cause harm to children to groom others in plain sight. It can be difficult to ‘think the unthinkable’ about one’s colleagues and friends in such circumstances. The auditors wondered whether the training that is delivered to staff and volunteers is sufficiently explicit about this area, or whether it could be developed to include case studies from other cathedrals

which have had to deal with these difficult issues.

Questions for the Cathedral to consider

- How can the Cathedral ensure that the culture of the music department remains alert to the possibility of harm occurring within?
- What benefits might there be to offering safeguarding training to choir parents?
- How will the Cathedral satisfy itself that safeguarding arrangements in the choral outreach programme and the Cross Guild are fully aligned with Cathedral policy and procedures in place within the music and education departments?

3.3 BELL-RINGING

Description

- 3.3.1** At 67m (220ft) above floor level, the bells of Liverpool Cathedral are the highest and heaviest ringing peal in the world. They are rung by members of the Liverpool Cathedral Guild of Change Ringers, which is a group of more than 30 members, both female and male. The bell-ringers practice on a Saturday evening and ring on Sunday morning and for other special occasions.
- 3.3.2** The current Ringing Master has been in his role for nearly 18 months, having rung at Liverpool since 2006, and having been a Deputy Ringing Master between 2015 and 2018.
- 3.3.3** The Ringing Master is the only member of the team who is DBS checked, although all four leaders within the team have completed a confidential self-declaration. There is no expectation at present that any of the ringing team completes safeguarding training, although the ringing master has done so because of responsibilities in a different church.
- 3.3.4** Access to the tower is via two lifts, both of which can only be operated by a keyholder; a member of the team stands at the bottom of the lifts to enable access for the ringers. There are also stairs for emergency use. An attendance register is kept of all ringers on every occasion when they are in the tower. A telephone and mobile phone are kept in the tower for emergency use, and a radio can also be collected from the Constables' Lodge if required.
- 3.3.5** No visitors are permitted in the tower when the bells are being rung. At other times, limited numbers of visitors are permitted under supervision by Cathedral staff, for example, as part of a guided tour.
- 3.3.6** One regular ringer is under 18. She attends with her father, and is always under his supervision.
- 3.3.7** Liverpool's bells are very well known, and there are many requests from other groups and individual ringers to visit. A safe working procedure has recently been adopted (February 2020), based on that developed at York Minster, which specifies that any visit by a bell-ringer must be arranged in advance with the tower Captain, and gives health and safety advice together with details of the procedure for visiting the tower. This includes the requirement to sing in at the Constables' Lodge, where a list is held of all planned visitors. Visitors are always supervised either by the Ringing Master or designated volunteer.
- 3.3.8** The procedure includes a declaration form to be signed by each applicant regarding their offending history, together with relevant safeguarding information, and specifies

that any under-18s have to be accompanied by a parent or guardian. The Ringing Master seeks advice from the ADSA in the event of any offending history being declared by someone wishing to visit.

- 3.3.9** The bell-ringers are not present at any Cathedral staff meetings; their formal contact with the Cathedral is limited to their AGM, chaired by the Canon Precentor, who also communicates via email where necessary.

Analysis

- 3.3.10** The Ringing Master is very alert to safeguarding issues and the introduction of the safe working procedure for bell ringing at the Cathedral is a positive step forward in recognising the potential safeguarding risks associated with the bell tower. The auditors' view is that further steps can and should be taken to ensure that, as a minimum, standards of safer recruitment and safeguarding training are applied in the bell tower in order to align it with the ambition to create a culture of safeguarding across the whole Cathedral.

Questions for the Cathedral to consider

- Is there a safeguarding benefit to be gained from the bell-ringers being somewhat more engaged in wider Cathedral processes, and if so, how may that best be achieved?

3.4 CASE WORK (INCLUDING INFORMATION-SHARING)

Description

- 3.4.1** Case work in the Cathedral is delivered by the DST, principally the ADSA. Lower-level concerns are responded to at a more departmental level, often after consultation with and advice from the ADSA.
- 3.4.2** A weekly 'core group' meeting comprising the DSA, ADSA, Chief Officer and Director of Communications is held in the diary in order to discuss specific cases, as necessary, and maintain oversight of all current cases via a written update from the DST. It is a joint meeting between the Cathedral and Diocese, chaired by the Chief Officer, and the Dean attends for the part of the meeting concerning the Cathedral. The Bishop's Executive Assistant attends on behalf of the Bishop. This group is where safeguarding agreements are reviewed. The core group serves as an opportunity to identify and engage any other services which may be relevant, and in particular whether there are any HR implications in the cases. The attendance of the Director of Communications is a useful prompt to consider the need for any internal and external communications. All attendees find this meeting useful, and it provides a good forum to share information while maintaining compliance with the General Data Protection Regulation (GDPR).
- 3.4.3** The Dean meets monthly with the ADSA and they have periodic discussions about historic cases, so that the Dean keeps abreast of developments.
- 3.4.4** Good quality recording is essential to being able to make sense of the development of situations over time, to allow cross-referencing between files, and so that others can pick up work as and when necessary, and readily understand what they are dealing with. Recording on the files seen comprises a front sheet which contains relevant information about the nature of the case, the key people involved, and – helpfully – the outcome. The presentation of this was a little confusing to the auditors, and this was rectified by the ADSA as soon as it was pointed out.
- 3.4.5** Each file contains a log of incidents and events, which provide a helpful and accessible

overview of the activity. Much of the remaining content of files comprises printouts of email trails, which can be repetitive and not very informative. This will be made easier once there is an agreed national electronic case file recording system in place, but as this is unlikely to be in the foreseeable future, thought needs to be given about how to ensure files are clear.

- 3.4.6** The auditors did not see any examples of the ‘lower level’ incidents being logged within different departments, and were not informed of any oversight of these records to ascertain whether a correct threshold is being applied. The ADSA does keep records of advice given, however, and the auditors understand that this enables cross-references to be made. Staff appreciate the advice they are given by the ADSA.
- 3.4.7** An important part of the audit was speaking to people who had come forward to disclose abuse, share concerns or expected help from the Cathedral to keep safe for any reason, to find out how timely, compassionate and effective they had found responses and support provided by the Cathedral. However, nobody came forward to share their views.

Analysis

- 3.4.8** The auditors saw the files of all seven current cases. These included cases relating to vulnerable adults, people who may pose a risk to others and a safeguarding agreement. There were no cases involving children. They had all been referred to the ADSA by senior staff. The standard of casework was good overall, and there were good examples of sensitive joint working between the DSA and ADSA to ensure that people seeking a safeguarding response were appropriately responded to. A high level of awareness of the needs and perspectives of victims are clearly evidenced. There were examples of good liaison with external agencies, and information-sharing practice was good.
- 3.4.9** Recording is generally good. It could be improved by some tidying up to ensure that details – for example, making it clear who a person being referred to is (e.g. their role in the Cathedral, or their relationship to the subject) and that the dates are all accurate.
- 3.4.10** The evident commitment to ensuring that a victim receives a good safeguarding response was seen to lead to some confusion in a file about the focus of the work. This was reflected in a lack of clarity about the interface between safeguarding and HR processes.
- 3.4.11** There was one file relating to a safeguarding agreement, which dated from 2018. This was not fully compliant with current national guidance regarding risk assessments and review, and the safeguarding agreement itself could usefully be tightened up, although it did cover the key areas.
- 3.4.12** Apart from weekly discussion at the core group, and during the ADSA’s supervision by the DSA, there is no formal reporting on casework to any other body – Chapter, CSAP, DSAP. This means that there can be no monitoring of the quantity, quality and outcome of casework. The same applies to the recording of incidents within departments, to ensure that an appropriate threshold is being applied and responses are effective. Without having been able to see records of such incidents, it was not possible for the auditors to assess the degree to which understanding and use of incident reporting processes was widely embedded.
- 3.4.13** Those who have referred cases which the ADSA has then taken on and dealt with would appreciate feedback on the outcome.

Questions for the Cathedral to consider

- How confident is the Cathedral that all safeguarding concerns are being identified, referred and responded to consistently?
- How might the Cathedral assure itself that incident reporting processes, including the threshold for their application, are widely understood and used?
- How might the Cathedral assure itself that people with safeguarding concerns or vulnerabilities are receiving a timely and effective response?
- What needs to be done to ensure that the interface between HR and safeguarding processes is always right?

3.5 CLERGY DISCIPLINARY MEASURE

3.5.1 The auditors saw no cases involving the use of the Clergy Disciplinary Measure (CDM) in a safeguarding context.

Questions for the Cathedral to consider

- None.

3.6 TRAINING

3.6.1 Safeguarding training is an important mechanism for establishing safeguarding awareness and confidence throughout the Cathedral. It requires good quality content, 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

3.6.2 The House of Bishops' practice guidance *Safeguarding Training & Development* (2017) sets out a framework to ensure that all Church officers are trained in aspects of safeguarding relevant to their role in order to develop and maintain the necessary knowledge, attitude and skills to safeguard and protect children, young people and vulnerable adults, as outlined in *Promoting a Safer Church: a policy for safeguarding children and adults*, 2016. It includes the requirement for an annual training needs analysis and accompanying training plan which should be monitored and refreshed every three years.

3.6.3 Liverpool Cathedral's safeguarding policy includes a commitment to train and support all those with any responsibility for children, young people and adults to have the confidence and skills to recognise and respond to abuse.

3.6.4 The Cathedral's safeguarding action plan specifies that all volunteers and staff should complete safeguarding training according to the needs of their role. A total of 114 Cathedral staff have completed online CO/1 training in the last two years, and a number of staff and clergy have received C2 training delivered by the ADSA and DSA. Many found the CO training useful and informative. Some found it too general and difficult to relate to their specific setting. Those who had received face-to-face training mostly found it relevant to their roles and helpful. There are no reliable training records available prior to 2018. Bookings are managed through Eventbrite, with attendance collated by the DST after the training has been delivered.

3.6.5 Plans for commissioning a programme of mental health training are commendable and eagerly anticipated, and will help ensure that those in crisis and distress are responded to well. There is also a programme of domestic abuse training which is in the process of being reviewed.

3.6.6 It is unclear which roles require which level of training. Although attendance at training (both online and face to face) is recorded, there is no coordinated system in place at present to ascertain who still needs to be trained, and to what level. Individual managers are expected to ensure that the staff and volunteers for whom they are responsible receive appropriate training.

3.6.7 There is no system yet in place for evaluating the quality and impact of training.

Analysis

3.6.8 The Cathedral has made good progress in ensuring that staff and volunteers have received a basic level of safeguarding training. In the absence of a training strategy and plan, and without supporting systems, there is no means for ensuring that everyone has received the right level of training and that the training is of good quality and has had a positive impact. It is also unclear whether there are any consequences for not undertaking training.

3.6.9 The good response to the face-to-face training delivered by the ADSA is indicative of the value that recipients place on having content which is relevant to their role and the context in which they work. It also provides an opportunity for discussion, which participants value. The online training, by contrast, is a good means of getting across basic information but may not be sufficient to enable people to really understand how it might apply to them in their Cathedral role.

3.6.10 Despite the commitment to training in the policy, there is no clear understanding of who should receive what level of training, and what is the 'bottom line' in circumstances where someone is unwilling to undertake it. Records of training given and received are either unavailable (prior to 2018) or not able to be collated. This means that there is no regular system of reporting progress. There is as yet no means of evaluating the training given or its impact.

3.6.11 Monitoring of the action plan would be assisted by the development of a record which links role and training required with dates the various levels of training have been undertaken. This could in turn be cross-referenced with safer recruitment information, akin to the Single Central Record required in schools.

Questions for the Cathedral to consider

- What steps does the Cathedral need to take to ensure it is fully compliant with the House of Bishops' practice guidance on safeguarding training and development and also relevant to the Cathedral context?
- How confident is the Cathedral that the widespread use of online training is sufficient to support the changes to safeguarding culture and practice that they are seeking to achieve?
- How will the Cathedral ensure that its training records are comprehensive, and able to be collated in order to provide systematic oversight of delivery, quality and impact?

3.7 SAFER RECRUITMENT

Description

- 3.7.1** Nationally, safer recruitment practice is an essential part of the CofE's approach to safeguarding. It is incorporated in the national *Promoting a Safer Church* policy, and the Cathedral's safeguarding policy includes a commitment to 'Safely recruit, train and support all those with any responsibility for children, young people and adults to have the confidence and skills to recognise and respond to abuse.'
- 3.7.2** The Cathedral action plan reflects the commitment to safer recruitment practice, with actions focused on putting clear processes in place and encouraging compliance. A process to be followed if there is a blemished DBS or there are any concerns arising from a self-declaration has recently been agreed which is aligned with the diocesan procedure and involves seeking advice from the ADSA/DSA. Interviews always include a safeguarding question.
- 3.7.3** Recruitment of staff is overseen by the HR department, which services both Cathedral and Diocese. Recruitment of volunteers (who number around 200) is overseen by the Visitor Services Manager, who holds all the paperwork. Individual managers carry responsibility for recruitment within their own department; for example, the Director of Music is responsible for all recruitment of staff and volunteers in the music department. Managers undertake safer recruitment training.

Analysis

- 3.7.4** The Cathedral is progressing its safer recruitment practice and associated record-keeping. There is some very good practice evidenced in files, albeit with some variations of this not being consistently completed/documentated.
- 3.7.5** Attention needs to be paid to ensuring a consistency of approach, including in record keeping, and decision-making about which roles should require a DBS check and to what level. It was unclear to the auditors whether there is a clear system for determining which posts should be subject of a DBS check, and whether every potential appointee is required to provide a confidential self-declaration. There is not yet a recall system in place for volunteers who were subject of a DBS check prior to 2018.
- 3.7.6** Clarity from the leadership about non-compliance is needed. A systematic approach to collecting, collating, reporting and providing information to managers on the need for renewal of a DBS check, for example, would improve compliance and provide assurance that safer recruitment practice is being consistently implemented.
- 3.7.7** The auditors looked at 12 recruitment files in total, six each relating to staff and volunteers. Staff files are well kept, and demonstrate excellent practice in recording interview notes, including safeguarding questions at interviews, ensuring all relevant checks are done, etc. The front sheet gives a helpful overview of key processes such as DBS check and references.
- 3.7.8** There is similarly good practice in evidence on volunteer files. There has been some checking and oversight, including retrospective safe recruitment of some historic appointments in some instances. However, some aspects of good practice in staff files (e.g. front sheet, signing policy, record of training) are not consistently evident in files of volunteers and should be addressed.
- 3.7.9** The absence of a central record, to provide an overview of the application of safer recruitment processes and safeguarding training, for example, means that important

matters such as due dates for DBS renewal may be missed. Without receiving collated information, the Chapter and CSAP cannot be assured that safer recruitment is consistently implemented. As noted above, good practice would be a system akin to schools' Single Central Record, where provides an 'at a glance' overview, rather than having to look at individual files.

Questions for the Cathedral to consider

- What system can be put into place which provides an oversight of all aspects of safer recruitment, including DBS checks, and can also provide good data on performance?
- How might the Cathedral ensure that application of safer recruitment practice is consistently implemented and evidenced across the entire paid and volunteer workforce?
- How can the Cathedral assure itself that recruitment checks (e.g. DBS) are in use for the right people, in the right roles, and are consistent with relevant safeguarding procedures (lost/found children)?

4 FINDINGS – ORGANISATIONAL SUPPORTS

4.1 POLICY, PROCEDURES AND GUIDANCE

4.1.1 Policies, procedures and guidance are important in creating the framework for promoting a safer environment and culture. The House of Bishops has produced an extensive range of policies and procedures which apply to the entire Anglican Church. However, there are gaps in these which need to be filled at a local level.

Description

4.1.2 Liverpool Cathedral and Diocese have both adopted the safeguarding policies of the CofE. The Cathedral website includes a statement committing the Cathedral to the *Promoting a Safer Church* policy together with a link, and also provides links to the diocesan website, the CofE safeguarding front page, and the *National Church Parish Safeguarding Handbook*.

4.1.3 The need for the national policies to be supplemented by policies and procedures more relevant to a Cathedral context is understood. Chapter has approved a safeguarding policy (dated March 2019), which is a short statement based on *Promoting a Safer Church* and outlines a number of core principles and arrangements. The ADSA has been producing a series of Safeguarding Working Procedures (SWPs) as they are identified as necessary. These include procedures relating to safer recruitment, the taking of photographs, bell-ringers and lost/found children. Others are planned. Each is clearly and succinctly written in a common format and contains links to relevant documents from the national Church as well as relevant legislation and guidance. All draft SWPs are put out for consultation and fit to staff via managers. On occasions feedback results in amendment. This activity has previously been included in the safeguarding action plan.

4.1.4 All policies and procedures are signed off by Chapter, which has a programme of annual review of all policies.

4.1.5 Local policies and procedures are all kept on the internal R drive, which is accessible to staff. Departments within the Cathedral have their own copies of procedures which are relevant to their area of activity. The music department has produced handbooks for choristers, parents, supervisors and guardians. These all contain comprehensive safeguarding information. The education department has also produced its own policies and procedures which are relevant to safeguarding.

4.1.6 There is specific reference to the lost/found child procedure above.

4.1.7 The auditors were told that there are formal information-sharing agreements with the police and probation services.

Analysis

4.1.8 The Cathedral has identified the need for local policy, procedures and guidance to supplement that available nationally, and there are good mechanisms for approval and review. Procedures seen are succinct and helpful; staff are aware of how they can access them. Care should be taken to ensure how new policies and procedures are introduced, that they are consistent across as well as within departments, work in practice, and are accessible to volunteers and others who may be interested, as well as to staff.

4.1.9 The various SWPs are well written and easy to follow. Likewise, the local procedures

within the education and music departments were of good quality and covered all necessary safeguarding information. Everyone spoken with knew how to raise a concern, and were confident of receiving a helpful response from the ADSA.

- 4.1.10** The auditors noted that the safeguarding policy and all accompanying procedures have been approved and introduced in the last 12 months. This is too recent to be sure they are all understood and consistently applied. The auditors were aware of concerns by staff and volunteers about the implementation of the lost/found child procedure, for example, which are referred to above. It might be that the process of developing procedures could be more inclusive of those who will have to implement them, so that are fit for purpose. This may also assist in promoting a safeguarding culture.
- 4.1.11** There are areas of activity which do not yet have procedures and practice guidance in place, for example the SEPAS children's group. At the same time, there is a plethora of procedures and working practices within the different departments. A considered review of what is available, where the gaps are and how good practice in one area can be used to develop practice in another would be beneficial. This should include a review of how procedures and guidance may be accessed by those who are not able to use the staff R drive, and how to ensure that hard copies are kept up to date. Inclusion in the safeguarding action plan would support this process and could provide the basis for monitoring of implementation and impact.

Questions for the Cathedral to consider

- How might the Cathedral assure itself that its policies, procedures and guidance are comprehensive, accessible, understood, consistently applied and effective?

4.2 CATHEDRAL SAFEGUARDING ADVISOR AND TEAM AND THEIR SUPERVISION & MANAGEMENT

Description

- 4.2.1** The Cathedral and Diocese share the DST, comprising a full-time DSA and a full-time ADSA. Both took up post in 2018. The DSA has a background in NHS nursing. As specified in his very clear job description, the ADSA takes the lead in Cathedral safeguarding matters and has a background in health and safety/risk management and the police, where his work focused on training and sex offender management. Because safeguarding is a shared service, an SLA, or similar, is not regarded as necessary. In practice, the DSA and ADSA work very flexibly and both Diocese and Cathedral are satisfied with the level and quality of service they receive.
- 4.2.2** The DSA manages and supervises the ADSA. They have regular one-to-one sessions and both receive an annual appraisal. In turn, the DSA is line managed by the Chief Officer. She also receives professional supervision from a qualified social worker. There is no formal feedback from the professional supervisor to the Chief Officer to inform the annual appraisal of the DSA. Both DSA and ADSA attend and support the weekly core group meetings, CSAP and DSAP. The ADSA meets regularly with the Dean to keep her advised of current safeguarding matters and progress with historic cases relating to the Cathedral.
- 4.2.3** The ADSA has initiated the Cathedral's safeguarding risk assessment, which was completed in November 2019. It has been used as the basis for developing of SWPs where gaps have been identified, all of which have been written by the ADSA. The ADSA takes a high degree of ownership of the safeguarding action plan.
- 4.2.4** The DST does not have any dedicated administrative support. The Diocesan Central

Services department is available when required, for example to enter information about forthcoming training opportunities onto Eventbrite.

4.2.5 Each of the three principal congregation groups (the main Sunday congregation, SEPAS and Zone 2) has a volunteer safeguarding lead, although this arrangement is in its infancy, with roles and understanding still being developed. There are also designated safeguarding leads in some departments, such as music and education.

4.2.6 The ADSA maintains good relationship with external agencies.

Analysis

4.2.7 The ADSA has established good relationships across and beyond the Cathedral and is recognised as the 'go to' person for safeguarding. He has been quick to spot areas where safeguarding arrangements need strengthening and has acted decisively to achieve improvements. The shared safeguarding team seems to work well for both the Diocese and the Cathedral and the combined resources of DSA and ADSA appear to be adequate to meet the needs of both, although the lack of dedicated administrative support does limit the ability of the team to maintain more of an oversight of safeguarding-related activity.

4.2.8 The ADSA is a familiar figure within the Cathedral, and all staff and volunteers spoken with expressed confidence with his approachability and the advice he gives. Some said they would appreciate feedback when they have referred a case to him, while understanding that this would not include confidential personal detail. Training that he has delivered face to face for different groups has been well received and contributed to his high profile.

4.2.9 Both DSA and ADSA are confident practitioners, and there is clearly a respectful relationship between DST and senior clergy. There are no apparent conflicts of interest for with the DSA or the ADSA, and their combined resources are adequate to meet demand as presently managed. They have complementary backgrounds of relevance to their current roles, and it is helpful that the DSA's professional supervisor has a social work background. A particular strength of the ADSA is his experience in writing procedures and conducting risk assessments. The auditors wondered whether the ADSA would also benefit from professional social work supervision.

4.2.10 There is no feedback from the supervision of the DSA to her manager, the Chief Officer, although he is responsible for her annual appraisal.

4.2.11 The ADSA's experience and undoubted skill at conducting risk assessments and writing procedures, coupled with his sense of personal ownership of the safeguarding action plan, risks others regarding safeguarding in the Cathedral as the ADSA's job rather than a shared responsibility. This is exacerbated by a lack of administrative capacity, and underdeveloped systems to record activity and provide information for monitoring and quality assurance purposes. Freeing up the ADSA from these tasks would enable him to continue actively to engage with staff and volunteers and provide more structured reports to CSAP, DSAP and Chapter rather than the current verbal reporting, as is specified in the ADSA job description.

Questions for the Cathedral to consider

- What steps are needed to enable the DST to provide good evidence regarding the quality and impact of safeguarding activity as well as respond to individuals who need a safeguarding response?
- How might the Cathedral receive assurance about the quality of casework delivered on its behalf by the DSA and ADSA?

- What else can the Cathedral do to promote collective ownership of safeguarding?

4.3 RECORDING SYSTEMS AND IT SOLUTIONS

- 4.3.1** Having effective, safe and useable IT systems supports good recording and makes sure that information is secure, but accessible to those people with a legitimate need to see it.
- 4.3.2** The recording and IT systems as they relate to safeguarding are underdeveloped. The ADSA is very aware of the need for an electronic case records system and is keen for the promised national solution to become available. In the meantime, paper files are kept which are securely stored with limited access. In some circumstances, electronic records are kept, for example, of reported incidents and training attendance.
- 4.3.3** The lack of administrative systems and capacity to provide the basis for reporting and assurance has been noted elsewhere.
- 4.3.4** Different groups within the Cathedral keep appropriate records for their own use – for example, regarding visitors to the bell tower, incidents and people of which/whom the constables need to be aware and personal information relating to child choristers. The importance of seeking consent from individuals regarding the keeping and sharing of personal information appears to be well understood, particularly within the music and education departments.

Questions for the Cathedral to consider

- None.

5 FINDINGS – LEADERSHIP AND ACCOUNTABILITY

5.1 QUALITY ASSURANCE

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.

Description

5.1.2 According to its terms of reference, the independently chaired DSAP is the body responsible for the scrutiny of safeguarding policies, procedures and practices across both Cathedral and Diocese. There is as yet no mechanism in place for gathering feedback from those who receive a safeguarding service, despite efforts to achieve this.

5.1.3 The Cathedral Safeguarding Advisory Panel was established in 2017 and is chaired by the Chief Officer. As well as reporting to Chapter, it operates as a subgroup of the DSAP and has a role in scrutinising the safeguarding policies, procedures and practices associated with the Cathedral. It also oversees the Cathedral's safeguarding action plan and there is a process of RAG rating progress.

5.1.4 There is further information about both the DSAP and CSAP below.

5.1.5 The agenda of the monthly Chapter meetings always includes an item on safeguarding, and the ADSA is regularly invited to report on different areas of safeguarding. The ADSA also reports regularly to the Cathedral Council. The DSA provided an annual safeguarding report to Chapter for the year ending 31 December 2018, which highlighted the significant efforts made throughout the year to develop systems and processes to safeguard those at risk of harm. Following the appointment in November 2018 of the ADSA, there is provision in his job description to provide a formal annual report to Chapter.

5.1.6 The weekly core group enables regular oversight of safeguarding cases.

5.1.7 There is a plan to develop 'scorecards' to provide information and assurance about safeguarding activities, for example safer recruitment and training.

5.1.8 Within parts of the Cathedral, notably the music department, the Cathedral constables and health and safety, there are well developed mechanisms for oversight, assurance and learning.

Analysis

5.1.9 Quality assurance activity is at an early stage of development, and is hampered by the lack of administrative systems to support it. More needs to be done to provide systematic assurance of progress towards achieving the objective of creating a safe church. This might include a regular programme of auditing aspects of activity, evaluating the impact of training, and seeking feedback from staff, volunteers, survivors and others who have used the safeguarding service.

5.1.10 Until now, much attention has been focused on promoting a safeguarding culture

across the Cathedral, rectifying gaps in policies and procedures, and embedding safer recruitment practice. This is all very positive. Understandably, there has also been much activity and attention devoted to preparing for the safeguarding audit.

- 5.1.11** The structure for scrutinising and evaluating performance is in place (through the CSAP and DSAP as well as Chapter), which is helpful. It is also good that there is a safeguarding action plan, albeit that this tends to reflect activity rather than giving a sense of strategic direction. It could be improved by making clearer what outcomes are being aimed for and how 'success' will be measured, as well as agreeing some non-negotiable bottom lines such as engagement with training.
- 5.1.12** Alongside putting administrative systems into place which enable the capture and provision of data on performance and outcomes, the development of a *Promoting a Safer Church* action plan, as specified in the national document, might be helpful in underpinning a systematic approach to developing and assuring safeguarding arrangements. This could be 'owned' by the CSAP and provide the basis for reporting to Chapter and the DSAP.
- 5.1.13** Building a quality assurance framework with supporting systems that will give feedback on progress against the action plan, coupled with proportionate, written reporting at all levels (including from the independent chair of the DSAP to the Dean) with good information on progress and areas of challenge will provide assurance to the Chapter that it is making good progress with its objective of creating 'a safe, generous place in joy and sorrow'.

Questions for the Cathedral to consider

- How might the Cathedral develop its approach to quality assurance, both internally and with a degree of external scrutiny, in order to comply with the expectations of *Promoting a Safer Church* and provide assurance to the Chapter of progress?

5.2 COMPLAINTS ABOUT THE SAFEGUARDING SERVICE

- 5.2.1** A complaints process is required so that anyone who has contact with the safeguarding service knows how to complain should they feel that they have a complaint to make. 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 and different things. The outcome of complaints enables an organisation to learn from those who have had to use their service, enabling them to make any necessary changes or improvements

Description

- 5.2.2** The Cathedral and Diocese share the same procedures. The safeguarding front page of the diocesan website includes a link for anyone who wishes to complain about the safeguarding service. It sets out a clear three-stage process, moving from an informal first stage to a formal stage which is overseen by the independent chair of the DSAP. Stage 3 makes provision for an appeal to the Bishop's Panel.
- 5.2.3** The introductory text makes it clear that the process is not for reporting a concern about a child. A clearly labelled link on the same page enables serious incident reporting.
- 5.2.4** The auditors were not informed of any complaints that may have been made about the service, and none were evidenced in files seen.

Analysis

- 5.2.5** The procedure for making a complaint about the safeguarding service is very clear and fit for purpose. It includes an independent element and recourse to appeal from a body which is separate from the operational delivery of safeguarding services.
- 5.2.6** The Cathedral website does not include a link about how to access the diocesan procedure, which may deter potential complaints. Assuming that the diocesan website is accessed, the procedure itself does not make it clear that it applies to safeguarding services received via the Cathedral. Some language is out of date (e.g. reference to the Independent Safeguarding Monitoring Group).

Questions for the Cathedral to consider

- How might the Cathedral improve the accessibility of the procedure for making a complaint about the safeguarding service?

5.3 WHISTLEBLOWING

- 5.3.1** Effective whistleblowing procedures enable workers to raise concerns about a range of issues (sexual abuse, bullying, fraud, etc.) without the fear that their disclosures will lead to any harassment or negative impact on their personal work role/environment.

Description

- 5.3.2** As with the complaints procedure, the whistleblowing procedure is clearly labelled on the diocesan safeguarding page. It describes clearly what might be a reason for whistleblowing, and does not confine the use of the procedure to any individuals or groups of individuals. People wishing to complain are directed to the DSA in the first instance, although there is also reference to the Assistant Diocesan Secretary dealing with issues that are not about safeguarding.
- 5.3.3** Details of how the procedure works are not given and there are no arrangements specified for support or advice to those who might wish to whistleblow.
- 5.3.4** The auditors were not given any information about how the procedure works in practice.

Analysis

- 5.3.5** It is positive that there are no restrictions on who may use the whistleblowing procedure, and the information given on the diocesan website is clear. The lack of information on the Cathedral about where the procedure might be found, whether or not it applies to the Cathedral and how it actually works, may deter individuals from pursuing a concern.

Questions for the Cathedral to consider

- How might the accessibility of the Cathedral whistleblowing procedure be improved?

5.4 DIOCESAN SAFEGUARDING ADVISORY PANEL & CATHEDRAL SAFEGUARDING ADVISORY PANEL

- 5.4.1** Based on the national guidance in *Roles and Responsibilities* for DSAPs, the panels 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 they are part of diocesan structures.

Description

- 5.4.2** In Liverpool, the DSAP is the body responsible for the scrutiny of safeguarding policies, procedures and practices across both Cathedral and Diocese. DSAP was originally known as the Monitoring Group. Its terms of reference are dated 2017 and neither refer to nor completely reflect the model terms of reference as set out in the national *Roles and Responsibilities* guidance from December 2017. The DSAP meets three times per year.
- 5.4.3** Following the resignation of the original independent chair in spring 2019, the DSAP was chaired temporarily by the Chief Officer. The Bishop has now appointed a new, independent chair, who has a strong professional background in family law. He is a volunteer, and has chaired one meeting to date. The Cathedral is represented on the DSAP by the Canon Precentor. The Chief Officer and ADSA also attend.
- 5.4.4** The CSAP was established in 2018 with terms of reference that exactly mirrored those of the Monitoring Group/DSAP. These have been amended very recently (March 2020) and give the objective of the CSAP as 'to support the Chapter and scrutinise the safeguarding policies, procedures and practices associated with the Cathedral and to encourage staff and volunteers in the cathedral to put those procedures and policies into practice'. The terms of reference align with the national *Roles and Responsibilities* guidance. The CSAP meets quarterly.
- 5.4.5** The Chief Officer, who chairs CSAP, sees it as a subgroup of the DSAP, although this accountability is not spelled out in the terms of reference of either group. The membership comprises the Canon Precentor, operations managers from across the Cathedral, together with the DSA and ADSA.
- 5.4.6** Much of the reporting is verbal at present.

Analysis

- 5.4.7** Minutes indicate that the DSAP has oversight of an action plan (presumably diocesan), and that meetings are relatively well attended. Due to participants being referred to by name only (with no reference to role) it is not possible to ascertain whether membership is compliant with national expectations. Auditors were informed, however, that it has been difficult to involve independent members with appropriate professional expertise.
- 5.4.8** The DSAP does not appear to play any role in relation to the Cathedral, other than receiving occasional updates. Reports from the Cathedral are verbal and there is no mechanism for formal feedback to the Dean or Chapter. There is no scrutiny and challenge evident in relation to either Cathedral or Diocese.
- 5.4.9** Roles and responsibilities guidance specifies that DSAPs should 'oversee safeguarding arrangements in the Diocese ... and consider information from quality assurance processes'. This appears not have been done systematically to date. The recent appointment of a new independent chair provides a good opportunity to refresh the role, purpose and membership of the DSAP, align it with national guidance, and think through its role in relation to the Cathedral, including reporting directly to the Dean.
- 5.4.10** The recently revised terms of reference for the CSAP bring a clearer focus to its role within the Cathedral. They could be further strengthened to incorporate safeguarding leadership and challenge, together with seeking and providing assurance to Chapter. A change of name may help underline its role being one of active leadership rather than advisory.

- 5.4.11** The safeguarding action plan has provided a focus for the CSAP to date which has been useful as policies, procedures and processes have been developed. The CSAP is at a good point to review its operation and membership, and consider how it might become more systematic in its approach. This could include the development of a strategic plan which sets out, in line with national and local priorities, how the *Promoting a Safer Church* policy is being put into action and brings together remaining actions from the current work plan and actions arising from this audit. This could in turn provide a framework for written assurance reporting to both Chapter and DSAP.
- 5.4.12** The auditors wondered whether, in view of the ambitious development plans for the Cathedral, it might be useful to include the Director of Enterprise and/or his senior staff in the CSAP, to ensure that safeguarding awareness is incorporated in this aspect of the Cathedral's work.
- 5.4.13** The weekly core group is where current and historic safeguarding cases are reviewed. There is no link between this meeting and the CSAP, or any other governance arrangement. Given the importance of casework as an aspect of safeguarding activity, consideration could usefully be given to whether and how the core group should be linked with the CSAP.

Questions for the Cathedral to consider

- What steps does the Cathedral need to take in order to focus the work of the CSAP on *Promoting a Safer Church*, strengthen its leadership role and membership, and develop its quality assurance role, including in relation to casework?
- How might the scrutiny and challenge function of the DSAP be further developed in relation to the Cathedral?

5.5 LEADERSHIP AND MANAGEMENT

- 5.5.1** Safeguarding leadership falls in the first instance to the Dean, in that the Dean leads on all aspects of life in the Cathedral. However, safeguarding leadership takes various forms – strategic, operational and theological/spiritual – with different people taking different roles. How these roles are understood, and how they fit together, can determine how well led the safeguarding function is.

Theological leadership

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

Description

- 5.5.3** Since her arrival in 2018, the Dean has worked to build a more open culture. She has used the development of the Cathedral's vision as *a place of encounter* as a basis for preaching the importance of the Cathedral being 'a safe place in joy and sorrow' and living out these ideas in how she leads and responds to others. She seeks to 'live out' the behaviours she expects from those around her.
- 5.5.4** The Canon Precentor/Vice Dean started in Liverpool Cathedral as a student verger 1970, becoming a residentiary canon in 2006, meaning he has a unique perspective on how safeguarding has developed over many years and under different leaders. In addition to his oversight of music and liturgy, the Canon Precentor is the clergy

safeguarding link, Cathedral representative at the DSAP and also attends the CSAP.

Analysis

5.5.5 The Dean sees herself as ultimately accountable for safeguarding. Her visible leadership has been important in promoting and reinforcing its importance. Working through the development of the Cathedral's vision and underpinning values with Chapter and the wider Cathedral community has located safeguarding as a fundamental part of the Cathedral's mission.

Strategic leadership

Description

5.5.6 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 CofE's *Promoting a Safer Church* safeguarding policy.

5.5.7 Chapter is directly responsible for the governance of the Cathedral and comprises the Dean and four residentiary clergy – the Vice Dean/Canon Precentor, the Canon for Mission and Faith Development, the Canon Scientist and the Canon Chancellor. The latter, together with the Dwelly-Raven Canon are joint posts with the Diocese. The Canon Precentor is clergy link for safeguarding. Each of the residentiary canons has areas of responsibility of which safeguarding issues are always an element. There are also five lay canons, one of whom is the safeguarding lead for the SEPAS congregation.

5.5.8 The Chief Officer is the Chapter lead for safeguarding, while the Canon Precentor attends the DSAP and CSAP on behalf of the Dean.

5.5.9 Safeguarding is a standing agenda item on Chapter agendas; the ADSA attends regularly to provide updates to and talk with its members.

Analysis

5.5.10 Since her arrival two years ago, the Dean has worked with Chapter to raise the profile of safeguarding. She recognises the importance of good communications and has developed the role of the weekly diary meeting to support the building of a strong safeguarding culture. The inclusion of safeguarding as a standing agenda item is very positive, as is the regular dialogue with the ADSA.

5.5.11 The 'one team' approach across Cathedral and Diocese is very visible, and seems to work well for both parties. The Dean and Bishop have worked hard to ensure a close working relationship, and the Dean chairs the Bishop's senior staff team. This closeness enables good alignment of leadership, policy and practice. Nevertheless, accountability is not integrated, which is helpful. Many staff and volunteers commented on the increasingly visibility and accessibility of senior leaders in recent months, particularly the clergy.

5.5.12 As in many cathedrals, Liverpool is very dependent on the ADSA for providing safeguarding information, assessments and judgement. At the same time, there is no individual member of Chapter who has a professional background in safeguarding, although a number of the members are familiar through experience with aspects of safeguarding work. The auditors wonder whether consideration might be given to appointing a lay member with relevant professional understanding to assist Chapter in assessing progress. They also question the absence of a designated clergy lead for safeguarding at Chapter.

5.5.13 The underdeveloped quality assurance framework and safeguarding action plan means there is a risk of Chapter not fully meeting its responsibilities for strategic leadership of safeguarding, as set out in *Promoting a Safer Church*. The lack of clear governance around the weekly core group means that it was not clear to the auditors how strategic oversight is maintained of the management of sex offenders and others who may pose a risk to others.

Operational leadership and management

Description

5.5.14 The Senior Executive Team (SET) was established as the successor to Operational Chapter and formally began its existence in 2019. It is chaired by the Chief Officer (who is the operational lead for safeguarding across both Cathedral and Diocese) and comprises the Dean and Residentiary Canons together with the Directors of Communications, Development, Enterprise, Finance, HR and Music. It meets bi-monthly and focuses on operational effectiveness. It has a standard agenda which is signed off annually by Chapter. This agenda includes safeguarding.

5.5.15 A number of meetings have been developed or established throughout the Cathedral to support the building of a strong culture and consistent working practices. As well as the SET and the weekly diary meeting, the Dean meets quarterly with less senior managers and has also initiated regular pastoral meetings with representatives from the various worshipping communities. The weekly diary meeting is increasingly used for conveying important messages about safeguarding.

5.5.16 The Chief Officer has worked hard to put the framework in place for a strong safeguarding system. This has included the development of the CSAP and the safeguarding action plan. He is very aware of where gaps are both operationally and strategically and is working to address these.

Analysis

5.5.17 Integration of operational leadership with the Diocese is working well and brings positive benefits in relation to HR, communications, finance and work on social justice as well as safeguarding. The joint safeguarding team is a good resource which can be used flexibly according to need.

5.5.18 The day-to-day management of safeguarding is effective. It depends on the effective day-to-day management of the wider life of the Cathedral, and this is in place, with a generally collaborative and cohesive set of departments working within clear structures. The ADSA feeds into such meetings with appropriate regularity. The weekly diary meeting is valued by those who attend it, but those who do not are not confident that they systematically receive all key information that has been shared and discussed there.

5.5.19 The development of the enterprise side of the Cathedral's activity is an opportunity to review whether more could be done to spread good safeguarding practice across the entire community.

Culture

5.5.20 The most critical aspect of safeguarding relates to the culture within any organisation. In a CofE 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. Any cathedral should strive for an open, learning culture where safeguarding is a shared responsibility, albeit supported by experts, and which encourages people to highlight

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

5.5.21 An open learning culture starts from the assumption that maintaining adequate vigilance is difficult and proactively seeks feedback on how safeguarding is operating and encourages people to highlight any concerns about how things are working in order that they can be addressed.

Description

5.5.22 The Dean and her colleagues recognise the central significance of culture to building a safe, welcoming and inclusive church. They have used the development of the Cathedral's vision and values as a means of engaging the workforce and building a strong and open culture. They are, however, realistic in their assessment that there is still much to do.

5.5.23 When asked, people told the auditors that safeguarding has changed and developed at the Cathedral over time and that the Cathedral is now a safer place.

Analysis

5.5.24 The focus on building a safeguarding culture has been very positive and considerable progress is evident, albeit with more to do to in terms of promoting ownership and embedding a sense of collective responsibility.

5.5.25 There is significant awareness of the possibilities of external threat and comprehensive actions taken to mitigate risk.

5.5.26 The Cathedral has shown great sensitivity as it works through with the SEPAS community what good safeguarding practice looks like, and identifying areas where cultural differences may lead to misunderstanding.

5.5.27 The auditors found a strong expressed commitment to safeguarding but less evidence that the culture of safeguarding was embedded enough to make people at all levels confident about raising an issue or asking a question. Once a safeguarding issue has been identified, the response is strong. A sense of 'it couldn't happen here' was noticed in some departments. Some thought needs to be given to how this might be addressed in order to maintain the culture of vigilance that is needed to keep everyone safe.

Questions for the Cathedral to consider

- How might Chapter develop its own safeguarding expertise?
- What steps does Chapter need to take to ensure it meets fully its responsibilities for promoting a safer church?
- What additional actions are needed in order to promote further the embedding of a vigilant safeguarding culture across the entire Cathedral community?

Links with the National Safeguarding Team

5.5.28 Links with the National Safeguarding Team are through the Diocesan Safeguarding Team.

6 FINDINGS – LEADERSHIP AND ACCOUNTABILITY

Safeguarding at Liverpool Cathedral has many areas of strength, many of which were identified in their self-assessment. These include:

- the buildings and precinct are very well managed
- vulnerable adults receive a sensitive response from staff and volunteers
- arrangements for assuring the safety of children involved with the Cathedral are good
- extensive educational outreach, safely managed by skilled staff and volunteers
- excellent structures and systems in the music department for promoting the safety and wellbeing of the child choristers and those involved in music outreach
- a good standard of casework
- good progress in embedding safer recruitment processes
- an adequately resourced and suitably qualified DST
- a successful and well-led 'one-team' approach with the Diocese
- focused leadership which pays attention to culture as well as delivery.

The key areas for the Cathedral to address include:

- ensuring the lone working procedure works for everyone
- improving the availability of clergy during the day
- clarifying safeguarding responsibilities with visiting schools and addressing the challenge of unannounced visits by school groups
- improving understanding of the lost/found child procedure
- developing and increasing access to training which reflects the Cathedral context
- aligning safeguarding procedures across all departments and ensuring consistent implementation
- developing administrative capacity to support safeguarding functions
- developing strategic safeguarding leadership
- building a framework for quality assurance with supporting systems.

APPENDIX: REVIEW PROCESS

DATA COLLECTION

Information provided to auditors

- Safeguarding self-assessment Feb 2020
- Scheme of delegation 13 May 2019
- SCIE diocesan audit 2016
- General risk assessment 15 Aug 2019
- Safeguarding risk assessment 22nd November 2019
- Organisation chart Feb 2020
- Peer review Dec 2019

Chapter

- Chapter minutes 18/11/19, 16/12/19, 3/1/20
- Chapter agenda 27/1/20
- Report from the DSA to Chapter 1 January 2018- 31 December 2018

Senior Executive Team (SET)

- SET standard agenda
- Managers briefing note 19/7/19, 17/9/19
- SET Awayday agenda November 2019

Cathedral Safeguarding Advisory Panel (CSAP)

- CSAP Terms of reference March 2020
- CSAP Minutes 5 February 2019, 20 May 2019
- Safeguarding action plan October 2019 & January 2020

Diocesan Safeguarding Advisory Panel (DSAP)

- DSAP Terms of reference November 2017
- Independent Chair of Safeguarding Panel – terms of reference (June 2016)
- DSAP Minutes 3/4/19, 17/7/2019, 16/10/19

Policies and procedures

- Safeguarding at Liverpool Cathedral – policy statement (undated)
- Safeguarding policy 4 March 2019
- Escorting Children to Toilets policy 12/3/19
- Home visiting policy (12/3/19)
- Responding to Allegations of Abuse Policy (12/3/19)
- Photography – Children and young persons – Policy (12/3/19)
- Safer Recruitment Policy (12/3/19)
- Safe Use of Information and Communication Technology (ICT) Policy (12/7/19)
- Choir and music lessons 1-1 delivery – Policy (12/3/19)
- Lost/Found Child Policy (10/2/20)

- Bell-ringing at Liverpool Cathedral (27/2/20)
- Running a small voluntary group session at Liverpool Cathedral (27/2/20)
- Various safeguarding documents relating to the choir and choral outreach.

Participation of members of the Cathedral

Conversations were held with:

- The Dean
- The Canon Precentor
- The Canon for Mission & Faith Development
- A Lay Canon/Lay Chapter member
- The Chief Officer
- The ADSA
- The Director of Music
- The Director of Choral Outreach
- A Lay Clerk
- The Health & Safety Manager/Inspector of Constables & Special Projects
- The Visitor Services Manager
- The Director of Micah Foodbank
- The Tower Captain
- The Education Officer

The auditors spoke with the Independent Chair of DSMG by telephone.

Focus groups were held with:

- choristers
- chorister parents
- choir guardians
- volunteers and staff

The audit: what records / files were examined?

The auditors reviewed:

- six case records
- six volunteer HR files and six staff HR files for evidence of safer recruitment.

Limitations of audit

None.