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Manchester Cathedral

Independent Safeguarding Audit

February 2022



THE CHURCH
OF ENGLAND



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About SCIE

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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.

Written by Jane Bee and Sally Halls

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Social Care Institute for Excellence
83 Baker Street, London W1U 6AG

www.scie.org.uk

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1. INTRODUCTION

1.1 THE AUDIT PROGRAMME

- 1.1.1** The Social Care Institute for Excellence (SCIE) is delighted to have been asked to provide an independent audit of the safeguarding arrangements of the cathedrals of the Church of England.
- 1.1.2** This programme of work has seen three cathedral audits in 2018, 16 in 2019, four in 2020, 17 in 2021 and a final three early in 2022. 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 in supporting progress for 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 uses audits and reviews to generate that kind of understanding. So Learning Together involves exploring and sharing understanding of both the causes of problems and the reasons why things go well.

Key principles informing the audit

- 1.2.2** 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.

The site visits lasted either 3 days or 2.5 days. Cathedrals were selected for the three-day audit to provide a broad base, or on the scale of an operation and/or where concerns may have been raised in the past for cathedral.

1.3 STRUCTURE OF THE REPORT

This report is divided into:

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

2. CONTEXT

2.1 CONTEXT OF THE CATHEDRAL

- 2.1.1** Manchester Cathedral, formally the Cathedral and Collegiate Church of St Mary, St Denys and St George, is the mother church of the Anglican Diocese of Manchester. The Cathedral is built in the Gothic style and dates back to 1421 with the nave being rebuilt at the end of the fifteenth century. The Collegiate Church became the Cathedral of the new Diocese of Manchester in 1847 and is one of 15 Grade 1 listed buildings in Manchester.
- 2.1.2** The Cathedral sits in the heart of the city of Manchester, surrounded by shops, large commercial buildings and hotels. There is very little cathedral precinct and no churchyard. The north and west of the Cathedral overlook the busy Victoria Street and the immediate surrounding area was designated as a Conservation Area in 1972 in order to preserve and enhance the quality of the Cathedral and Chetham's School, where all choristers attend.
- 2.1.3** The Dean and Chapter work closely with the Diocesan Safeguarding Advisor (DSA) who is also the Cathedral Safeguarding Advisor (CSA) under a Service Level Agreement (SLA) between the Diocese and the Cathedral. The regular Sunday congregation is about 70. Currently there are about 65 volunteers and 12 staff.
- 2.1.4** The City of Manchester is relatively more diverse than many other UK cities in terms of ethnicity and faith denomination, with those of non-white British and non-Christian faith (including non-faith) representing 33.3% and 51.3% of the population, respectively. It also sees a number of social issues, in common with many other cities, such as homelessness and rough sleeping in the local area and immediate vicinity of the Cathedral. The local authority is Manchester City Council, and the city is served by Greater Manchester Police.
- 2.1.5** Prior to the COVID-19 pandemic, Manchester Cathedral attracted around 198,000 visitors per year, the majority of whom were European and relatively young. This has dropped by approximately 70%. The Cathedral's income comes predominantly from large commercial events, donations through the Society of St Denys, grants and fundraising. As is true of many cathedrals, such constrained financial resources are barely sufficient to cover the cost of the maintenance and operation of the Cathedral. Manchester Cathedral Chapter is assisted in the management of resources by the Director of Fundraising and Development and the Chapter's Finance Committee.

2.2 CONTEXTUAL FEATURES RELEVANT TO SAFEGUARDING

- 2.2.1** Manchester Cathedral's perpendicular Gothic-style building was extensively restored in the Victorian period. It has the widest nave in the country and is relatively open with some smaller side chapels, including the Fraser, Jesus, Lady and St John the Baptist (now the Regiment) chapels which are more concealed. The quire is separate from the nave and behind this sits the high altar and chapels accessed by the side aisles. The Cathedral does not have a crypt or cloisters.
- 2.2.2** There are several entrances to the Cathedral's nave which are open in order to welcome visitors from multiple points. There is no charge for admission but donations are encouraged.
- 2.2.3** Bell-ringing takes place within the tower which is accessible from both inside and

outside the Cathedral building. Chetham's School is a short walk away across a mainly pedestrian area which was busy with a Christmas market and ice-skating rink at the time of the audit. The choir enters through a secured entrance which is also used by staff, which is on the opposite side of the Cathedral from the school.

- 2.2.4** Car parking for choir parents is a perennial difficulty due to predominantly pedestrianised surroundings. This is also an issue for staff and volunteers.

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

- 2.3.1** The Dean of Manchester, as the lead figure in all aspects of Cathedral life, carries the ultimate responsibility for safeguarding and is the safeguarding lead for Chapter. Supporting him in this are a number of clergy and staff, including:

- the Canon Precentor, with responsibility for music and liturgy including the choirs, servers, chaplains and bell tower, who is also the Deputy Cathedral Safeguarding Coordinator (CSC)
- the Canon Theology and Mission (Sub-Dean), with responsibility for archives, research, library and arts
- the CSA, who is also the DSA and oversees safeguarding casework and training under an SLA
- the Cathedral Administrator/Chapter Clerk, who has responsibility for HR functions, daily operations, health and safety and safeguarding administration, and is also the CSC
- the Organist and Master of the Choristers, who reports to the Canon Precentor and has oversight of the choirs and music
- the Head Verger, who ensures the safety and security of the Cathedral buildings, reporting to the Cathedral Administrator
- the Director of Fundraising and Development, who coordinates major events in the Cathedral and also oversees the Volition programme, supported by the Volition Volunteer Manager, who is responsible for recruiting volunteer welcomers and guides to assist in the Cathedral.

- 2.3.2** The Cathedral is supported in its governance by Chapter, which is comprised of one lay member, two lay canons, three residentiary canons (one of whom is an archdeacon) and the Dean. There is currently one vacancy. The Cathedral Administrator is in attendance at all Chapter meetings, as are other senior managers, when items pertinent to their responsibilities are being discussed.

- 2.3.3** The Cathedral Safeguarding Committee (SC) is a formal sub-committee of Chapter and provides advice to Chapter on safeguarding policy, procedures and practice.

- 2.3.4** There is also a Cathedral Council constituted at Manchester, which acts to further support the work of the Cathedral in its spiritual and pastoral roles and considers proposals submitted by Chapter on the general direction and mission of the Cathedral, as well as giving advice to the Dean and Chapter. The Cathedral Council

also considers budgets and any proposals in connection with the constitution and statutes of the Cathedral with a view to their revision.

- 2.3.5** Chetham's School has its Designated Safeguarding Lead (DSL) who liaises closely with Chapter and the OMC about the safety and wellbeing of the choristers.

2.4 WHO WAS SEEN IN THE AUDIT

- 2.4.1** The audit involved reviewing documentation and case files and talking to people at the heart of safeguarding in the Cathedral, such as the Dean, Chapter members, safeguarding staff, music leads, the Tower Captain, visitor experience staff and those managing the floor of the Cathedral. The fieldwork aspect of the audit was conducted over 2.5 days. Further details are provided in the appendix.

2.5 LIMITATIONS OF THE AUDIT

Due to the ongoing coronavirus pandemic throughout the period of this audit, certain aspects of the audit were necessarily different. No focus groups were held during this audit and instead surveys were made available for both adults (staff, congregants, volunteers and parents of children involved in the Cathedral) and children (including choristers). These were analysed by the audit team and findings explored and referenced throughout conversations. This nevertheless limited the depth of knowledge that could be gained from participants, which was further limited by the inability to hold follow-up discussions with respondents.

3. FINDINGS – PRACTICE

3.1 SAFE ACTIVITIES AND WORKING PRACTICES

Precincts and buildings

Description

- 3.1.1** The management of the Cathedral floor is principally the work of the vergers team, which comprises the Head Verger and one other verger, assisted on most days by the Liturgical Verger (with responsibility for linen and set-up), who is a volunteer. There are also two recently appointed events assistants, who assist with setting up for major events. The vergers wear robes during services and are easily identifiable. The verger team was decreased from three to two around the time of the pandemic.
- 3.1.2** The Head Verger described his role in terms of being responsible for the security of the building, keeping people ‘welcome and safe’, setting up the Cathedral interior for various services and events, and being front facing to members of the public coming in for visits, to sit in the Cathedral and for services. Should a member of the public come into the Cathedral in a distressed state, the vergers will approach and ask whether they need assistance, seeking out a chaplain to offer support. Sometimes, the verger is asked to stay by the chaplain, or to escort a member of the public to a quieter area such as the Lady Chapel.
- 3.1.3** Manchester has many homeless people and rough sleepers and at times they will enter the Cathedral seeking a warm place to sit. Vergers described talking to them to see whether they needed support. It is against Cathedral procedures to offer hot drinks but there are close links with the Booth Centre, which is a homeless charity, and vergers will often signpost the homeless and rough sleepers.
- 3.1.4** The verger on duty opens up the building at around 8 am and manages the alarms, collecting a radio from the sacristy by the west porch on arrival. The verger carries out a sweep of the exterior of the building, usually dealing with issues such as unattended bags outside. They then set up for the day’s services. By this time, the cleaner and people working in the offices have started to arrive and they are not alone for any length of time. The south door remains open from 8.30 am until after evensong. Morning prayer is held at 9 am and the east door is open from 10 am to 4 pm.
- 3.1.5** In the evening, unless there is an event taking place within the building, evensong ends at 6.15 pm and the verger begins to lock up. The vergers aim to overlap for a short time on most days but the team is small and this is not always possible. There is therefore an element of lone working within the role, especially when locking up the building. The verger on duty carries out a sweep of the interior of the Cathedral, closing doors as he goes in order to ensure any change is noted. The radio is replaced in the sacristy and the verger leaves by the door opposite the Cathedral office, in the Champneys south-east wing, which is protected by security gates. Vergers are concerned about lone working at this time and feel it is a risk area, particularly in the winter when leaving in the dark.
- 3.1.6** Each of the team has undertaken basic (C0) and foundation (C1) safeguarding training, with the Head Verger having also completed leadership (C2) safeguarding training. The verger team has also undertaken mental health first-aid training and counter-terrorism training, and the auditors heard that they are the first port of call for

many in the Cathedral in the case of an emergency.

- 3.1.7** Public access to the Cathedral is possible through several doors. There is no welcome desk or charge for entering the Cathedral. Volunteers are placed around the nave but currently there is a shortage of volunteer guides and welcomers with not all of them having returned following the pandemic. Volunteers are therefore not present at every available timeslot throughout the day.
- 3.1.8** Currently volunteers are recruited through the Volition programme, which is an employability scheme working with partners throughout the city. Some volunteers are part of Volition's 10-week programme and might work in various roles in the Cathedral and precinct, supported by Volition staff. In addition, Volition recruits traditional volunteers for the Cathedral to act as welcomers and guides. Once recruited, these volunteers, who are not part of the 10-week programme, become part of the Cathedral volunteer team.
- 3.1.9** The Cathedral has no public toilets for use by daily visitors, who are diverted to the visitor centre opposite the Cathedral. Phase 2 of the Cathedral's development project includes plans to install toilets and to improve the existing facilities for visitors, volunteers and staff. As is true of many Cathedrals, Manchester has several side chapels that, by their nature, are more hidden areas of the building. Despite this, there is good visibility into the majority of these areas through low windows and open doorways.
- 3.1.10** There are several routes for volunteers and staff to seek help or support when in the Cathedral building which include radios and an emergency button. In addition, the Verger carries a radio linked to 'Stoynet' which links the local shops and businesses, aiming to advise on any issues affecting the vicinity of the City centre. The Head Verger has built positive links with the local policing team and they take an active interest in supporting the Cathedral.
- 3.1.11** All non-public areas of the Cathedral are secured with a fob-lock system, or code locks. There is CCTV in operation at key entrance and exit points and in various positions throughout the Cathedral. The CCTV links to a large TV screen in the Administrator's office but is not continuously monitored, it is used in retrospect to review incidents. Regular meetings are held with counter-terrorism services within Manchester and between the vergers and the Cathedral Administrator to ensure high level awareness. Evacuation and invacuation policies are in place, and have been practiced. There are two secure rooms for invacuation, both having medical grab packs, access to water and individual exits onto the street. The vergers keep an incident book for noting things of concern.
- 3.1.12** For out-of-hours alarms (including fire and intruder), the external security team is notified. If two alarmed areas are triggered, the alarm alerts the police.
- 3.1.13** There is no missing child/adult procedure in place within the Cathedral, though the verger team has developed some assumed practices for managing such a situation.
- 3.1.14** The Cathedral holds a weekly diary meeting for all departments, including clergy, to attend and coordinate upcoming events and activities.

Analysis

- 3.1.15** The auditors judged that the verger team was well recognised and effective in its arrangements for the safety and security of the site and visitors. However, the team is very small and, coupled with the difficulty in covering all volunteer timeslots within the Cathedral, there are gaps in cover and provision of support. The Cathedral buys in

extra security cover when running an event such as a concert, and there are two event assistants who cover for the vergers when away. However, auditors were able to walk into the Cathedral without being approached and without immediately seeing any staff or volunteers, although noting that there are fewer volunteer welcomers available because some still have personal health concerns due to the ongoing challenges of the pandemic.

- 3.1.16** The Cathedral uses an external consultant to advise on terrorism and health and safety and there is extensive documentation surrounding this. Auditors questioned the feasibility of this documentation given the extremely small verger team expected to carry out such a range of tasks and felt that there may be an over-dependence on volunteers to cover the core activity of ensuring safety, particularly given the possibility of Manchester being the target of a terrorist attack, as has already happened.
- 3.1.17** Auditors questioned whether a higher number of volunteers might be recruited via Volition if the service were used for all types of volunteer (not just welcomers and guides). Often volunteers have not decided what type of volunteering they would like at the first point of contact. Being recruited first and then matched to a vacancy suiting their skills might ensure a broader response.
- 3.1.18** The vergers' job description covers their security and setting up for services role but does not reflect their interaction with the public, such as those who might be distressed, homeless or otherwise vulnerable. Because this part of the role is not reflected in the vergers' job description, currently they are not subject to a Disclosure and Barring Service (DBS) check. Auditors reflected that job descriptions might require updating to reflect more accurately the reality of the roles that the vergers undertake.
- 3.1.19** There remain some significant points of the day and areas of work that are conducted alone, for example, for vergers while locking up, or while conducting a sweep of the exterior of the building in the early morning. There is the potential for those that are distressed, or that could pose a risk of harm, to approach a lone verger at this time and so expose a vulnerability in the Cathedral's safety efforts. Lone working is included in the health and safety guidance but states the risk rather than offering a solution. Risk assessments are also in place, and auditors reflected that very small changes, such as keeping the radio by the staff entry/exit door instead of in the sacristy or including a system of notifying another member of staff by a certain time that all is well, might be useful.
- 3.1.20** The auditors found such concerns around lone working reflected in the responses of the survey of staff, volunteers and congregants of the Cathedral, whereby eight respondents (21%) felt that lone working was only moderately avoidable in their current roles, and two respondents (5%) felt that it was not at all avoidable.
- 3.1.21** There are no processes or policies in place for responding to a lost child or lost vulnerable adult in the Cathedral. The auditors also noted that while CCTV is installed and can be viewed from the Administrator's office, the vergers do not have remote access to this and therefore it is only used for review of an incident during the times the Administrator is on site. This presents a challenge in monitoring security while in different areas of the building, but also means a built-in delay should a child or vulnerable adult go missing.
- 3.1.22** Auditors did find a level of competence demonstrated by those in key roles around the Cathedral floor in managing safety and security but felt that the small numbers of staff

and volunteers left potential areas of risk.

Questions for the Cathedral to consider

- What are the perceived costs and benefits of providing more access to the already comprehensive CCTV system within the Cathedral?
- What changes to the verger job descriptions are required in order to better reflect the role in practice and the potential requirement for a DBS check?
- Who is best placed to support the development of safety procedures to standardise Cathedral practices in relation to lost children, lost vulnerable adults and lone working?
- What might be the potential benefits of using a single route for recruiting volunteers and how might Volition assist?
- How might the Cathedral continue to improve its safety and security arrangements including supporting staff and volunteers working on the Cathedral floor?

Children

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

Description

- 3.1.23** Manchester Cathedral does not currently have an education department. The part-time Education Officer was made redundant during the pandemic. Auditors heard that provision for children who want to visit a church building or to learn about the church is via their local parish churches, and schools should approach parish churches to access this. The Cathedral does not have child servers, although auditors heard that one child had expressed an interest in serving but was asked to wait until a head altar server who was willing to be safely recruited and undergo safeguarding training had been identified.
- 3.1.24** There is no Sunday School within the Cathedral. There is a space for parents to take their children (under parental supervision) to draw and play during services.
- 3.1.25** Manchester Cathedral has a children's choir which is run by the Chorister Recruitment Officer, who is also a lay clerk. The choir has been built up as a feeder for choristers and includes children aged from 5 to 12 years. Currently there are 16 children, mostly girls, who meet on a Friday evening to sing. Choir members are recruited from the nearest six Church of England primary schools but are welcome from any school.
- 3.1.26** The Chorister Recruitment Officer visits primary schools and runs a free singing class for children. Teachers stay and the Chorister Recruitment Officer also helps them to encourage music and singing. The aim is to recruit choristers, which has been successful, and also to 'show the joys of singing' within school.
- 3.1.27** The children's choir meets in the Song School within the Cathedral. Parents are not permitted within the Song School and so the Chorister Recruitment Officer is assisted in managing the choir by the organ scholar. Both are safely recruited, DBS checked

and have completed basic and foundation level safeguarding training. The Chorister Recruitment Officer has also completed safeguarding leadership training. Two sets of contact details are held for each child as well as allergy and medical details.

3.1.28 The Chorister Recruitment Officer also runs 'be a chorister for a day' sessions throughout the year. These are well attended through adverts from the six nearest schools. Children rehearse with choristers and take part in a service, receive a tour of Chetham's School of Music and can try on robes. Parents attend with them and are able to ask questions about the life of a chorister both within the Cathedral and at the school.

Analysis

3.1.29 There is limited provision for children at Manchester Cathedral. Auditors judged that this is a missed opportunity to provide safe spaces and provision for parents and children who might be struggling.

3.1.30 The provision of a children's choir is good and safeguarding has been carefully considered. There has not been a concern raised about children within the choir, but auditors were reassured that processes are in place and well known.

Questions for the Cathedral to consider

- How might the Cathedral provide opportunities to welcome children into the building for learning opportunities, providing a safe space for children and families?

Adults

Description

3.1.31 Manchester Cathedral represents a place of welcome for those seeking support, worship or shelter. The staff and volunteers regularly engage with those who may be considered vulnerable by virtue of their physical, emotional or mental health needs. This includes a small number of homeless people and rough sleepers.

3.1.32 There is a practice of not giving money to those seeking it but instead to offer signposting, where needed, to local services, homeless shelters and food banks. The vergers use a diary kept in the sacristy for recording specific incidents and concerns, and this is then used as the basis for alerting the CSC on occasions.

3.1.33 The verger team aims to speak with visitors where possible and to ensure support is available when appropriate. For those who do seek or are in need of spiritual support, the Cathedral offers this by way of the voluntary day chaplains, some of whom hold permission to officiate (PTO), and others are current incumbents. All have completed safeguarding training.

3.1.34 The Cathedral does not have a canon pastor but effectively this role is carried out by the Canon Precentor, who offers pastoral support both in person and online. Auditors heard of several interventions and appropriate provision of support for visitors to the Cathedral. A regular clergy meeting is used, among other things, to discuss individuals within the Cathedral about whom there may be concerns. These meetings are not recorded or necessarily referred to the CSA or CSC.

3.1.35 The Volition team understand that volunteers themselves can become vulnerable by virtue of their age of health. Auditors heard that sometimes duties are changed or

timeslots shortened to assist with this. Currently there is no provision for volunteers who have had to leave their role due to vulnerability, but the Volition Manager does offer an open channel of communication should volunteers want this.

Analysis

- 3.1.36** The auditors judged that there is some positive recognition of the needs of various groups within the Cathedral, including of volunteers themselves, but that there is not yet a clear ethos or recognition of the potential vulnerabilities of adults who may visit the Cathedral. Some staff described seeing and hearing distressed visitors but not approaching unless asked to do so. Staff also described homeless visitors as not requiring support most of the time.
- 3.1.37** Auditors saw through case work and heard, through examples, of a good quality of safeguarding in specific cases. However, there are few volunteers and only a small verger team on the Cathedral floor. The opportunity to notice and react to adults requiring assistance is therefore reduced.
- 3.1.38** The weekly clergy meeting during which individuals are discussed and actions agreed is a helpful forum but has not recognised the work carried out by the clergy as potentially having safeguarding aspects. Concerns, work or outcomes are therefore not shared systematically with the CSA. This group creates a significant opportunity to support safeguarding work by bringing together the Cathedral's commitment to offering support to vulnerable adults and providing preventative solutions as early as possible alongside the more familiar reactive work. This is an opportunity to unite pastoral care, safeguarding and spiritual support into a combined strategy for further enhancing the Cathedral's approach and outreach for adults in need.

Questions for the Cathedral to consider

- How can the Cathedral ensure confidence that both a robust understanding of adult safeguarding and vulnerability, and approach to support and welcome is consistently adopted and shared?
- How might the Cathedral formalise the safeguarding work already being undertaken by the clergy group and draw on this to bring together safeguarding, pastoral care and spiritual support?

3.2 CHOIRS AND MUSIC

Choir

Description

- 3.2.1** Manchester's choristers are led by the OMC who reports directly to the Canon Precentor and who has been in post for 25 years. The OMC was previously Director of Music at St Margaret's, Westminster Abbey and Organist & Master of the Music at St Martin in the Fields. At Manchester Cathedral there is a Cathedral choir comprising of up to 20 choristers and six lay clerks and the aforementioned children's choir. In addition, there is a voluntary choir comprising professionals and university students which meets weekly. Throughout the year the choir participates in services and events across the Cathedral.
- 3.2.2** The Song School is a small, secured space with good acoustics, within the

Champneys south-east wing. Toilets for the choristers are directly opposite the Song School. Robing for the choristers takes place in the corridor between the Song School and the toilets and for the lay clerks takes place in the refectory, which is also where they rehearse and are based. The Song School door is left open during rehearsals to increase visibility. Access to the whole area including the Song School, toilets, refectory and offices is through a restricted and secured door leading from the Cathedral and another secured external gate. Parents of choristers have accompanied access to the choir door and corridor by the Song School for drop-off and collection.

- 3.2.3** The OMC is supported in his work by the Sub-Organist, the Chorister Recruitment Officer and the organ scholar. Auditors heard that there is now no administrator for the music department and that this has put the department under greater pressure. The OMC is also a part-time member of staff at Chetham's School.
- 3.2.4** The OMC has recently undertaken the Church of England's senior leadership training which he found to be insightful. The Sub-Organist and the Chorister Recruitment Officer have each completed basic awareness (C1), foundation (C1) and leadership (C2) safeguarding training.
- 3.2.5** In contrast to many cathedrals, all choristers undertake an audition and, if successful, must attend the Chetham's School of Music. Scholarships are provided and made up by specialist grants, although there is the possibility that parents would have to pay a certain amount of the school fees. Chetham's School is a choir school but is not a Cathedral school for Manchester. Choristers cannot currently attend other schools within the area but can be either day pupils or boarders at Chetham's. Chorister rehearsals are timetabled into the school day and the OMC attends the school in person to collect choristers and accompany them on the short walk to the Song School within the Cathedral and back again.
- 3.2.6** At the end of the school day, the OMC again collects the choristers for rehearsal in the quire prior to evensong. Choristers are then collected by parents, and if boarding, by the school, following evensong unless parents have given permission for them to leave unaccompanied.
- 3.2.7** The Dean, OMC and Canon Precentor maintain a close working relationship with Chetham's School through regular meetings on a weekly and termly basis. The Canon Precentor is a school governor and sits on the Cathedral Safeguarding Committee.
- 3.2.8** The choir almost always performs with a 'back row' of six lay clerks. The latter are occasionally replaced or supplemented by deputy lay clerks. At Manchester, clear expectations are made within the staff handbook that lay clerks take no supervisory responsibility with choristers and are never alone with them. As a result of this, lay clerks do not meet the Cathedral's threshold for a DBS check and this has been confirmed with the DBS. This has caused some tension with the school, who would prefer for lay clerks to be DBS checked.
- 3.2.9** The choristers are supported by volunteer chaperones, working on a rota basis, who are recruited from among the chorister parents. The chaperone on duty attends at Chetham's School with the OMC at the end of the school day to collect the choristers, and attends the pre-evensong rehearsal and service with responsibility for assuring their welfare and supervising them while in the Cathedral. During services, the chaperone sits within clear view of the choristers and provides support should a chorister need to leave the floor for any reason. Auditors heard that this arrangement

is fragile and that there is not always a chorister parent available to assist. This means that the OMC must also take responsibility for a chorister who might be ill in addition to conducting and supervising the music.

- 3.2.10** The music department records incidents, which might relate to safeguarding, electronically within the chorister information files. Until recently, the Safeguarding Coordinator and CSA were unaware of this. All concerns are now shared, where necessary, with the CSA. This is discussed further at 4.3. As a member of staff at Chetham's School, the OMC has access to the school's electronic recording system (CPOMS) but the Cathedral cannot use Chetham's CPOMS at present.
- 3.2.11** Manchester has a chorister handbook which provides detailed information for choristers and their parents. Much work has gone into creating policies and procedures which are in use by the choirs.

Analysis

- 3.2.12** The auditors judged that the arrangements for the choristers have been clearly thought out and that the work of the staff within the music department has reinforced safeguarding. There is a clear priority placed on the welfare of choristers, and the music staff have a good knowledge of safeguarding and a rapport with the children who say they feel safe.
- 3.2.13** However, despite this, there are some areas of practice which auditors judged to be more of a risk. There is significant concern regarding the collection arrangements for choristers from the school at the end of the day. At this time there are cars going both in and out of the school, turning in the street and stopping at the side of the road. Pupils, parents and choristers walk through, wait and meet up within a very small area near to the security office and car barrier and auditors saw cars needing to brake and children not watching the road. During the winter, it is dark and cold and there is potential for accidents to happen. Once greeted and in the care of the Cathedral, auditors had no concerns regarding the arrangements for walking to the Cathedral.
- 3.2.14** The auditors heard, through chorister and parent surveys, of a positive view of the safeguarding for choristers at Manchester Cathedral and the opportunities afforded to choristers. Only four children responded to the survey, but reported enjoying being in the choir and 89% of those working or involved in the Cathedral felt either extremely or moderately confident about their own or other people's children's wellbeing, when in the care of the Cathedral. The other respondents stated that this was not relevant to their role.
- 3.2.15** Auditors judged that the provision of chaperones from a pool of chorister parents works well when a chaperone is in place, but leaves choristers less well supported when no one is available, and that this forms a serious weakness in the safeguarding system. In addition, the number of girls in the choir far outweighs the number of boys, yet all music staff, with the exception of the Canon Precentor, are male, as are the lay clerks. A female chaperone is important to ensure the appropriate support or role model for female choristers who might not feel comfortable broaching some subjects with male members of staff. This was reflected in the survey, where respondents felt that the chaperone situation, which relies on the provision of parental volunteers to act as chaperones for choristers, is not ideal. Most parents work full time and are unable to support this, meaning it relies on the OMC to perform this role in addition to music responsibilities. Auditors agreed that, ideally, the chaperone role should be performed by a member of either Cathedral or school staff, if there is no capacity to recruit a dedicated chaperone. School staff performing this role would provide an extra level of

scrutiny to mitigate the school's concerns that lay clerks are not DBS checked.

3.2.16 Auditors also questioned why, during the school day, choristers rehearse at the Song School and are not accompanied by a member of school staff. This appears to be linked to the fact that the OMC is also employed by the school to teach the organ. However, auditors reflected that the rehearsal of choristers is not the role for which the OMC is employed within the school and therefore the school retains responsibility for children during the school day. Auditors questioned whether choristers could rehearse at the school during this time, negating the need to walk across to the Cathedral.

3.2.17 In addition, auditors questioned whether opportunities for more vulnerable children to be choristers are available. Children who perhaps do not attend the nearest six Church of England schools and so might not have the opportunity to attend the 'chorister for a day' sessions or the children's choir are unlikely to come forward for audition. Those who do successfully audition at present must attend Chetham's School and cannot take up a role as chorister if they do not. This means that some parents who might not be financially able to meet any fees not covered by scholarship and grant, would not be able to take up a place as a chorister. Auditors heard that the current arrangements are also tenuous and that there are no year 8 choristers attending the school for 2022.

Questions for the Cathedral to consider

- What steps could be taken to mitigate the risk by the school entrance when choristers are collected and enter the care of the Cathedral?
- How might the Cathedral, as a matter of urgency, provide a more stable system of choristers being chaperoned while rehearsing and during services?
- Is there another way for choristers to rehearse during the school day? How confident is the Cathedral regarding who is responsible for choristers at this time?
- How might the Cathedral begin to broaden its remit for inviting children to audition to be choristers, providing opportunities for children from a wider community?

Bell-ringing

Description

3.2.18 Manchester Cathedral has ten bells which are rung by a small band of ringers from within the Manchester area, giving their time voluntarily to the Cathedral. The bells are heavy and difficult to ring but represent both a unique asset to the Cathedral and an inherently challenging and potentially high-risk ringing experience.

3.2.19 The Manchester Tower Captain has been in post for six years, having rung at the Cathedral for 10 years. He is also the Ringing Master for the Manchester branch of the Lancashire Association of Change Ringers. There are currently seven ringers registered at the Cathedral and therefore the tower aligns itself with the Manchester University Guild of Ringers who regularly make up the numbers, enabling all 10 bells to be rung. In addition to the Tower Captain, there is a treasurer and a secretary, and all hold keys to both the external and internal doors to the tower, the latter involving

access into the Cathedral building itself. They have recently undertaken both basic and foundation safeguarding training but are not currently DBS checked. Ringers sign in at the top of the tower, but the list is not communicated to anyone working on the floor of the Cathedral.

- 3.2.20** Manchester Cathedral bell tower is not a teaching tower and there are currently no under 18s who ring. Potentially vulnerable adults might ring in the tower. These might be regular ringers who by virtue of age or circumstances have become vulnerable, or visiting ringers who may simply turn up and wish to ring. Auditors heard that up until a few months ago, any concerns would have been reported to the Lancashire Association of Change Ringers rather than through the Cathedral's safeguarding processes.
- 3.2.21** Visiting bands of ringers must contact the Cathedral for permission. Auditors heard that over the last few years, visiting bands of ringers are often turned down because there are already events on in the Cathedral which would make ringing the bells impossible.
- 3.2.22** Ringers at the Cathedral have followed safeguarding processes for the Lancashire Association of Change Ringers and have recently been provided with the Cathedral safeguarding handbook which they have found useful. The band rehearses on a Wednesday evening in preparation for Sunday services. However, the auditors heard that frequently they are advised that they cannot ring due to events on at the Cathedral and therefore the ringers practice at other churches across the local areas. The Tower Captain explained that this does cause difficulty at times because they need to rehearse on the Cathedral bells in order to perfect ringing on these particularly difficult bells for Sunday and other services. Auditors heard that sometimes diarised events include concerts which would not be disturbed by the bells.
- 3.2.23** There is no lone working permitted in the tower. Where maintenance of bells is required, or for example muffles are needed for particular services, at least two ringers enter the tower at the same time. Many of the ringers have keys to the external tower door.
- 3.2.24** Auditors heard that the ringers would very much like to be part of the Cathedral and would be willing to become Cathedral volunteers, undertaking safeguarding training as required. The Tower Captain said that the bells are an asset to the Cathedral and that the ringers would like to be better linked, but find they are often unaware of diarised events and unable to seek compromises for rehearsal or feed in ideas to Cathedral staff. One of the ringers is a retired cathedral chaplain (who also attends the weekly clergy meeting) which has increased the links between the tower and the Cathedral. Responsibility for the tower and ringers falls to the Canon Precentor who also meets with the Tower Captain and chairs the tower AGM.

Analysis

- 3.2.25** The auditors judged that the safeguarding practice of the bell tower at Manchester Cathedral is well established within their current health and safety assessments and practice. However, ringers have not until recently worked within the Cathedral safeguarding policy and followed the Cathedral's safeguarding practices, or undertaken Church of England safeguarding training. None of the Manchester ringers or those in a position of responsibility within the tower have undertaken a DBS check for the role.
- 3.2.26** There is a sense that the bell tower remains isolated in some ways from the

Cathedral's senior leadership and this is reflected through evidence seen and heard by the auditors. This is not uncommon across bell towers nationally but is perhaps surprising given the asset that it is for Manchester Cathedral.

- 3.2.27** Several of the ringers hold keys to the tower and internal doors and the three tower officers hold keys which include access into the Cathedral building itself. The Cathedral's senior leadership team, vergers or CSA do not have a clear idea of the numbers of ringers in the tower at any one time, or of individual visiting ringers within the building.
- 3.2.28** The lack of any agreed procedures for responding to individuals or bands of ringers wishing to ring in the Cathedral tower is a vulnerability, and a missed opportunity for the Cathedral to promote a message about its approach to safeguarding.

Questions for the Cathedral to consider

- What steps would help to ensure that the bell tower feels more fully connected to the Cathedral for those within it, and more visible to those outside of it?
- How might the safeguarding procedures, including DBS checks, for ringers be better aligned with the practice of the Cathedral staff and other volunteers?
- How might the ringers be more allied to what happens within the Cathedral, including events, so that they can prioritise rehearsals and make contribution to the diary of the Cathedral?
- What is needed to ensure that visiting ringers are aware of and compliant with the Cathedral's safeguarding policy?

3.3 CASE WORK (INCLUDING INFORMATION SHARING)

Description

- 3.3.1** When safeguarding concerns are raised, a timely response is needed to make sense of the situation, assess risk and decide if any action needs to be taken, including whether statutory services need to be informed. In a cathedral context, this includes helping to distinguish whether there are safeguarding elements to the situations of people receiving pastoral support.
- 3.3.2** The auditors judged that case work and information sharing at Manchester Cathedral is good and that it benefits from close working between the CSC and the CSA who is also the DSA.

Effectiveness of responses and information sharing practice

- 3.3.3** Unfortunately, during the audit, there were technical difficulties with the electronic system of case files. However, the auditors looked at five case files, which included some complex cases, and discussed some of those cases further in relation to specific areas of the Cathedral through individual conversations. These related to potentially vulnerable adults, non-recent abuse allegations and those potentially causing a risk to others. As is discussed further at 4.2, Manchester Cathedral has an SLA in place with the Diocese of Manchester, which includes support to the Cathedral

on all safeguarding case work.

- 3.3.4** The auditors found that when incidents are reported, there is evidence of a timely and appropriate response that involves both the CSC and CSA in close collaboration.
- 3.3.5** Working with the diocese, appropriate referrals to external agencies were made in a timely way with evidence of good information sharing and relationships – for example, with the Local Authority Designated Officer (LADO). In one example, the CSA might have provided clearer and more formal advice regarding concerns. In discussion regarding this, auditors heard that there is no formal escalation process for the discussion of views, or advice, when there might be differing views between the Cathedral and the CSA, who is employed by the diocese, and no process for further discussion at a higher level. The Dean was clear, however, that he would never disregard formal CSA advice.
- 3.3.6** In some cases seen by the auditors, the CSA sought further discussion and advice from the independent chair of the Diocesan Safeguarding Advisory Panel (DSAP). Independent advice is used to provide additional scrutiny to the case work of the Cathedral, which the CSA found helpful. Auditors heard that the CSA has good relationships with the wider multi-agency groups including the police and social care.
- 3.3.7** Safeguarding records are kept securely by the CSA, and a CPOMs system is used across the diocese. However, currently the CSC does not have access to the CPOMs system and cannot therefore raise concerns via the system which alerts the CSA immediately. Instead, concerns are raised via email which are then uploaded by the CSA onto CPOMS.
- 3.3.8** The CSC keeps records of concerns held and passed to the CSA. There is also oversight by the CSC of the vergers' book of incidents and, more recently, the records kept by the music department. Currently there is no case file system or oversight for the concerns discussed or actions taken from the regular clergy meetings.
- 3.3.9** The auditors judged that the current record-keeping processes in use in the Cathedral, whereby individual departments keep their own local records, represents a potential risk to good responses and information sharing, and the bigger picture of a concern may not be recognised – with constituent concerns held in disparate places and so subject to individual judgement on whether or not to share. This is addressed further at 4.3.

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

- 3.3.10** There were no active safeguarding agreements in place in the Cathedral at the time of the audit. The auditors did see three case files concerning individuals whose histories suggested they may pose a risk to others. In each case, a prompt response to the information was evident, and risk assessments initiated. A lack of capacity within the Diocesan Safeguarding Team (DST) meant that these were not always progressed as promptly as would be desirable, and steps were therefore taken to ensure that potential risks were managed pending the completion of a full risk assessment.
- 3.3.11** The auditors were told that there is agreement within the diocese for the appointment of a case worker who will assist with this aspect of safeguarding activity.

Quality of recording

- 3.3.12** Case files were well presented within the CPOMs format and most include a 'front sheet' of key information. Some of the older files did not have this and it was difficult

to see the role of the individual. CPOMs allows for a chronology to be downloaded at any point, which is useful. There was clear evidence that all information, including email exchanges, was stored and added to the file – with some files containing extensive records.

- 3.3.13** Nobody connected with the Cathedral responded to an invitation, publicised in advance via the Cathedral website, to speak with the auditors about their experience of the safeguarding responses and support provided by the Cathedral. This meant that survivor views were not heard directly by the auditors, and none of the case files seen contained any such information.

Questions for the Cathedral to consider

- What would be the advantages of the CSC having access at entry level to CPOMs and how might this be facilitated?
- How might the Cathedral ensure that records kept in individual areas across the Cathedral are collated to allow safeguarding oversight?
- How might the Cathedral and diocese better work together to ensure a system where any disagreements regarding casework advice might be either escalated or discussed?

3.4 CLERGY DISCIPLINARY MEASURES

- 3.4.1** Disciplinary processes in the Church differ significantly from a secular work context, in that they are initiated by someone making a complaint, rather than management assuming responsibility and appointing an officer to investigate what has happened.
- 3.4.2** There were no blue files which included a safeguarding concern relevant to the audit, which had not already been submitted to the second review of past cases which is being conducted by the Church nationally.
- 3.4.3** The auditors did not see any clergy disciplinary measure files as part of this audit but did see the past case reviewer's assessment of three cases relating to the Cathedral. In each case the case work and risk assessment were judged to be of good quality, with no outstanding safeguarding concerns.

Questions for the Cathedral to consider

- There were no considerations under this heading.

3.5 TRAINING

- 3.5.1** Safeguarding training is an important mechanism for establishing safeguarding awareness and confidence throughout the Cathedral. It requires good quality substance, based on up-to-date evidence, with relevant case studies, engaging and relevant to the audience. It also requires strategic planning to identify priority groups for training, details of the training needs/requirements of people in different roles, and an implementation plan for training over time that tracks what training has been

provided, who attended, and who still needs to attend or requires refresher sessions.

Description

- 3.5.2** Ensuring that all staff and volunteers are trained at a level commensurate with their post within the Cathedral context is a challenge. Manchester Cathedral uses the House of Bishops' national training programme and has developed a safeguarding training matrix which shows what training is required by each role. This is in the form of an Excel spreadsheet.
- 3.5.3** The auditors heard evidence that all active volunteers and all staff at Manchester Cathedral have completed basic awareness (C0) training and foundation (C1) training which the Cathedral views as mandatory for all roles. Many leaders within the Cathedral have either already completed leadership (C2) training or are booked onto upcoming courses. Some clergy and lay staff have completed senior leadership training or are booked to do this soon.
- 3.5.4** Training records are stored by the Cathedral Administrator as part of his HR function, and all staff have completed the safeguarding training the Cathedral views as mandatory. Details of all training undertaken are held on an Excel spreadsheet. There is not yet a system for alerting when refresher training is due. Volunteers must undertake their safeguarding training as part of their induction process and cannot volunteer until this is completed. In addition, the Cathedral has taken the opportunity of the volunteers returning after COVID-19 to ask them to refresh their safeguarding training before they are again allowed to take up their volunteering posts.
- 3.5.5** As per the SLA in place, the diocese provides training courses for the Cathedral's face-to-face training needs, supplemented by the training available via the National Safeguarding Team (NST) online training portal. The auditors were told that, since the SLA has been in place, all training has been fully in line with the national *Practice Guidance: Safeguarding Training and Development* (July 2019). Capacity issues are evident and as staff return to work following COVID-19, auditors heard that the Diocesan Training Officer is mainly busy with an influx of case work. Consequently, the diocese is advertising for an Assistant DSA/caseworker who will assist with capacity across the team.
- 3.5.6** In addition to safeguarding training, the Cathedral has either offered, or sought out from other providers, courses from a suite of available training based on the needs of the role. Examples include counter-terrorism, mental health first-aid and safer recruitment.

Analysis

- 3.5.7** The auditors judged that training rollout and records for staff and volunteers are good at Manchester Cathedral and there is a clear remit that all within the Cathedral have a current and up-to-date understanding of safeguarding. The centralised system of recording and tracking training is evident and useful.
- 3.5.8** The auditors reflected that it is a significant achievement to ensure that all receive both basic awareness and foundation safeguarding training.
- 3.5.9** Auditors also heard that to date the system of training needs analysis has been based on the previous NST training package and pathway. The new *Safeguarding Learning & Development Framework 2021* is much clearer and auditors reflected that it might be useful to use this to develop a refreshed training needs analysis and training plan

for staff and volunteers.

- 3.5.10** Auditors also reflected that the breadth of training currently provided, while useful and more than that provided by the NST, has not been assessed for its effectiveness and impact on safeguarding practices to establish whether it is enough for front-facing staff. The Cathedral may want to use such an impact assessment of training to establish whether the provision of additional topical and contextual opportunities that will support good safeguarding practice (e.g. domestic abuse, dementia and substance abuse) might prove useful.

Questions for the Cathedral to consider

- What might a training needs analysis under the new national training framework look like and who is best placed to take this forward?
- What additional contextual and supplementary training would best support those in public-facing roles to identify and manage risk and support those in need?

3.6 SAFER RECRUITMENT

Description

- 3.6.1** The safe recruitment of staff and some volunteers falls within the remit of the Cathedral Administrator. For volunteer guides and welcomers, recruitment is undertaken on behalf of the Cathedral by Volition; safe recruitment is practised and records are held by the cathedral administrator.
- 3.6.2** Applicants for staff and volunteer positions are required to submit an application form (including confidential declaration), attend an interview, have three references completed and undertake a DBS check if relevant to role. DBS checks are administered through Thirtyone:eight and a confirmation letter is returned upon successful completion of a clear check. Where a 'blemish' is noted on a DBS, the DST undertakes a risk assessment to support a judgement of whether the person can be safely brought into the Cathedral team.
- 3.6.3** The auditors reviewed three HR/recruitment files, each of lay staff and volunteers, as well as files of an additional three volunteers who required a DBS check for their role. These files reflected some good practice and positive steps taken to improve and standardise the recruitment process. All files include a safer recruitment checklist, completed application form and references. However, evidence of volunteer identity checks and DBS checks was not seen in the files. Auditors heard that all identity and DBS information is kept in an electronic spreadsheet by the Cathedral Administrator to facilitate monitoring DBS expiry dates and DBS renewals.
- 3.6.4** Many of the files seen contained evidence of interview notes or responses and evidence of safeguarding attitudinal or competence questions and that gaps in employment seen in the application form had been challenged during the recruitment process.

Analysis

- 3.6.5** The auditors judged that much progress in formalising and standardising the process of recruitment is evident. Recruitment of volunteers is on a par with that of paid staff and this is a strength, setting the tone of the Cathedral's commitment to safeguarding.
- 3.6.6** It would be useful for the checklist to contain information regarding pre-employment checks such as DBS, right to work and identity, clearly recording that these have been completed and where they are kept. In addition, the auditors reflected that simply ticking aspects of the checklist on the files (e.g. 'training link sent') might not be helpful for others needing to view the file and that clear dates and outcomes would perhaps be more useful.
- 3.6.7** A centralised recording system for all volunteer and staff recruitment checks, a recruitment file format that dictates the information required to be recorded and a formal process of approval to ensure that the bar has been met before an individual is appointed is useful and in the main, auditors found that this is in place.
- 3.6.8** Auditors reflected positively on the Cathedral's proportionate approach to DBS check thresholds and clear stance on the appropriateness, or indeed inappropriateness, of a DBS check for roles that have no supervisory responsibility for children or for performing regulated activities. There was a strong recognition that a DBS check does not itself constitute safe recruitment and should not be relied on in the absence of wider scrutiny.

Questions for the Cathedral to consider

- How best can safer recruitment files for staff and volunteers be accurately linked with the pre-employment checklist held centrally by the Cathedral Administrator?

4. FINDINGS – ORGANISATIONAL SUPPORTS

4.1 POLICIES, PROCEDURES AND GUIDANCE

Description

- 4.1.1** Manchester Cathedral's safeguarding handbook is a comprehensive document which contains the Cathedral's safeguarding policy and procedures. It was scrutinised by the DSAP prior to receiving Chapter approval. The handbook is supplemented by various other policies and guidelines that reference safeguarding, or have safeguarding import, including:
- chorister handbook
 - staff handbook (containing dignity at work, grievance procedure and whistleblowing)
 - volunteer code of conduct
 - Cathedral health and safety guidance
 - Volition safeguarding policy
 - commercial hire agreements including a safeguarding clause
 - departmental specific procedures and guidance.
- 4.1.2** The safeguarding handbook is available on the Cathedral's website, together with the whistleblowing policy, which is discussed further at 5.3.
- 4.1.3** The safeguarding handbook is based on the national *Parish Safeguarding Handbook*, suitably contextualised to make it relevant for Cathedral use. It is broad in terms and long, but well demarked, making it easy to navigate. Auditors saw that the handbook contains flowcharts for easy reference and also possible concerns related to the Ministry of Deliverance, a guide to safer working practice and a section related to survivors of abuse. It covers all aspects of Cathedral life including staff conduct but does not cover bullying and harassment at work, which is covered in the staff and volunteer dignity at work policy.
- 4.1.4** The Cathedral's lone working policy is embedded in the health and safety guidance, written by the external contractor for this specific area of work. There is little advice on risk assessment. Auditors heard that risk assessments for each area of lone working are in place, but perhaps are not as detailed as they might be – for example, the risk assessment for lone working at the end of each day for vergers does not include provision of a radio to the external door, or a 'check-in' system with another member of staff.
- 4.1.5** Currently the Cathedral does not have a policy or protocol for children missing within the Cathedral site, or for vulnerable adults who go missing. This is referred to in section 3.1.
- 4.1.6** The SC has the responsibility of advising the Cathedral Chapter on whether there are clear and transparent safeguarding policies, working practices and training arrangements in place which are consistent with statutory requirements and the

House of Bishops' policy and practice guidance.

Analysis

- 4.1.7** The auditors judged that much work has taken place to develop policy related to safeguarding, and this is especially true with reference to the choristers and their parents. However, gaps still exist as noted above.
- 4.1.8** Volition has its own safeguarding policy since it is its own separate charity and works outside Cathedral/diocesan control. It has its own employees and different reporting channels. The Volition policy covers all those engaged on the Volition training programme (i.e. Volition volunteers), volunteers within the Cathedral are recruited through the Volition service but are covered by Cathedral safeguarding arrangements.

Questions for the Cathedral to consider

- Who is best placed to review the content and range of the existing suite of safeguarding policies within the Cathedral and how might any gaps be addressed?

4.2 THE DIOCESAN SAFEGUARDING ADVISOR/CATHEDRAL SAFEGUARDING OFFICER

Description

- 4.2.1** Manchester Cathedral's Administrator has the dual role of CSC and so takes responsibility for the much of the safeguarding work, supported in case work and training by the CSA (who is also the DSA). The CSC has been in post for eight years and has a background in HR.
- 4.2.2** The CSA is a qualified social worker and has previously worked with vulnerable adults and children at risk in a range of different settings. She has been in post at the Diocese of Manchester since January 2015 as the DSA and since 2019 as the CSA. The DSA receives monthly supervision from an independent professional in her DSA capacity and is managed by the Chief Operating Officer and Diocesan Secretary of Church House, Manchester. She does not have a formal reporting relationship within the Cathedral but does work closely with the CSC and reports on safeguarding matters at every meeting of Chapter.
- 4.2.3** In 2019, Chapter commissioned an independent review to establish what would be the best model for delivering a CSA service (the main choice being between an SLA with the diocese and a pan-Cathedral approach in conjunction with neighbouring cathedrals). Having chosen the former option, the Cathedral's relationship with the diocese and the DSA was formalised in 2019 through an SLA, which sets out the terms in which a professional safeguarding service would be provided by the diocese to the Cathedral, and details mutual responsibilities, a process for resolving any problems and a funding mechanism.
- 4.2.4** The auditors heard how the current CSA's expectations of the role in the Cathedral were very different from her previous experience and that the SLA – clarifying the role as covering training and casework – has helped. In spite of this, the CSA and the

trainer assigned to assist are currently both overwhelmed with diocesan case work, meaning there is little time for any development work within the Cathedral. The SLA does not cover preventative safeguarding work. The CSA has in place a job description describing responsibilities for safeguarding, but auditors did not see one for the CSC.

Analysis

- 4.2.5** The auditors judged that the CSA at Manchester Cathedral is effective, well recognised and regarded. Cathedral safeguarding work is supported by the SLA but auditors felt that this may need reviewing to ensure the provision of effective management within the Cathedral. Such a review might also consider the wider oversight of all safeguarding work, for example thresholds between pastoral concerns and safeguarding.
- 4.2.6** The auditors heard consistently, throughout the audit, of the high degree of respect for the current CSA, particularly in regard to their openness and availability and for the rapid positive changes that they have helped to drive within the Cathedral. The CSA is recognised by all and, along with the CSC, consistently identified as the person people would approach were they to have safeguarding concerns.
- 4.2.7** The CSA is line managed by the Diocesan Secretary and there is currently no line management input from the Cathedral of her role as CSA. Auditors judged that this would be useful, would provide clear reporting and lines of responsibility and might ensure a better understanding between the diocese and the Cathedral of the nuances of casework and any capacity issues.
- 4.2.8** Both the CSA and CSC roles are broad and busy. The CSC role also covers the daily operational oversight of the Cathedral, HR, health and safety and the role of the Chapter Clerk. While auditors heard that this role is achievable by the current postholder, they questioned whether someone coming new into the role would be able to maintain the volume and that this should be included in any succession planning. In addition, preventative safeguarding work such as proactively seeking survivors of abuse, or provision of services for children linking in with Manchester's early help services would significantly add to this role. Currently the remit for preventative work does not sit within the role of the CSA and therefore there is the potential for this to be missed.
- 4.2.9** While both the CSA and the CSC are well known throughout the Cathedral and this is positive, auditors shared the concern of several of those spoken with – that there is the potential for safeguarding being linked with specific people rather than a system within which the roles sit. Boundaries around the remit of these roles is important to prevent them becoming nebulous and unworkable due to size.

Questions for the Cathedral to consider

- How might the Cathedral ensure clearer accountability for the role of the CSA through line management of her CSA role?
- To what extent is the Cathedral confident that the roles of the CSA and CSC have clear boundaries and that the system in which they sit is clear to all?
- Who might lead a review of the SLA between the diocese and the Cathedral?

- How might the Cathedral include preventative early help work in the remit of the safeguarding system?

4.3 RECORDING AND IT SYSTEMS

- 4.3.1** Cathedral staff are very aware of the General Data Protection Regulation (GDPR) but there is currently no specific information-sharing agreement in place between the Cathedral and the diocese regarding the transfer of sensitive information. Currently the NST is developing a draft set of agreements following recommendations from the Independent Inquiry into Child Sexual Abuse (IICSA) regarding sharing information which will be shared across the wider Church and might be useful.
- 4.3.2** The CSA holds a centralised database for Cathedral case work which includes all letters, emails, meeting minutes and information regarding the completed case. In addition, the CSC keeps a database record of all concerns reported to him and referred on to the CSA. These two databases are not currently linked together, and auditors questioned whether it would be more effective for the CSC to have access for inputting concerns directly onto the CSA's system.
- 4.3.3** In addition, the vergers keep a record book of concerns, the OMC keeps a record of any concerns regarding choristers and the clergy discuss and make decisions about concerns raised regarding those in the Cathedral community, but do not formally record these or report them through the safeguarding system.
- 4.3.4** The Cathedral Safeguarding Officer (CSO) has oversight of the vergers' book and the OMC's book but currently there is no central oversight of issues which might be regarded as safeguarding and discussed by the clergy group. This means that, in practice, such cases are held locally. While concerns considered to meet the threshold are shared appropriately with the CSO or CSA, this remains open to subjectivity. It therefore increases the risk that perceived low-level concerns – that may otherwise help to build a combined understanding of risk from sources across the Cathedral – are not shared and instead held in isolation.
- 4.3.5** In addition, auditors noted one case where there was uncertainty within the diocese regarding how much information to share with the Cathedral in order for them to make an informed decision. An information-sharing agreement would help clarify such issues.

Questions for the Cathedral to consider

- How might the current system of locally held records and incident books be combined and monitored to enable better immediate oversight of low level concerns?
- How might information sharing between the diocese and the Cathedral be formalised?
- What functionality would be required to enable the CSC to input directly onto the CSA's CPOMs safeguarding database?

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** Manchester Cathedral has a draft safeguarding development plan, recently written by the CSC but not yet fully ratified. The plan will be considered by Chapter in January 2022. It details the tasks required under core headings related to safeguarding, and a review of progress. Actions relating to safeguarding in the Cathedral were previously included within the diocesan safeguarding development plan, but the Cathedral has taken the decision that a detailed plan pertaining to the Cathedral would be more effective.
- 5.1.3** Safeguarding is a standing agenda item at Chapter. A written or verbal update is presented by the CSA at each meeting, and discussions and decisions are recorded in the minutes.
- 5.1.4** Chapter is supported in its quality assurance function by the Cathedral Council, which provides scrutiny and challenge to governance on topics such as financial management and strategic planning. This group consists of a range of highly experienced individuals, bringing expertise from a range of professions. It is currently chaired by the Lord Lieutenant of Greater Manchester.
- 5.1.5** Chapter established the SC in mid-2021 as a formal sub-committee. It is currently chaired by the CSA and attended by the Dean, the CSC and deputy CSC, the OMC and a lay Chapter member. Notes from meetings will be circulated to Chapter members for assurance purposes. The SC will take responsibility for the safeguarding development plan once it is agreed, reporting to Chapter for quality assurance purposes.
- 5.1.6** There is no specific strategic safeguarding plan in place within the Cathedral for shaping the direction and growth of the safeguarding service beyond the development plan described above.
- 5.1.7** The DSAP is responsible to the Bishop for support, challenge and scrutiny of safeguarding arrangements across the diocese, including in the Cathedral. The CSC and the Canon for Theology and Mission attend the DSAP, providing verbal input and occasional written reports from the Cathedral. These have included the annual reports to the Bishop on Cathedral safeguarding arrangements, which have been in place for the past two calendar years. There is no report back from the DSAP to the Cathedral on its view of the effectiveness of Cathedral safeguarding arrangements.
- 5.1.8** Within the Cathedral, systems are in place which enable monitoring and reporting, such as the spreadsheets which collate information on safer recruitment and training.

This data is not yet used consistently to demonstrate progress or focus activity.

- 5.1.9** There is no formal mechanism in place for gathering feedback systematically from those who are engaged with the Cathedral, in whatever capacity, or who receive a safeguarding service. The response from across the Cathedral community to the audit questionnaire (38 adults and four child respondents in total) indicates that there may be a willingness to provide feedback if asked.

Analysis

- 5.1.10** There are several means of recording and reporting activity in place, and several elements of a framework for scrutinising performance, comprising Chapter, the SC, the DSAP and annual reporting to the Bishop. These need developing to include more effective systems for monitoring and evaluating impact and for gathering feedback from those engaged within the Cathedral.
- 5.1.11** The auditors also judged that for children who are not linked to the music department, there is little safeguarding activity within the Cathedral for Chapter to quality assure.
- 5.1.12** The SLA and close working between the Cathedral and diocese support existing quality assurance and allow those leading safeguarding within the Cathedral to benefit from the discussions held at the DSAP. The auditors wondered whether these arrangements might be further strengthened through direct reporting from the independent chair of the DSAP to the Dean, in the same way that annual reports are provided to the Bishop.
- 5.1.13** The safeguarding development plan provides a good focus for operational activity aimed at strengthening safeguarding arrangements. To date, this plan has not been 'owned' anywhere, however. The auditors reflected that the further development of the current plan to span three or more years, encompassing the whole breadth of the national *Promoting a Safer Church* policy, and allocating responsibility for operational delivery to the SC, would provide a firm basis for systematic reporting to both Chapter and the DSAP, enabling scrutiny and challenge while promoting wider ownership of safeguarding. This could strengthen the links between the Cathedral SC and Chapter.

Questions for the Cathedral to consider

- How might the Cathedral embed the safeguarding development plan within an overarching safeguarding strategic plan in order to ensure quality assurance at both levels?
- How might the Cathedral seek regular feedback from a range of children and adults, including survivors of abuse?

5.2 COMPLAINTS ABOUT THE SAFEGUARDING SERVICE

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

the website. This directs those who wish to complain about how a safeguarding matter has been handled to the Cathedral Administrator, or the Dean, and states that safeguarding complaints will be responded to in line with the House of Bishops' *Safeguarding Policy and Practice Guidance*. Complaints involving the CSA are directed to the diocesan safeguarding complaints procedure. This public information could be strengthened by the addition of details about how to report a safeguarding concern, and how it differs from making a complaint about the safeguarding service.

5.2.3 Staff are directed to use the grievance and complaints procedure.

5.2.4 The auditors did not see any cases relating to complaints made about the safeguarding service within Manchester Cathedral, nor evidence of a proactive approach to identifying potential complaints. The Cathedral itself has identified the need for a clearer, more in-depth complaints procedure which recognises the complexities of any potential complaint regarding safeguarding, given that advice is provided by a third party under the terms of an SLA, so that lines of accountability are clear.

Questions for the Cathedral to consider

- There were no considerations under this heading.

5.3 WHISTLEBLOWING

5.3.1 Manchester Cathedral has a whistleblowing policy in place which is referenced although not publicly available on the Cathedral's website. It can be found in the staff handbook and volunteer code of conduct. It is also referenced in the safeguarding handbook.

5.3.2 The Cathedral has identified the need to review the adequacy of the current whistleblowing procedure. It would be helpful to consider how a potential whistleblower might raise a concern if it related to the Cathedral's senior leadership, including members of Chapter. As presently written, there is no external recourse.

5.3.3 The auditors were given no information about whether and how the policy works in practice.

Questions for the Cathedral to consider

- How might the Cathedral promote the importance of whistleblowing and improve awareness, access and use of the whistleblowing procedure?

5.4 DIOCESAN SAFEGUARDING ADVISORY PANEL

Description

5.4.1 Based on the national guidance in *Roles and Responsibilities* for DSAPs, the panel should have a key role in bringing independence and safeguarding expertise to an oversight, scrutiny and challenge role, including contributing to a strategic plan. No specifics are provided in relation to cathedrals, with the apparent assumption being

that cathedrals are part of diocesan structures.

- 5.4.2** In keeping with the close working relationship between the diocese and Cathedral, a representative of the Cathedral appointed by the Dean and Chapter attends the Diocese of Manchester's DSAP. Auditors saw evidence of meaningful contribution and engagement. There was a recent agreement that cathedral safeguarding should become a standing item on the DSAP agenda, rather than simply being a section in the DSA's report, although the form reporting should take has not yet been agreed.
- 5.4.3** The Cathedral established its SC as a sub-committee of Chapter in mid-2021. The SC is chaired by the CSA and attended by the Dean, the CSC and deputy CSC, the OMC and a lay member of Chapter. Its terms of reference include a requirement 'to contribute, through the DSAP, to the diocesan safeguarding strategy as determined by the diocesan hierarchy of safeguarding priorities'.

Analysis

- 5.4.4** The auditors judged that the DSAP has the potential to be an effective forum for the oversight, scrutiny and development of safeguarding as Cathedral reporting becomes more systematic.
- 5.4.5** The introduction of an SC for the Cathedral is a positive step, providing a useful forum for discussing and progressing safeguarding arrangements. The auditors reflected that the terms of reference would benefit from being reviewed in order to ensure that its operational role relative to Chapter's responsibilities for strategic leadership are clear. They also questioned whether the SC could be more usefully chaired by someone other than the CSA and whether the Head Verger should also sit on the SC. The relationship of the SC with the DSAP, if any, would also benefit from being clarified.

Questions for the Cathedral to consider

- How might the accountabilities between Chapter, the DSAP and the Cathedral SC be better delineated?
- Who is best placed to review the terms of reference and membership of the Cathedral SC once the safeguarding development plan is fully ratified?

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 determine how well led the safeguarding function is.

Theological leadership

Description

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

place for children and vulnerable adults.

- 5.5.3** The present Dean has been at Manchester Cathedral since 2006, having spent much of his early ministry within the Church in South Africa. He has a high profile in the city, where he has exercised leadership in promoting interfaith relations and in challenging hate crime. This included hosting and chairing an interfaith dialogue event held by the Challenging Hate Forum on 'Safeguarding Our Communities' in March 2021.
- 5.5.4** The auditors heard how the Dean does not preach overtly about safeguarding, preferring to focus on the equality, care and safety of all before God, and embedding messages about inclusion, for example of those who are marginalised or vulnerable. This is consistent with the mission and values of the Cathedral, expressed in its strategic and business plan, *Vision 2030*.
- 5.5.5** The auditors saw some evidence that safeguarding is either implicitly or explicitly referred to through sermons, preaching and prayer. This has included reference to an 'awareness of care' across the Cathedral and in preaching about care of each other. The Cathedral encourages inclusion, for example of asylum seekers.
- 5.5.6** Of the respondents to the survey, 71% (n = 27) said that the Dean was either extremely or moderately active in communicating the importance of safeguarding within the Church, with 8% (n = 3) disagreeing. The remainder (21%, n = 8) said the question was not relevant to their role or experience.

Analysis

- 5.5.7** The auditors judged that while the theological leadership of safeguarding has developed at Manchester Cathedral, it is not always visible to those who are part of the Cathedral community.
- 5.5.8** The auditors saw evidence, through surveys of the congregation, volunteers, staff and other adults involved in the Cathedral, that the wider message of the importance of safeguarding (and the value placed on it) might not always be clear. For example, 12 respondents (32%) felt that safeguarding and wellbeing featured 'extremely' in the message of sermons, compared to 10 respondents (26%) who felt this was moderate and 18 (7%) who did not recognise any such messaging.

Questions for the Cathedral to consider

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

Strategic leadership

Description

- 5.5.9** 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.
- 5.5.10** Chapter is responsible for directing and overseeing the administration of the Cathedral, supported by the Cathedral Council, which reviews and advises on the

direction and oversight of all aspects of the Cathedral's work by Chapter. The Chapter of Manchester Cathedral comprises eight members, including one lay member, two lay canons, three residentiary canons (one of whom is an archdeacon) and the Dean. There is currently one vacancy. Chapter is chaired by the Dean. The Cathedral administrator acts as Chapter Clerk and attends all meetings. Other officers, including the CSA, attend by invitation. Chapter is supported in its work by a number of sub-committees.

- 5.5.11** Under the present system, Chapter has both strategic and operational responsibilities. The Dean works to ensure that Chapter focuses primarily on its role in setting the strategic direction of the Cathedral, assigning operational responsibilities to other individuals and groups within the Cathedral. Having until recently acted as the SC, Chapter created a safeguarding sub-committee earlier in the year, with clear terms of reference, which reports to Chapter. Safeguarding is considered at each meeting of Chapter, with the CSA in attendance to both present information and answer questions.
- 5.5.12** The Cathedral Administrator is the Cathedral's lay safeguarding lead (CSC). The Canon Precentor is the deputy CSC, and the Dean is the clergy safeguarding lead. The auditors did not see a role description for any of these lead safeguarding roles and would suggest that this is a gap that should be filled.
- 5.5.13** Of respondents to the survey, 94% (n = 36) thought that safeguarding is a priority in the Cathedral, either extremely or moderately; 3% (n = 1) disagreed. Slightly fewer 79% (n = 30) thought that the people leading safeguarding in the Cathedral were extremely or moderately visible; 8% (n= 3) disagreed.

Analysis

- 5.5.14** The auditors judged that the strategic leadership of safeguarding at Manchester Cathedral by individuals is strong but that the collective visibility of those leading safeguarding in the Cathedral community is not yet where it needs to be.
- 5.5.15** The establishment of the SC is an opportunity for Chapter to review its collective leadership of safeguarding and consider ways in which safeguarding could be further integrated into the life and mission of the Cathedral.
- 5.5.16** There is an opportunity to develop a strategic plan for safeguarding, as required by national guidance, which sets out how the Cathedral is implementing the national *Promoting a Safer Church* policy and where this fits with its vision and development plans. This may assist those who, in responding to the survey, commented on safeguarding issues relating to the previous Dean and also expressed disquiet about the overt emphasis on holding large, commercial events in the Cathedral, sometimes at the expense of what they considered to be the Cathedral's core business. It may also provide a clear focus for Chapter in exercising its strategic leadership responsibilities, providing a context for the current operational development plan, the delivery of which is more properly the focus of the SC.

Questions for the Cathedral to consider

- What benefits might there be in developing a strategy for *Promoting a Safer Church* and how could this be achieved?

Operational leadership

Description

- 5.5.17** Operational leadership of the Cathedral's lay functions sits with the Cathedral Administrator, who is the CSC, supported by a small number of staff and managers across a number of different departments. The Cathedral Administrator has been instrumental in ensuring that safeguarding is embedded in the Cathedral's operating procedures and processes. The safeguarding development plan, whilst still in draft, has provided a focus for both strengthening safeguarding arrangements and in preparing for the audit.
- 5.5.18** Against a background of historically poor relationships between Chetham's School and the Cathedral, the OMC has led the development of much stronger working arrangements, supported by and working closely with the school's leadership, the DSL and the Cathedral Administrator.
- 5.5.19** As previously described, Manchester Cathedral benefits from a well experienced and impactful CSA, whose operational role is clearly defined and recognised by all those within the Cathedral. Good use is made of the knowledge and experience of the CSA and the DST. Advice is regularly sought and taken into account in decision making. The auditors saw examples of both HR and safeguarding matters where this was evidenced. The SLA has been important in formalising and clarifying the CSA role in the Cathedral.
- 5.5.20** In practice, and in common with many other cathedrals, these important roles are supported by several others who fulfil a degree of operational leadership (i.e., Head Verger, Canon Precentor, day chaplains, Volition Volunteer Manager, Tower Captain), all bringing a good degree of prior experience and expertise to their roles.
- 5.5.21** Survey respondents (adults) reported a high level of confidence (95%, n = 36) that their concerns would be taken seriously if they reported being worried that someone was being hurt in some way, or that someone was behaving inappropriately, with only one person expressing a lack of confidence.

Analysis

- 5.5.22** The auditors judged that good progress has been made in embedding safeguarding into the Cathedral's operations. Attention has been given to communications material, aimed at ensuring that everyone knows who to approach with any concerns and what response they can expect. This has resulted in a good level of confidence that safeguarding concerns will be taken seriously.
- 5.5.23** The establishing of the SC was an important step in both separating out strategic and operational responsibilities for safeguarding and providing a forum for collective leadership and ownership of safeguarding. Developing the work of the SC to include considering evidence of quality and impact as well as activity would strengthen the ability of both the SC and Chapter to understand how well safeguarding arrangements are working. This could usefully include considering how the Cathedral might systematically gather feedback from adults and children involved with the Cathedral.
- 5.5.24** The auditors reflected that the high-profile leadership of the CSC and the CSA has been effective in promoting and strengthening good safeguarding arrangements but there may be a risk of safeguarding being seen as their responsibility alone, rather than a collective, systemic responsibility. This means that current arrangements may be over-reliant on a small number of individuals and not as resilient as is desirable. The Cathedral may wish to consider how this could be mitigated, given the small

workforce. This could include reviewing whether the personal attendance of the CSA at various meetings is always necessary. The role and capacity of the CSA and the adequacy of the current SLA for meeting the Cathedral's safeguarding needs is discussed further in section 4.2.

Questions for the Cathedral to consider

- How might the Cathedral adjust working practices and ensure clear lines of accountability to ensure the Cathedral's safeguarding policy is systemically embedded across all areas?

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 among 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 in order that they can be addressed. An open learning culture starts from the assumption that maintaining adequate vigilance is difficult and proactively seeks feedback on how safeguarding is operating, and encourages people to highlight any concerns.
- 5.6.3** In Manchester's self-assessment of safeguarding that was submitted to auditors in advance of this audit, there was a clear sense that safeguarding is a priority in all that is done within the Cathedral. This was also tangible through the conversations held with individuals during the audit. This view was endorsed by those who responded to the survey, with only one adult respondent (out of a total of 38) replying that it was not at all obvious that safeguarding is a priority in the Cathedral.
- 5.6.4** The high-profile leadership of the Dean, in particular, in standing alongside internal and external partners in challenging discrimination and hate, and in responding to those who are homeless, vulnerable and in need gives a strong message about the place of the Cathedral in the life of Greater Manchester.
- 5.6.5** Not everybody feels that the Cathedral has yet achieved the right balance between the inevitable tensions of fulfilling the Cathedral's Christian mission and generating sufficient income to maintain the building to a high standard and enable core activities to continue. Decisions about staff redundancies early in the pandemic due to a drop in income exacerbated this and have led some to question the Cathedral's priorities.
- 5.6.6** The safeguarding page of the Cathedral's website gives details of a special helpline that has been set up for those who have been affected either directly or indirectly by

abuse in a church or cathedral setting. The auditors did not see or hear about any other means of the Cathedral reaching out to victims and survivors, despite difficulties in the relatively recent past of both the Cathedral and Chetham's School. A small number of comments from those who returned the survey suggested that the culture in some parts of the Cathedral did not always help them feel safe and listened to.

Analysis

- 5.6.7** Safeguarding is becoming increasingly embedded into the culture of Manchester Cathedral. Confidence is growing in the Cathedral's commitment to safeguarding, but there is still work to be done to enable those who have been affected by abuse in church settings to feel confident that the Cathedral is a safe place for everyone.
- 5.6.8** The energy and attention given to safeguarding across the Cathedral in recent years is evidence that safeguarding is a well understood priority, although not yet explicit in key documents such as the Cathedral's vision statement. Documents and conversations indicate that people in a range of roles, not necessarily with an explicit focus on safeguarding, have sought to apply safe working practices to their area of responsibility.
- 5.6.9** The Cathedral has itself identified the need to consider how best to extend its duty of care and an awareness of safeguarding across stakeholder groups that are not part of the clergy, volunteer or paid workforce.
- 5.6.10** The auditors saw and heard little mention of those who had experienced or been affected by abuse in church settings, and no consideration of how the views of those who work, worship or otherwise engage with the Cathedral might be sought in order to inform improvements. Development in this area would, in the view of the auditors, build on the good progress already being made in building a strong safeguarding culture.

Questions for the Cathedral to consider

- How can the profile of the Cathedral's commitment to safeguarding be better reflected to those that use and visit the site?
- What are the next steps in building and embedding a culture across the Cathedral which puts the experiences of victims and survivors at its heart and where safeguarding is owned as 'everybody's business'?

6. CONCLUSIONS

- 6.1.1** The verger team is effective but too small for the roles assigned to it.
- 6.1.2** There is a lack of provision for children outside of the music department at Manchester Cathedral
- 6.1.3** While there is a positive recognition of the needs of various groups within the Cathedral, including volunteers, there is not yet a clear ethos or recognition of the potential vulnerabilities of adults who may visit the Cathedral.
- 6.1.4** Much good work has taken place within the choirs in recent years to strengthen and reinforce safeguarding efforts and there is a clear priority placed on the welfare of choristers. However, there are some weaknesses in the system between the Cathedral and Chetham's School.
- 6.1.5** The safeguarding practice of the bell tower at Manchester Cathedral is good but the links between the tower and the Cathedral could be stronger.
- 6.1.6** Case work and information sharing at Manchester Cathedral is good and has benefitted from an SLA, but there is no escalation mechanism in the event of the Cathedral and diocese disagreeing.
- 6.1.7** Training records are well kept and central.
- 6.1.8** Safer recruitment of both staff and volunteers across the Cathedral is good.
- 6.1.9** Much work has taken place to develop policy related to safeguarding, and this is especially true with reference to the choirs. However, gaps still exist.
- 6.1.10** The CSA at Manchester Cathedral is highly effective, well recognised and regarded.
- 6.1.11** There are the beginnings of Chapter showing scrutiny in their seeking of assurances about safeguarding within the Cathedral. There is a further opportunity to grow this in order to guide the strategic planning for safeguarding and enhance the depth of quality assurance that takes place.
- 6.1.12** The DSAP has the potential to become an effective forum for the oversight, scrutiny and development of safeguarding within the Cathedral, as reporting becomes more systematic.
- 6.1.13** While the theological leadership of safeguarding has developed at Manchester Cathedral, it is not always visible to those who are part of the Cathedral community.
- 6.1.14** The strategic leadership of safeguarding at Manchester Cathedral by individuals is strong but the collective visibility of those leading safeguarding among the Cathedral community is not yet where it needs to be.
- 6.1.15** The operational leadership of safeguarding in Manchester Cathedral is growing and progress has been made in embedding safeguarding into the Cathedral's operations.
- 6.1.16** Safeguarding is a commonly understood priority across the Cathedral and many opportunities are being taken to further reinforce this culture.

APPENDIX

Information provided to auditors

In advance of the audit, the Cathedral sent through:

1. Self-assessment and brief governance overview

- 1.1. Brief description of cathedral context
- 1.2. SCIE self-assessment
- 1.3. Detailed self-audit notes against SCIE checklist in briefing pack (reviewed regularly)
- 1.4. Organisation chart
- 1.5. Governance chart
- 1.6. Constitution and statutes of Manchester Cathedral.

2. Cathedral safeguarding log

CSC's own issues log showing referrals to DSA or other actions.

3. Policies and procedures

- 3.1. Cathedral safeguarding handbook
- 3.2. Staff handbook (contains dignity at work, grievance procedures, whistleblowing, etc.)
- 3.3. Volunteer code of conduct
- 3.4. Cathedral health and safety documentation, general RAs and safe systems of working
- 3.5. Cathedral insurance certificate
- 3.6. Volition's own safeguarding policy
- 3.7. Commercial hire agreements booking form template (contains safeguarding clause)
- 3.8. Services booking form template (contains safeguarding clause).

4. Job descriptions, terms of reference and SLA

- 4.1. Cathedral SC terms of reference
- 4.2. DSA's job description
- 4.3. DSAP's terms of reference
- 4.4. Safeguarding SLA
- 4.5. Sample of staff job description and person specification
 - 4.5.1. Sample job descriptions involving a DBS check
 - 4.5.2. Sample job descriptions with no DBS check
- 4.6. Sample of volunteer job description and person specification
 - 4.6.1. Sample job descriptions involving a DBS check
 - 4.6.2. Sample job descriptions with no DBS check.

5. Local procedures

- 5.1. Chorister chaperone induction and duties briefing document
- 5.2. Generic chorister risk assessment
- 5.3. Song School register template
- 5.4. Chorister personal information record form template
- 5.5. Chorister trips and outings risk assessment template and completed samples

- 5.6. Choir COVID-19 protocols
- 5.7. Visiting choirs
- 5.8. Children's choir
- 5.9. 'Become a chorister for a day' flyers and paperwork
- 5.10. Chorister handbook
- 5.11. Care of choristers agreement with Chetham's School of Music
- 5.12. Service schedule samples
- 5.13. Choir planning schedule for Michaelmas term 2021.

6. Minutes of meetings

- 6.1. Chapter minute extracts
- 6.2. Notes of meetings between Chetham's and Cathedral
- 6.3. Minutes of CPA meetings
- 6.4. Minutes of SC.

7. Annual reports on safeguarding to the Bishop of Manchester

8. Training records overview

- 8.1. NST safeguarding training records (and role analysis carried out 19 December and 20 January)
- 8.2. Trans awareness training and LLF update attendance sheet
- 8.3. MHFA youth attendance
- 8.4. MHFA adults' certificates
- 8.5. Dementia awareness attendance sheet
- 8.6. First aid, fire awareness, evac chair, food hygiene attendance sheets
- 8.7. Security, counter-terrorism, ARGU attendance sheets
- 8.8. Conflict training attendance sheet.

9. Chapter development master plan

- 9.1. Draft Cathedral safeguarding development plan (to be considered by Chapter in early 2022 following inclusion of any recommendations by SCIE auditors)
- 9.2. Diocesan safeguarding development plan, January 2021 to December 2021
- 9.3. Cathedral's master plan for development (as approved by Chapter)
- 9.4. Addendum to Cathedral's master plan for development (as approved by Chapter).

10. Other relevant materials

- 10.1. Map of cathedral
- 10.2. Safeguarding posters being displayed on site
- 10.3. Challenging Hate Forum information
- 10.4. Interfaith Safeguarding Conference
- 10.5. Child-friendly posters (Childline and COVID-19)
- 10.6. Samples of service booklets to demonstrate safeguarding information contained within
- 10.7. Drafted security plan not yet considered by Chapter, but captures considerations

10.8. Evacuation and invacuation plans published and as rehearsed by staff and clergy teams.

Participation of organisation staff

The auditors had conversations with:

- The Dean
- The CSO/Cathedral Administrator
- The DSL for Chetham's School
- The CSA
- The Chorister Recruitment Officer
- The Canon Precentor
- The Head Verger
- The OMC
- The Tower Captain
- The Volition Manager and Director of Volition/Director of Fundraising and Development
- The Independent Chair of the DSAP
- The Canon Theology and Mission/Sub-Dean.

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.



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83 Baker Street, London W1U 6AG



www.scie.org.uk