



social care  
institute for excellence

# Peterborough Cathedral

## Independent Safeguarding Audit

November 2021



THE CHURCH  
OF ENGLAND



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## About SCIE

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

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

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

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## 1. INTRODUCTION

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### 1.1 THE AUDIT PROGRAMME

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

### 1.2 THE AUDIT PROCESS

#### **SCIE Learning Together and our approach to audit**

- 1.2.1** SCIE has pioneered a particular approach to conducting case reviews and audits in child and adult safeguarding that is collaborative in nature. It is called Learning Together and has proved valuable in the adults' and children's safeguarding fields. It is built on work in the engineering and health sectors that has shown that improvement is more likely if remedies target the underlying causes of difficulties, and so uses audits and reviews to generate that kind of understanding. 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 visit will be either 3 or 2.5 days (in the case of Peterborough, it was 2.5 days). Cathedrals have been selected for the three-day audit to provide a broad base, or on the scale of an operation and/or where concerns may have been raised in the past.

## 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

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### 2.1 CONTEXT OF THE CATHEDRAL

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

*Peterborough Cathedral is one of the finest Norman cathedrals in England. Founded as a monastic community in AD 654, it became one of the most significant medieval abbeys in the country, the burial place of two queens and the scene of Civil War upheavals. The wider estate includes the Cathedral precincts and a number of additional buildings and properties, many of them listed, that surround the Cathedral.*

*Today the Cathedral is the most significant building in a diverse and growing city, a tourist destination and a venue for exhibitions, cultural events, meetings and receptions. But at its heart it remains, what it has always been, a place of Christian prayer and worship, of ministry and mission; the 'Mother Church' of the Diocese of Peterborough and the seat of the Bishop of Peterborough and all its other activities contribute to or are part of that wider purpose that is spelt out most fully in the Cathedral's vision and values document published in 2019 available on the Cathedral's website.*

- 2.1.2** The Cathedral is the mother church of the Diocese of Peterborough, which covers most of the unitary authority Peterborough City Council, and the counties of Northamptonshire and Rutland.
- 2.1.3** The Cathedral itself sits in the heart of the city of Peterborough, which was designated a New Town in 1967. As a result, the city grew rapidly, taking people moving out of London. The population increased by 45% between 1971 and 1991. An urban infrastructure of new neighbourhoods, roads, a shopping centre, etc. was developed to support the increasing population.
- 2.1.4** At the same time, the traditional industries of brick-making and engine-building lost their dominance to new service sector industries such as insurance and travel. The city continues to expand and in 2020 planning permission was given for an extension of Anglia Ruskin University.
- 2.1.5** In the mid-twentieth century, many Italians were recruited to work in the brick-making industry and by the end of the century the Italian community was the third largest in the UK. In more recent years, immigration has been primarily from the Eastern European countries in the European Union. According to the 2011 Census, 82.5% of Peterborough's residents categorised themselves as white, 2.8% of mixed ethnic groups, 11.7% Asian (mostly of Pakistani origin), 2.3% black (mostly of African origin) and 0.8% other. Among the white population, the largest categories were indigenous groups, those being English/Welsh/Scottish/Northern Irish/British (70.9%), and other white (10.6%).
- 2.1.6** In consequence of immigration, the number of languages spoken has increased significantly and Peterborough has a diverse and young community. It is not overall an

affluent city, with many people surviving on minimum wage and/or uncertain incomes.

- 2.1.7** Peterborough Cathedral does not charge an entry fee. It is not a wealthy cathedral and has spent the last five years recovering from a financial crisis when it was found to have a deficit of some £5 million. However, Covid has had less of a negative financial impact here than in some cathedrals; one of the things that has helped has been the letting of a range of buildings to the Ministry of Justice.

## **2.2 CONTEXTUAL FEATURES RELEVANT TO SAFEGUARDING**

- 2.2.1** The Cathedral sits in the precincts, which would have been populated with abbey buildings before the Reformation. Today, buildings owned by the Cathedral or Diocese in the precincts include the Bishop's Palace, the current Deanery, diocesan and Cathedral offices, housing for Cathedral staff and some offices that are let to commercial companies. Further buildings, including the former Deanery, were sold in response to the financial crisis of 2016.
- 2.2.2** The main entrance to the Cathedral is at the West Door, which has a set of modern glass outer doors giving a view across the Green and through the old Abbey Gateway into Cathedral Square. The welcomers work near this door. There is a further, unmanned, entrance on one transept and other doors which act as fire doors, opening outwards but not inwards.
- 2.2.3** There is vehicle access to the precincts for staff, residents and choir parents via a barrier-controlled road. The Abbey Gateway, for pedestrian access only, closes at 7pm but the precincts can be accessed on foot using the vehicle route.
- 2.2.4** Peterborough Cathedral hosts a wide range of events throughout the year as part of its mission to bring people into the Cathedral. Just after the audit there was to be a Christmas market and, a few days later, a four-day light show called 'The Angels Are Coming'. During the October half term, families were welcomed in for space-themed activities. All these events bring the potential for safeguarding incidents and some necessitate the use of staff working for the provider agency. This is discussed further at 3.1.18 below.

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

- 2.3.1** The Dean of Peterborough, as the lead figure in all aspects of the Cathedral's life, carries the ultimate responsibility for safeguarding. Supporting them in their role are a number of clergy and staff, including:
- The Vice Dean, who is the Designated Safeguarding Lead for Chapter and also

the Bishop's Chaplain (until the end of 2021)

- The Canon Precentor
- A further residentiary canon (vacant at the time of audit)
- The Director of Music
- The Cathedral Administrator/Chief Finance Officer
- The Commercial Director
- The Estates/Facilities Manager.

**2.3.2** The Cathedral is supported in its governance by Chapter: the Dean, the residentiary canons and five lay members (including one vacancy).

**2.3.3** The Diocesan Safeguarding Officer (DSO) and her team provide a comprehensive range of safeguarding services to the Cathedral, operating under a Service Level Agreement (SLA) – see below, at 4.2.

**2.3.4** The DSO works closely with the Cathedral Safeguarding Officer (CSO – but locally termed the Independent Safeguarding Officer). He/she is not a member of staff, but a volunteer and member of the congregation.

## **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 during the fieldwork aspect of the audit, which was conducted over 2.5 days. Further details are provided in the appendix.

## **2.5 LIMITATIONS OF THE AUDIT**

**2.5.1** This audit was conducted in a fully face-to-face format, albeit socially distanced at all times and observing all Covid-related government rules and guidance. However, some limitations remained that make aspects of the audit necessarily different.

**2.5.2** No focus groups were held during this audit and instead surveys were made available for both adults (staff, congregants, volunteers and parents of choristers) and children. These were analysed by the audit team and findings explored and referenced throughout conversations. Seventy-eight adults responded but only four children, two of whom were choristers. Unfortunately, the survey can only be saved if all the questions are answered and this left the children who are not choristers having to give answers to questions that did not apply to them. The fault lies with the survey and not the people responding to it.

**2.5.3** Surveys limited the depth of knowledge that could be gained from participants, particularly regarding the views of children, and this was further limited by the inability to hold follow-up discussions with respondents.

**2.5.4** The auditors observed the boys' choir practice in the choir stalls before evensong but were not able to see them in the more informal surroundings of 'No. 28', their base in

the precincts. The handover to parents after evensong was observed briefly.

- 2.5.5** When the auditors were shown round the Cathedral, it was not an ordinary day as a degree ceremony for graduates of Anglia Ruskin University was about to start. A couple of days later, the auditors entered the Cathedral 'incognito' and were warmly welcomed.
- 2.5.6** It was not possible to talk with any survivors of abuse and/or people who have received a safeguarding service.

## 3. FINDINGS – PRACTICE

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### 3.1 SAFE ACTIVITIES AND WORKING PRACTICES

#### Precincts and buildings

##### *Description*

**3.1.1** There are significant challenges to running a place of worship that welcomes large numbers of worshippers each week, receives tens of thousands of visitors a year and is open to the public, some of whom may be vulnerable themselves, or a possible risk to others. A prominent public building like a cathedral is also vulnerable to external threats. The commitment of the Dean and Chapter to make the Peterborough Cathedral a public space as well as a place of worship means that a consistent balance must always be maintained between being open and welcoming and ensuring safety and security.

##### *Description*

**3.1.2** Peterborough Cathedral is unusual in that one has a clear line of sight from the West Door to the East Window, as there is nothing to block the view. There are no side chapels along the side aisles, presumably because it was built as an abbey church and not a cathedral. The space behind the high altar is light and open. Overall, there are few nooks and crannies, and sightlines are good, except for the Children's Chapel (see 3.1.25 below).

**3.1.3** The Cathedral does not employ CCTV inside the building and has limited CCTV in the precincts.

**3.1.4** At the moment, the only toilets are just outside the secondary door of the Cathedral in the south transept, one each for men and women. Plans have been approved for the construction of additional toilets. The choristers have their own toilets at their base but, when in the Cathedral, have to use the public toilets, although they are always chaperoned. When large events are put on, portable toilets are currently brought in to replace those that are in the buildings loaned to the Ministry of Justice.

**3.1.5** Bearing in mind that the audit took place in mid-November, the auditors found the precincts very dark by late afternoon/early evening. They were also concerned that some of the paths around the precinct were also roads, albeit for a limited number of cars. Some chorister parents, when collecting their children, clearly had to bring younger siblings with them, and the combination of the dark and cars did not feel as safe as it might be for parents with young children.

**3.1.6** The Cathedral employs a small security team, working from 7am to 7pm daily in the precincts. The interior of the Cathedral is managed by the vergers team comprising the Head Verger and three part-time vergers. The vergers work closely with the security team, using radios to stay in contact. Other key staff also have radios and the effectiveness was seen by the auditors: when they found broken glass on the main path to the Cathedral, the response was immediate.

**3.1.7** The vergers cover additional evening services, such as carol services, but not

concerts and other non-liturgical events.

- 3.1.8** Welcomers greet visitors at the main entrance to the Cathedral: on each shift one is a member of staff and one is a volunteer. A day chaplain (a volunteer priest from the diocese) is present for at least part of each day.
- 3.1.9** Of the survey respondents, 4% felt that lone working is not at all avoided in the Cathedral. The rest were fairly evenly split between extremely, moderately or not relevant. Only one person felt unsafe during Cathedral activities and the great majority (76%) felt extremely safe.
- 3.1.10** The Cathedral is committed to being a welcoming place for everyone in Peterborough, whatever their faith, culture or identity. Shortly before the pandemic, the Cathedral purchased a phone app that provided a tour in 12 languages but unfortunately the company has since gone into liquidation so the app no longer works. There are plans to put up a sign to welcome people in a range of languages and to translate the basic guide. Meanwhile, the Cathedral website offers the welcome page of information in seven languages.
- 3.1.11** The auditors heard that the Cathedral recently hosted an exhibition about modern slavery run by two government agency staff. The exhibition was arranged at short notice after another venue fell through so it was not as well publicised as it might have been and it will return in 2022. Modern slavery is a live issue in the agricultural economy surrounding Peterborough and hosting the exhibition is a further attempt to reach and inform people who might not usually come into the building.

### *Analysis*

- 3.1.12** The close working between the security staff, the vergers and other key staff makes the Cathedral a safe and responsive place for all visitors. In addition, the Chapter Safeguarding Lead and other senior clergy are known to the staff and many volunteers, and are very present in the precincts and the Cathedral. It feels like a close-knit community but outward-, rather than inward-looking.
- 3.1.13** Arrangements for keeping safe the Cathedral and associated buildings and those working in and visiting them are comprehensive. Staff, volunteers and congregants are confident that they are kept safe.
- 3.1.14** There are policies regarding both lone working and lost children/vulnerable adults. The auditors were given examples of how well-established relationships ensure that people working in and visiting the Cathedral are kept safe, and how a lost child or adult at risk would be responded to in practice.
- 3.1.15** It is a shame that the multilingual phone app can no longer be used, but positive that the Cathedral is looking for other ways to encourage local communities to visit the Cathedral and take part in events.

**Questions for the Cathedral to consider**

- Could the precincts be made to feel safer during the winter months, when darkness falls before the Cathedral closes?

**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*

- 3.1.16** The auditors heard about a range of activities in the Cathedral that involve or cater for children: educational visits, family activities, a youth group and child servers.
- 3.1.17** The Head of Operations is responsible for income-generating events, which have gathered pace in recent years as the Cathedral seeks to increase its income and bring the widest possible range of people into the building. As examples, there was to be a Christmas market in the precincts just after the audit dates, and a light show the week after.
- 3.1.18** When other organisations run an event, the Cathedral's safeguarding and lost children policies are shared, and the policies of the other organisations are seen. Risk assessments are carried out. There is always a duty manager who is a Cathedral member of staff, who stays in radio contact with those running the event. Everyone inside the Cathedral is identifiable by a lanyard.
- 3.1.19** The Head of Learning and Engagement is responsible for school visits, which have restarted since the pandemic although at a slower rate. At present, the Education Centre is unavailable, being part of the space let to the Ministry of Justice, which is not ideal as schools have no secure space and must use the inadequate visitor toilets outside the Cathedral.
- 3.1.20** School students remain the responsibility of their school throughout the visit. The Head of Learning and Engagement has a conversation with each school before a booking is accepted and asks for the details of the safeguarding lead. The Cathedral also has a roadshow offer which entails a member of staff taking a range of activities into classrooms.
- 3.1.21** Family activities that are not primarily commercial also come within the remit of the Head of Learning and Engagement. In October half-term the Cathedral hosted an exhibition about the moon's surface ('One Giant Leap') and ran astronaut training for teddy bears, in conjunction with the operations team. Such activities are delivered by volunteers who have all been 'safer recruited', signed the confidential declaration form and completed basic and awareness safeguarding training. They do not have Disclosure and Barring Service (DBS) checks because thirtyone:eight (which processes the applications) does not require them if a teacher or parent is present.
- 3.1.22** Unusually, the Cathedral hosts a Deanery Youth Mission Enabler, one of several employed by the diocese and working under a service level agreement (SLA). His

main focus is on teenagers and faith, and he runs a weekly youth group in a meeting room in the precincts. He does not work alone, but has had to bring people in from other churches to ensure the group continues. All volunteers are 'safer recruited'. The Youth Mission Enabler noted that there is no female leader since the departure of a canon in the summer.

- 3.1.23** The Youth Mission Enabler has completed basic, awareness and leadership safeguarding training. He has weekly supervision from the Chapter lead on safeguarding and works with the Head of Learning and Engagement and the Volunteer Coordinator.
- 3.1.24** The auditors heard that Junior Church, which catered for children aged 3 and above, has not restarted since the pandemic. It has no base at present – normally it would meet in the Learning Centre – and a lack of volunteers. The future of Junior Church was unclear at the time of the audit. Should it restart, the Junior Church guidance may need updating as the auditors found that it was primarily about the use of social media and did not cross-reference to the section on social media in the Cathedral's safeguarding policy.
- 3.1.25** The auditors were shown the designated Children's Chapel which was universally acknowledged to need a fresh start. It is the only part of the Cathedral that is beyond sight lines and has been used recently for temporary storage, being a convenient place to put things. The auditors fully endorsed the emerging plans to set up an area for children elsewhere in the building.
- 3.1.26** The Cathedral has eight regular servers under the age of 18. The youngest is six, and only acts as boat girl when her older brother (aged 15) and/or her mother is also serving. The remainder are in their early to mid-teens, except for one recent recruit who is 11.
- 3.1.27** If a child wants to join the serving team, they are invited to one or more practices, where they walk through the service with the Head Server, with a parent present. These walk-throughs take place before or after a service when other people are in the Cathedral and can see what is happening.
- 3.1.28** The serving rota is sent out by email to the parents' address and, if the parents are also servers, they would usually serve together at the same service. Where the parents are not also servers, they are expected to attend the service where their child is serving, so that they can ensure their child arrives safely at the sacristy and is collected at the end of the service.
- 3.1.29** The servers robe at one end of the sacristy, with clergy at the other and the vergers' office beyond, all using the same entrance and exit. The robes go on over their ordinary clothes. Servers are encouraged not to remain in the sacristy once robed, but to go out and wait in the south transept, which is more public and visible. It is theoretically possible for a young server to be alone in the sacristy for a very short period of time, but there would be people coming in and out all the time, and the door is left open.
- 3.1.30** The head server has a current DBS, and all adult servers have been asked to undertake basic and awareness safeguarding training in line with other volunteer roles. Safeguarding information is prominently displayed in the sacristy including in

the changing area.

- 3.1.31** The auditors asked how children's voices are heard. The diocesan safeguarding team has plans to use a resource developed in another diocese and now offered by the National Safeguarding Team (NST) to promote the voice of children. The auditors saw a child-friendly leaflet designed to give children information about safeguarding and what they can expect and from whom.
- 3.1.32** The Cathedral has a policy on social media and engaging with young people, available on the website's safeguarding page – see 4.1 below.

#### *Analysis*

- 3.1.33** Children are involved in activities in the Cathedral in a range of ways, and arrangements for keeping them safe are generally sound.
- 3.1.34** When and if it restarts, Junior Church may need a review of policies and procedures as these may have fallen behind the development of other policies and procedures, bearing in mind that two or more years will have passed since Junior Church last took place.
- 3.1.35** The auditors agreed that the Children's Chapel is not fit for purpose and were uncertain what or whom it is for. In a Cathedral where children are clearly welcome it struck a discordant note.

#### **Questions for the Cathedral to consider**

- What is the purpose of the Children's Chapel and how might it become a place of meaning and interest for children?

#### **Adults**

##### *Description*

- 3.1.36** Peterborough Cathedral represents a place of welcome for those seeking worship and support within the local and wider community. The auditors heard that increasing numbers of people come into the Cathedral who have mental health issues and/or are homeless, and this is expected to continue.
- 3.1.37** People who need help may be noticed by the security guard as they cross the precinct, and they are then able to make radio communication with the vergers team. The security guards are also in frequent touch with the city centre security guards. Often the welcomers are the first to meet vulnerable people, and they usually request help from the vergers and/or the day chaplain unless a problem is easily resolved. Links with local charities are good and people are often signposted for help.
- 3.1.38** A homeless project (The Light Project Peterborough) operates from a building behind the Cathedral but is not accessed via the precincts. Some of the staff volunteer there. A few people occasionally sleep in the precincts, benefiting from the security provided by external CCTV, and they are moved on at 7 am when the security guard starts

work.

- 3.1.39** During the first lockdown, in 2020, the Deputy Head of The Cathedral School asked the then Canon Missioner what students might do to help older members of the congregation who felt isolated and frightened. A group of sixth formers was trained to give phone support and many are still in touch with 'their' elderly person. Both the old and young were reported to have learnt much from the experience.
- 3.1.40** Before the pandemic, the Cathedral had a team of voluntary pastoral visitors which subsequently folded. It is due to restart in early 2022 but at the time of the audit it was not quite clear what the role will be. The auditors understand that pastoral visitors will be recruited and trained, with previous pastoral visitors welcome to apply but not automatically joining the group.
- 3.1.41** The Cathedral's safeguarding policy sets out how pastoral visits will be kept as safe as possible: visitors will, if possible, undertake a risk assessment before an initial visit, they will not call unannounced, they will always carry a mobile phone on a home visit, and ensure that someone knows where they are and when they are expected to return. They will be clear about what support can be offered and the purpose and limitations of any pastoral care/support that is offered, and will report back to an agreed named person.

## Volunteers

### *Description*

- 3.1.42** The Volunteer Coordinator is very new in post and has been appointed to build on the work of the previous part-time post holder by recruiting new volunteers, leading on the safer recruitment of volunteers and supporting them. She will be helped by some voluntary administration hours.
- 3.1.43** The Cathedral has just under 300 volunteers at present, split between the external roles such as gardeners, and internal roles. At the moment liturgical volunteers – such as people who read lessons – are recruited as Cathedral volunteers and there is debate as to whether this is necessary. Recruitment hitherto has been largely people who approach the Cathedral having been to an event or seen the social media feed, but this is likely to change. More events volunteers are needed, starting with the postponed travelling Science Museum dinosaur exhibition, due in 2022.
- 3.1.44** The auditors heard that, before the pandemic, new curates in the diocese spent a week in the Cathedral as welcomers, linking the Cathedral more closely with the parishes.
- 3.1.45** The auditors asked how the Cathedral deals sensitively with people who can no longer volunteer due to ill health and were told that sedentary roles have been found. Helping volunteers to retire with dignity has not, to date, been an issue.

### *Analysis*

- 3.1.46** The auditors judged that the Cathedral has a sound understanding of the potential needs of its visitors, volunteers and congregants and has arrangements in place to

support safe working practices and pastoral care.

- 3.1.47** The recruitment of a full-time Volunteer Coordinator is a welcome step. The Cathedral has not yet set up a way to help volunteers retire by providing an offer to former volunteers, such as their own association or membership of an existing association. This might be beneficial for the volunteer group.
- 3.1.48** The auditors did not see a handbook for volunteers, and thought that one might be a useful way to make sure all volunteers have the same information about expectations, conduct, the responsibilities of the Cathedral, etc.

#### Questions for the Cathedral to consider

- How can the Cathedral make sure that volunteers have all the information they need and a broader understanding about the various functions at the Cathedral?

## 3.2 CHOIRS AND MUSIC

### *Description*

- 3.2.1** All Cathedral choirs raise particular safeguarding issues, particularly for children. As young children, sometimes away from home, working towards a highly prized goal, firstly, there is the vulnerability of choristers to being groomed by people in positions of trust within the choir context; secondly, the demands of regular public performance, in some contexts to elite standards, can be in tension or conflict with child welfare requirements and expectations.
- 3.2.2** *Description*
- 3.2.3** Peterborough Cathedral has a girls' and a boys' choir that alternate singing at services, except for the bigger services and events such as carol services, Christmas, Easter, etc., when they sing together. Both choirs take children between school years 3 and 8 (aged about seven to 13). A 'back row' of lay clerks and choral scholars completes the choir.
- 3.2.4** The Director of Music is notable in that she had a career in teaching, including being a deputy head, before taking up this post in 2018. Her approach is child-centred and she has worked to improve the pastoral care of the children, starting with a suggestion box to give the children a voice. The Director of Music is supported by the Organist, an administrator, an organ scholar and (a new venture) a conducting scholar.
- 3.2.5** Peterborough is also unusual in that the choir school, despite dating back to the foundation of the Cathedral in 1541, is state-funded (one of only three state-funded Anglican choir schools in England). The school is now an academy of about 1,200 students with a very small junior department that takes 15 children a year, nine of whom are choristers. There is no boarding provision. The auditors viewed the facts that all the choir go home every night and there is no system of scholarships dependent on being in the choir as protective factors in terms of safeguarding. No child would feel isolated from home and no child would have to fear losing their place

in the school if they spoke out about any concern.

- 3.2.6** Links between The King's (the Cathedral) School and the Cathedral are strong. Frequent informal meetings between the Director of Music and the Designated Safeguarding Lead (and Deputy Head) are supplemented by fortnightly formal meetings. The Choir Administrator sends parents a weekly newsletter to keep them up to date. The school organises taxis, all of whose drivers are DBS checked, and owns the minibuses (see 3.2.7) which are driven by school staff. The Deputy Head chooses to often attend evensong or a Sunday Eucharist and takes an obvious pride in the choir's achievements.
- 3.2.7** The choir is recruited from local primary schools and is exceptionally diverse in terms of racial heritage, culture and parental income, reflecting the diversity of Peterborough as a city.
- 3.2.8** The children rehearse before the school day, but the music staff go to the school, about a mile away, instead of the children starting their day at the Cathedral. The Director of Music said that this benefits the children, who have just one journey in the morning, and the choir staff, who see the children in their school environment. After school, the children are bussed down to the Cathedral and have tea and social time at their base in the precincts before practising in the Cathedral before evensong. A choir chaperone always accompanies the choir and sits with the probationers. If she has to take a chorister out to use the toilets, the vergers on duty takes over surveillance. After services, children return to the choir base to be collected by their parent(s) and are not allowed to leave the choir base until the parent has arrived.
- 3.2.9** The choir base is exclusively for the use of the choir and has its own front door in the precincts. Parents are responsible for their child until they enter the base and the Cathedral is responsible until the child is handed over.
- 3.2.10** The Cathedral quite recently reappointed a paid chaperone who is responsible for the immediate needs of choristers and for their safety between their base and the Cathedral (a distance of about 100m). The chaperone was previously a choir matron at a Cambridge college, has completed safeguarding training and has an enhanced DBS.
- 3.2.11** The Director of Music has drawn on her safeguarding experience in schools and makes sure that all staff are recruited using safer recruitment. Safeguarding is featured in recruitment material and a safeguarding scenario is used as an interview question. The Director was clear that, if a candidate is gifted musically but has no safeguarding understanding, they do not get the job.
- 3.2.12** The Deputy Head runs safeguarding training for new music staff at the Cathedral at the start of each year, and tests understanding via a marked exercise. The auditors were told that the King's School and Cathedral safeguarding policies refer to each other.
- 3.2.13** Once children in year 2 have a choir place for the following year, they join a choir club so they can get to know their peer group and become familiar with the Cathedral. Mindful of the fact that the majority of applicants don't get a choir place, the Director started an alternative choir for years 1 and 2 that now numbers about 30 children, and plans to continue with a choir for years 3 and 4. Ex-choristers, and non-choristers, in

year 9 and above can join the Youth Choir, which rehearses weekly and sings fortnightly.

- 3.2.14** New choir parents receive a handbook which contains much that can be understood by children. The auditors were struck by the contribution made by choristers to the handbook: for example, recent probationers provided advice to the incoming probationers about dealing with nerves and making mistakes.
- 3.2.15** Past choristers helped put together the code of conduct, based on 'PALS': Prepare well by taking responsibility, Aspire to be the best you can and leave your Legacy on the choir through your outstanding Singing. Choristers sign the code of conduct annually.
- 3.2.16** The additional comments section of the survey showed that, of the current total of 53 chorister parents, a very small number are not happy about their children's experience in the choir. One person felt heard but ignored, and another said that the Cathedral staff 'react defensively rather than listen and address the concern'. Concern was expressed that the children are shouted at and refused permission to use the toilet. The Vice Dean, Canon Precentor and the Director of Music were all aware of negative views expressed on a parents' social media group, to which they don't have access. They expressed their willingness to meet with parents and try to resolve issues and the auditors understood that several offers had been made at the time of the audit but not taken up.
- 3.2.17** As mentioned at 2.5.2 above, only two choristers completed the survey so it would be unwise to place too much weight on their responses. Of the questions that were evidently choir-related, both said they enjoyed being in the choir and were happy with the school/choir/life balance. They felt they could talk to people if they felt anxious, and felt safe during choir activities. One child commented that some of the teachers are too serious and don't make learning fun.
- 3.2.18** The resources to support children's voices to be heard, referred to above at 3.1.31, will also be shared and used with the choir.
- 3.2.19** Pre-pandemic, the choir toured often and a system of fundraising and bursaries meant that no child was excluded. The most recent tour was to California in March 2020. The Director of Music explained that, if she speaks the language of their destination, she prefers to make her own arrangements rather than use a tour company as she finds this gives her greater control. Tours are risk-assessed and the Director checks venues and accommodation ahead of the tour.

### *Analysis*

- 3.2.20** The auditors judged that the safeguarding arrangements within the choir are robust. The Director of Music and the Deputy Head both have in-depth safeguarding knowledge and experience. They are also very child-centred.
- 3.2.21** The relationship between the school and the Cathedral benefits from the high level of interest shown in the choir and the Cathedral by the Deputy Head. Unlike some dedicated choir schools, it is not in the job description. When the day finally comes for a new Deputy Head to be appointed, it will be necessary to make sure that the

underlying system is not impaired.

- 3.2.22** The extreme criticism voiced by a very small number of choir parents is a concern and it is to be hoped that they can resolve this with the Cathedral soon as any such discord is likely to affect the child or children involved, and potentially the choir as a whole. Mediation is being pursued as a useful way forward.

#### Questions for the Cathedral to consider

- Is there any learning that can be taken from the concerns being expressed by a small minority of choir parents?

### Bell-ringing

#### *Description*

- 3.2.23** Peterborough Cathedral has a peal of 12 bells, cast in 1986. The auditors heard that they are not good bells to learn on and the Cathedral has been offered the use of a tower in a new local church for teaching.
- 3.2.24** The Ringing Master has held the post for about three years. She was nominated by the previous Ringing Master and appointed by the Dean.
- 3.2.25** The Cathedral has a company of ringers, numbering about 30, of whom about half no longer ring. The company has a constitution and holds an annual general meeting chaired by the Dean.
- 3.2.26** The Ringing Master explained that the company includes an inner core of members who ring regularly and that some of the people who ring for services have not joined the company. On Monday practice nights, people can turn up unannounced although most phone ahead and everyone signs in on a list that is kept as a record. This makes it difficult to fit into the Cathedral volunteer model but there are plans to change the company list of ringers to separate active and inactive ringers, and regular ringers are all now Cathedral volunteers.
- 3.2.27** The Ringing Master is supported by two assistants, one of whom is the Designated Safeguarding Lead, a steeple keeper (responsible for the fabric) and a treasurer. All the officers and members of the company have done basic safeguarding training.
- 3.2.28** At the moment, the only ringer under 18 is the daughter of the Ringing Master and she always rings with a parent. The Ringing Master has plans to recruit young people including under-18s, possibly ex-choristers who choose not to continue in the Youth Choir and possibly Duke of Edinburgh Award students at The Cathedral School. The Ringing Master is aware that safeguarding procedures will need to be tightened up before more children join the company, and has plans to explore this with the Volunteer Coordinator and the CSO.
- 3.2.29** None of the active ringers were seen to be vulnerable physically or mentally. The fact that there are 130 steps up to the ringing chamber is seen as a factor in persuading people when it is time to stop ringing.
- 3.2.30** The bell tower is accessed from a door just inside the West Door of the Cathedral.

Although senior clergy were said to rarely come up the tower, relations with the Cathedral were said to be good.

### *Analysis*

**3.2.31** The auditors judged that bell-ringing is safely managed and benefits from a range of safeguarding responses. They were struck by the fact that there was no sense of 'apartness' between the Cathedral and the ringers and this has played out in the willingness of new ringers to become volunteers and complete safeguarding training.

#### **Questions for the Cathedral to consider**

- How can the company of ringers include young people under 18 in a demonstrably safe way?

## **3.3 CASE WORK (INCLUDING INFORMATION SHARING)**

### *Description*

**3.3.1** When safeguarding concerns are reported, a timely response is needed to make sense of the situation, assess risk and decide what 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 the casework by the DSO was meticulous, timely and well-recorded.

### **Effectiveness of responses and information-sharing practice**

**3.3.3** The auditors looked at seven case files as part of the audit, all within the last three years. They included a wide range of issues including a question about confidentiality in confession, should the person confessing not wish to name an abuser. The DSO had flagged this with the NST as no training is currently offered about the 'Seal of Confession' and its implications.

**3.3.4** The auditors saw a high standard of information sharing by other agencies, particularly the police forces in the diocese. It was good to see the police inform the DSO of the imminent release of a convicted offender, and of another convicted offender who had started to engage with the Cathedral.

**3.3.5** Casework referrals had reached the DSO from a range of people, usually by email in the first instance. The information in the initial contact was generally good but the DSO might find it useful to develop a shared referral form.

**3.3.6** Information requested from outside agencies (police and social care) for this audit confirmed that the DSO works openly and effectively with colleagues from these agencies, and that this is appreciated by them.

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

- 3.3.7** The auditors were told that risk assessments are not done if the subject has already been risk assessed by other agencies. In one case, a risk assessment could not be done as lockdown conditions forbade the contact and the person withdrew.
- 3.3.8** The auditors would have preferred to see the reason for a safeguarding agreement spelled out on the first page but had to accept that the current NST template does not include this. The auditors' view is that, if agreements endure over several years and if key personnel change, there is a risk that the offending history can become diluted by the subject.
- 3.3.9** The safeguarding agreement seen was reviewed within timescales and was effective until the subject decided to cease worshipping.

### Quality of recording

- 3.3.10** Records are electronic and include a front sheet which sets out the basic information, including the reason for referral. Thereafter, the case files are mainly emails plus related documents such as the notes of meetings. It was easy to follow the progress of cases.
- 3.3.11** There are no separate Cathedral files for cases; the DSO maintains the case records and relevant Cathedral staff have secure access to these.
- 3.3.12** The Cathedral Administrator raised the fact that the Executive is informed about new open cases but not currently kept updated of the progress and conclusion of cases. There was discussion of a simple spreadsheet so that basic details about the number and source of referrals and reasons for referral could be shared without any identifying information.

#### Questions for the Cathedral to consider

- How can the Executive stay informed about the basic details of safeguarding referrals, e.g. how many, reasons for referral and closure dates, in order to understand trends?

## 3.4 CLERGY DISCIPLINARY MEASURES

### *Description*

- 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 investigating officer to investigate what has happened.
- 3.4.2** There were no blue files which included a safeguarding concern relevant to the audit, and the auditors were told that none had been submitted to the second review of past

cases which was conducted by the national Church.

### Questions for the Cathedral to consider

- There are no considerations under this heading.

## 3.5 TRAINING

### *Description*

- 3.5.1** Safeguarding training is an important mechanism for establishing safeguarding awareness and confidence throughout the cathedral. It requires good quality substance, based on up-to-date evidence, with case studies that are engaging and relevant to the audience. It also requires strategic planning to identify priority groups for training, details of the training needs/requirements of people in different roles, and an implementation plan for training over time that tracks what training has been provided, who attended, and who still needs to attend or requires refresher sessions.
- 3.5.2** Ensuring that all staff and volunteers are trained at a level commensurate with their post within the Cathedral context has been a challenge. The diocese has a Learning and Development Officer and aims to provide a mix of online and face-to-face training.
- 3.5.3** The voluntary CSO has delivered basic and awareness training to most of the volunteers and trained about 100 in three months. He found that people responded well to being trained face to face and, although this level of training is now mostly online, he will offer help to those who can't access it or need more assistance. The chair of the Diocesan Safeguarding Advisory Panel (DSAP) (see 5.4 below) commented independently that this hybrid model of training has worked very well and the Cathedral has little, if any, 'pushback' from staff or volunteers.
- 3.5.4** Training for staff and volunteers is recorded and tracked on the organisational database (CRM) by an administrator (see 4.3 below). Volunteers do not start until they have done safeguarding training and staff complete it before or during their induction programme.
- 3.5.5** Of the survey respondents, 68% said that their training had been extremely adequate, with 10% saying that it was moderately adequate and a further 21% saying that the question was not relevant to their role. This strongly suggests almost universal satisfaction.
- 3.5.6** Senior leaders had together recently completed the NST senior leadership training in safeguarding. While the theological aspect of the training was seen to be appropriate and useful for the clergy, the point was made that it is not appropriate for people of other or no faith. This is clearly difficult to resolve as the senior leaders all valued being trained as a group.
- 3.5.7** The DSO plans to roll out the online NST domestic abuse awareness training by adapting the material to face-to-face training, and 16 volunteers are ready to train across the diocese including the Cathedral. This is an imaginative way of improving the experience of a training course that can engender difficult feelings for some

people.

### *Analysis*

- 3.5.8** The auditors judged that the Cathedral has effective measures in place to make sure that all staff and volunteers receive the safeguarding training they need.
- 3.5.9** The next step in training is the domestic abuse course and it is likely that this will lead to requests for more training such as dementia awareness, mental health, first aid, etc.
- 3.5.10** The auditors did not ask whether the quality assurance (QA) process run by the DSAP (see 5.1) sets out to assess the impact of training and this may be useful to consider.

#### **Questions for the Cathedral to consider**

- What other training courses would staff and volunteers find useful and how might they be organised?
- How might the impact of training on the safeguarding culture and practice of the Cathedral be assessed?

## **3.6 SAFER RECRUITMENT**

### *Description*

- 3.6.1** The safe recruitment of staff falls within the remit of the Cathedral Administrator as de facto Head of Human Resources. The post holder described a process that includes advertising widely to obtain the largest possible pool of applicants, putting safer recruitment information on the job specification (in order to deter people who know they wouldn't get through it), having at least one and often two or three people on interview panels who have had safer recruitment training, the independent marking of interview questions, tailoring the questions to suit the role, and insisting on satisfactory references before a firm offer is made.
- 3.6.2** The Cathedral has had a safer recruitment policy since late 2019. It sets out the recruitment process in detail, and distinguishes between mandatory and recommended practice.
- 3.6.3** The safer recruitment of volunteers is the responsibility of the Volunteer Coordinator and subject to a modified version of the policy and process for staff; a career history is not required but two referees are. The volunteers' application form is reproduced at the back of the policy.
- 3.6.4** Safer recruitment training is now offered every three years.
- 3.6.5** The CSO has recently led Zoom-enabled NST safer recruitment training across the diocese and including the Cathedral. Since July 2021 the training has been available online but the CSO plans to continue to support it if needed.
- 3.6.6** There was insufficient time in the audit to review HR staff files to check safer

recruitment but the auditors were satisfied that it is in place.

### *Analysis*

- 3.6.7** The auditors judged that the safe recruitment of staff and volunteers is sound, with impressively thorough procedures from start to end of the recruitment process – e.g., it is mentioned in all advertisements and job descriptions, and features in all interviews. All these are supported by a clear and helpful safer recruitment policy dating from 2019.
- 3.6.8** The reasons for safer recruitment are well understood across the lay and clerical staff.

### **Questions for the Cathedral to consider**

- There are no questions for the Cathedral in this section.

## 4. FINDINGS – ORGANISATIONAL SUPPORTS

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### 4.1 POLICIES, PROCEDURES AND GUIDANCE

#### *Description*

- 4.1.1** Peterborough Cathedral has its own safeguarding policy, and the current version was adopted by Chapter in September 2021. It is reviewed annually. The policy follows and is consistent with the Church of England House of Bishops' *Promoting a Safer Church: Safeguarding Policy Statement for Children, Young People and Adults* (2017) and the *Parish Safeguarding Handbook*. It also incorporates *Working Together to Safeguard Children* (2018) and the Care Act 2014.
- 4.1.2** *Promoting a Safer Church* was formally adopted by the diocese at Synod in March 2017. The Cathedral policy includes the five foundations and six overarching policy commitments found in *Promoting a Safer Church* but seeks to be more cathedral-specific and localised. There are links, for example, to the local multi-agency safeguarding hubs.
- 4.1.3** The safeguarding policy includes a clear expectation that all staff have read it, although no requirement to sign to say that have. The *Staff Handbook* has a safeguarding statement at the front and it was explained that this is to reinforce the weight given to safeguarding. However, within the body of the *Handbook*, little is said about safeguarding other than a reference to reading the policy. The *Handbook* might list the section headings in the policy.
- 4.1.4** Staff and volunteers receive a copy of the safeguarding policy at the same time that they receive the *Staff* or *Volunteer Handbook*.
- 4.1.5** The safeguarding policy is available on the Cathedral website's safeguarding page, along with the policy on social media and engaging with young people. The auditors had some reservations about this policy. It allows for communication between a youth leader and a young person, if the parents have given permission. In the experience of the auditors, parents perhaps too readily agree, because they trust the person concerned, which makes it possible for communication potentially to spiral out of control. It is safer if all communication is either copied to a parent or carer or via a social media group. Regarding social networking sites, the policy says, 'The best advice is that it is not appropriate to use a personal Facebook account and profile for work with young people, so you should create a professional account to manage your communications with young people'. The auditors' view is that this should be an instruction and not advice.
- 4.1.6** The handbook for chorister parents has a section on mobile phones and social media but it does not cross reference to the Cathedral policy.

#### *Analysis*

- 4.1.7** The auditors judged that the current state of policy and procedure around safeguarding is good in that there is a coherent localised document that is readily available on the website.
- 4.1.8** The policy's section on 'Responding promptly...' offers advice for dealing with some

difficult safeguarding situations. This section might benefit from the addition of a flow chart, as a straightforward guide to illustrate the decisions and actions which should be taken.

**4.1.9** The safeguarding element of the *Staff Handbook* might be strengthened and this might serve as a model for any revision of the *Volunteer Handbook*.

**4.1.10** The social media policy would benefit from revision, and cross referencing so that it is applicable to all children and young people who have a role or attend an organised group within the Cathedral.

#### Questions for the Cathedral to consider

- Are there ways in which the Cathedral's safeguarding policies can be updated and made more user-friendly?

## 4.2 THE DIOCESAN SAFEGUARDING OFFICER/CSO

### *Description*

**4.2.1** The diocesan safeguarding team, comprising the DSO (and team), the Learning and Development Officer and a new Assistant DSO post, provide a service to the Cathedral under an SLA. The arrangement works very well, and covers all the main safeguarding functions (DBS, safer recruitment, training) required by the Cathedral. The arrangements are helped by the fact that the diocesan team is based in an office in the Cathedral precincts.

**4.2.2** The DSO is supported by a voluntary CSO who is a retired head teacher with many years' experience of safeguarding in the school setting. He helps train volunteers and chairs the Cathedral Safeguarding Group. He also attends services and a prayer group at different times of the week, which makes him well known to a wide cross section of the congregation. He does not undertake any case work, all of which is passed to the diocesan team.

**4.2.3** Photographs of the safeguarding team at the Cathedral (including the DSO) are clearly displayed in the building. The Director of Music reported to the Cathedral Safeguarding Group that she had shared their details and photographs with parents at the annual September meeting. Efforts are made to publicise the team and 92% of survey respondents said they are extremely or moderately visible. Nevertheless, comments were still made in the survey that it is hard to know who they are.

### *Analysis*

**4.2.4** The DSO is well known in and around the Cathedral, and it helps that her office is in the precincts.

**4.2.5** The auditors found the CSO to be more confident in his role than some of other voluntary CSOs: the lack of a national role profile had not hampered him in finding

ways to promote safeguarding, and there is a strong sense that the Cathedral community has responded positively to his 'mantra' that 'Safeguarding is everyone's responsibility'. His offer to help out with training has also given him a wider profile and role than is usual.

#### Questions for the Cathedral to consider

- There are no questions for the Cathedral in this section.

### 4.3 RECORDING AND IT SYSTEMS

#### *Description*

- 4.3.1** Peterborough Cathedral uses spreadsheets to support the administration and oversight of safeguarding. The auditors were shown the CRM system listing the training completed and by whom, with renewal dates, along with the renewal dates for DBS checks. The administrator responsible was looking forward to a new system that automates the renewal prompts but the current system is working very well.
- 4.3.2** The DSO uses a recording system devised by her predecessor. This is working well, but, as mentioned at 3.3.5 above, a shared referral form might prove useful.

#### *Analysis*

- 4.3.3** The auditors agreed with the confidence expressed by the senior team regarding the efficiency and security of systems for recording and tracking confidential information. People had confidence in them.
- 4.3.4** In the light of the development of a national recording system, the recording system for casework may need to change in the future but at present it is working well, with the caveat of a shared referral form (3.3.5 above).

#### Questions for the Cathedral to consider

- There are no questions for the Cathedral in this section

## 5. FINDINGS – LEADERSHIP AND ACCOUNTABILITY

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### 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 QA enables an organisation to understand its strengths and weaknesses. Potential sources of data are numerous, including independent scrutiny. QA 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** QA is the business of a sub-group of the DSAP (see 5.4 below) and guided by a policy most recently agreed in 2020. The objectives of QA are set out as:
- Does it support the Church of England safeguarding policies and statutory guidelines?
  - How well we do it – are we working well together to respond to safeguarding concerns?
  - What difference have we made/is anyone better off?
  - Do our safeguarding arrangements improve outcomes for children, young people and adults at risk?
- 5.1.3** The QA sub-group reviews casework throughout the year and reports to the quarterly meetings of the DSAP. All cases from 2017 onwards have been reviewed to ensure that nothing was missed in relation to supporting, signposting, referring and managing risk. This QA process for the diocese began in July 2017 and has always included Cathedral cases.
- 5.1.4** Two members of the sub-group have extensive experience of working in social care and as a magistrate, between them. They see their next step as involving survivors in the process.
- 5.1.5** QA is also a function of Chapter and safeguarding is a standing item at Chapter meetings. The Chapter Safeguarding Lead (the Vice Dean) makes a monthly report, although this is more a progress report than a QA exercise. The Chapter Lead sits on the Cathedral Safeguarding Group (see 5.4 below) so is the link between this group and Chapter.

#### *Analysis*

- 5.1.6** The auditors judged safeguarding to be well understood in Chapter and saw a determination to get it right.
- 5.1.7** The QA sub-group of the DSAP was seen to be very effective by the Chair of the DSAP. He also thought that the governance of safeguarding is clear in terms of where responsibility lies, namely with the Dean and Chapter. He commented that, whereas in the wider diocese safeguarding can sometimes ‘lack teeth’, and the DSAP has to

chase compliance, it is very different in the Cathedral.

- 5.1.8** As noted in 3.3 above, it may be helpful for the Executive to be provided with a simple spreadsheet with basic details about the number and source of referrals and reasons for referral, which could be shared without any identifying information. This data could add to the QA monitoring tools already in place.
- 5.1.9** Again, as noted at 3.5.10 above, the QA group may choose to consider how to measure the impact of safeguarding training on those who receive it.

#### Questions for the Cathedral to consider

- How might survivors contribute to the QA process?

## 5.2 COMPLAINTS ABOUT THE SAFEGUARDING SERVICE

### *Description*

- 5.2.1** A good complaints policy enables people to raise concerns, and to have timely and appropriate consideration of any problems. A strong policy is clear about who complaints should be made to, and how they can be escalated if necessary. Positive features include an independent element, and clarity that *raising a safeguarding concern*, and *making a complaint about a safeguarding service*, are two distinct things.
- 5.2.2** The complaints policy is easy to find using the search function on the Cathedral website. No complaints were seen by the auditors.

#### Questions for the Cathedral to consider

- There are no questions for the Cathedral in this section.

## 5.3 WHISTLEBLOWING

### *Description*

- 5.3.1** At present, advice about whistleblowing is contained in the Cathedral safeguarding policy. The auditors found it unhelpful in its references to the 'incumbent' and confused about its intent. It refers to the responsibility to report 'unacceptable practice, performance or behaviour', which risks confusion with complaints, the Clergy Disciplinary Measure and safeguarding referrals.
- 5.3.2** A draft whistleblowing policy was shared with the auditors. It will be comprehensive and available on the Cathedral website. The auditors wondered whether it would be helpful to add time requirements (similar to those in complaints processes) to this

draft.

### 5.3.3 No whistleblowing concerns were shared with the auditors.

#### Questions for the Cathedral to consider

- How might the draft whistleblowing policy adopt time requirements for actions in the Cathedral's response to whistleblowers?

## 5.4 SAFEGUARDING ADVISORY PANEL

### Description

- 5.4.1** Based on the national guidance in *Roles and Responsibilities* for DSAPs, the panel should have a key role in bringing independence and safeguarding expertise to an oversight, scrutiny and challenge role, including contributing to a strategic plan. No specifics are provided in relation to cathedrals, with the apparent assumption being that cathedrals are part of diocesan structures.
- 5.4.2** The DSAP is chaired by a serving senior police officer who has a career history of working across the spectrum of safeguarding. He took over in January 2020 from a long-serving and very committed Chair who had introduced the QA system and made sure that the DSAP was proactive in its outlook.
- 5.4.3** The DSAP meets quarterly and is reported to be well attended. The Chapter Safeguarding Lead sits on the DSAP and was reported to be a very active voice, and the DSO is in attendance. The Cathedral is subject to the same QA processes and scrutiny of safeguarding as the parish churches. The Chair described the DSAP as acting as a critical friend and seeking to support safeguarding, always looking for ways to improve.
- 5.4.4** The auditors were told of work currently underway on victims and survivors, led by the NST. The DSO's aim is that the work will bring a survivor representative onto the panel.
- 5.4.5** The Cathedral has its own Safeguarding Group, which meets monthly and has expanded to include the heads of department, the Dean and the Chapter Safeguarding Lead. The DSO is invited but seems to more usually report in, which she does comprehensively. The group is chaired by the CSO, which gives it a degree of independence.
- 5.4.6** The auditors were given three sets of minutes and it is clearly a purposeful meeting in which actions previously agreed are followed up. Reference is made in the minutes to an action plan and the auditors were told that a 'traffic light' system is used to rate agreed actions, but this was not seen.

### Analysis

- 5.4.7** The DSAP has a highly experienced independent Chair, who is committed to achieving continuous improvement of safeguarding. The Cathedral is well engaged

with the DSAP, and keen to use its support and challenge.

- 5.4.8** The Cathedral Safeguarding Group began as a preparation group for the SCIE audit but seems already to have outgrown that remit. The auditors were told that it will continue as a group to monitor the action plan that results from the audit.

#### Questions for the Cathedral to consider

- There are no questions for the Cathedral in this section.

## 5.5 LEADERSHIP AND MANAGEMENT

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

### Theological leadership

#### *Description*

- 5.5.2** As the leader of every aspect of the Cathedral's life, the Dean of Peterborough has overall theological responsibility for promoting safeguarding. He uses opportunities as they arise, either to preach a sermon about safeguarding, as on 'Safeguarding Sunday', or more frequently to weave in the message, for example when talking about Jesus as a shepherd of people.
- 5.5.3** The Dean described his own safeguarding journey while he was at Newcastle. When a member of staff was arrested, the Dean found that files existed that he knew nothing about and that safer recruitment had not been applied to a key post.
- 5.5.4** The Cathedral draws safeguarding analogies from its previous life as an abbey church for the Benedictine Order of monks. The Benedictine Rule, although applying in very different circumstances, gave a voice to children and the vulnerable, and the Cathedral tries to do this today.
- 5.5.5** The theological lead is shared by the residentiary canons: the two current post-holders showed a depth of understanding about safeguarding and the auditors saw evidence of sound and timely responses to safeguarding issues.
- 5.5.6** The survey showed 86% of respondents as seeing the Dean to be extremely or moderately active in communicating safeguarding messages (13% said it was not relevant to their role), and 68% thought that safeguarding is extremely or moderately promoted in sermons (32% said it was not relevant to their role).

#### *Analysis*

- 5.5.7** The survey findings indicate that almost everybody who experiences worship at the Cathedral feels that the Dean and others communicate safeguarding in sermons and in other ways.
- 5.5.8** The auditors found it significant that all the senior clergy could talk readily about

examples of promoting safeguarding as a theologically-based communal responsibility at the Cathedral. It comes across as being done.

### Questions for the Cathedral to consider

- What opportunities exist or can be created to share even more the message of safeguarding and its importance in the Cathedral's mission and the Christian faith?

## 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** The Chapter of Peterborough Cathedral usually consists of the Dean, two residentiary canons and five lay members. It is Chapter's role to decide on strategy and the Executive's role to put it into practice.
- 5.5.11** The Dean has been at Peterborough for nearly four years; he was previously Dean of Newcastle for 15 years and was appointed because the Cathedral was seen to need a dean with solid experience. He arrived after redundancies had been made, to rescue the Cathedral from a dire financial situation, and found people to be hurt and mistrustful. He ran staff forums where people could ask what questions they wanted to and said that people were surprised by the change in culture but welcomed it.
- 5.5.12** The Dean is conscious of the weight of his role and the tendency of others to assume that his opinion is final, but he prefers to be a consensus-builder. He found on his arrival that there was a lot of 'silo working' and he worked to encourage people to talk to each other rather than come straight to him.

### Analysis

- 5.5.13** The auditors judged that strategic leadership of safeguarding at Peterborough Cathedral reflects an open and collaborative style, with the very experienced Dean retaining responsibility overall.
- 5.5.14** Key to strategic leaders having a clear understanding of the effectiveness of safeguarding, and of staff and volunteers seeing a recognisable and cohesive commitment to safeguarding across senior leaders, is the visibility of individuals around the physical spaces of the Cathedral. A number of people seen during this audit referred to the regularity of clergy appearances on the Cathedral floor.

### Questions for the Cathedral to consider

- There are no questions for the Cathedral in this section.

## Operational leadership

### *Description*

**5.5.15** Peterborough Cathedral's operational leadership team, similar to other cathedrals, comprises many roles in the delivery of safeguarding and safe working practices. Support for these roles happens in a variety of ways:

- Via the operations of the Cathedral Safeguarding Committee, which is expanding to include a mixture of clergy and senior staff
- Full management meetings, and departmental meetings – with safeguarding as a consistent agenda item.
- Regular meetings between the Canon Precentor, the Director of Music and the Cathedral School, and links as School Governors (the Dean and Director of Music)
- Regular and easy access to, and input from, the DSO and their team.

### *Analysis*

**5.5.16** The auditors judged that operational leadership at the Cathedral is strong and there is a clear and shared commitment to safeguarding across departments. It was evident that all department heads regard safeguarding as of paramount importance.

**5.5.17** It is relevant that several members of the senior team have extensive backgrounds in health, education and local government, where their safeguarding experience was developed and embedded.

## Questions for the Cathedral to consider

- There are no questions for the Cathedral in this section.

## 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** Peterborough Cathedral's own self-assessment identifies that the culture of safeguarding has developed rapidly over the last few years, supported by a general culture of openness and transparency introduced by the current Dean. The auditors heard that the general culture used to be one where it did not feel safe to ask difficult questions or dissent, and believed that this would not have been conducive to effective safeguarding.
- 5.6.4** The culture of safeguarding does not feel dependent on the Dean. Several members of the Executive and the Cathedral management team talked enthusiastically about the changes in recent years. The point was also made that the previous Chapter Lead, who had been very active in promoting safeguarding, had left only a couple of months before the audit and the transition to the new Lead had been seamless, suggesting that the system was not dependent on personalities.
- 5.6.5** The auditors found the Cathedral to be very outward-looking in its mission and willing to consider different ways of doing things, and this extends to safeguarding. As an example, the DSO is working with a member of the NST on an approach to improve victim and survivor engagement, and is planning a 'Task and Finish' group next year to work out the best way to implement it in the diocese, which will include the Cathedral. A further example is the prominent work of the Mothers' Union, which has promoted events in conjunction with the Cathedral in relation to domestic abuse, female genital mutilation (FGM) and modern slavery.
- 5.6.6** The Cathedral has also benefited from its close relationship with the diocese. The Bishop has been very active in safeguarding at a national level: in 2016, the SCIE audit of the diocese reported that he was a '... member of the National Theology and Doctrine Group, which is in the process of producing a book on the theology of safeguarding'. Chapter members confirmed that the Bishop continues to promote safeguarding. The Vice Dean is the Bishop's Chaplain until the end of 2021 and has found it useful to link between the Bishop and the Cathedral.
- 5.6.7** Of the survey respondents, 93% thought that safeguarding is extremely or moderately a priority in the Cathedral and the same percentage thought that the Cathedral makes it known that it is there to help if a person is being abused or has been abused. The additional comments at the end of the survey amplified this picture: one person said, 'Openness, approachability, congregational engagement and friendliness of clergy means I would always feel happy and confident in broaching issues of concern' and another, 'Peterborough Cathedral is a place where everyone is welcomed and everyone is respected and cared about. Children and adults alike are comfortable and readily feel at ease.'

### *Analysis*

- 5.6.8** The auditors judged that, after major efforts to make it so, safeguarding is well embedded in the Cathedral community, at all levels examined by us. This is linked with a culture which understands its importance, and promotes safeguarding as

supported by openness, caring and diversity.

**Questions for the Cathedral to consider**

- How can the Cathedral make sure that the culture of safeguarding continues to grow in strength?

## 6. CONCLUSIONS

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- 6.1.1** The welcomers and vergers who are usually the first point of contact for vulnerable adults entering the Cathedral are safely recruited, DBS checked and trained in safeguarding.
- 6.1.2** There are prominent signs about safeguarding around the Cathedral, with photos of persons to contact if need be. The Independent Safeguarding Officer is well known in the cathedral community as someone to approach for any safeguarding concern.
- 6.1.3** The pastoral care team has been out of action since the pandemic started, but there are plans for this to be reformed with safe recruitment of all volunteers.
- 6.1.4** The auditors heard of a successful sixth-form project, again during lockdown, which linked sixth formers from The King's (The Cathedral) School with elderly and disabled people at home.
- 6.1.5** Children and families are welcomed to the Cathedral in a range of ways, including school visits, family activities and commercial events. All are risk assessed to a standard judged as good by the auditors.
- 6.1.6** School visits have been disrupted by the move out of the Learning Centre in the Cathedral precinct. Visits are now held in the Cathedral, and this has raised a concern about needing to use the public toilets.
- 6.1.7** School visits are well planned and managed between the Cathedral and the school, using risk assessments and agreements about responsibilities before and during the visits.
- 6.1.8** Cathedral volunteers for these visits are all safely recruited, DBS checked and trained in safeguarding.
- 6.1.9** There is a lost child procedure in place.
- 6.1.10** The Cathedral has a Deanery Youth Mission Enabler who encourages participation in the life of the church in a variety of ways. Safeguarding is regarded as key to all his work, and everyone he involves must be safely recruited and trained. He himself has undertaken safeguarding courses up to C2 leadership training.
- 6.1.11** Peterborough Cathedral has both girl and boy choristers, and an unusually diverse membership.
- 6.1.12** The Director of Music previously taught music in schools, and brings a very child-centred understanding to the safety and wellbeing of the choristers in her care.
- 6.1.13** Choir tours are extremely well planned in terms of the safety of the children, and are reported to have become more enjoyable.
- 6.1.14** The auditors were impressed by the efforts made by the Director of Music to open the experience of singing up to many more children, both younger and older – including

those who might not reach the threshold for being a chorister.

- 6.1.15** There are ways for choristers to express ideas, including reporting concerns, anonymously in a closed box.
- 6.1.16** The Ringing Master ensures that Cathedral safeguarding policies and procedures are followed for her team. The tower is a secure and safe place for those who use it.
- 6.1.17** The four main officers of the company are all DBS-checked and trained in safeguarding. This is not the case for all the ringers, who do not regard themselves as cathedral volunteers. They are all also members of the Peterborough Guild of Bell Ringers.
- 6.1.18** The Ringing Master has plans to recruit under-18s and knows that this will require a revision of current policies and procedures.
- 6.1.19** The auditors saw good and timely information sharing with local authorities and police forces.
- 6.1.20** The standard of case work and recording is high and the range of cases shows that the Cathedral has been effective in giving people space to talk.
- 6.1.21** The face-to-face delivery of basic and awareness training obviously helped volunteers to take it and benefit from it.
- 6.1.22** Volunteers must complete basic and awareness training before starting and staff must do it during their induction period.
- 6.1.23** The process of safer recruitment applies to staff and volunteers.
- 6.1.24** Policy, procedures and guidance are aligned with diocesan policies and procedures, and include links to *Promoting a Safer Church* (2017).
- 6.1.25** The complaints policy is easily accessible via the search function of website.
- 6.1.26** The team of the Chapter Safeguarding Lead, the DSA and CSO are well known in the Cathedral, experienced and helpful, and all make efforts to be seen.
- 6.1.27** An SLA is in place with the diocese.
- 6.1.28** Recording of HR (staff and volunteers) is very efficient, using spreadsheets.
- 6.1.29** Two members of the DSA lead QA using their combined professional experience. The use of traffic light rating extends to the Cathedral which is treated as a parish church in this context.
- 6.1.30** The Cathedral is on the DSAP; this is ably chaired by a senior police officer, who sees it as having a strong scrutiny function alongside support. The Chair noted that while safeguarding can 'lack teeth' in parishes and not achieve priority, this is not the case in the Cathedral.
- 6.1.31** The Cathedral Safeguarding Group was set up to get ready for audit and will deliver

the action plan. It seems likely that it will have a longer life than this.

- 6.1.32** Governance is clear: Chapter sets the strategy, and Executive is responsible for delivering it.
- 6.1.33** The leadership style needed to be different to what went before, and working as a team and achieving consensus is modelled at all levels.
- 6.1.34** The Dean's practice of holding all-staff forums has continued and has evidently helped to introduce a culture in which asking questions of people in authority is encouraged.
- 6.1.35** The auditors found widespread agreement that the culture of safeguarding has improved markedly within the last four years.

## APPENDIX

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### Information provided to auditors

In advance of the audit, the cathedral sent through:

- Assistant DSA job description
- Cathedral precincts map
- Cathedral safeguarding policy, August 2021
- Choristers parents' handbook, 2021–2022
- Complaints procedure, October 2019
- DSA job description
- DSLADO job description
- Chapter minutes, June 2021
- Chapter minutes, July 2021
- Chapter minutes, September 2021
- Choristers code of practice, September 2021
- Junior Church guidance, May 2021
- Memorandum of understanding (chorister)
- Minutes of safeguarding meeting, May 2021
- Minutes of safeguarding meeting, June 2021
- Minutes of safeguarding meeting, September 2021
- Retail and Visitor Experience Manager recruitment pack
- Safeguarding report for Chapter, September 2021
- Safeguarding report for Chapter October, 2021
- Safeguarding training matrix
- Safer recruitment policy, December 2019
- Self-audit, November 2021
- SLA with diocese
- Social media and engaging with young people policy, 2014
- *Staff Handbook*
- Structure diagram
- Vacancy information: Cathedral Verger

- Vision and Values statement
- Volunteer role description – information desk guide
- Volunteer role description – One Giant Leap
- Whistleblowing policy (draft)

## Participation of organisation staff

The auditors had conversations with:

- Compliance Officer
- Ringing Master
- Diocesan Safeguarding Advisor
- Head of Learning and Engagement
- Volunteer Coordinator
- The Dean
- Independent Chair Diocesan Safeguarding Advisory Panel
- Vice Dean/Chapter Safeguarding Lead
- Deanery Youth Mission Enabler
- Independent Cathedral Safeguarding Officer
- Deputy Head, The King's (The Cathedral) School
- Director of Music
- Canon Precentor
- Cathedral Administrator/Chief Finance Officer
- Head Verger
- Head of Operations

## What records/files were examined?

The auditors reviewed:

- Seven case files.
- The compliance CRM system for DBS checks and safeguarding training.
- There was insufficient time to review HR records for staff and volunteers.



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