



social care
institute for excellence

Winchester Cathedral

Independent Safeguarding Audit

May 2021





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About SCIE

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

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

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

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CONTENTS

1. INTRODUCTION	1
1.1 THE AUDIT PROGRAMME	1
1.2 THE AUDIT PROCESS.....	1
1.3 STRUCTURE OF THE REPORT	2
2. CONTEXT	3
2.1 CONTEXT OF THE CATHEDRAL	3
2.2 CONTEXTUAL FEATURES RELEVANT TO SAFEGUARDING	3
2.3 DESCRIPTION OF THE SAFEGUARDING STRUCTURE (INCLUDING LINKS WITH THE DIOCESE).....	4
2.4 WHO WAS SEEN IN THE AUDIT	5
2.5 LIMITATIONS OF THE AUDIT	5
3. FINDINGS – PRACTICE	6
3.1 SAFE ACTIVITIES AND WORKING PRACTICES.....	6
3.2 CHOIRS AND MUSIC	10
3.3 CASE WORK (INCLUDING INFORMATION SHARING).....	14
3.4 CLERGY DISCIPLINARY MEASURES	16
3.5 TRAINING.....	16
3.6 SAFER RECRUITMENT	17
4. FINDINGS – ORGANISATIONAL SUPPORTS	19
4.1 POLICIES, PROCEDURES AND GUIDANCE.....	19
4.2 THE DIOCESAN SAFEGUARDING ADVISOR/ CATHEDRAL SAFEGUARDING OFFICER	20
4.3 RECORDING AND IT SYSTEMS	22
5. FINDINGS – LEADERSHIP AND ACCOUNTABILITY	24
5.1 QUALITY ASSURANCE	24
5.2 COMPLAINTS ABOUT THE SAFEGUARDING SERVICE	25
5.3 WHISTLEBLOWING	26
5.4 SAFEGUARDING ADVISORY PANEL	27
5.5 LEADERSHIP AND MANAGEMENT	28
5.6 CULTURE.....	31
6. CONCLUSIONS	33
APPENDICES	35

1. INTRODUCTION

1.1 THE AUDIT PROGRAMME

- 1.1.1 The Social Care Institute for Excellence (SCIE) is delighted to have been asked to provide an independent audit of the safeguarding arrangements of the cathedrals of the Church of England.
- 1.1.2 This programme of work will see three cathedral audits in 2018, 16 in 2019, four in 2020, 17 in 2021 and a final three early in 2022. There are 43 in total. It represents a significant investment in cathedrals and an important opportunity to support improvement in safeguarding.
- 1.1.3 All cathedrals are unique, and differ in significant ways from a diocese. SCIE has drawn on its experience of auditing all 42 Church of England dioceses, and adapted it, using discussions and preliminary meetings with different cathedral chapters, to design an audit methodology fit for cathedrals. We have sought to balance cathedrals' diversity with the need for adequate consistency across the audits, to make the audits comparable, but sufficiently bespoke to support progress in effective and timely safeguarding practice in each separate cathedral. Cathedral representatives will play a key role in adapting the audit framework to their particular cathedral context. Only in this way will we achieve bespoke audits that are right for each place respectively. Bespoke audits will in turn optimise the usefulness of the audit process and outputs to supporting progress in effective and timely safeguarding practice. We look forward to working with you to this end.

1.2 THE AUDIT PROCESS

SCIE Learning Together and our approach to audit

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

Key principles informing the audit

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

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

Supporting improvements

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

The process

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

1.3 STRUCTURE OF THE REPORT

1.3.1 This report is divided into:

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

2. CONTEXT

2.1 CONTEXT OF THE CATHEDRAL

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

'Winchester Cathedral is called to renew, inspire and unite people in faith, hope and love. The values we live by are: openness, so that all may be renewed; excellence, so that all may know God's love and; kindness so that all may find a place...'

The Cathedral is a working church and its role as a visitor attraction and venue for events has to fit around this primary role. As a living place of worship, it supports a core congregation and many others who attend regular patterns of worship. We celebrate over 1,500 services each year...

The Cathedral employs over 80 full- and part-time staff and is fortunate to have over 700 volunteers, performing over 50 roles, who represent our local supporters, involvement in our community and who help the Cathedral thrive in every aspect of its life.'

- 2.1.2 The Cathedral sits within the Diocese of Winchester, which covers a large geographical area from Bournemouth to Surrey and across to Newbury, serving a population of some 1.27 million people. Whilst much of the Diocese is rural, there are significant urban concentrations in Winchester, Southampton, Bournemouth and Basingstoke.
- 2.1.3 The Cathedral itself sits in the heart of the city of Winchester, which has a population of c.45,000 people, with the wider district of Winchester home to around 117,000 people.
- 2.1.4 Winchester itself is relatively less diverse than many other UK cities in terms of ethnicity, and with relatively little deprivation when compared to other urban areas. The area is a popular tourist destination due to its historic significance, with many travelling from far-afield to visit.
- 2.1.5 Winchester Cathedral is supported in its financial position through the work of its affiliated trading company, Winchester Cathedral Enterprises Ltd., which supports the raising of funds to continue the Cathedral's mission through a range of events and activities.

2.2 CONTEXTUAL FEATURES RELEVANT TO SAFEGUARDING

- 2.2.1 Winchester Cathedral is one of the larger and better-known medieval Cathedrals in England, and indeed Europe, and traditionally attracts considerable tourist traffic, some of which come from cruise ships docked at Southampton. Since the COVID-19 pandemic, this has obviously ceased and a view was shared that, in future, the Cathedral wants to develop a stronger pattern of visits from within the Diocese and the region.
- 2.2.2 The Cathedral itself has roots to Norman building on the site in 1079, developed through the Gothic era and with further additions and renovations throughout subsequent centuries up to the present time. The building layout largely then reflects

this architecture and style, though relatively open in the nave but with some areas that are harder to observe in the ambulatory (behind the high altar). The Cathedral has an extensive crypt area, which can be visited as part of tours to the site.

- 2.2.3** The Cathedral sits in the centre of Winchester, with an extended open grassy area to the front, and a private Inner Close to the side, with gates that can be locked to limit passing traffic. The Pilgrims' School is situated within this close, as are several Cathedral residences and private residences.
- 2.2.4** The Cathedral has an unusually large lay staff of over 80 people reporting to 12 department heads who in turn report to a Chief Operating Officer and a Chief Finance Officer, under the authority of Chapter. The latter posts are quite new. This does mean that the messages about safeguarding must be disseminated and embraced by a large volume of people.

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

- 2.3.1** The Dean of Winchester, as the lead figure in all aspects of Cathedral life, carries the ultimate responsibility for safeguarding. Supporting them in this role are a number of clergy and staff, including:
- The Canon Chancellor (Vice Dean) with responsibility for learning, and a member of both Chapter and the Cathedral Council
 - The Canon Precentor with responsibility for music and liturgy, including the choirs, servers and bell tower, and a member of Chapter
 - The Chief Operating Officer (COO) who oversees the operations of the Cathedral, including recruitment and business functions
 - The Head of HR with responsibility for HR functions and delegated responsibility for volunteers and safeguarding, reporting to the COO
 - The Cathedral Safeguarding Manager (CSM) (also the Director of Learning), with responsibility for safeguarding within the Cathedral
 - The Custos (Head Virger) and virger team who ensures the safety and security of the Cathedral buildings
 - The Enterprise Manager, with responsibility for the work of the Cathedral's trading arm
 - The Head of Operations, with responsibility for health and safety and security
 - The Director of Music who reports to the Canon Precentor and has oversight of the choirs – supported by a Choir Chaperone with supervisory responsibility for the boys' choir
 - The Volunteer Coordinator who oversees the recruitment and working of the volunteer team, coordinating with section heads
 - The Diocesan Safeguarding Manager (DSM) and their assistants, who support the Cathedral's safer recruitment, training and safeguarding case work through a Memorandum of Understanding.
- 2.3.2** The Cathedral is supported in its governance by Chapter, which comprises six

members (with one residentiary canon vacancy) including the Dean and two current residentiary canons, and three lay canons.

2.4 WHO WAS SEEN IN THE AUDIT

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

2.5 LIMITATIONS OF THE AUDIT

- 2.5.1 This audit was conducted in a fully face-to-face format, albeit socially distanced at all times and observing all COVID-19-related government rules and guidance. However, some limitations remained that make some aspects of the audit necessarily different.
- 2.5.2 No focus groups were held during this audit and instead surveys were made available for both adults (staff, congregants, volunteers and parents of choristers) and children, although in the event solely choristers responded. These were analysed by the audit team and findings explored and referenced throughout conversations. The rate of take-up of the survey could not be cited as a limitation, since nearly 300 adults completed them and provided a broad range of additional comments. Surveys nevertheless limited the depth of knowledge that could be gained from participants and this was further limited by the inability to hold follow-up discussions with respondents, albeit a small minority in terms of the adult cohort.
- 2.5.3 Due to COVID restrictions, it was not possible to observe the choristers practising with the Director of Music and the auditors made use of previously recorded Evensong services to support an understanding of how services currently work.
- 2.5.4 The Cathedral was open for services, with socially distanced seating, but not for general visiting. It was not possible to observe how things normally work, e.g. how the guides and welcomers interact with visitors.

3. FINDINGS – PRACTICE

3.1 SAFE ACTIVITIES AND WORKING PRACTICES

Precincts and buildings

Description

- 3.1.1 The Cathedral is relatively open, with generally good visibility, and has only one entrance point for visitors. The welcome desk would, in normal times, be staffed by several people who can respond to the reasons people give for visiting.
- 3.1.2 Whilst the Cathedral, like many others, has some side chapels, these again have generally good visibility through windows and open doorways.
- 3.1.3 The management of the Cathedral is principally the work of the virger team which consists of four full-time and two part-time virgers. The Custos (Head Virger) leads this team and brings significant experience by virtue of their 29 years of work in a range of virger roles, the last 18 years being at Winchester Cathedral.
- 3.1.4 The virger team has undertaken a range of training courses to support its duties. All virgers have undertaken foundation (C1) safeguarding training, and both the Custos and the Deputy Head Virger have completed leadership (C2) training. The Custos is also an advanced first aid trainer, and mental health first aid trainer, and so has provided this for the team and for others within the Cathedral.
- 3.1.5 The virger team opens the Cathedral building at 6.15am each day, prior to morning worship, and close at the end of the day or following events (including the locking of the Inner Close). There is a minimum staffing of one virger for early shift cover, and two providing for the late shift.
- 3.1.6 The virger team also has responsibility to respond to out-of-hours alarms within the Cathedral, including holding pagers that notify the team of activation of the fire alarm, and similar notification for the security and intruder alarm. There is a clear procedure in place that staff do not enter the Cathedral on their own and without emergency services or security support.
- 3.1.7 All non-public access areas of the Cathedral are secured by an electronic access-controlled system, and in some areas through key locks. Some areas of the internal and external Cathedral building areas have good coverage of CCTV footage, which is monitored from the Virgers' Vestry, with remote monitoring possible through use of a Cathedral device, as and when needed.
- 3.1.8 The Cathedral usually runs a number of events throughout the course of the year, in addition to religious services, the largest of which is the Christmas Market which runs for a month. The market comprises 112 chalets, a food court and an ice rink, and attracted about 400,000 visitors in 2019. This all takes place in the Inner Close, which the auditors thought quite a confined outdoor space, though regulated by the City Council's Safety Advisory Group and has the advantage of being closed overnight.
- 3.1.9 The auditors were provided with the Christmas Market Event Plan, the risk assessment and an evacuation plan. The most obvious safeguarding risk is missing children and vulnerable adults, and staff are routinely drilled in these procedures every year.
- 3.1.10 The Cathedral is a member of 'ShopWatch', a local organisation that enables businesses in the city to share relevant information. Two radios have been provided, both of which can be set so that events can be heard and monitored in real time, allowing communication with other local businesses and sharing of pertinent

information. This has proved useful when dealing with occasional anti-social behaviour. In addition, the Head of Operations is a member of the Hampshire County Council Anti-Social Behaviour Panel, which provides an opportunity to track people who need help and work collaboratively with partner organisations.

- 3.1.11 A weekly diary meeting is held and attended by all department heads within the Cathedral, and includes Chapter members, to enable the coordination and of events and discussion of logistics.

Analysis

- 3.1.12 The auditors judged that the Cathedral is a safely managed space, led by a team of well-experienced and trained virgers. Events are similarly well planned and risk is mitigated so far as is practicable.
- 3.1.13 The auditors saw much evidence that the management of the Cathedral site works well, and the virger team bring strong experience and additional training to support them to ensure that it is a place of safety for all within it. The virger team are recognisable and commonly referenced by staff and volunteers as key points of contact for support.
- 3.1.14 Lone working in a cathedral space is not uncommon, by virtue of its size and operation. The auditors heard how this is also true of Winchester. Of adult survey respondents where this was relevant to their role, 50 per cent (n=116) 'extremely' agreed that lone working was avoided, with a further 23 per cent (n=64) saying it was moderately avoided and 9 per cent (n=25) stating it was not at all avoided.
- 3.1.15 To help to mitigate this risk, Winchester Cathedral does have a lone working policy, including procedures for staff who might find themselves working alone, such as a virger locking the Inner Close gates at night, and include a system of phoning a named person when their duties are finished. The auditors heard of several examples where this was used effectively by virgers, and is benefitted by the four full-time virger team living on site.
- 3.1.16 However, for volunteers, the auditors question whether such mitigations are as easily enacted to ensure monitoring of volunteers in the Cathedral, and limitation of opportunities for lone working. Whilst staffing of the Cathedral should ensure that volunteers are in easy sight of others, it was noted that there is not currently any reliable way of ensuring that volunteers sign in and out. This opens up the risk that individuals may be on site that are not known about, or that staffing numbers may be lower than expected and so there may be a greater potential for lone working.
- 3.1.17 The auditors were given a disruption policy which addresses how a disruption to a service should be dealt with. The policy seems to assume that disruption would result from demonstrators wishing to make a point whereas the experience of the auditors is that it is more likely to come from individuals who are suffering acute mental health episodes and that such disruptions can be frightening and especially for children in the Cathedral, including choristers. The auditors understand that this policy pre-dates the current leadership team, and so presents an opportunity to ensure that it is updated to reflect the right balance of risks and actions.

Questions for the Cathedral to consider

- What would a system of volunteer sign-in/out look like within the Cathedral, and what would the costs and benefits be of implementing it?
- Who is best placed to review the current disruption policy?

Children

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

Description

- 3.1.19** The Children's Church has not met since the first lockdown in March 2020 and the leader no longer works at the Cathedral. The auditors were told about arrangements verbally and given a number of supportive documents, e.g. a sample register and the risk assessment. A guide for children explains who is who in the clergy team (the Bishops as well as the Dean and Chapter) and their role in keeping children safe.
- 3.1.20** Before March 2020, the Children's Church met in the Learning Centre, a short walk from the Cathedral, and joined the congregation in time for Communion. The Cathedral has an ambitious plan to install a glass wall to separate off the north transept in such a way that Children's Church would be visible but not entirely audible.
- 3.1.21** The auditors heard that, until March 2020, there were two child servers who usually worked with their parents. Adults with supervisory responsibility for child servers have both a DBS check in place, and have completed foundation (C1) training.
- 3.1.22** In normal times, the Cathedral hosts a busy programme of school visits, school leaver assemblies, delivery of assemblies at the Pilgrims' School and science and arts festivals, and some 16,000 children engage with the Cathedral each year as part of this programme.
- 3.1.23** The Director of Learning was new in post when the pandemic began, starting in April 2020, and has used the time to plan ahead for a rejuvenated offer, together with the Learning Officer, for the resumption of school visits. The Cathedral is fortunate in having a Learning Centre and a large, airy and very accessible alternative venue in the Wessex Learning Centre, so can host groups of children with varying needs.
- 3.1.24** The learning team is supported by a team of volunteers, some of whom are Children's Guides. All volunteers have a DBS check in place and have undertaken foundation (C1) training. Recent work has taken place to ensure that new procedures, expectations and arrangements for working with children have been communicated to the team.
- 3.1.25** Children on school visits remain the responsibility of their school throughout the visit. A comprehensive teachers' pack includes a range of information, including links to the Cathedral's safeguarding policy. Separate safeguarding procedures cover the use of the Learning Centre and the Wessex Learning Centre by organised groups and by families.
- 3.1.26** The auditors heard about recent changes brought about by the use of online meeting facilities. Schools now have an online meeting before a visit which facilitates better discussion about the needs of individual children who may require extra help and support. The online offer to schools is being developed although the demand from schools to return in person is strong. The learning team plans to attract from a wider pool of schools than in the past, and to run outdoor events for families in the summer, all of which will bring safeguarding questions to think about and plan for.

Analysis

- 3.1.27** The auditors judged that the arrangements for working with children within the Cathedral are managed safely and there is a broad provision in place that is led by individuals with much relevant experience and expertise in safeguarding.
- 3.1.28** The Cathedral has a significant established offer for school visits, and the auditors

reflected positively on the range of developments that are being planned and implemented to expand this, including work with families, and with safeguarding controls and mitigations at their heart. These are both proportionate and well considered.

- 3.1.29 It was also positive to see effective cross-pollination of procedures between the learning team and other aspects of the Cathedral's engagement work with children. This has clearly benefitted from the experience and expertise of the Director of Learning in both learning and safeguarding, and their current dual role as CSM and this has helped to establish a consistent and predictable approach to this work.

Questions for the Cathedral to consider

- There were no considerations under this heading.

Adults

Description

- 3.1.30 Winchester Cathedral, like many others, is a recognisable place of support and welcome for those within the local community and from further afield. Staff and volunteers therefore regularly encounter and work with individuals who may be considered vulnerable by virtue of a range of factors. In the local area, there is a relatively small number of those who are homeless or who have substance abuse issues attending the Cathedral, but the auditors heard of instances where such individuals do attend the Cathedral or its grounds or seek support within it.
- 3.1.31 Two factors mitigate against Winchester Cathedral becoming a recognised place to go for vulnerable adults living in the community. Firstly, the Cathedral charges an entrance fee and, although people who wish to use the nave to be still or pray do not have to pay, the fact that one has to negotiate that will be a deterrent. Secondly, because the Inner Close (the area closest to the Cathedral) can be and is closed at night through a number of access gates being locked, the Cathedral does not attract many rough sleepers.
- 3.1.32 However, by day there are grassy areas that are open and the Outer Close is always open, and from time to time the Cathedral attracts people who are vulnerable. The Head Virger (Custos) is trained to a high level in mental health first aid and medical first aid, and trains his team. In recent time, further opportunities to better understand the needs of adults has been provided, including domestic abuse and dementia awareness training. The Cathedral is also part of the 'Churches Together in Winchester' project which works to collaborate to tackle a number of social justice issues including homelessness.
- 3.1.33 During the day, both Visitor Chaplains and clergy are available as part of a clear duty rota, and can be called upon by volunteers and staff alike to provide pastoral and spiritual supports to those who visit the Cathedral in need.
- 3.1.34 Cathedral officers (clergy and lay) talked about links with agencies that help people who are homeless, have mental health issues, are experiencing domestic abuse, etc, and the evidence of case work (see below) was that such issues are recognised and responded to.
- 3.1.35 The auditors saw much evidence of the focus of the Cathedral on the wellbeing of staff and volunteers as potentially vulnerable themselves by virtue of age, health and other reasons. Managers and staff have recently been trained to be able to recognise such needs and provide pastoral and wellbeing support. The auditors heard of several case examples where the needs of individuals working within the Cathedral were

closely monitored and support put in place to enable them to continue to be part of the Cathedral community – including changes to duties or use of a ‘buddy’ system.

Analysis

- 3.1.36** The auditors judged that the Cathedral has a very clearly articulated and shared understanding of the needs and vulnerabilities that those within the Cathedral community may bring, and has developed a range of training and offers to be able to support and be a place of welcome and safety.
- 3.1.37** The auditors reflected positively on the range of proactive training and support opportunities that have been developed and offered to those in a range of roles to assure positive recognition and responses to adults at risk and in need. The focus on volunteer wellbeing and vulnerability is a strength of the Cathedral and was reiterated throughout conversations with a range of individuals, speaking to the extent to which it is embedded into the culture at Winchester.
- 3.1.38** This was reflected in the results of adult responses to the survey shared; of those who were able to comment, 62 per cent (n=162) reported that the Cathedral takes a role in helping those in need due to personal circumstances or crises extremely well, with 12 per cent (n=32) reporting that this is done moderately well and only 1 per cent (n=2) reporting that this is not at all well done.
- 3.1.39** This reflects a generally coherent, cohesive and shared view of the Cathedral as a safe and caring space – with 90 per cent (n=234) of respondents reporting that they feel extremely safe when conducting Cathedral activities. No respondents reporting feeling completely unsafe within the Cathedral.
- 3.1.40** Whilst there is a strong and clearly understood recognition of the importance (and evident practice) of sharing concerns about those who visit or work within the Cathedral, to enable support to be put in place, this is generally verbally or via email. The auditors therefore question the reliability of this and the extent to which all who may hold such concerns, however small, to share them easily and in a coordinated and predictable way. This is addressed further in section 4.3.

Questions for the Cathedral to consider

- There were no considerations under this heading.

3.2 CHOIRS AND MUSIC

Description

- 3.2.1** The Cathedral’s Music Department comprises the Director of Music, who has been in post for nearly 20 years, an Assistant Director of Music and an Assistant Organist, all of whom have completed leadership (C2) training. The Director of Music has also recently begun the Senior Leadership pathway.
- 3.2.2** The 12 lay clerks have no responsibility for the choristers and no formal interaction with them. The Cathedral takes the view, however, that it is not realistic to ban occasional informal interaction and there is always the potential for the start of grooming. Consequently, the lay clerks and deputy lay clerks all have DBS checks and undertake foundation (C1) training.
- 3.2.3** The auditors questioned the lack of a signed code of conduct for lay clerks and were told that all have signed the CofE Code of Safer Working Practice. This covers the same ground as a code of conduct might and seems a sensible way forward. The Code includes the use of social media, verbal treatment of others, avoidance of

situations that might cause risk and the limits of acceptable touch.

- 3.2.4** The Cathedral Choir comprises, at full strength, 22 boys (18 choristers and four probationers) together with the lay clerks. All the boys are educated at the Pilgrims' School, which is situated in the Inner Close. The boys rehearse daily (with the exception of Wednesdays) and sing in several services each week.
- 3.2.5** Links with the Pilgrims' School are strong. The auditors saw a draft safeguarding agreement (signed by the Governing Body in spring 2021) that set out who is responsible for choristers and when. In normal times, the choir practise in a designated room in the school and this is deemed part of the Cathedral to give clarity. A weekly Chorister Care meeting brings together the Cathedral music staff, school house parents, the CSM and others to check out the detail of chorister wellbeing. In addition, the choir chaperone makes sure that immediate concerns are shared between the school and Cathedral. Handbooks for boy and girl choristers and their parents/carers are in place. Additionally, because the CSM is a former primary school deputy head, they often lead school assemblies and have become a familiar person to the boys and staff. Other Cathedral staff also lead assemblies.
- 3.2.6** The Cathedral Girls' Choir is made up of 20 girls aged 12 to 17 years, who attend a range of schools in and around the city. The girls rehearse twice a week and sing at one service on Sunday plus services at Easter and Christmas. Both choirs are the responsibility of the Director of Music.
- 3.2.7** The Cathedral choirs ordinarily take part in the Southern Choirs Festival, an event that rotates between Winchester, Chichester and Salisbury. This has been cancelled for the second time in 2021. The auditors heard that the festival has its own safeguarding policy and protocol.
- 3.2.8** The auditors saw risk assessments for a boys' choir trip to Germany and a girls' choir trip to France, both cancelled in 2020, as well as a risk assessment for a boys' choir trip to the Mountbatten Choir Festival in the Albert Hall that did take place, and a risk assessment for participation in filming 'The Crown' in January 2020.
- 3.2.9** A safeguarding risk assessment template for visiting choirs was provided, and a safeguarding agreement that must be signed and returned to the organ scholar and CSM before a visiting choir (adults and/or children) can sing in the Cathedral. The agreement stipulates that the visiting choir has its own safeguarding policy and has implemented it, is familiar with the Cathedral's policy and supports it, has run appropriate checks on all singers and organist and that any safeguarding concerns have been shared with the DSM.
- 3.2.10** Services have been live-streamed for some time now, and are planned to continue beyond the resumption of normal worship as the Cathedral has found a new congregation online, across the world. The virgers film the services and make sure that the camera only pans over the children but does not rest on any child. The auditors saw this demonstrated on the recording they were given.
- 3.2.11** In addition, in normal times there is a junior choir of children and young people aged seven to 14 years. Both are led by the former director of the county music service and are currently suspended, and so did not form part of this audit. There is also a chamber choir led by the Assistant Director of Music and a nave choir, drawn from the congregation, led by the Assistant Organist. These are both adult choirs.

Analysis

- 3.2.12** The auditors judged that much thought and attention has been given to safeguarding in the Cathedral choirs and is supported by strong links with the Pilgrims' School.

Controls and mitigations against risk are effective and extend across a range of activities, including visiting choirs.

- 3.2.13** The auditors reflected positively on the established processes and procedures in place within the choirs, that are testament to the increased focus and attention around safeguarding in this area in recent times. The extent of this consideration was striking in some places. This was particularly exemplified in the self-evaluation form that has been adopted within the Music Department and the annual chorister and parent survey, but also in the requirement that a visiting choir should not only have a safeguarding policy but also have implemented it, shows that more than lip service is expected.
- 3.2.14** Nine choir members completed the survey. It is not known which gender they are as the question was not asked, but one specific comment showed that there was a mix of respondents. All enjoyed being in the choir, were extremely happy with the balance in their lives, felt treated with respect, knew who they would talk to if they were worried and felt that any bullying would be dealt with well. Some were not sure to whom they would talk if they felt unwell and/or were not sure they would be listened to. Nearly half the children felt that the adults in charge were moderately observant rather than extremely, but all felt safe in rehearsals, services or performances.
- 3.2.15** The auditors asked the Director of Music whether they felt there is any tension between the pressure to uphold high standards in a renowned choir and the wellbeing of the children involved. There was a clear recognition shared that a child who is unhappy will not sing to the best of their ability, and this is balanced in the support and demands placed on children and young people.
- 3.2.16** The Girls' Choir has not rehearsed during the recent (early 2021) lockdown, even remotely, and this was cited as source of concern in the survey. Presumably this is because they are unable to sing in person at the Cathedral but the decision may have unintentionally conveyed a message that they matter less. The auditors suggest that the Cathedral monitors how the girls feel as they return to singing, on the basis that people who feel equal and valued are more likely to speak out if anything worries them than people who feel their voices count for less.
- 3.2.17** The auditors reflected that there remain some missed opportunities through the chorister handbooks to more clearly convey some aspects of expectations (e.g. behaviour, conduct and discipline) and to include references to the expectations around online safety and social media whilst participating in the choirs.

Questions for the Cathedral to consider

- Does the Cathedral recognise concerns about the imbalance between boy and girl choristers and the potential import of this for safeguarding? What further avenues exist to better understand the current feeling and culture around this?
- Who is best placed to review the chorister handbooks to ensure that they effectively convey expectations in relation to behaviour, conduct and peer interactions (including through social media)?

Bellringing

Description

- 3.2.18** Winchester Cathedral benefits from a strong and committed band of bellringers, led by the Tower Captain who has 30 years of experience in ringing, including 12 years at the Cathedral, taking over the role of Tower Captain in 2014. They are supported in

this role by a deputy, both of whom have an enhanced DBS check in place and have undertaken foundation (C1) safeguarding training. The Tower Captain has undertaken leadership (C2) training and the Deputy is awaiting leadership training, postponed because of COVID.

- 3.2.19** The current band of bellringers has 20 members. The band accepts children and young people, and has recently had two under-18s as part of its group. A DBS-checked adult is required to conduct initial teaching of new under-18 ringers, which always occurs in rehearsal with other adults present. All of those ringing in the band undertake a minimum of basic (C0) training and tower officers and teachers have also undertaken a DBS check to ensure that there are always two DBS-checked adults present in the tower when children are present.
- 3.2.20** The auditors heard of the range of mitigations in place in the tower to ensure safety of child ringers; children are never left alone with one adult. Parental consent forms and emergency contact details are taken prior to a child joining rehearsals, and records are kept securely within the tower. There is also an expectation that, when a child joins the band, a parent or carer also attends rehearsals to begin with before they are allowed to attend on their own.
- 3.2.21** The tower has a current risk assessment in place, and as part of this has both a first aid kit and defibrillator available. Several members of the band are first aid and defibrillator-trained and this is delivered and renewed by the Custos. Emergency processes are displayed in the tower (including evacuation route) and a 'blue folder' containing safeguarding processes and procedures is situated in the tower.
- 3.2.22** The band rehearses outside normal public-access times and has a designated and secured entry and exit point, that is well lit. Lone working is minimised by the group joining and leaving together, to ensure safety.
- 3.2.23** Due to the status of the Cathedral and its reputation, visiting bands and individuals sometimes join rehearsals or book to attend at a separate time as a group. Unannounced or unsupervised people cannot gain entry; access has to be via the Tower Captain or another keyholder. There are not currently any formal checks conducted on visiting members to determine their suitability and any safeguarding risks.
- 3.2.24** As the responsible member of Chapter, the Canon Precentor is the lead contact for the bell tower and chairs the annual general meeting. The Tower Captain is invited to all section heads meetings.

Analysis

- 3.2.25** The auditors judged that there are effective safeguarding and health and safety procedures in place within the bell tower and to ensure the safety of ringers (including those under 18 years). Further work is now needed to ensure that similarly stringent checks and balances are in place for visiting individuals and groups.
- 3.2.26** The auditors reflected that there is much good practice evident in the bell tower, and consistency in the adoption of wider Cathedral procedures and controls. Health and safety are similarly considered and there was an evident recognition of the inherent risks posed by this area and the need to take proactive action to mitigate against them.
- 3.2.27** Bell towers, by their nature of being physically isolated from the main Cathedral space and times of access, run the risk of becoming disconnected from others who work within or lead the Cathedral. However, at Winchester there does appear to be much already in place to reduce this, and to ensure that the Tower Captain is enabled to work with colleagues, keep abreast of developments and maintain relationships. The auditors heard that this has been slightly challenged during the pandemic and the

need to move such meetings online, with a lower turnout and loss of informal conversations, but there is an opportunity to revive this as restrictions ease.

3.2.28 The auditors did, however, reflect concern that there is not yet a coherent and formalised approach to screening and checking visiting ringers (either through an application or approval process). Whilst the close community of bellringers may provide some protection that concerns relating to individuals are generally known, this is not an adequate protection and requires a more robust process for disclosure and scrutiny.

Questions for the Cathedral to consider

- What would a visiting ringer or band process look like, that ensures adequate oversight and opportunity to assure the suitability of those wishing to attend the Cathedral tower?
- What opportunities are there to learn from the practice developed in other cathedrals to support this work?

3.3 CASE WORK (INCLUDING INFORMATION SHARING)

Description

3.3.1 All case work connected to the Cathedral is handled by the DSM and their team, all of whom are former police officers with relevant experience.

3.3.2 The auditors reviewed four open safeguarding agreements and two closed agreements, and a total of nine case records, all of which dated before the first lockdown started in March 2020. Two of the cases were welfare rather than safeguarding, as there was no allegation or suspicion of harm to or by the subjects, but the auditors felt they were dealt with proportionately and conscientiously. Others included domestic violence, an adult at risk of harm and a child.

Effectiveness of responses and information-sharing practice

3.3.3 Winchester has been involved in several allegations of historic sexual abuse against individuals working or volunteering within, or connected with the Cathedral. The auditors reviewed such case material and whilst the details of specific cases are not included in this report, such findings have been shared directly with Cathedral and diocesan safeguarding staff. Findings here therefore reflect emerging themes of practice, and practice issues more generally.

3.3.4 The auditors concluded that case work in the Cathedral in many ways reflects the culture and practice shift seen over recent years. There was evidence of relative inertia in historic cases in the timely and appropriate handling of allegations and concerns, that limited the quality of handling and responses.

3.3.5 In one such historic example, there was also evidence that HR procedures had been used to evade a good safeguarding conclusion, and an unclear picture of accountability whereby many became involved in the response to cases but at the expense of decisiveness, confidence and protective action being taken.

3.3.6 The auditors were also concerned at the historic lack of focus on the survivor and survivor perspectives in a case. There was evidence that these were not captured or considered as part of the wider picture of safeguarding – in some cases raising the risk of perpetuating and re-traumatising those that have experienced abuse.

- 3.3.7** However, more recently case work demonstrates a much-improved picture. There are evident strong links between the Cathedral and Diocese, clear accountability and communication and responses to concerns and allegations managed in both a timelier and more joined-up way. There was evidence of clear and proactive use of risk assessment and core groups to effectively facilitate appropriate responses and to work with partner and statutory agencies.
- 3.3.8** There was evidence of increasingly survivor-focused approaches, and more routine capturing of individual perspectives and better communication and provision of pastoral support. The auditors heard from several key people, including the Dean and Chapter members, of a recognition of failings of the past and a will to make reparations and rebuild approaches going forwards.
- 3.3.9** The auditors saw and heard much evidence that suggests there is a more appropriately balanced understanding of HR issues, versus safeguarding and awareness of the range of routes open to the Cathedral in order to manage risk.
- 3.3.10** Information sharing with other agencies is particularly strong at Winchester. The DSM can obtain information through a formal information-sharing agreement with Hampshire Police. In addition, the Police and Hampshire Children's Services are represented on the Diocesan Safeguarding Advisory Panel (as discussed further in section 5.4).

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

- 3.3.11** The auditors saw several examples of historic and current safeguarding agreements and risk management plans. Whilst there was evidence that these were completed in a coordinated and collaborative process, and considered the transferability of risk between adults and children, there were some areas of concern surrounding the extent to which these effectively capture the background of the case – with no specific summary of risk central to the plan. This means that, for anybody supporting the enacting of the agreement, it is very difficult to understand the context of this risk and so assess its effectiveness or support its implementation.
- 3.3.12** In some instances, despite robust risk assessment, the format of the safeguarding agreement template appears to have limited the extent to which the agreement is made proportionate and relevant to this risk. This means that, in instances of potential harm to adults at risk, the agreement speaks only and solely of risk to children, thus failing to capture important areas for monitoring and mitigation.

Quality of recording

- 3.3.13** Case files were well presented, in paper format, and collated using a 'front sheet' which summarised the nature of concern, those involved and a chronology of action. Files contained written notes, copies of documentation and email chains relevant to the case. Due to the current transfer of paper-based, Cathedral-held files to the diocesan-held case work management system (PAMIS), there was much repetition in information and documentation contained within those records presented to auditors. However, it is understood that this will be rectified once fully migrated.

Questions for the Cathedral to consider

- In light of the findings relevant to individual case files, what learning can be drawn to influence survivor-centred approaches for both current and future working?

- What barriers and opportunities exist to the reform of safeguarding agreements such that they can give a more person-centred, proportionate approach to risk mitigation?

3.4 CLERGY DISCIPLINARY MEASURES

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

Questions for the Cathedral to consider

- There were no considerations under this heading.

3.5 TRAINING

Description

- 3.5.1 Safeguarding training is an important mechanism for establishing safeguarding awareness and confidence throughout the Cathedral. It requires good quality substance, based on up-to-date evidence, with relevant case studies, engaging and relevant to the audience. It also requires strategic planning to identify priority groups for training, details of the training needs/requirements of people in different roles, and an implementation plan for training over time that tracks what training has been provided, who attended, and who still needs to attend or requires refresher sessions.
- 3.5.2 Ensuring that all staff and volunteers are trained at a level commensurate with their post within the Cathedral context is a challenge. Winchester uses the House of Bishops' national training programme. All clergy have received safeguarding for senior leaders (C4) training, in line with these requirements.
- 3.5.3 A training strategy at Winchester Cathedral sets out the requirements of all staff and volunteers to undertake safeguarding training at the right level and who should train in domestic violence, safer recruitment, mental health and dementia awareness. Whilst differentiating between staff and volunteers, the strategy states everyone is expected to train in safeguarding and will be offered support to do so if it is needed.
- 3.5.4 The Cathedral had about 800 volunteers before the pandemic, down to about 700 now as some are choosing not to return after being away for so long. Some 98 per cent of existing volunteers have completed basic awareness (C0) training and about 450 have foundation (C1) training. The Volunteer Coordinator knew why each person in the remaining 2 per cent has not yet completed their training.
- 3.5.5 For staff, training records are held by the HR team and this guides compliance with agreed requirements, and the need to schedule and arrange refresher training as appropriate. For volunteers there is not, at present, any automated system with the means to flag up who needs refresher training and so spreadsheets are checked monthly to pull this information off.
- 3.5.6 Before the pandemic, refresher training could be accessed online or face to face and based on scenarios that have occurred in the Cathedral. The auditors heard how this approach has been valued by staff and volunteers and there are plans to revive this going forwards.

Analysis

- 3.5.7 The auditors judged that training is a strength within the Cathedral and despite the obvious challenge and complexity in training a large staff and volunteer body, much

progress has been made in achieving this goal.

- 3.5.8 The auditors reflected positively on the significant undertaking and achievement in ensuring that volunteers and staff all complete and attend safeguarding training, and this pace has continued throughout the past year of the pandemic and associated restrictions. The auditors heard repeatedly of the effort made to persuade and support everyone who needed training to access it at the right level.
- 3.5.9 As seen through adult survey responses, training is received very positively by those who undertake it. There were a small number of comments relating to a failure to understand the relevance of this awareness to their roles, which is reflective of the changing culture and recognition of safeguarding across all aspects of Cathedral life.
- 3.5.10 The auditors heard how, to establish a clear imperative, Chapter took a decision to directly challenge the opting-out of safeguarding training by some, with a clear directive that those who do not engage must cease to volunteer. In one example of this, the Dean talked of phoning one volunteer to persuade them to train, which demonstrated this commitment.
- 3.5.11 Beyond standardised safeguarding training, it is positive to see the thought and consideration that has been given to knowledge and skill gaps and the Cathedral has proactively sought to address these through additional learning opportunities. Dementia awareness, mental health first aid and annual safeguarding scenario update training are all examples of this extended commitment to equip those within the Cathedral with the skills needed to provide a safe and welcoming environment.

Questions for the Cathedral to consider

- There were no considerations under this heading.

3.6 SAFER-RECRUITMENT

Description

- 3.6.1 The safe recruitment of staff falls within the remit of the Head of HR who joined the Cathedral in February 2020, and they are responsible to the COO who was appointed in November 2020. For volunteers, recruitment is undertaken by the Volunteer Coordinator, in close collaboration with the Head of HR.
- 3.6.2 Since the appointment of the current Head of HR, COO and CSM, much progress and improvement has been made to the recruitment function of safeguarding. This included a full audit of the HR function to establish current practice and gaps, and the development of a suite of processes that outline correct and safe procedures, and to assess and mitigate risk in areas where these procedures cannot be followed – such as inability to provide two professional references. This work has also included moving to online DBS checks and the automation of some functions, such as DBS renewals, to ensure a more efficient approach.
- 3.6.3 All staff post adverts include a clear commitment to safeguarding and the expectation to uphold this commitment is made clear through the job description and person specification. Applicants for staff and volunteer positions must submit an application form, detailing employment history, references and a confidential declaration as appropriate for role. Interviews include safeguarding questions and any gaps in employment history explored and these records are retained for personnel files. Where a role requires a DBS check, an offer is made subject to satisfactory disclosure.

- 3.6.4 As discussed above in section 3.5, induction training in safeguarding is required before beginning in role and this is recorded within recruitment files, together with details of other training undertaken (including the mandatory Cathedral safeguarding induction). New staff appointments are required to undertake a period of probation, which is formally signed off.
- 3.6.5 Winchester Cathedral has an Employee Handbook in place, written by the Cathedral's consultancy partner RBS Mentor. This is reviewed annually and there is some ambition to now ensure that this more closely reflects the Cathedral's context, values and culture in its tone, as its wording is currently felt to be more corporate than would be preferred.
- 3.6.6 At the time of this audit, two staff had already undertaken safer recruitment training, with a further three staff booked to attend in the near future.

Analysis

- 3.6.7 The auditors judged that much progress and improvement has been made in the safe recruitment of staff and volunteers and the processes and procedures are now strong.
- 3.6.8 The auditors reflected positively on the rapid progress that has been made in recruitment practices, moving from a prior position of inconsistent approaches and robustness of screening. The auditors heard consistently of the recognition of the importance of recruitment within wider safeguarding, not just from those with senior accountability for it but also from section heads and heads of department.
- 3.6.9 As part of this audit, auditors saw nine recruitment files relating to six staff and three volunteers. Much good practice was evident in these files including a recruitment checklist, which has recently been updated to capture evidence of checks together with activity to chase and monitor the recruitment process.
- 3.6.10 All of these files revealed that the policies and procedures for recruitment are generally well followed. Where historic gaps exist, the auditors were reassured to see that these were identified and by the use of risk assessments to address individual issues.

Questions for the Cathedral to consider

- There were no considerations under this heading.

4. FINDINGS – ORGANISATIONAL SUPPORTS

4.1 POLICIES, PROCEDURES AND GUIDANCE

Description

- 4.1.1 Winchester Cathedral has adopted its own safeguarding policy, which is approved by Chapter and includes the key safeguarding definitions, principles and working practices relevant to Cathedral life (including safer recruitment and complaints). This is supported by a range of other policies and procedures with safeguarding import, including:
- Safeguarding practice guidance
 - Learning centre safeguarding practice guidance
 - Domestic abuse policy
 - Anti-Bullying policy (choirs)
 - Lone working policy
 - Disturbance or disruption at service policy
 - Recruitment and selection policy
 - Girls' and boys' choirs chorister parent handbooks
 - Volunteer and employee handbooks
 - Safeguarding complaints practice guidance
 - Whistleblowing policy
 - Code of conduct
- 4.1.2 The safeguarding policy, policy statement and procedures are available on the Cathedral's website, and all staff and volunteers are given a copy of the 'Aide Memoire', which contains pertinent information and contact details for quick reference.
- 4.1.3 All policies are made available to volunteers and staff during induction and cited through the relevant handbook. To ensure availability of policy and procedure to staff and volunteers in all parts of the Cathedral, several 'blue folders' are placed in strategic places (e.g. learning centre, welcome desk, bell tower) which contain all relevant policy and templates.

Analysis

- 4.1.4 The auditors judged that there has been much work in recent years to develop a suite of policies and procedures to support good safeguarding. Work now needs to continue to ensure that this is streamlined and coherent, and effectively captures contextual risk relevant to the Cathedral's work.
- 4.1.5 The auditors reflected positively on the breadth and depth of safeguarding-related policy that has grown within the Cathedral and in a way that effectively captures the Cathedral's context, values and priorities. The safeguarding practice guidance in particular is an extremely detailed document that covers all aspects of Cathedral life and includes useful information that is pertinent to specific areas, for example,

dressing and use of costumes in the learning centre. It is well publicised and shared with those who need to understand it.

- 4.1.6 The auditors were, however, also struck by the extent to which there was a recognition that the priority of any safeguarding policy is for it to be 'lived' by those within the Cathedral, and the barrier to which the sheer volume of this policy may present in achieving this. For example, through confusion and conflicting messages in separate documents or through separate expectations of staff versus volunteers (as discussed further in paragraphs 3.1.17, 5.2.9 and 5.3.4), or through the failure to focus enough on skill and behaviours as central to good safeguarding cultures.
- 4.1.7 Whilst work has clearly started to streamline and address this, it remains an ongoing piece of work that must remain on the Cathedral's priority list as the culture continues to be embedded.
- 4.1.8 The auditors also reflected that there are some missed opportunities within this policy suite to effectively capture the true safeguarding tone required. This was notable through both the Employee Handbook, which references computers and electronic communications but without linking this to inappropriate or unsafe conduct, and through the chorister handbooks which miss an opportunity to establish an appropriate code of conduct covering expected behaviours, bullying or use of social media.

Questions for the Cathedral to consider

- Who is best placed to review current policy and guidance to ensure that it adequately captures the relevant safeguarding message and tone?

4.2 THE DIOCESAN SAFEGUARDING ADVISOR/ CATHEDRAL SAFEGUARDING OFFICER

Description

- 4.2.1 Winchester Cathedral's Director of Learning has the dual role of Interim CSM, with responsibility for the leadership of the safeguarding work of the Cathedral. They joined the Cathedral in April 2020, to replace the outgoing Director of Learning. Due to the impact of the pandemic, and suspension of school visits, they were effectively seconded in to the role of interim CSM in September 2020.
- 4.2.2 The auditors heard how there is not yet a finalised plan in place for the safeguarding lead role upon resumption of the current CSM's education duties. However, there are some aspirations for the current CSM to continue to strategically lead safeguarding on a more permanent footing, balanced with their other substantive duties.
- 4.2.3 The CSM role is covered by a job description and person specification which describes their duties and responsibilities for safeguarding. The current post-holder brings significant experience in safeguarding from their background in education, prior to joining the Cathedral, where they were a Deputy Headteacher in a primary school.
- 4.2.4 More recently, the Cathedral has also appointed a Safeguarding Administrator whose role will support the CSM's capacity and take responsibility for areas of the operation and organisation of safeguarding, including the tracking of training and its completion, recruitment and induction and other related support functions.
- 4.2.5 The CSM is line managed by the Head of HR, who was appointed in February 2020 with a safeguarding remit to support and oversee the development of safer recruitment practices. In these functions, they meet every six weeks with a focus on

CSM role performance. The CSM also meets monthly, in a more formalised supervision capacity, with the DSM for Winchester, and monthly with the Dean to discuss safeguarding progress and priorities.

- 4.2.6 Winchester Cathedral has a very close link with the Diocese of Winchester and the DSM, guided by a Memorandum of Understanding, provides the services of case support and advice (including allegations management, policy and practice) and support and provision of safeguarding training to clergy, staff and volunteers.
- 4.2.7 The current DSM has been in post for five years and brings experience in safeguarding by virtue of their background in policing. They are supported in this post by both a Safeguarding Trainer and a Safeguarding Administrator for the Diocese.

Analysis

- 4.2.8 The auditors judged that the leadership of safeguarding at Winchester Cathedral is strong. The CSM is well recognised and credited with supporting much growth and progress, and this benefits from an effective relationship with the Diocese of Winchester and the DSM team.
- 4.2.9 The auditors heard a consistent recognition of the positive impact that the current CSM has had on safeguarding development within the Cathedral, and they are well valued for their advice and support and for the recent progress that has been seen, building on the earlier work of the previous post-holder. Much evidence was available to support this view, with the CSM clearly well embedded into Cathedral life and key safeguarding forums and through the considerable pace of change that has been achieved in recent months.
- 4.2.10 Everyone with whom the auditors spoke with clearly identified both the CSM and DSM as being the key points of contact for safeguarding and could cite examples of effective working and close communication with and between the team.
- 4.2.11 The auditors reflected that joint working is supported by open and clear lines of communication between the Cathedral and Diocese, and between key leaders within the Cathedral, which is contributing to a clear sense of a coordinated approach and message around the import of safeguarding. Appropriate pathways of line management and the opportunity for practice supervision from the DSM are further benefitting this picture.
- 4.2.12 However, the auditors recognise that this current arrangement is not sustainable. The current CSM's substantive role is that of the Director of Learning and, with resumption of educational work, there is a need for the imminent return to this arrangement. This will necessarily mean that the current CSM will have less time to commit to safeguarding leadership, and the potential knock-on effects that this may have at a time where key work is happening to embed and reinforce the safeguarding culture. Whilst this is recognised and understood by the Cathedral, plans are yet to be formalised.
- 4.2.13 Whilst the auditors agree that forums and roles are now in place to support the operationalisation of safeguarding across the Cathedral, leaving open the possibility for the CSM to take a reduced and strategically-focused role, this may naturally pose risks that need to be well mapped and understood. This is perhaps especially true of the new Safeguarding Administrator role which, if not clearly delineated and communicated about, may confuse and hinder the effective system currently in place.

Questions for the Cathedral to consider

- What are the current barriers in establishing a clear succession plan for the CSM role?
- What would support those within the Cathedral to understand any changes this might bring to the line of communication, and to understand how the new role of Safeguarding Administrator fits into this?

4.3 RECORDING AND IT SYSTEMS

Description

- 4.3.1 Within Winchester Cathedral, there a range of different recording systems in use for various aspects of safeguarding work. These include:
- Safeguarding case files, which are managed on the 'PAMIS' recording system within the Diocese of Winchester, and held by the DSM together with any paper records and email exchanges pertinent to individual concerns
 - Recruitment and induction records are held by the Head of HR. Paper files were historically held for each recruited individual, but are not in the process of migration to being held electronically. The implementation of a new HR software system offers an electronic diary system for the tracking and monitoring of safer recruitment checks, renewals and induction and training information. Other digital documents are used to collate and track training evaluation and exit interview data.
 - Volunteer records are held by the Volunteer Coordinator, and includes recruitment details and personal and role-related information. A range of spreadsheets have been developed to track and monitor recruitment checks, renewals and training information.
- 4.3.2 The auditors also heard how, within the boys' choir, an attendance-tracking application, 'Alora', has recently been introduced to ensure safe and effective handover of children from and to the Pilgrims' School. There are ambitions for the use of this system to be developed to include notes on wellbeing and welfare that can be securely and reliably shared between school and Cathedral.

Analysis

- 4.3.3 The auditors judged that much positive work has taken place to develop, improve and increasingly digitise recording systems within the Cathedral, and that this has helped to achieve a more consistent level of quality and coordination. There is now an opportunity to further develop this with volunteers.
- 4.3.4 The auditors heard how the work in developing and reforming recording systems has been effective, and perhaps most marked in relation to HR and recruitment records. Evidence of these systems in action were seen, and it was clear that they are now contributing to an improved level of consistency across files and level of confidence that key people within the Cathedral are able to place on them.
- 4.3.5 The auditors also heard how this picture is in earlier stages of development for volunteer recruitment and monitoring. With c.700 volunteers working within the Cathedral, there is a clear challenge to ensure a systematic and reliable recording approach that reduces the burden on users and makes information available to those that have the need to access it.

- 4.3.6 However, currently this is being addressed through the use of several different electronic spreadsheets and documents, and the auditors heard clearly that this brings the implications that they are demanding to maintain and often not intuitive to use and coordinate.
- 4.3.7 The auditors also reflected that there is a potential vulnerability in the informal system of sharing of low-level concerns by staff and volunteers within the Cathedral. This currently involves informal conversations and emails between individuals, such as volunteers, the virger team and the safeguarding team. However, with the volume of volunteers, staff and visitors (in normal times), this is not the most reliable and coordinated way of sharing potentially highly-pertinent safeguarding concerns and further thought should be given to the way in which this can be put on a more sustainable footing.

Questions for the Cathedral to consider

- What would an effective and unified volunteer recording system look like within Winchester Cathedral?
- Is the Cathedral confident that its mechanisms for the communication and sharing of low-level safeguarding and welfare concerns are reliable enough to ensure effective oversight and coordination?

5. FINDINGS – LEADERSHIP AND ACCOUNTABILITY

5.1 QUALITY ASSURANCE

Description

- 5.1.1 A safe organisation needs constant feedback loops about what is going well and where there are difficulties in relation to safeguarding, and this should drive ongoing cycles of learning and improvement. Robust quality assurance enables an organisation to understand its strengths and weaknesses. Potential sources of data are numerous, including independent scrutiny. Quality assurance needs to be strategic and systematic to support accountability and shed light on how well things are working and where there are gaps or concerns.
- 5.1.2 Winchester Cathedral has several key forums and groups involved in the quality assurance of safeguarding work. These include:
- The DSAP, attended by the Dean (discussed further in section 5.4)
 - The Diocesan Casework Panel, providing scrutiny and oversight over significant cases and attended by the DSM and CSM
 - Chapter, who meet monthly with safeguarding as a standing agenda item
 - The Audit Group, comprising senior clergy and staff (including the DSM, CSM and Dean) and established to provide strategic oversight and quality assurance of the Cathedral's safeguarding work surrounding the SCIE audit
 - The Cathedral Safeguarding Working Group, who ensure progress against the action plan and comprises key operational leaders from across the Cathedral, together with the DSM, CSM and Dean (discussed further in section 5.4).
- 5.1.3 The Audit Group has supported the Cathedral in the development of a detailed action plan, which covers all aspects of Cathedral life including working practices, case work, policy and procedure, recruitment, training, and leadership. It reveals clear accountability and timescales and evidence of timely completion and progress against the actions identified for improvement. This group is due to remain constituted until its next meeting in June, at which point it will build any emerging actions from this report into the action plan, leaving responsibility for ongoing monitoring with both the Working Group and Chapter.
- 5.1.4 The auditors also saw evidence of much past, current and future quality assurance activities around safeguarding which are described in the Key Quality Assurance and Learning Improvement Activities plan. This includes the annual chorister surveys, incident reflections, evaluation of feedback, self-assessment and staff and volunteer recruitment audits.
- 5.1.5 Chapter receives a direct update from the CSM at each meeting, and safeguarding is a standing agenda item for scrutiny and challenge and the discussion around which is recorded in each set of minutes. Safeguarding is also reported to the Bishop in the annual report, and this year the CSM was asked to give a verbal presentation.
- 5.1.6 The auditors also heard how health and safety, as a key aspect of Cathedral life related to safeguarding, receives an annual independent audit or monitoring visit from RBS Mentor, as the Cathedral's external consultant.

Analysis

- 5.1.7 The auditors judged that the Cathedral routinely engages in a robust range of quality-assurance activities and proactively seeks out opportunities for learning and improvement. There is a coherent and well thought-out assurance and accountability structure in place across a range of groups who meet with an interest in safeguarding and its governance.
- 5.1.8 The auditors heard and saw much evidence that Chapter at Winchester Cathedral has become a highly effective and informed body, providing the necessary scrutiny and direction across both the Cathedral's faith and business aims and work. This has been supported by a clear direction from the Dean and senior clergy who have placed appropriate import on safeguarding and in turn receive challenge, where necessary, with clear accountability for progress.
- 5.1.9 The auditors reflected positively on the range of other governance groups that have grown around and within the Cathedral, and the extent to which these are now coherent and united in their remits and approaches. All of these groups are now benefitting from a shared membership that is allowing the coordinated dissemination of messages and an informed leadership.
- 5.1.10 Both the Key Quality Assurance and Learning Improvement Activities plan and action plan demonstrate evidence of this accountability and of the commitment of a range of key people within the Cathedral in enacting and delivering learning and change. The auditors did not pick up any sense that activities are planned or discussed in any form of a tokenistic or superficial way – with purpose and challenge evident throughout the system. This is enabling the Cathedral to be proactive and to 'horizon-scan' for any early or emerging risks.
- 5.1.11 As is true of any organisation that holds both safeguarding duties and business and revenue-driving interests, the extent to which reputational harm and the responsibility for transparency and action are balanced is crucial and indicative of the effectiveness of quality assurance. The auditors were reassured that this potential conflict is well understood by those in key leadership and governance roles and guarded against.
- 5.1.12 As the Cathedral moves beyond the initial embedding of safeguarding training for all of its staff and volunteers, there is now potential value in formally building in opportunities to seek the feedback of those that have undertaken such courses to ensure that any learning is captured, and opportunities for further proactive work identified – much like that which has been positively introduced for annual refresher training.

Questions for the Cathedral to consider

- What opportunities exist, or could be created, to seek delegate feedback on safeguarding training, and how might this be used in the Cathedral's future work?

5.2 COMPLAINTS ABOUT THE SAFEGUARDING SERVICE

Description

- 5.2.1 A good complaints policy enables people to raise concerns, and to have timely and appropriate consideration of any problems. A strong policy is clear about who complaints should be made to, and how they can be escalated if necessary. Positive features include an independent element, and clarity that *raising a safeguarding concern*, and *making a complaint about a safeguarding service*, are two distinct things.

- 5.2.2 Winchester Cathedral has a general complaints policy in place, written in 2019 and covering the key aspects relating to complaints management and the procedure involved in their review and handling. It is made clear, through this policy, that complaints relating to safeguarding are subject to a separate pathway involving referral to the DSM. This is publicly available on the Cathedral's website.
- 5.2.3 The Cathedral also has a Safeguarding Complaints Practice Guidance document, which details the specific process for considering and investigating any such complaints raised, led by the Head of Personnel or COO through three stages (including appeals, involving the independent chair of the DSAP).
- 5.2.4 The procedures for raising complaints (including those of bullying and harassment) are also included in the Volunteer and Employee Handbooks.
- 5.2.5 The auditors did not see any cases of complaints about the safeguarding service through this audit.

Analysis

- 5.2.6 The auditors judged that there is an established process for the handling of complaints that delineates wider concerns and issues from those specifically about the safeguarding service. There is now some further review needed to ensure that these approaches are coherent and consistent and reflect current practice.
- 5.2.7 The auditors heard and saw much evidence, throughout the audit, of the willingness of the Cathedral to engage with and learn from complaints about the safeguarding service, recognising the need to change from the more defensive past culture within the Cathedral.
- 5.2.8 It is therefore positive that there is a distinction drawn in policy and practice in the way in which safeguarding complaints would be identified and handled differently, and as distinct from allegations and other concerns.
- 5.2.9 However, with changes to the organisation and structure since writing, there is some need now to review these documents to ensure that they effectively reflect current practice. This is predominantly in the key points of contact for the investigation and management of such complaints – cited as both the DSM and Head of Personnel in different documents, and with reference to the now-removed role of Receiver General.

Questions for the Cathedral to consider

- Who is best place to ensure that the complaint policies are updated to reflect current practice?

5.3 WHISTLEBLOWING

- 5.3.1 Winchester Cathedral has a whistleblowing policy in place, and this is included within the Employee Handbook.
- 5.3.2 The policy effectively covers employees, workers and contractors and makes clear both the justification for disclosures and the value placed on it by the Cathedral. The policy strikes an appropriate tone that is non-punitive and non-discouraging and references Protect as an external, independent route for raising such concerns.
- 5.3.3 Whistleblowing is also referenced in several forums, such as the staff safeguarding induction presentation, and on safeguarding posters in place around the Cathedral's buildings.
- 5.3.4 Whistleblowing is also cited within the Volunteer Handbook, albeit very briefly and

with a less supportive tone, but with clear implication that the Cathedral's policy is duly applicable to volunteers, as it is to staff. However, this would appear to contradict the policy wording and the auditors would question the status of this, and whether in this light the policy should be made available to volunteers beyond the staff handbook.

Questions for the Cathedral to consider

- How can the status and tone of the whistleblowing policy, as it applies to volunteers, be better clarified and communicated?

5.4 SAFEGUARDING ADVISORY PANEL

Description

- 5.4.1 Based on the national guidance in *Roles and Responsibilities* for DSAPs, the panel should have a key role in bringing independence and safeguarding expertise to an oversight, scrutiny and challenge role, including contributing to a strategic plan. No specifics are provided in relation to cathedrals, with the apparent assumption being that cathedrals are part of diocesan structures.
- 5.4.2 As discussed above in section 5.1, the Dean sits on the DSAP for the Diocese of Winchester together with the DSM and the auditors saw evidence of engagement and supportive discussion through the minutes of the group's meetings. The DSAP also comprises other membership that brings the Cathedral in contact with external agencies such as the Local Authority Designated Officer (LADO), and the group is independently chaired.
- 5.4.3 In keeping with the close collaboration and co-working between the Diocese and Cathedral, the DSM, Dean and CSM also sit on both the Cathedral's Audit and Working Groups.
- 5.4.4 The Cathedral Safeguarding Working Group is guided by terms of reference that make clear its role and operational remit for discussing the implementation of safeguarding policy and practice, sharing of best practice, identifying concerns and support communication of safeguarding information. The group has a membership of about 20 people; clergy, senior and middle leadership and the section heads of the volunteers.

Analysis

- 5.4.5 The auditors judged that there are well-established groups for the oversight of safeguarding both at diocesan and Cathedral levels, and these are contributing well to the effectiveness and coordination of the safeguarding function.
- 5.4.6 Central to good safeguarding practice are opportunities for co-working and shared ownership with leaders from a range of different areas within the Cathedral. The auditors saw and heard evidence that this is working well at Winchester and the move to include such a broad team at the operational working group level has been a positive step in achieving buy-in and galvanising culture change. There is also evidence from the action plan and meeting minutes that this is not merely tokenistic but actively ensuring delegated responsibility for development work, accountability and challenge.
- 5.4.7 As discussed in section 5.1, whilst the current arrangement in having a separately constituted strategic Audit Group has been instrumental in accelerating progress within the working group, this will now cease and there is a need to ensure that the accountability and reporting lines between groups shift accordingly to Chapter.

- 5.4.8 There is a degree of independence featuring in several of these forums – including within the Audit Group. However, the auditors reflected that with the imminent ending of the Audit Group, there is a value in the Cathedral now considering how this benefit can be sustained in other aspects of safeguarding governance, particularly within the Working Group.

Questions for the Cathedral to consider

- How might the benefits of independence in quality assurance be safeguarded in the future running of the Cathedral Safeguarding Working Group?

5.5 LEADERSHIP AND MANAGEMENT

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

Theological leadership

Description

- 5.5.2 As the leader of every aspect of the Cathedral's life, the Dean of Winchester has overall responsibility for the promotion of safeguarding through theology.
- 5.5.3 The auditors heard how the Dean has a clear focus on the mission and values of the Cathedral as central to safeguarding. These include openness, kindness and excellence and focus is given through the activities and work of the Cathedral and clergy to live these values.
- 5.5.4 The auditors heard several examples of how topics related to safeguarding are regularly included in sermons, preaching and prayer and include issues of social justice and inclusion. A chapel within the Cathedral has also been associated with those who have been abused and are survivors of abuse, and this is publicised with a sign to raise awareness of those visiting or worshipping within the Cathedral.

Analysis

- 5.5.5 The auditors judged that whilst the public messaging of safeguarding has developed well to share the Cathedral's core values, there remain opportunities to more overtly root safeguarding in theology – and this includes as a place of welcome and support to survivors of abuse.
- 5.5.6 Through the survey of congregants, volunteers, staff and other adults involved with the Cathedral that the wider message of the importance of safeguarding is generally very clear to most who felt able to comment. For example, some 239 respondents (84 per cent) felt that this was extremely clearly communicated, with 30 respondents (11 per cent) feeling it was moderately well done and just two respondents (1 per cent) noting this was not at all evident.
- 5.5.7 In terms of the inclusion of safeguarding within sermons, however, the picture was more spread amongst those with direct experience of services with 65 respondents reflected it was extremely well covered, 81 (29 per cent) moderately well covered and six (2 per cent) not at all well covered.
- 5.5.8 The auditors agreed with this analysis; despite being written about and publicised in many ways, safeguarding is not yet a consistent and explicit focus within services, and does not yet feature in the 'Safeguarding Comms Plan' document, which outlines many other ways in which safeguarding is promoted and discussed around and beyond the Cathedral.

- 5.5.9 There is also, given Winchester Cathedral's history, a missed opportunity to use this forum to share the message of inclusion, welcome and support for those who are survivors of abuse and the recognition of the Church's responsibility to place such individuals at the heart of its work.

Questions for the Cathedral to consider

- What opportunities exist, or can be further created, to share the message of safeguarding and its theological importance, including for those who are survivors of abuse?

Strategic leadership

Description

- 5.5.10 The House of Bishops' *Roles and Responsibilities* practice guidance assigns different and overlapping roles to Dean and Chapter, with the former having a clear leadership role in relation to safeguarding, and Chapter having a strategic and oversight role in relation to the Church of England's *Promoting a Safer Church* safeguarding policy. This includes the requirement to have a *Promoting a Safer Church* action plan in place that sets out, in line with national and local priorities, how the policy is being put into action, and is reviewed regularly.
- 5.5.11 The Chapter of Winchester Cathedral currently consists of six members (with one Residuary Canon vacancy) including the Dean and two current residuary canons, and three lay canons, who themselves bring a wide range of experience relevant to role including legal, financial, management and senior leadership. The auditors heard of a willingness to review and expand Chapter membership to continue to reflect the Cathedral's context, challenges and opportunities in light of the new Cathedral's Measure.
- 5.5.12 The Dean has been in their role at the Cathedral since February 2017, from a prior position as the Dean of Birmingham for six years, and following ordination as one of the UK's first female priests. The Dean has seen safeguarding develop within the Church of England from an early point, and as a result of this experience, takes it seriously and clearly recognises the importance of culture and a close diocesan-Cathedral relationship.
- 5.5.13 The auditors heard much evidence, across all spoken with as part of the audit, of the impact the Dean has had across the life of the Cathedral, most notably in shifting the culture to one in which safeguarding is at the heart of its work, and owned by all – with those in leadership positions challenged and held accountable to ensuring safe working and approaches run throughout the Cathedral, its work and its staff and volunteers. This has been supported not only by the clergy but also by recent appointments, such as the COO, who bring fresh eyes to safeguarding from significant relevant experience outside of the Church.

Analysis

- 5.5.14 The auditors judged that the strategic leadership within the Cathedral is strong, and has enabled and driven much positive change in culture and working practices in recent years.
- 5.5.15 The auditors heard consistently of the very positive impacts that those in strategic leadership roles, and particularly the Dean, have had within the Cathedral and in relation to safeguarding. This was further evidenced through a range of other sources including minutes of strategic meetings, discussion with the Bishop, policies and procedures and, ultimately, in the responses of the Cathedral to those in need of safeguarding support.

- 5.5.16 The auditors also reflected that the current Chapter is highly effective in its scrutiny, challenge and support of the Cathedral, bringing very relevant expertise and being apprised of all pertinent information needed to support this function.
- 5.5.17 However, the auditors also reflected that there remain opportunities to increase the visibility of clergy to those working within, and visiting the Cathedral. The survey responses revealed that 122 of the respondents able to comment on this issue (43 per cent) felt that those leading safeguarding were extremely visible, 114 (40 per cent) felt they were moderately so and 12 (4 per cent) felt they were not at all visible. This was similarly reflected in the comments of respondents within the survey, which expressed a will to have a more regularly recognisable 'face' to safeguarding around the Cathedral itself.

Questions for the Cathedral to consider

- As the Cathedral reopens its doors, what opportunities are available for increased visibility of clergy and strategic leaders of safeguarding to those who visit, work or worship within it?

Operational leadership

Description

- 5.5.18 As discussed in section 4.2, Winchester Cathedral benefits from an experienced CSM, whose role is recognised by all within the Cathedral and well integrated into the wider life, activity and governance of safeguarding work.
- 5.5.19 Within the Cathedral, there are a range of others who play key operational leadership roles in safeguarding and these include:
- Cathedral Chaplain
 - Directors of Music and Learning
 - Volunteer Coordinator
 - Heads of HR, Operations and Marketing
 - Custos
 - Volunteer section heads
- 5.5.20 Such leaders are brought together, to encourage co-working and shared ownership, through a range of forums including the Cathedral Safeguarding Working Group, the diary and the heads of department meetings. Direct routes have been established between these operational leaders and members of Chapter, through line-management mechanisms.
- 5.5.21 As discussed previously, the appointment of a People and Safeguarding Administrator, whose role works across HR, volunteers and safeguarding, has recently taken place with an aim to increase the coordination and assurances of operational activity including around recruitment and training.

Analysis

- 5.5.22 The auditors judged that the operational leadership at Winchester Cathedral works well and there is a clear sense of shared ownership and recognition of safeguarding duties as central to their respective substantive roles and remits.

- 5.5.23 The auditors were struck by the extent to which there is a shared prerogative and responsibility carried by those in operational leadership roles, with all those spoken to able to clearly articulate their areas of responsibility and sense of empowerment to enact change and be part of the wider conversation around safeguarding.
- 5.5.24 This is, in many ways, benefitted by the clear delineation between the strategic and operational functions and separate memberships of operationally-focused groups, and by the formalised communication that exists within them – including the shared safeguarding action plan.
- 5.5.25 Those in people-facing roles within the Cathedral commonly cited their head of department, or section head, as a core contact on safeguarding and the auditors reflected that this is a positive shift which illustrates the extent to which all are able to recognise and deliver on their roles and feel confident to play their part in safeguarding.

Questions for the Cathedral to consider

- There were no considerations under this heading.

5.6 CULTURE

Description

- 5.6.1 The most critical aspect of safeguarding relates to the culture within any organisation. In a Church of England context, that can mean, for example, the extent to which priority is placed on safeguarding individuals as opposed to the reputation of the Church, or the ability of all members of the Church to think the unthinkable about friends and colleagues. SCIE's experience auditing safeguarding in faith contexts more broadly, suggests that in areas where there is experience amongst senior clergy of previous serious abuse cases, a culture of openness and humility in approaching safeguarding issues can be stronger and accompanied by a move away from responses which give too much attention to reputational issues and the welfare of (alleged) perpetrators, as opposed to the welfare of victims and survivors.
- 5.6.2 Any cathedral should strive for an open, learning culture where safeguarding is a shared responsibility, albeit supported by experts, and which encourages people to raise concerns about how things are working so they can be addressed. An open learning culture starts from the assumption that maintaining adequate vigilance is difficult and proactively seeks feedback on how safeguarding is operating and encourages people to highlight any concerns.
- 5.6.3 Winchester Cathedral has named and highlighted the culture of safeguarding in both recognition of historic issues and as a driver for change, but also in the benchmark of success that this represents. The auditors heard clearly that this remains a work in progress but has seen significant shifts in recent years for the better.
- 5.6.4 The Cathedral's own self-assessment highlighted this, as both an achievement in the change achieved amongst staff and clergy, and as a future priority to ensure that the desired culture of recognition and openness is embedded across the large volunteer body.
- 5.6.5 The Cathedral candidly recognises and names failings of the past and the complex range of factors that had contributed to this, and the auditors saw much evidence that the Cathedral is engaging proactively with other sources of learning to help to support its own journey, and through a close relationship with the Diocese – that is similarly aligned.

Analysis

- 5.6.6 The auditors judged that the culture of safeguarding at the Cathedral has seen significant positive development and is thanks to much proactive and outward-facing work. There is now an ongoing priority to embed this into 'business as usual'.
- 5.6.7 The auditors reflected positively on the proactive work that has taken place throughout the Cathedral to visibly and purposefully place safeguarding at its heart. This includes through the 'Safeguarding Comms Plan', website and newsletter presence and the featuring of safeguarding in every aspect of discussion within the Cathedral. One person spoken with commented that safeguarding commonly comes up as an item of discussion in every meeting, within any given day. Whilst this has been important to ensure compliance and change, the evolving culture must now bring a more embedded, implicit 'golden-thread' throughout the Cathedral's work to ensure that safeguarding is not seen as a box to be ticked.
- 5.6.8 The auditors were also interested in the extent to which there is any inherent conflict in having a culture of openness within an organisation whose reputation is so key for driving and maintaining revenue. This issue was clearly recognised and understood amongst many spoken to in leadership roles within the Cathedral and is named and addressed through the organisational risk register to ensure the right balance is struck.
- 5.6.9 However, the Cathedral is still in the relatively early days of embedding this new culture, and the auditors were aware that this is not fully achieved across all. Survey comments revealed several prevalent themes that were conflicting, including that safeguarding is not the 'business' of a Cathedral and takes too much focus and priority, versus that of the worship of God. This is an aspect that the Cathedral is aware of and there is no sense of complacency about the journey that lies ahead.
- 5.6.10 The auditors also reflected that, whilst clearly lived throughout the Cathedral, the key value of 'excellence' raises a cultural risk that this becomes seen as 'exclusivity'. Given the local demographic and context, there is an opportunity to guard against this, and for more targeted work to promote the key principles of inclusivity, equality and tolerance.

Questions for the Cathedral to consider

- Does the Cathedral recognise any signs that 'exclusivity' is a current facet of the culture?
- What opportunities exist to further actively promote issues of inclusivity, equality and tolerance – particularly in recognition of the recently increased focus on national social justice issues?

6. CONCLUSIONS

- 6.1.1 The Cathedral is a safely-managed space, led by a team of well-experienced and trained virgers. Events are similarly well planned and risk is mitigated so far as is practicable.
- 6.1.2 Arrangements for working with children within the Cathedral are managed safely and there is a broad provision in place that is led by individuals with much relevant experience and expertise in safeguarding.
- 6.1.3 The Cathedral has a very clearly articulated and shared understanding of the needs and vulnerabilities that those within the Cathedral community may bring, and has developed a range of training and offers to be able to support and be a place of welcome and safety.
- 6.1.4 Much thought and attention has been given to safeguarding in the Cathedral choirs and is supported by strong links with the Pilgrims' School. Controls and mitigations against risk are effective and extend across a range of activity, including visiting choirs.
- 6.1.5 There are effective safeguarding and health and safety procedures in place within the bell tower and to ensure the safety of ringers (including those under 18 years). Further work is now needed to ensure that similarly stringent checks and balances are in place for visiting individuals and groups.
- 6.1.6 Training is a strength within the Cathedral and despite the obvious challenge and complexity in training a large staff and volunteer body, much progress has been made in achieving this goal.
- 6.1.7 Much progress and improvement has also been made in the safe recruitment of staff and volunteers and the processes and procedures are now strong.
- 6.1.8 There has been much work in recent years to develop a suite of policies and procedures to support good safeguarding. Work now needs to continue to ensure that this is streamlined and coherent, and effectively captures contextual risk relevant to the Cathedral's work.
- 6.1.9 The leadership of safeguarding at Winchester Cathedral is strong. The CSM is well recognised and credited with supporting much growth and progress, and this benefits from an effective relationship with the Diocese of Winchester and the DSM team.
- 6.1.10 Much positive work has taken place to develop, improve and increasingly digitise recording systems within the Cathedral, and that this has helped to achieve a more consistent level of quality and coordination. There is now an opportunity to further develop this with volunteers.
- 6.1.11 The Cathedral routinely engage in a robust range of quality assurance activities and proactively seek out opportunities for learning and improvement. There is a coherent and well thought-out assurance and accountability structure in place across a range of groups who meet with an interest in safeguarding and its governance.
- 6.1.12 There is an established process for the handling of complaints that delineates wider concerns and issues from those specifically about the safeguarding service. There is now some further review needed to ensure that these approaches are coherent and consistent and reflect current practice.
- 6.1.13 There are well-established groups for the oversight of safeguarding both at diocesan and Cathedral levels, and these are contributing well to the effectiveness and coordination of the safeguarding function.

- 6.1.14 Whilst the public messaging of safeguarding has developed well to share the Cathedral's core values, there remain opportunities to more overtly root safeguarding in theology – and this includes as a place of welcome and support to survivors of abuse.
- 6.1.15 Strategic leadership within the Cathedral is strong, and has enabled and driven much positive change in culture and working practices in recent years.
- 6.1.16 The operational leadership at Winchester Cathedral works well and there is a clear sense of shared ownership and recognition of safeguarding duties as central to respective, substantive roles and remits.
- 6.1.17 The culture of safeguarding at the Cathedral has seen significant positive development and is thanks to much proactive and outward-facing work. There is now an ongoing priority to embed this into 'business as usual'.

APPENDICES

Information provided to auditors

In advance of the audit, the Association sent through:

- Activities Involving Young People or Adults at Risk (undated)
- Advertisement, interview and recruitment templates (various)
- All job roles – Required DBS and Safeguarding Training (undated)
- Annual Safeguarding Report to the Bishop (2021)
- Anti-Bullying Policy (Choir) (February 2021)
- Audit Group ToR (undated)
- Bell Ringers Risk Assessment (November 2020)
- Blank Plan of Cathedral (undated)
- Booking form examples – Learning Team (various)
- Brief Self-Assessment (2021)
- Cathedral Context (2021)
- Cathedral Grounds (2021)
- Cathedral risk assessments (various)
- Chaperone duties (2021)
- Children’s Church safeguarding posters (various)
- Children’s Church Register (undated)
- Children’s Church Registration Document (undated)
- Children’s Church risk assessments (various)
- Children’s Corner risk assessment (March 2021)
- Chorister Care Meeting minutes x 2 (September 2021 and February 2021)
- Choristers Handbook (2021)
- Chorister Surveys – Questions and Answers (various) (2020)
- Christmas Market Evacuation Plan (undated)
- Christmas Market COVID-19 Planning (undated)
- Christmas Market risk assessment (September 2020)
- Christmas Market Event Management Plan (2020)
- Choir risk assessments (various)

- Complaints Policy (April 2019)
- Corporate Safeguarding Risk Register (April 2021)
- CSWG TOR – Chapter (January 2021)
- Disturbance or Disruption at Service Policy v3.1 (March 2021)
- Education Centre Generic Risk Assessment (undated)
- Education KCSiE Poster (March 2021)
- Employee Handbook (2021)
- Employee Structure (undated)
- End of Probation letter template (undated)
- End of Probation Review template (undated)
- Extracts from Chapter minutes (March 2021)
- Girls Chorister Handbook (2020)
- HODs One Cathedral guides (various)
- HODs Safeguarding inputs (various)
- HR and Safeguarding – Processes and Procedures Manual (2021)
- Image consent form (2020)
- Learning Centre Safeguarding Practice Guidance (March 2021)
- Live Streaming confirmation form – Visiting Choirs (March 2021)
- Live Streaming Policy (undated)
- Lone Working Policy (March 2021)
- Minutes of CSWG x 3 (January 2020, September 2020, December 2020)
- Mission activities and events (2021)
- New Starter First Day HR Induction (undated)
- Photography Protocol (2019)
- Procedures for Volunteers U18 Updated Winchester College (undated)
- Safeguarding Accountabilities Diagram (undated)
- Safeguarding Agreement Cathedral Pilgrims (May 2020)
- Safeguarding Aide Memoire (undated)
- Safeguarding Blue Folder Contents (various)
- Safeguarding Casework Panel ToR (Oct 2018)

- Safeguarding Comms Plan (undated)
- Safeguarding confirmation form – Visiting Choirs (March 2021)
- Safeguarding induction documents, training and scenarios (various)
- Safeguarding Manager job description (2020)
- Safeguarding Monitoring Calendar (2020)
- Safeguarding Procedures When Using the Learning Centre or Wessex Learning Centre (2021)
- Safeguarding Procedures When Working with Families Using the Learning Centre (2021)
- Safeguarding Public internal poster (undated)
- Safeguarding Refresher Training Evaluation (undated)
- Safeguarding reports for Chapter x 3 (December 2020, January 2021, February 2021)
- Safeguarding Weekly Bulletin Input (undated)
- St Christopher’s Risk Assessment (March 2020)
- Stress Awareness Month Poster (March 2021)
- Training Log (undated)
- Training Strategy (2021)
- Visiting Choirs Risk Assessment (February 2020)
- Volunteer Handbook (April 2021)
- Volunteer Policy Overview (April 2021)
- Volunteer recruitment and induction documents (various)
- Volunteer role profiles (various)
- WDBF and Cathedral Safeguarding MOU (Feb 2021)
- Welcome Email template for new starters (undated)
- Winchester Cathedral Exit Questionnaire (April 2021)
- Winchester Cathedral Safeguarding Action Plan (2020)
- Winchester Cathedral Safeguarding Key Quality Assurance and Learning Improvement Activities (2021)
- Winchester Cathedral Safeguarding Policy (March 2021)
- Winchester Cathedral Safeguarding Practice Guidance (March 2021)
- Winchester Cathedral Teacher’s Pack (2021)

Participation of organisation staff

The auditors had conversations with:

- The Bishop
- The Dean
- The Vice Dean and Canon Chancellor
- The Canon Precentor and Sacrist
- The COO
- The DSM
- The CSM
- The Director of Music
- The Head of Operations
- The Head of HR
- The Head Virger (Custos)
- The Enterprise Manager
- The Volunteer Coordinator
- The Choir Chaperone
- The Tower Captain
- The Learning Officer

What Records/ Files were examined?

The auditors reviewed:

- Children's survey responses
- Adult's survey responses
- Staff recruitment files
- Volunteer recruitment files
- Safeguarding case files (including safeguarding agreements)



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