

WELLS CATHEDRAL

Post SCIE Audit Safeguarding Action Plan – April 2024 (Public Release 4 and FINAL)

A. Background

1. In February 2022, Wells Cathedral was audited by the Social Care Institute of Excellence (SCIE) who reviewed its safeguarding policy, practices, leadership and management along with its safeguarding culture.
2. The resulting SCIE audit is published on the Cathedral's website [add link]
3. All Cathedrals have been audited by SCIE, with the first audits taking place in 2018. Wells Cathedral audit was delayed by the Covid-19 pandemic.
4. Via the Action Plan, Wells Cathedral Chapter, has responded to the questions raised in the SCIE review. The plan contains initial responses, actions needed and who is responsible for those actions.
5. Usually the Action Plans are published up to three months after the final audit report but Wells Cathedral Chapter decided to publish its Action Plan at the same time as the publication of the report to demonstrate its commitment to meaningful change.
6. Regular updates of the Action Plan can also be expected and each update will be published.

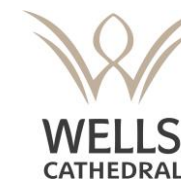
B. Conclusions of the SCIE Report

From the conclusions of the SCIE audit the following is reported about Wells Cathedral:

1. The virger team is well recognised and effective in their arrangements for the safety and security of the site and visitors. There is some further work to be done to ensure that this continues to be underpinned by agreed procedures to ensure that the Cathedral is both a place of welcome and safety.
2. There is a range of safely managed provision for children at Wells Cathedral.
3. There is a positive recognition of the needs of visitors to the Cathedral and support is available and well managed. Volunteers who become vulnerable by virtue of age or illness are recognised and supported. Potential vulnerabilities of staff and volunteers which have arisen from the culture and management of the Cathedral have not always been recognised.
4. Much good work has taken place within the choirs in recent years to strengthen and reinforce its safeguarding efforts and there is a clear priority placed on the welfare of choristers. Links with the school are excellent. Some concerns around incidents of bullying are noted and this requires further work.
5. The safeguarding practice of the bell tower at Wells Cathedral is strong, with tried, tested and robust procedures in place to mitigate against any risks.

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6. Case work and information sharing at Wells Cathedral is a strength and is benefitted by close working with the DSA/DSM and external agencies.
7. Training is centrally tracked and well managed and all within the Cathedral have received or have safeguarding training planned.
8. Safer recruitment is standardised and evident. However, its process is disjointed and there remains concern from those managing the system that something will be missed. Streamlining of the system is required.
9. Safeguarding policies and procedures are in place, but there are omissions and overlaps.
10. The COO at Wells Cathedral is effective, well recognised and regarded. Cathedral safeguarding work is supported by a very strong relationship with the diocese, and DSA team.
11. Chapter are scrutinous in their seeking of assurances about safeguarding within the Cathedral and there is evidence of quality assurance. However, Chapter has not adequately challenged the current culture of unhappiness for staff and some volunteers which has made them vulnerable.
12. The DSAP has been an effective forum for the oversight, scrutiny and development of safeguarding within the Cathedral. The introduction of a Cathedral safeguarding panel will be a positive step.
13. While the theological leadership of safeguarding is recognised and has developed at Wells Cathedral, it is not always overtly visible to those that are part of the Cathedral community.
14. The strategic leadership of safeguarding at Wells Cathedral is mixed. Safeguarding systems are in place and in the main work well, but Chapter has not challenged culture, and leadership from the Dean is perceived by many as intimidating. The Cathedral does not have an overarching safeguarding plan.
15. The operational leadership of safeguarding in Wells Cathedral is good but concentrated in one person. Knowledge of the DSA's role and route to reporting directly to them is less well known. There is an opportunity to underpin current practice with more formal routes of communication and a review of roles.
16. Safeguarding is a commonly understood priority across the Cathedral and many opportunities are being taken to further reinforce this culture. However, the culture for staff and volunteers is polarised with a feeling of general unhappiness

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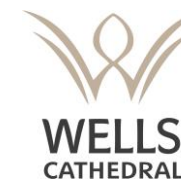


I.

	SCIE questions for consideration	SCIE Audit Ref/Page no:	Chapter response April 2022	Actions	Dates and who is responsible	Programme Evidence Updates April 2024	R/A/G status
1	What are the barriers to seeking advice and putting in place anti-terrorism measures which protect the Cathedral and those within it, are well established and well-rehearsed?	3.1.17 Page 9	The Chapter recognised the importance of establishing robust anti-terrorism measures pre-Covid and was moving towards embedding initial training given to staff and cascading training to volunteers when Covid-19 pandemic began.	There is new training issued by PREVENT which will be cascaded to staff and volunteers The Clerk of the Works and the Head Virger will work together to put in place measures to protect the Cathedral and those within it, post training. The measures will be tested.	Training cascade by 31.10.2023. (H& S Coordinator) Measures in place 31.12.2023. (Clerk of the Works and Head Virger) Simulation tbc. Date not within Cathedral control (Clerk of the Works)	Work is in progress for training but delayed due to need to recruit new H&S consultant. Procedures and locations agreed for 'lock-in' and communicated. Embedding is required by simulation and further awareness sessions when H&S consultant in place. CCTV in place.	
2	How can the Cathedral be assured that relationships	3.1.17 Page 9	Wells Cathedral strives for 'happy excellence'	Strategic: The Chapter has	Chapter wrote to the Bishop of	Special visitation	

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	<p>between the virger team, the Dean and other senior leaders reach a mutually acceptable level?</p>		<p>and a key part of this phrase is working to achieve a supportive and safe culture where people are empowered to deliver their best work. It is clear from the feedback received that there are polarised views (mentioned a number of times in the report) and this means there is more work to do to deliver against this aspiration. Difficulties in the relationship between virgers, the Dean need to be addressed strategically and operationally.</p>	<p>requested an independent review of leadership and culture at Wells Cathedral. Whilst the virgers are one named area of concern, there may be others too. There may also be areas where 'happy excellence' is achieved. It is important for Chapter to recognise all these points and to empower all to be able to respond if they wish to.</p>	<p>Taunton on 5 April 2022 to request the independent review of leadership and culture. It is anticipated (hoped) that she will work with the NST and SCIE (as appropriate) to determine the review process.</p> <p>An external facilitator will be used to define the detailed terms of reference for the review and to conduct it.</p> <p>Senior leaders may also benefit from a work consultant (or supervision as it is known in the safeguarding and medical professions). Although it would need to be</p>	<p>conducted September 24 to 27 2022.</p> <p>Final version of determinations to published on Cathedral website.</p> <p>A Chapter Action Plan in place.</p> <p>Bishop Trevor Wilmott acting as Consultant to Cathedral Community and Strategy Director and team working together to achieve determinations.</p> <p>New induction programme for Chapter members includes work consultant requirement. Nominations</p>	
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					differentiated from the MDR process, having a safe space to discuss areas of concern, stress and tension may help prevent frustration and guide proactive and positive behaviours.	Committee oversee new Chapter member induction.	
			The Cathedral leadership had robust Covid-19 measures in place as part of its risk assessment for services, events, and meetings. Virgers and volunteers were managed closely during this time to ensure compliance as new and different procedures were needed. The post Covid working relationship may have been impacted.	This is an area of particular interest for the Dean of Wells. He will undertake a research project 'Cathedrals in the post Covid landscape: their governance, cultures and safeguarding' to seek to inform this action plan as it progresses.	Research to commence at Easter and to continue into the summer with the affirmation and support of the Bishop of Taunton, Acting Diocesan Bishop of Bath and Wells.	Research findings not given prior to Dean's retirement. Requirement no longer applicable.	

			<p>The virger review, commissioned by Chapter in September 2021, and conducted by a former Dean’s Verger (recently retired) between 18 and 21 October 2021, sought to address the root cause of some of the frustrations in the relationship; and the discussions about the outcomes and actions was work in progress at the time of the audit.</p>	<p>Operational: A fifth virger is to be recruited.</p> <p>An agreed basic set-up for all meeting rooms to be agreed</p> <p>The virger handbook to be reviewed and responsibility to be given for the implementation of standards mutually agreed.</p> <p>Regular team meetings to be reintroduced</p> <p>Head Virger sessions with the COO to be reintroduced.</p>	<p>Advertised in May 2022 by COO</p> <p>Head Virger by end July 2022</p> <p>Head Virger by September 2022</p> <p>Head Virger by July 2022, with assistance to chair if needed.</p> <p>Already reinstated in March 2022.</p>	<p>Achieved. Started September 2022</p> <p>Achieved.</p> <p>Reviewed and now a programme of ongoing updates via a senior virger, who owns the task.</p> <p>Head Virger has introduced regular communication sessions.</p> <p>Complete</p>	
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				The development plan put in place for one of the virgers so that he can progress within the CofE (or just in his career) to continue	Virger already studying for Guild of Vergers. Also assisting with projects so that gets a broader view and experience of work in a Cathedral.	Work in progress and doing very well!	
3	Who is best placed to support the development of safety procedures to standardise Cathedral practices in relation to missing children and adults and lone working?	3.1.17 Page 9	Chapter recognised that there is a need for a thorough policy review as part of its self-audit. Chapter also recognised the need to provide further staff resource in this area to embed policies, produce procedures and monitor compliance.	An HR Advisor will be recruited. This recruit will work with the Cathedral Safeguarding Adviser to standardise these procedures	Chapter has signalled the requirement for the additional post and has requested the Finance Committee to reforecast the budget. To be advertised by COO in June 2022.	HR Consultant and H&S resource recruited November 2022. Funded by external grant for 12 months. HR Advisor recruited April 2024	
4	How might safeguarding information be better elicited from schools in order to inform provision and ensure effective safeguarding of visiting pupils?	3.1.27 Page 10	The Chapter will ask the Cathedral Safeguarding Adviser to address this question	To be part of the Cathedral Safeguarding Adviser objectives	For determination and delivery by start of the academic year.	Forms updated and in use.	
5	How sure is Wells Cathedral that children using their services feel safe and are clear on who they might speak with if	3.1.27 Page 10	The Chapter will ask the Cathedral Safeguarding Adviser to address this question	To be part of the Cathedral Safeguarding	For determination and delivery by start of the academic year.	Deemed processes are sufficient as all children are	

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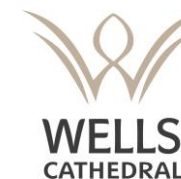
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	they do not? How are the expectations of staff working with them made clear to children within the Cathedral?		with the Education Officer with reference to the suggestions made in the report	Adviser objectives		accompanied by teachers from their school.	
6	Is the Cathedral confident that there are support systems in place for recognising and supporting volunteers who may become vulnerable by virtue of age or disability which is consistently applied across the Cathedral?	3.1.36 Page 12	The Chapter is confident that the support systems exist. The consistent application across the Cathedral will be tested.	The Volunteer Coordinator will work with the Cathedral Safeguarding Adviser to document the process and procedures and then disseminate and discuss in volunteer forums	Both posts are responsible. Consistency of application to be determined by 30 July 2022. Documentation of procedures by 30 October 2022 Dissemination by 31 December 2022.	Volunteer handbook updated and disseminated. Additional Volunteer Resource recruited.	
7	How best can the Cathedral recognise the concerns raised regarding bullying within the choirs and work with the school to ensure these are well managed?	3.2.18 Page 15	The Chapter works with the school, to ensure that any concerns about bullying in the choir are logged, managed and dealt with effectively, with appropriate follow-up and review, in accordance with the school's current practice. It is important that standards of discipline are recognised as being	The Cathedral and Wells Cathedral School operate within a partnership agreement. These concerns will be raised at the next quarterly meeting and an action plan agreed to cover all areas of consideration 7-10.	Initial discussion at the meeting on 6 May 2022. COO, Director of Music, WCS Safeguarding Lead and Cathedral Safeguarding Adviser attended. Plan to address to be formulated by Michaelmas term.	WCS Safeguarding Lead, Cathedral team and Chaperones met to discuss concerns re bullying. School clarified process and heard concerns. Chaperones given leave to monitor and deal with low-	
8	How might the Cathedral better utilise chorister chaperones to monitor issues such as bullying in more unstructured times?	3.2.18 Page 15					
9	To what extent are the Cathedral confident that choristers understand what	3.2.18 Page 15					

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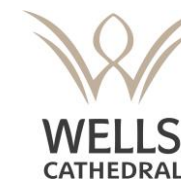
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	they can expect from those caring for them and feel able to share any concerns, including with chaperones or via routes for doing so anonymously?		consistent across school and cathedral environments and the Cathedral organists are offered professional development opportunities by the school to employ these standards.			level bullying at the time. Aware of escalation process if concerns remain. Chaperones and school had constructive discussion on discipline. Ongoing discussion deemed to be very useful and will be repeated. Handbooks updated.	
10	Who is best placed to re-produce the chorister handbook, code of conduct and any information for parents, to ensure current issues such as peer on peer abuse, bullying and on-line issues are included?	3.2.18 Page 15	To date, chaperones have not been trained by the school and this will be considered, as will a joint approach to re-writing key documents.			Cathedral team including chaperones will be invited to attend WCS Safeguarding updates at start of each academic year.	
11	What steps would help to ensure that the bell tower feels more fully connected to the	3.2.26 Page 16	As is acknowledged in the report much has already been done in	Further conversations to agree a display of	COO and Clerk of the Works to engage with the	Tower Captain has confirmed all is working	

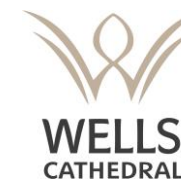
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	Cathedral to those within it, and more visible to those outside of it?		this area because of healthy dialogue and conversation.	bells within the Cathedral, to include information about the bells; with the aim of raising awareness and perhaps boosting recruitment.	Tower Captain, or nominees to progress this work. Offer to be made by 30 July 2022.	well and ringers are satisfied with support and connectivity with Cathedral	
12	How can the Cathedral be seen to move from tolerating and excusing behaviour that has a safeguarding element to recognising and dealing effectively with it?	3.3.8 Page 17	The report acknowledges the hard work done in this area over the last 5 years (para 3.3.3), but it is recognised that this is a relatively short period of time for people to recognise the 'shift'.	The external and independent review of leadership and culture will address this.	The independent review has been requested (see point 2). Terms of reference will be available on the website when written.	Final version of determinations published on Cathedral website. A Chapter Action Plan is in place addressing all written determinations. Bishop Trevor Wilmott is acting as Consultant to Cathedral Community, undertaking programme of deep and active listening to guide actions.	

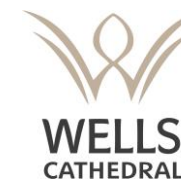
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				<p>Code of Safer Working Practice has been adopted and will be disseminated through organisation by CSA.</p>	<p>The Code of Safer Working Practice was specifically adopted in the Chapter meeting on 29 March 2022. CSA to work in Cathedral 1 day per week from Jan 2023.</p>	<p>Code of Safer Working Practice has been included in staff and volunteer handbooks.</p> <p>CSA works in Cathedral 1 day per week.</p>	
					<p>The external review will provide a clear 'road-map' of what else is required for safer working practice.</p>	<p>Addressed by the Visitation Action Plan.</p>	
				<p>The actions from the PCR2 report will be implemented.</p>	<p>The COO and CSA are already implementing,</p>	<p>Complete.</p>	
				<p>A Cathedral Safeguarding Panel (in plan pre-Covid) will</p>	<p>The CSA will work on the terms of reference for this</p>	<p>Chair of CSAP appointed</p>	

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				be convened and will become part of governance of safeguarding. Ensuring more people are part of safeguarding will change perceptions.	Panel, being careful not to duplicate the work done by cathedral and school in respect of the choristers. Panel to be in place by 31 December 2023.	First panel held Q1 2024 and next meeting planned for Q2 2024.	
13	What additional contextual and supplementary training would best support those in public-facing roles to identify and manage risk and support those in need?	3.5.8 Page 19	Chapter is committed to providing training to support all roles in the Cathedral.	Domestic abuse training will be rolled out across the Cathedral for staff and volunteers. Dementia training will be repeated Substance abuse training will be provided	Already committed to by 31 December 2023. CSA to action. Providers to be identified by Volunteer Manager	Delayed by staff changes. Part of CSA objectives to roll out to Chapter in 2024. Dementia awareness training is complete. Mental Health Awareness training for managers is complete. No provider yet identified for substance abuse training.	

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14	How can best use be made of documents related to safer recruitment and who is best placed to take responsibility for ensuring their consistent use?	3.6.9 Page 20	Chapter is committed to safer recruitment policies. Resource constraints have meant that various parts of the job have been allocated to different people. This was already recognised as inefficient and was due to be remedied in 2023 budget when Cathedral finances were more sustainable, post Covid.	Additional recruitment and redistribution of responsibilities	Additional recruitment by November 2022 Redistribution of responsibilities By January 2023	HR Consultant appointed November 2022 HR Advisor in April 2024. HR Advisor will be responsible for all elements of safer recruitment.	
15	How might the cathedral look to streamline recruitment processes for both staff and volunteers to ensure overlaps and potential gaps are avoided?	3.6.9 Page 20	See above	See above	See above	See above	
16	Who is best placed to review the content and range of the existing suite of safeguarding policies, guidance, and process within the Cathedral, streamlining to reduce the number and overlap where required?	4.1.10 Page 22	Chapter has already identified a review of policies, guidance and process within the Cathedral was required as part of its self-assessment.	The Cathedral Safeguarding Adviser	By 31 December 2022 work will be well underway.	Delayed by change of CSA. Work completed in 2023 and Safeguarding Handbook written and in place.	
17	What are the current gaps in policy and procedure?	4.1.10 Page 22	The audit has helpfully pointed out the gaps in	The Cathedral Safeguarding Adviser	By 31 December, 2022	As above.	

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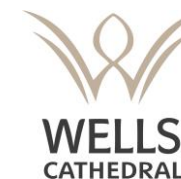


			policy and procedure in section 4.1				
18	What actions are required to reverse the view of the COO being part of a 'culture of fear' in order to be satisfied that this view is not affecting the safeguarding process?	4.2.10 Page 23	The Chapter want a culture of happy excellence and regrets that the close working relationship between the Dean and COO can feel officious and intimidating at times by some but is heartened that not all feel this way.	See section 4.1 of the audit.	External review requested.	<p>Special visitation conducted September 24 to 27 2022.</p> <p>Final version of determinations published on Cathedral website.</p> <p>A Chapter Action Plan in place.</p> <p>Bishop Trevor Wilmott is acting as Consultant to Cathedral Community, undertaking programme of deep and active listening to guide actions.</p> <p>Initially delayed by change in staff. Now complete.</p>	
				The Cathedral Safeguarding Adviser will become more known by staff	The Cathedral Safeguarding Adviser will commence working in the		

				and volunteers as he commences work on the actions contained in this plan. Although in post for two years, he started work 6 weeks before lockdown and with the slow return of volunteers he is not yet known.	Cathedral offices as soon as practicable.	Working in offices one day per week. Service Level Agreement with Diocese in place.	
19	How can the multi-roles of the COO be re-distributed to ensure sustainability and remove any conflicts of interest?	4.2.10 Page 23	Chapter shares the concern about the COO workload and its sustainability. The conflict of interest is unfortunate and has been caused by the fact that she is trusted and has been able to surface many long-standing issues. These historic issues are now dealt with, and the COO she is the first to agree that an organisational realignment is needed.	The Cathedral Safeguarding Adviser and the new post of HR Advisor will remove conflicts of interest. The creation of a Cathedral Safeguarding Panel will also introduce a shared approach to oversight of operational safeguarding and to help inform and implement a strategic plan.	Post appointment of the HR Consultant and by Safeguarding Advisor assuming reporting role. Panel to be in place by 31 December 2023.	Appointments made and work complete with referrals now to CSA. Service Level with Diocese in place. Chair of CSAP now in place. Terms of reference being drafted by CSAP. First meeting held Q1 2024. Second meeting due Q2 2024.	

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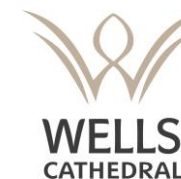
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				Workload of COO to be addressed by review of responsibilities.	By Chapter working group. Due to report September 2023.	COO resignation, effective end April 2024. Role re-cast. HR Adviser and Governance Officer roles recruited. SLA in place with Diocese much more active in operational Safeguarding.	
20	Would a standardised and widely available referral format improve the quality and flow of safeguarding referrals?	4.3.3. Page 24	Chapter's view is that any standardisation is welcome.	Cathedral Safeguarding Adviser to provide a standardised and widely available referral format,	By 31 December 2022. CSA to action.	Work complete and Diocesan online referral system adopted.	
21	Who would be best placed to contribute to, and own, a strategic plan for safeguarding?	5.1.9 Page 26	The Safeguarding lead for Chapter, currently the Precentor, owns safeguarding at a strategic level.		By 31 October 2022	COO has drafted Safeguarding Strategy to be discussed at CSAP and recommended	

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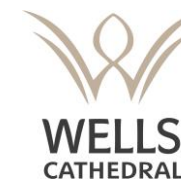


			An operational safeguarding plan for the Cathedral is in place, based on the Diocesan plan.			to Chapter in 2024.	
22	Who is best placed to review the complaints policy?	5.2.3 Page 26	<p>The current complaints policy is based on the Diocesan complaints policy.</p> <p>Therefore, Chapter will be keen that any amendment is also discussed at Diocesan level.</p>	COO will address this with Diocese.	By 31 July 2022	New policy in place.	
23	How can the Cathedral be satisfied that any anonymous but potentially serious safeguarding complaints are not overlooked?	5.2.3 Page 26	Interestingly, the COO has asked the DSM to investigate an anonymous complaint where it has been possible to liaise with professional bodies to establish facts. The investigation was concluded satisfactorily.	The COO will request the Diocese to review its policy in the first instance, possibly via DSAP.	By 31 July 2022	New policy covers anonymous referrals.	
24	Who is best placed to review the whistleblowing policy both as a standalone document and within the staff handbook?	5.3.2. Page 27	Chapter has already identified that the staff handbook and whistleblowing policy required review. This	Policy review should remove reference to anonymous complaints not	The Cathedral Safeguarding Adviser will provide a template	New policy approved by Chapter. In place on website.	

			was delayed by the need to respond to the global pandemic.	being investigated and adopt more nuanced wording.	whistleblowing policy for adaption by COO and then adoption by Chapter by 30 June 2022. The COO will be accountable for the staff handbook. By December 2022	Staff handbook re-write complete and awareness raised. Feedback from staff will be incorporated.	
25	How might the Cathedral be satisfied that the whistleblowing policy is disseminated and embedded across all staff and volunteers?	5.3.2 Page 27	Chapter will bring forward the recruitment of an HR and Safeguarding Coordinator	The whistleblowing policy will be adopted by Chapter as a standalone document and then incorporated in a revised staff handbook and volunteer handbook. The staff handbook will be rewritten to bring policies up to date.	COO will advertise for the post in June By Q1 2023	HR Consultant appointed November 2022 Rewrites complete. Staff awareness sessions specifically mention whistleblowing policy.	

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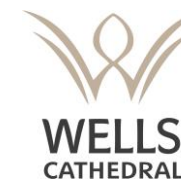
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				Volunteer handbook will also be reviewed.		Volunteer handbook reviewed.	
26	What would the Cathedral safeguarding panel's terms of reference best look like in order to support operational leadership of safeguarding which is separate from Chapter's strategic oversight?	5.4.6 Page 28	Chapter will endeavour to ensure the Cathedral Safeguarding Panel is constructed in line with auditor reflections.	Seek additional guidance from other safeguarding professionals for draft terms of reference	Cathedral Safeguarding Advisor to ask Safeguarding network by 1 September 2022 Terms of reference to be drafted and tested against those for DSAP to ensure separation by 30 November 2022	Work delayed by change of CSA. Work now in progress. Chair of Safeguarding Panel in place; terms of reference drafted by Chair, discussed at CSAP inaugural meeting and due to be discussed by panel again Q2 2024.	
27	Who would be best placed to sit on this group to promote wider ownership of safeguarding across all areas of the Cathedral?	5.4.6 Page 28	The COO is conscious that safeguarding is too concentrated on her as an individual. CSA must become more visible All managers in the Cathedral to feel responsible.	CSA and diocesan team that supports to become more visible Line managers, WCS reps, independent,	Work in Cathedra offices one day per week. Redesign reporting and referral procedures for	Complete Work complete.	

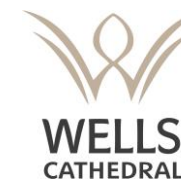
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				congregational reps with independent Chair	CSA to be first point of contact and to utilise on-line referrals		
28	What opportunities exist, or can be further created, to share the message of the safeguarding and its theological importance?	5.5.6. Page 29	The Chapter is committed to embedding the message of safeguarding and its theological importance	Chapter must discuss and agree an action plan in this area.	The Dean and Precentor to lead.	New Dean and new Precentor will lead upon taking up appointment in June 2024.	
29	How can the adoption of a high-challenge, high-support approach be speedily achieved by strategic leaders?	5.5.15 Page 30	Given the nature of the feedback received from the auditors Chapter believes that an independent review of the leadership and culture is required to address all these areas.	Chapter to work with the Acting Diocesan Bishop of Bath and Wells, NST and SCIE (as appropriate) to determine the detailed terms of reference for an independent review.	Request made in a letter to the Bishop of Taunton on 5 April 2022 and agreed in principle.	Special visitation conducted September 24 to 27 2022.	
30	How can the visibility of strategic leaders be improved to include all aspects of the Cathedral?	5.5.15 Page 30	Independent enquiry of staff, volunteers, congregation etc. will enable specific feedback upon which action planning can be based.			Final version of determinations published on Cathedral website. A Chapter Action Plan in place. Bishop Trevor Wilmott is acting as Consultant to Cathedral Community,	

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						undertaking programme of deep and active listening to guide actions.	
31	What are the barriers to creating a strategic safeguarding plan?	5.5.15 Page 30	Management of the Covid 19 pandemic was the only barrier to creating a strategic safeguarding plan.	Precentor to lead COO to implement	By 31 December 2022	<p>Delayed by resource constraints at Chapter level.</p> <p>CSA has completed Cathedral dashboard.</p> <p>COO has drafted Cathedral Safeguarding Strategy for review by CSAP and acceptance by Chapter.</p>	
32	How might more formal routes of communication between operational safeguarding leaders	5.5.23 Page 31	The COO is conscious that more formal methods of	COO will have a weekly Operational		Complete	

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	be managed and how best can they be linked with the future introduction of the Cathedral's safeguarding group?		communication need to be introduced since staff returned from furlough as result of the Covid 19 pandemic.	Heads of Department meeting. The matter of how best they can be linked will be addressed by paying careful attention to the terms of reference of the Cathedral Safeguarding Panel .		The Cathedral Safeguarding Panel (CSAP) has representatives on it from all areas of the Cathedral and external representation from WCS.	
33	What is required to ensure the review of the COO's role includes all aspects of concern and sustainability?	5.5.23 Page 31	Chapter to review	Chapter to work with the Acting Diocesan Bishop of Bath and Wells, NST and SCIE (as appropriate).	Review by end December 2022. Work delayed by shortage of clergy and resource at Chapter level.	COO resignation prompted review of role description and accountabilities. Additional resource (HR and Governance now in place) plus redefinition of Service Level Agreement with Diocese.	

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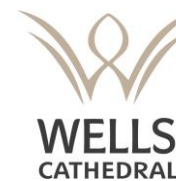


34	What considerations are required to address the issues of culture within the Cathedral for staff and volunteers and to reverse the concerns they have raised?	5.6.14 Page 34	Given the nature of the feedback received from the auditors Chapter believes that an independent review of leadership and culture is required to address all these areas.	Chapter to work with the Acting Diocesan Bishop of Bath and Wells, NST and SCIE (as appropriate) to determine the detailed terms of reference for an independent review.	Request made in a letter to the Bishop of Taunton on 5 April 2022 and agreed in principle.	<p>Special visitation conducted September 24 to 27 2022.</p> <p>Final version of determinations published on Cathedral website.</p> <p>Chapter Action Plan in place.</p> <p>Bishop Trevor Wilmott is acting as Consultant to Cathedral Community, undertaking programme of deep and active listening to guide actions.</p>	
35	How might the Cathedral create a more balanced and diverse community in Vicars' Close?	5.6.14 Page 34	Chapter was much struck by the reflections of the auditors on the culture/subcultures evident in Vicars'	Chapter to work with the Acting Diocesan Bishop of Bath and Wells, NST and SCIE (as	Request made to Bishop of Taunton by letter on 5 April 2022 and agreed in principle.	Special visitation conducted September 24 to 27 2022.	

			<p>Close, particularly in the use of the words dependency and infantilisation such that feelings are acted out in a way that is not adult.</p> <p>Naturally, this is an extremely sensitive area for staff as it involves their home.</p>	<p>appropriate) to determine the detailed terms of reference for an independent review.</p>		<p>Final version of determinations published on Cathedral website.</p> <p>Bishop Trevor Wilmott as Consultant to Cathedral Community, undertaking deep and active listening to guide actions.</p>	
		<p>Chapter will consider the best way of engaging with the staff who live on Vicars' Close to determine whether the time has come to provide an OPTIONAL (for current staff) alternative employment package so that staff may live 'away from the job.' Chapter will also review whether living in such close proximity is necessary for the better</p>	<p>Work to understand the implications on employee benefits to facilitate considerations of further requests should they arise</p>	<p>COO/CFO and Precentor. Likely to be in three phases: 1. HMRC exemptions and options 2. Recommendations for policy 3. Transition plan (if any).</p>	<p>Phase I complete.</p> <p>Phases 2 and 3 awaits arrival of new Dean, new Precentor, new COO and new Director of Music. Progress will be monitored by a separate project plan.</p>		

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			performance of duties for all future recruits.				
36	How might the Cathedral's senior leadership become perceived by staff as supportive and enabling rather than critical and blaming?	5.6.14 Page 34	Given the nature of the feedback received from the auditors Chapter believes that an independent review of leadership and culture is required to address all these areas.		Request made in a letter to the Bishop of Taunton on 5 April 2022 and agreed in principle.	<p>Special visitation conducted September 24 to 27 2022.</p> <p>Final version of determinations published on Cathedral website.</p> <p>Bishop Trevor Wilmott as Consultant to Cathedral Community, undertaking deep and active listening to guide actions.</p> <p>New Chapter making it a priority to communicate, be more visible, values driven.</p>	

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Note: The Special Visitation undertaken in September 2022 resulted in a report from an independent panel, given to the Diocesan Bishop. The Diocesan Bishop wrote his written determinations and findings. Chapter committed to implement the directions received. The written determination and findings were published on the Cathedral’s website. A formal review on progress made will be conducted @July 2024, 12 months after the publication of the determination and findings. The next Cathedral Safeguarding Audit will be conducted in week commencing 31 March 2025, as part of a joint audit with the Diocese.

Red/Amber /Green definitions:

Not achieved and no
plan to do so

Work in progress but
needs further planning

Work planned and on
target, or complete