

Audit reference	Consideration	Background, if previously identified as an area for development	What needs to be done?	Who needs to do it?	Target date (end of...)	Date completed
3.1.14	Lone working in a Cathedral space is not uncommon, by virtue of their size and operation...Of adult survey respondents where this was relevant to their role, 50% (n=116) 'extremely' agreed that lone working was avoided, with a further 23% (n=64) saying it was moderately avoided and 9% (n=25) stating it was not at all avoided.		<p>Undertake surveys of all teams (staff and volunteers) asking them about the state of the current measures and how they could be improved.</p> <p>Collate, consult, and implement revised processes.</p> <p>Ensure policy and measures are in staff and volunteer handbooks and covered in induction training for both staff and volunteers.</p>	<p>COO Safeguarding Manager Visitor Experience Manager Volunteer Co-Ordinator</p> <p>Safeguarding Manager HoDs and section heads</p> <p>COO Head of HR Volunteer Co-Ordinator</p>	<p>Nov 2021</p> <p>Dec 2021</p> <p>Feb 2022</p>	
3.1 consideration	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?	This is something we are working on already. Discussions have taken place with COO and CFO regarding the benefits of an online system vs a paper-based or 'clock-in' system. Challenges include the large site that precludes one sign-in place and volunteers who volunteer off-site.	<p>All staff and volunteers to wear lanyard identification.</p> <p>Further investigation regarding the benefits of an electronic system of signing in and out compared to a manual system. Report to Chapter for decision.</p>	<p>COO Custos</p> <p>CFO COO Safeguarding Manager Chapter</p>	<p>Feb 2022</p> <p>Feb 2022</p>	
3.1 consideration	Who is best placed to review the current Disruption Policy?	Current document has been in place for some time.	The document needs to be reviewed to be consistent in tone and content with other up-to-date cathedral policies	<p>Dean COO Custos</p>	Nov 2021	

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3.2 consideration	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?	We recognise that the historic cathedral provision of boarding places for boy choristers at Pilgrims' School, on site, privileges boys, who are readily available to sing, over girls who are gathered from schools and must travel in.	Review annual safeguarding responses for 2021. Do they reflect these reported concerns? Speak to the girl choristers and create actions as part of the Lit/Music Dept action plan to show equal valuing of boys and girls contributions.	Canon Precentor Director of Music Liturgy and Music Dept staff Chapter	Nov 2021	
3.2 consideration	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)?	This was already underway prior to the audit. The new versions of both handbooks have been updated and are due to be sent to the Cathedral proof-readers.	Confirm that the new versions are as effective as possible in conveying expectations before printing.	Choirs Officer Canon Precentor	Nov 2021	
3.2 consideration	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?		Safeguarding Manager to consult the Assistant Organist to look at the documentation and processes already in place for visiting choirs. The Safeguarding Manager will then meet with the Bellringing Captain to create similar processes and documents.	Safeguarding Manager Assistant Organist Bellringing Captain Canon Precentor	Nov 2021	
3.2 consideration	What opportunities are there to learn from the practice developed in other Cathedrals to support this work?		We shall consult other cathedrals which have successfully changed practice and culture to ensure consistent standards of	Safeguarding Manager Diocesan Safeguarding Manager Dean & Chapter	Nov 2021	

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			safeguarding.			
3.3 consideration	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?	Chapter is aware of the need to hear, and support others to hear, the voice of survivors, as well as the need to mitigate risk of doing this insensitively. We will look to the Diocesan Safeguarding Manager and Panel for advice and guidance.	Safeguarding Manager to work with the Diocesan Safeguarding Manager to look for further learning. Report to Dean and Chapter to discuss proposed changes to policy and process.	Safeguarding Manager Diocesan Safeguarding Manager Dean & Chapter	Feb 2022	
3.3 consideration	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?		Safeguarding Manager to work with the Diocesan Safeguarding Manager to look at how agreement can become more person-centred and proportionate to the particular risks involved. Report to Dean & Chapter to discuss changes in policy and process	Safeguarding Manager Diocesan Safeguarding Manager Dean & Chapter	Feb 2022	

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3.5.6	Before the pandemic, refresher training was 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.	Annual refresher training for all staff took place at the start of 2021 in the commended format.	This refresher training will now be put into place for all 700+ volunteers following an almost identical format of safeguarding scenarios and reminders about key aspects of safeguarding.	Safeguarding Manager Volunteer Co-Ordinator	Ongoing	
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.	We have been aware of the small minority who fail to understand the relevance of safeguarding to their role.	The Safeguarding Manager will speak to contacts in other cathedrals about how they tackle this. We will enable positive testimony about the value of training to be spread through the whole community using the imaginative resources of the comms department.	Safeguarding Manager Marketing and Communications	Ongoing	
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, as its wording is currently felt to be more corporate than would be preferred.	The Head of HR has recently updated this document.	Head of HR to consult with Heads of Departments about how elements relevant to their teams may be updated and achieve a consistent tone and house style. Review and sign off by Chapter.	Head of HR HoDs Chapter	Feb 2022	

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3.6 consideration	Is the Cathedral confident that its safer-recruitment processes are being routinely followed and recorded, in all cases? What would further help to achieve consistency?	When the Head of HR arrived in early 2020, a comprehensive audit of all staff folders was undertaken.	Head of HR to ensure that all members of the HR team are clear about safer recruitment processes and that clear guidance is available for Cathedral interviewers.	Head of HR	Nov 2021	
4.1 consideration	Who is best placed to review current policy and guidance to ensure that it adequately captures the relevant safeguarding message and tone?	Documents that were created separately and merged may be inconsistent in tone.	The Safeguarding Manager will review these policy documents. The Safeguarding Manager will then seek the advice of the Diocesan Safeguarding Manager and Head of HR. Review and sign-off of revised documents by Chapter.	Safeguarding Manager Diocesan Safeguarding Manager Head of HR Chapter	Nov 2021	
4.2 consideration	What are the current barriers in establishing a clear succession plan for the CSM role?	Current Safeguarding Manager was employed as the Director of Learning in April 2020 and seconded to the role of Safeguarding Manager for 2 days a week in September 2020.	Safeguarding Manager to review the likely future demands of safeguarding and to report back what need to be resourced and how best to distribute responsibility so that strategic oversight is retained by her.	Safeguarding Manager Dean Vice Dean COO Head of HR	Nov 2021	
4.2 consideration	What would support those within the Cathedral to understand any changes this might bring to the line of communication, and to	Prior to the audit, a People and Safeguarding Administrator was appointed to take on some of the work from the Safeguarding	Good internal communications about changes amongst staff/congregation and volunteers.	As above	Nov 2021	

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	understand how the new role of Safeguarding Administrator fits into this?	Manager in preparation of this succession planning above.				
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.	As a staff team, we have reflected on the fine line between pastoral and safeguarding concerns and how more low-level concerns are currently recorded or communicated.	<p>The Safeguarding Manager will speak to other Cathedral contacts about how they tackle this.</p> <p>The Safeguarding Manager will then develop in consultation with others system which accommodate our own structures and resources.</p> <p>The Safeguarding Working Group training sessions will continue to use scenarios in training to share good ideas for reliable action and reporting.</p>	<p>Safeguarding Manager</p> <p>Cathedral clergy team Custos Visitor Experience Manager Volunteer Co-Ordinator Reception, where requests for prayer arrive</p>	Nov 2021	
4.3 consideration	What would an effective and unified volunteer recording system look like within Winchester Cathedral?	We have recently had an IT consultant working with the Cathedral to look at how we can improve our many functions, including recording personal data compliant with GDPR	<p>New database options will be investigated.</p> <p>Once a successful database is sourced, the transfer of previously held data will be key.</p>	<p>CFO IT consultant</p> <p>Volunteer Co-Ordinator Head of HR Safeguarding Manager People and Safeguarding</p>	Feb 2022	

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			Training will then be given to those using the database to ensure we know how to make the most of its capabilities.	Administrator		
4.3 consideration	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?	See 4.3.7	See 4.3.7	See 4.3.7		
5.1 consideration	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?	An MS form evaluation of the annual safeguarding refresher training was trialed in early 2021.	<p>The same evaluation form will be used to reflect on all training opportunities offered.</p> <p>The responses will be shared with the person leading the training so they can make amendments, if required, in advance of the next set of training.</p>	Head of HR	Nov 2021	
5.2 consideration	Who is best placed to ensure that the complaint policies are updated to reflect current practice?	We have two complaint policies, one for general complaints and the other for safeguarding. The former needs updating.	The COO and the Head of Ops will review the current policy, make comparisons with other policies and transfer to our new policy document template.	COO	Nov 2021	

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5.3.4 and 5.3 consideration	<p>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. How can the status and tone of the whistleblowing policy, as it applies to volunteers, be better clarified and communicated?</p>	<p>The Volunteer Handbook was in the process of being updated when the audit took place.</p> <p>This action could be linked to the action regarding the tone of the staff handbook (see 4.1 consideration) and be taken on as a joint project.</p>	<p>The Safeguarding Manager will review this document.</p> <p>The Safeguarding Manager will then work with the Diocesan Safeguarding Manager and Head of HR and the Volunteer Co-ordinator, so that the tone of the whistleblowing and complaints policies are consistent.</p> <p>Review and sign-off of revised document by Chapter.</p>	<p>Safeguarding Manager</p> <p>Diocesan Safeguarding Manager</p> <p>Head of HR</p> <p>Volunteer Co-Ordinator</p> <p>Chapter</p>	Nov 2021	
5.4 consideration	<p>How might the benefits of independence in quality assurance be safeguarded in the future running of the Cathedral Safeguarding Working Group?</p>		<p>Dean will lead Chapter's consideration of a continuing role for an independent person in the re-structure of the Safeguarding department.</p>	Dean and Chapter	Nov 2021	
5.5 consideration	<p>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?</p>	<p>Safeguarding is included in sermons and prayers; safeguarding information is given in the Cathedral on screens, on our website and in our weekly newsletters.</p>	<p>Clergy will continue to seek out the perspective of survivors so that they are heard. The issue will be pursued under the Chapter's 'Community of Care' agenda.</p>	Cathedral clergy team	Ongoing	

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5.5 consideration	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?		With the appointment of a fourth residentiary Canon, clergy will review the visibility of clergy and strategic leaders of safeguarding in the cathedral and find ways to ensure that this is reliable	Cathedral clergy team COO Safeguarding Manager	Nov 2021	
5.6 consideration	Does the Cathedral recognise any signs that 'exclusivity' is a current facet of the culture?	This is recognised and the Chapter seeks to challenge it with an emphasis on welcome, inclusion and growing diversity. The inclusion of 'openness' as a cathedral value is intended to balance any possible 'exclusivity' people experience or expect	The strategy will be discussed at Chapter Quarterly. We are working to broaden our offer in various ways, including in worship, and develop the event programmes of the Cathedral to attract and welcome currently excluded groups. The new Canon Missioner, now being appointed to Chapter, will strengthen resources in this area of work.	Dean and Chapter COO CFO	Ongoing	
5.6 consideration	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?	Chapter recognises the pressing and current need to promote these virtues and values. They are regularly raised in prayer, teaching and sermons.	Our online offer and social media presence have huge potential to promote these widely. We will also pursue partnerships that enable us to focus on social justice issues.	Dean and Chapter Marketing and Communications	Ongoing	