



## Exeter Cathedral

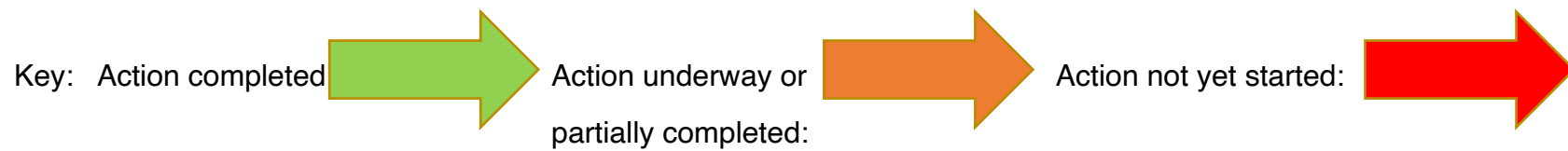
### Post- SCIE Audit Safeguarding Action Plan – *updated January 2020*

#### Background

1. In February 2019 the Cathedral underwent an audit by SCIE (Social Care Institute for Excellence) of its safeguarding policy, practices, leadership and management along with its general safeguarding culture. The resulting SCIE audit, published in March, is available: <https://www.exeter-cathedral.org.uk/wp-content/uploads/2017/08/SCIE-Report.pdf>
2. This Action Plan approved by the Chapter of Exeter Cathedral responds to the questions raised in the SCIE Review for consideration/recommendation. The plan contains responses, actions, who is responsible and timeframes.
3. From the conclusions of the SCIE audit reported the positives and areas for development reported about Exeter Cathedral:

- Led by the Dean and Chapter, the Cathedral has made good progress in response to an earlier independent safeguarding audit (2015) and the Bishop's Visitation (2016). This has been a steep learning and action curve for clergy, salaried staff and volunteers alike.
  - Essential building blocks of this progress have included:
  - The SLA with Exeter Diocese, with flexible access to a skilled and experienced DSA/CSA
  - Close/regular liaison with Exeter Cathedral School
  - Establishment of the CSMP.
- These steps mean that casework is secure, the increased engagement of the CSA and his safeguarding team with the Cathedral is proving to be beneficial, and the safety and welfare of the child choristers are receiving proper attention.
- There are now a wide range of policies and procedures in place covering all aspects of safeguarding. Their purpose is generally understood and valued across the Cathedral community.
- The shift in culture has been supported by active communication from the Dean and his senior team, who are creating new ways to keep the safeguarding messages strong and relevant for all. It is helpful that so many staff and volunteers are highly experienced and skilled in their roles
- Areas for development include establishing a central database for safer recruitment, DBS and training. Training is a key area for strengthening a culture of 'safeguarding as everyone's business' and promoting awareness of less obvious forms of vulnerability or risk. Training remains a particular challenge for the Cathedral because of the large numbers of clergy, staff and volunteers who must be trained on a rolling programme.
- Enhancing engagement with the various aspects of the wider Cathedral community of staff, volunteers and congregants is desirable.
- There are structural issues which need to be addressed – e.g., the relationship between the DSAP and the CSMP, and how together they will monitor and improve safeguarding in the Cathedral. In addition, the Cathedral must find a way creatively to meet both its responsibility to public protection and its ministry to vulnerable homeless adults (the Wednesday Kitchen).
- The growing use of the Cathedral as a venue for events of all kinds will bring extra safeguarding responsibilities connected with these, of which the Dean and Chapter and other officers are fully aware.

**“Overall, we concluded that Exeter Cathedral is well placed to meet these complex challenges, and to continue the progress it has made since 2016/17 by embedding the new safeguarding culture and practices to the benefit of all.”**



**Action Plan**

	SCIE questions for consideration	Chapter responses and current position/ evidence	Outstanding Actions	Dates and who is responsible?	Action status
Precincts and buildings (Page 9)					

	<b>SCIE questions for consideration</b>	<b>Chapter responses and current position/ evidence</b>	<b>Outstanding Actions</b>	<b>Dates and who is responsible?</b>	<b>Action status</b>
1	How can the Cathedral strengthen its approach to events management in order to ensure that safeguarding responsibilities and requirements are explicit?	Cathedral has appointed the new role of Custos who has responsibility for floor management. Custos interface with the Events Team. Custos is a member of the CSMP.		Cathedral Administrator	
2	What further actions might the Cathedral take to ensure an appropriate balance is maintained between keeping an open and welcoming public environment, managing public protection risks and promoting individual safety and wellbeing?	The Dean and Chapter acknowledge the point raised – that the ‘uniform’ of the Floor Managers may appear formal to some – however, it is considered important that they are easily recognised and accessible. There is confidence in the staff and their individual professionalism and sensitivity adopted to visitors. It is not felt that		Cathedral Administrator	
<b>Vulnerable adults (Page 12)</b>					

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3	<p>How might the Cathedral work to create a formal (and documented) interface between the security staff and the safeguarding team, perhaps focused around risk assessment and management, in relation to known vulnerable adults who need support but also may cause concern, and ensure that this is consistent and well communicated?</p>	<p>Cathedral security staff are required to complete safeguarding training. They are familiar with the working arrangement and responsibilities of the Diocesan Safeguarding Team towards the Cathedral with the current DSA being identified as the Cathedral Safeguarding Advisor.</p> <p>The appointment of the Custos provides opportunity for improved interface with [that] section of Cathedral staff. The Custos sits on the CSMP and improved interface between CSA and Custos.</p> <p>Incident recording forms are utilised and 'hand-over' records used to ensure matters or individuals of concern are made known to floor staff.</p> <p>Lead Chorister Chaperone collates concerns raised by Chaperone Team and link with the CSA/Custos as appropriate.</p>		Cathedral Administrator	

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4	What are the next steps which need to be taken to raise awareness and understanding across the Cathedral of adult vulnerabilities, including domestic abuse?	<p>The Cathedral has adopted the training strategy in accordance with the National Safeguarding Training Programme, which includes reference to vulnerable adults and domestic abuse. All staff and volunteers are required to complete training at a level commensurate to their role.</p> <p>The Diocesan Safeguarding Team are rolling out a programme to raise awareness of domestic abuse which is be offered to Cathedral staff and volunteers, a number of whom have already attended. This will be pursued through 2020 and will form part of the training strategy.</p> <p>An audit of guides and stewards was undertaken to ascertain views and experiences to inform future training requirements.</p> <p>A bespoke training session has been delivered to the Pastoral Care Team with a focus on vulnerable adults. It is proposed to provide annual sessions with the Pastoral Care Team to provide update and development opportunities for this team.</p>	Publication of Cathedral Training Strategy and training offer.	CSA	

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5	How can the Cathedral continue to carry out its ministry to the very vulnerable homeless people who use the Wednesday Kitchen, and at the same time address the many difficulties associated with its location within the Cathedral Chapter House?	A meeting of 'interested parties' convened by the Canon Chancellor on Wednesday 16 October 2019 considered a number of 'off-site' venues . The Canon Chancellor is in discussion with these venues and the aim is to 'badge' the activity in the name of Exeter Cathedral in partnership with other potential agencies.		Canon Chancellor/ Dean and Chapter	
<b>Children (Page 13)</b>					

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6	How might the Cathedral ensure that relevant procedures and guidance are sensitive to the needs of children and adults who may be vulnerable or distressed?	<p>Duty Steward/Education Guides have received training. However, this could be developed to increase confidence in identifying and dealing with safeguarding issues/incidents.</p> <p>Proposals:</p> <ul style="list-style-type: none"> <li>• Use of Guides &amp; Stewards meeting to deliver specific training/ pointers and what to look out for etc. improving and widening awareness of vulnerable adults and children and how this may present itself.</li> <li>• All volunteer staff and Welcome Desk staff need to know the first port of call if they encounter a vulnerable or distressed child / adult.</li> <li>• A procedure check list to be developed to enable volunteers to feel confident to deal with the person or refer to a designated officer.</li> </ul>	<p>On a recent schools training programme this situation was discussed; many children find the noise of the Cathedral distressing – organ music, singing, crowds etc. Heritage buildings are now offering a set of earmuffs / ear defenders on their front desk for use. Consideration to be given to this provision.</p> <p>Identification of a designated or available quiet area where anyone who is distressed can be safely accompanied.</p> <p>Simple guide for floor staff to be prepared.</p>		



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<b>Choir (Page 16)</b>					
7	How might the regular Chorister Pastoral meeting be formalised, to include terms of reference, considerations of parental consent, limits to information sharing, recording and governance?		Terms of reference and governance, including consideration of the above, to be developed by this group.	Canon Precentor	
8	Could the termly meetings between the Back Row and the DoM and CSL be developed as a forum for exploring safeguarding issues, and developing the understanding of the adult choir members of safeguarding issues related to both the children's choirs and to the safeguarding of any vulnerable adults who may be part of their number?	All adult members of the choir will be/ have been trained to the requisite level in respect of safeguarding and safe working practices for working with young people and have joined with the Cathedral School staff for this purpose to ensure comparative standards. Director of Music and Canon Precentor sit on the CSMP		Canon Precentor/ Director of Music	

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9	How might the Department of Liturgy and Music engage formally with parents of choristers in order to enhance communications and awareness between them and the Cathedral leadership?			Canon Precentor/ Director of Music	
10	How might the Department of Liturgy and Music ensure that it engages regularly with choir chaperones?	The lead Chaperone has a professional background in the safeguarding provision for children and young people. The lead Chaperone sits on the CSMP and is routinely involved in the weekly Chorister Pastoral meeting. Improved interface between Lead Chaperone and CSA and Custos/Floor Managers.		Canon Precentor/ Director of Music	
<b>Bell ringing (Page 17)</b>					

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11	<p>How can the Cathedral work with the bell-ringing community to strengthen an understanding about the paramount importance of safeguarding, including that of vulnerable adults?</p> <p>Is the bell ringers' AGM sufficient as the interface between the Cathedral and the bell tower, or might there be additional ways to improve links between the bell ringers and the Cathedral?</p> <p>How might the Cathedral and the tower create safeguarding systems and structures which operate regardless of the expertise and commitment of a key person?</p>	<p>The Constitution of the Bell Tower has been reviewed and included a stronger commitment and link to the Cathedral Safeguarding Policy.</p> <p>Clearly defined processes for recruitment of members and visiting ringers, has been developed.</p> <p>Mandatory training, to the requisite level, for all members.</p> <p>Creation of the role of Welfare and Safeguarding Officer on the Bell Tower Committee (Safeguarding Champion), who will report to the CSMP and champion safeguarding awareness and practice in the Bell Tower.</p>		CSA/Bell Tower Secretary	
<b>Case work including info sharing (Page 19)</b>					

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12	How might the Cathedral, working with the DSA, develop a more comprehensive approach to the support of vulnerable adults who regularly visit the Cathedral?	Improved interface between the Custos (representing the floor managers, stewards and guides), the CSMP and the CSA. Audit of volunteers to improve understanding of staff awareness and staff experiences in their roles to inform a future training strategy and requirement completed. Bespoke training for the Pastoral Carte Team has been developed and delivered. Ongoing work to progress Wednesday Kitchen provision.	Availability of 'library' of leaflets signposting to support services to be made discretely available to staff to provide as appropriate (e.g. dementia support, DA, homelessness, drig and alocohol abuse)		

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13	<p>How can the Cathedral balance the commitment to maintain formal contact with offenders, especially where this might place them in a public role in the Cathedral, with the public message that this may convey and the consequent risks to those observing them in such a role, including children?</p>	<p>The current overarching principle adopted by the CSA and Lead Canon on behalf of Chapter, is that the Cathedral is not the most suitable setting to support offenders in the pursuit of and practice of their faith, given the size, complexity and diversity of the Cathedral setting.</p> <p>Occasional attendance of such individuals will be risk assessed and managed. Offenders wishing to attend the Cathedral will be risk assessed in accordance with the House of Bishops Guidance and be supported to find alternative provision that meets their needs in a demonstrably safe way.</p> <p>The Cathedral recognises that decisions made in the past may not accord to the contemporary standard or approach, and in such very rare occasion, this is being appropriately managed and assessed.</p>		CSA	

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14	What mechanism needs to be put into place for alerting relevant people about potential risks posed by people subject of attendance agreements?	<p>The Cathedral adheres to the House of Bishops Guidance on Risk Assessment of this who pose risk to children or adults 2015 which includes detail on information sharing n a need to know basis and involvement of relevant people to support any attendance agreement or risk management strategy or issue.</p> <p>A representative of Cathedral Chapter is always involved in such cases and the Dean and Chapter are briefed and updated as appropriate.</p>		CSA	
<b>Training (Page 22)</b>					

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15	<p>How can the Cathedral and the Diocesan Safeguarding Team (DST) work together to support ongoing developments and improvements in the training programme – to include:</p> <ul style="list-style-type: none"> <li>– making refresher training more relevant</li> <li>– improving and widening awareness of vulnerable adults</li> <li>– challenging attitudes such as ‘it’s not about people like us’</li> <li>– using scenarios to bring relevance and interest to more attendees</li> </ul>	<p>The Cathedral has adopted the training strategy in accordance with the National Safeguarding Training Programme, which includes reference to vulnerable adults and domestic abuse. All staff and volunteers are required to complete training at a level commensurate to their role.</p> <p>The cathedral will produce a ‘Training Strategy’ document to outline the relevant training required at the Cathedral.</p> <p>A survey of stewards and Sidespersons has been undertaken to inform this strategy.</p> <p>Appropriate training modules are available ‘on-line’ or through the Diocesan Safeguarding Team (DST). ‘Training Together’ is available for groups as recently evidenced through the support and training provided for the Cathedral ‘Pastoral Care Team’. Domestic Abuse training is available from the DST.</p>	<p>Publish Cathedral Training Strategy</p>	<p>CAS/CSL</p>	

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16	What opportunities may there be for the Cathedral leadership, working with the CSA, to use the Town Hall meetings and other regular forums in Cathedral departments, for example, to deliver training and raise awareness? How can the Cathedral and the DST be assured that the content of safeguarding training is having the intended impact?	Safeguarding issues are discussed at the Town Hall meeting. Feedback is encouraged at these meetings, which provide an interface between cathedral clergy, staff and volunteers. A survey of floor managers, stewards and Sidespersons has been undertaken to inform this strategy. All training provision seeks feedback, which is evaluated to inform development of course content and delivery to meet staff requirements.	Cathedral Calendar of meetings to be considered and include in the training strategy where opportunities are available to utilise appropriate forum to share and raise awareness.	CSA/CSL	
17	How can the (considerable) capacity and experience across Cathedral staff and volunteers be used for training delivery and awareness-raising?	The cathedral gathers together people of wide experience with professional expertise. This is already reflected through membership of the Cathedral Safeguarding Management Panel (CSMP), amongst the education staff and floor managers; among Choir Chaperones and in our close relationship with the Safeguarding staff at Exeter Cathedral School where membership of our choir is drawn.		CSA/CSL	
<b>Safer recruitment (Page 24)</b>					



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18	How can the Cathedral and the DST address the confusion regarding the responsibility for clergy recruitment and record keeping, in order that the Cathedral may be satisfied that safer recruitment is in place for clergy and all those with permission to officiate (PTO)?	Meeting between + Robert, the Dean and relevant Bishops and Cathedral staff held to clarify processes regarding the safe recruitment, scrutiny of the licensing' of the variety of clergy positions (permanent and visiting) within the Cathedral. A document of clarification has been drafted, agreed and shared between Cathedral and the Bishops' offices.		Cathedral Administrator	
19	How might the Cathedral keep the requirement for DBS checks across its establishment under review, in line with national guidance and local needs?	Improved and robust record keeping and monitoring of Cathedral staff and volunteers in relation to DBS and safeguarding training. Overseen by the HR Department and Volunteers Coordinator. The Diocese holds all clergy records (including those holding positions in the Cathedral) and processes are in place to identify and prompt when DBS renewals are due.		Cathedral Administrator	

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20	What mechanism could be put into place that will help the Cathedral's leadership be assured that there is 100per cent compliance with safer recruitment standards and procedures?	A specific responsibility of the CSMP is to monitor safer recruitment practices and compliance. On a day-to-day management of staff and volunteer appointments (including clergy volunteers) the operational responsibility rests with the Cathedral Administrator. Safer recruitment of clergy rests with the Bishop of Exeter's office		Cathedral Administrator	
<b>Policy, practice and guidance (Page 26)</b>					
21	How might the Cathedral simplify its approach to policy development, for example, by distinguishing between overarching policies and designated lesser 'policies' as procedures or practice guidance, and maintain systematic oversight of their effectiveness and relevance in practice?	The cathedral has adopted a Safeguarding Policy that provides an 'over-arching' statement of commitment. Each department has its own set of procedures and policies which will adhere to and recognise the overarching Cathedral policy but will detail 'how it works' in practice. e.g. Bell Tower, liturgy and worship, Education, children (Cloister Club) etc A record of all such policies will be retained and a schedule of policy to be monitored by the CSMP to ensure timely reviews of such policies and practice documents. The policy will include sub-sections such as.	Create schedule of policy and guidance for annual review.	CSL/CSA	

	<b>SCIE questions for consideration</b>	<b>Chapter responses and current position/ evidence</b>	<b>Outstanding Actions</b>	<b>Dates and who is responsible?</b>	<b>Action status</b>
22	How can the Cathedral take forward the work of creating a simple structure or depository of Cathedral safeguarding documents, which allows a single and straightforward point of access for all who need to use these, supported by simplified key messages about 'what to do if.....' ?	All cathedral safeguarding documents and files are deposited with the DST. A 'library' of relevant Departmental procedure documents should be accessible through the website.	Creation of a Cathedral Safeguarding Handbook that is concise and accessible.	CSL/CSA	
23	What is the potential role of the CSMP in overseeing the process of streamlining key policies and procedures, maintaining consistency, reviewing regularly, and monitoring awareness and use?	The CSMP is key in monitoring and keeping under review policies and procedures and for advising Chapter on safeguarding matters. All department polices will be collated and reviewed for their safeguarding input and relevance. Key policies will be listed and a schedule of policy reviews adopted to ensure timely review of all necessary policies.		CSL	

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24	How can the Cathedral address the need for a simplified message about reporting routes for concerns, which makes sense for staff volunteers and the public?	'Cathedral Safeguarding Champions' will replace the current system of 'Cathedral Safeguarding Representatives'. The 'Champions' will be drawn from the various organisations/constituencies and areas of cathedral life and work. The Cathedral Chapter Members are tasked with a specific responsibility for safeguarding in respect of issues that may be raised by the cathedral congregation. Details will be published on the Cathedral website, in Cathedral News and the weekly notice sheet and clear simplified posters situated around the Cathedral and departments.	Adoption of 'Safeguarding Champion' role profile. Identification of Department Champions. Revision of safeguarding posters.		

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25	How might the Cathedral ensure that the current approach to directing everyone to the safeguarding pages on the diocesan website is working as intended from a Cathedral perspective?	<p>Safeguarding at Exeter Cathedral is accessed through a 'click box' permanently situated on the front page of the Cathedral website. The wider provision for safeguarding information and training available from the Diocesan Safeguarding team is navigated from the cathedral safeguarding pages.</p> <p>We will develop a section within the Cathedral webpage that refers specifically to 'practice and procedure' in the Cathedral. The generic guidance around safeguarding provided by the NST can be accessed through a link. (see 9.2 above)</p> <p>We are keen to present a seamless safeguarding service and provision, and avoid duplication, between the Diocese, Cathedral and wider Church of England, which is demonstrated through shared and linked webpages.</p>		CSA/CSL	
<b>Cathedral Safeguarding Adviser and their supervision &amp; management (Page 28)</b>					

	SCIE questions for consideration	Chapter responses and current position/ evidence	Outstanding Actions	Dates and who is responsible?	Action status
26	<p>What mechanisms might the Dean and Chapter put in place in order to be assured that they have knowledgeable external advice and challenge (e.g. through DSAP) and that the SLA with the Diocese is meeting the needs of the Cathedral and of vulnerable children and adults?</p>	<p>The SLA is reviewed annually. The CSMP has independent representation from the Statutory Sector and lay members with professional qualifications and experience whose role it is within the CSMP to question and challenge. The overarching Diocesan Safeguarding Advisory Panel, with representation from the Cathedral, will receive reports on safeguarding and Cathedral data will be included in reporting and QA processes.</p> <p>Regular reports are made to Chapter and an annual report will be prepared and submitted for Chapter.</p> <p>The DSA/CSA has quarterly professional supervision, arrangements for reporting of which can be amended to include Cathedral.</p> <p>An option is being considered to undertake an audit to seek feedback on individuals' experience of accessing and service received from the Safeguarding team.</p> <p>The DSA meets monthly with the Chapter Canon Lead for Safeguarding.</p>		CSL	

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27	<p>What action might the Dean and Chapter need to take in order to address the gender imbalance within the Cathedral's safeguarding team? Should the Cathedral develop the relationship with the Diocese by taking part in the recruitment of the CSA/ DSA and safeguarding team?</p>	<p>An 'all male team' has not been by design. At recruitment appointments were made on merit from a pool of applicants of both genders. The recruitment panels were of balanced mixed gender and included Bishop Sarah, and chaired by the female Head of HR.</p> <p>We are however very aware of gender sensitive issues and recognise this may be a barrier for some and for that reason have taken steps to ensure that there are options for victims and survivors and have a service level agreement with First Light (independent specialist sexual violence and domestic abuse service) that enable a seamless pathway to specialist support. We also link with female colleagues in other Diocese to provide that offer where that may be appropriate.</p> <p>Across the Cathedral 'team', both genders are represented at every level including Chapter members, identified Departmental Safeguarding Champions, female Choir Chaperone and professionally experienced and qualified members of the CSMP.</p>			
<b>Recording systems and IT solutions (Page 29)</b>					

	SCIE questions for consideration	Chapter responses and current position/evidence	Outstanding Actions	Dates and who is responsible?	Action status
28	How can the forthcoming adoption of the Donor Strategy software be used to align record keeping between the Cathedral and Diocese to ensure that recruitment and training records are comprehensive?	<p>All casework documentation and records, including those relating to Cathedral staff and volunteers, are held by the Cathedral Safeguarding Advisor/Team on secure IT and hardcopy storage when necessary. On a case-by-case basis, the relevant department retains records securely. Avoidance of duplication and unnecessary copies of records is the accepted as the overarching principle in relation to storage and retention of safeguarding documentation.</p> <p>The Donor software provides functionality that does not interface with the Diocese. The Chapter accept this and do not consider this necessary for the purposes intended as it relates primarily to Cathedral Staff.</p> <p>There is a process for record keeping relating that includes Cathedral and Diocesan clergy.</p>		Cathedral Administrator	
<b>Quality assurance (Page 31)</b>					



	<b>SCIE questions for consideration</b>	<b>Chapter responses and current position/ evidence</b>	<b>Outstanding Actions</b>	<b>Dates and who is responsible?</b>	<b>Action status</b>
29	What quality assurance mechanisms – e.g. self-audit; routine benchmarking against other cathedrals; lessons learnt from other cathedrals; survivor feedback; staff feedback; learning cycles from casework, independent feedback from outwith the Cathedral and Diocese – can the Cathedral use to monitor and develop safeguarding practice?	<p>The CSMP has representation from the statutory sector who are invited to provide challenge and questioning. A number of options for consideration have been put forward to develop a framework for QA which are being considered and will be presented to the CSMP in due course. The Diocesan QA framework routinely provides reports to DSAP that includes data pertaining to the Cathedral. Work is being done to extract the Cathedral specific data and scope the data available through Cathedral records (training, DBS, recruitment, incident reports) to support his QA framework.</p> <p>The CSA and CSL attend the meetings of and are linked with the developing network of Cathedral Safeguarding advisors and leads. This enables the sharing of best practice and lessons learnt form case work and the National Audit programme.</p>	Development of integrated Cathedral/ Diocesan safeguarding QA and data report.		
30	How can these different mechanisms be brought together into an organisational learning framework?	CSMP will have oversight of the QA options and will report these to Chapter. Reports will be shared with the DSAP.			
<b>Complaints about the safeguarding service (Page 32)</b>					

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31	How might the complaints section of the Cathedral website be linked to the relevant section of the diocesan website?	The Complaints Policy makes no reference to safeguarding and there may be scope to include a short section to refer to processes if the matter being complained of is of such a nature.	Review of complaints policy with reference to safeguarding specific complaints.	CSL/HR Officer	
<b>Whistleblowing (Page 33)</b>					
32	How may the Dean and Chapter be assured that staff, volunteers and relevant others know how to and are confident to use the public interest disclosure policy to raise safeguarding concerns?			HR Officer	
33	How might the Dean and Chapter maintain an overview of complaints, compliments and concerns in relation to Cathedral overall and safeguarding in particular, and use the information to inform improvement?			CSL/HR Officer	
<b>Cathedral Safeguarding Advisory Panel (Page 34)</b>					

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34	How might the Dean and Chapter strengthen the Cathedral's governance arrangements in respect of safeguarding; ensure that the respective roles and responsibilities of the Diocese and the Cathedral are clear; and that DSAP and CMSP are both complementary in their functions and effective in their impact?	Cathedral is represented at DSAP by the CSL. Agreement that CSMP would report to DSAP and a routine interface between the chair of the DSAP and the Dean. Information pertaining to the Cathedral will be extracted and included in the QA reporting process to the CSMP and Chapter, and shared with the DSAP.		CSL	
35	How may the review of the SLA with the Diocese be used as an opportunity to ensure the needs of the Cathedral are met in the longer-term? This could include an expectation of a strengthened QA role for DSAP, and annual safeguarding reports from DSAP to Chapter order to promote accountability.	As above.		CSL	

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36	How might the Cathedral make best use of the independent voices on the CSMP?	The CSMP recognises and values the contribution, experience and wisdom of the various members of the CSMP, which includes Volunteers and statutory partners. Examples have been: the Police representative supporting the development of the QA framework; a volunteer representative with extensive qualification and experience in adult mental health supporting initiatives to raise awareness of adult vulnerability; the Lead Chaperone with professional background and responsibility for safeguarding children.		CSL	
<b>Strategic leadership</b> (Page 36)					

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37	Having focused on getting the building blocks of sound safeguarding understanding and activity into place through comprehensive procedures, introduction of Town Hall meetings, etc., how might the Dean and Chapter take this to the next stage through exercising more visible personal leadership amongst the various constituent parts of the Cathedral community?	Chapter takes seriously the availability of Chapter members at Cathedral services to receive any safeguarding concerns from members of the congregation or visitors. This is made explicit in cathedral publications and notices. The Cathedral will replace the current system of 'Safeguarding Representatives' with 'Safeguarding Champions' covering all aspects of Cathedral life and organisation. CSMP will be responsible for the support and training of the 'Champions'. As part of this change, the cathedral congregation will be encouraged to see clergy members of Chapter as the 'first call' for discussing/ discerning any safeguarding concerns they may have.		CSL	
<b>Operational leadership and management (Page 38)</b>					
38	Is the balance between the executive and governance roles of Chapter members clear? Is it thought through sufficiently, given the need to work through others to deliver aspects of Cathedral policy?	The Chapter consider the current governance arrangements, allocation of portfolio and responsibilities is acceptable and effective. The identification of Chapter members and the proposed role of safeguarding 'champions' provides for the dissemination, implementation and monitoring of safeguarding compliance and provision.		CSL	

	<b>SCIE questions for consideration</b>	<b>Chapter responses and current position/ evidence</b>	<b>Outstanding Actions</b>	<b>Dates and who is responsible?</b>	<b>Action status</b>
39	How might the Dean build resilience into the present safeguarding team in order to ensure continuity of priority and approach into the future? This could usefully include consideration of whether the resources allocated to safeguarding, for example for administrative support to the CSL sufficient for the role.	The operation of the SLA with the Diocese of Exeter delivers a robust safeguarding service at the cathedral. The DSA is also the CSA but the 'Diocesan Safeguarding Team' of the diocese also constitutes the 'safeguarding team' of Exeter Cathedral thus ensuring continuity of cover and the delivery of training.		CSL	
40	How might the safeguarding leadership team work with the safeguarding representatives and relevant others to review the role and establish whether there are additional ways to engage the congregation in achieving the Dean's vision of 'keeping God's children safe' and promoting 'abundant life'?	The introduction of 'Safeguarding Champions' will provide at all levels an important conduit of information and feedback to Chapter. It provides a structure that flows from Chapter through to each department and enables the dissemination, implementation of safeguarding policy and information. Relevant sermon and us of Safeguarding liturgy. Routine inclusion of safeguarding information in orders of service and other such publications.		CSA/CSL/Chapter	

	<b>SCIE questions for consideration</b>	<b>Chapter responses and current position/ evidence</b>	<b>Outstanding Actions</b>	<b>Dates and who is responsible?</b>	<b>Action status</b>
41	How might the Dean and Chapter build on current arrangements and meetings to create further opportunities to keep informed about how the various constituent groups in the Cathedral are thinking and feeling?	The regular 'Town Hall' meetings, which gather together Chapter, Cathedral staff and volunteers, is an important forum for communication, information and discussion. The CSA has made presentations at these meetings, and we are pursuing the potential option of using the 'Town Hall' forum for aspects of safeguarding training. The 'Cathedral Community Committee' is an important conduit of information on many matters including safeguarding.		CSL	
<b>Culture (Page 39)</b>					
42	How can the Cathedral leadership further develop a safeguarding culture across all parts of the Cathedral community and be assured that this works for everyone?	The cumulative effect of the steps taken and responses to this audit serves to promote safeguarding across all aspects of the Cathedral. The CSMP with independent representatives provides the assurance and oversight.		CSL/CSA/Chapter	

	<b>SCIE questions for consideration</b>	<b>Chapter responses and current position/ evidence</b>	<b>Outstanding Actions</b>	<b>Dates and who is responsible?</b>	<b>Action status</b>
43	How can overt leadership be given to counter the anxieties identified in the audit and reassure everyone that the Dean and Chapter welcome feedback on how safeguarding is operating and encourages people to highlight any concerns?	The introduction of 'Safeguarding Champions' will provide at all levels an important conduit of information and feedback to Chapter. Promotion of the safeguarding team and its accessibility. Inclusion of statutory independent partners as representatives on CSMP. Strong message at every opportunity (training/ awareness raising) that concerns must be shared and that this will be welcomed		CSL	
44	How can the Dean and Chapter promote safeguarding as a shared responsibility supported by an expert team, rather than the property of the experts?	Safeguarding at Exeter Cathedral is promoted as a 'collective responsibility' at all levels. This means that members of the Cathedral congregation, volunteers, and those who exercise specific roles ,and/or responsibilities, are encouraged to see the safeguarding of children and vulnerable adults as matters of concern and vigilance applicable to all.		CSA/CSL	



	<b>SCIE questions for consideration</b>	<b>Chapter responses and current position/ evidence</b>	<b>Outstanding Actions</b>	<b>Dates and who is responsible?</b>	<b>Action status</b>
45	How possible is it for non-clergy members of the Cathedral community to challenge/engage in dialogue with the Dean and Chapter?	The Community Committee and the Cathedral Council are existing means of engagement at Exeter Cathedral. The Community Committee is an important conduit of information (see 17.4 above). The CSMP brings together those who exercise leadership and responsibility across the cathedral, includes representatives of the congregation and has an external auditor along with people who hold relevant and appropriate professional experience. The CSMP regularly reports to Chapter. The Cathedral Council exercises the role of 'holding chapter to account' and receives a safeguarding report at each of its meetings.		CSL	

*DATE For NEXT CHAPTER REVIEW – March 2020*