

WELLS CATHEDRAL

Post SCIE Audit Safeguarding Action Plan – May 2022 (Public Release 1)

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 [here](#).
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
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?	3.1.16 Page 10	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 by an exercise being planned with the Avon and Somerset Police	Training cascade by 31.10.2022. (H& S Coordinator) Measures in place 31.12.2022. (Clerk of the Works and Head Virger) Simulation tbc. Date not within Cathedral control (Clerk of the Works)	
2	How can the Cathedral be assured that relationships between the virger team, the Dean and other senior leaders reach a mutually acceptable level?	3.1.16 Page 10	Wells Cathedral strives for 'happy excellence' and a key part of this phrase is working to achieve a	Strategic: The Chapter has requested an independent	Chapter wrote to the Bishop of Taunton on 5 April 2022 to request the	

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			<p>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>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>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 differentiated from the MDR process, having a safe space to discuss areas of concern, stress and</p>	
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			<p>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.</p>	<p>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.</p>	<p>tension may help prevent frustration and guide proactive and positive behaviours.</p> <p>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.</p> <p>The Canon Pastor has offered pastoral care to virgers and will continue to do so.</p>	
			<p>The virger review, commissioned by Chapter in September 2021, and conducted by a former Dean's Verger (recently retired) between 18 and</p>	<p>Operational: A fifth virger is to be recruited.</p> <p>An agreed basic set-up for all</p>	<p>Advertised in May 2022 by COO</p> <p>Head Virger by end July 2022</p>	

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			<p>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>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>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</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>Virger already studying for Guild of Vergers. Also assisting with projects so that gets a broader view and experience of work in a Cathedral.</p>	
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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?	3.1.16 Page 10	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 and Safeguarding Coordinator 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.	
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 11	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.	
5	How sure is Wells Cathedral that children using their services feel safe and are clear on who they might speak with if they do not? How are the expectations of staff working with them made clear to children within the Cathedral?	3.1.27 Page 11	The Chapter will ask the Cathedral Safeguarding Adviser to address this question with the Education Officer with reference to the suggestions made in the report	To be part of the Cathedral Safeguarding Adviser objectives	For determination and delivery by start of the academic year.	
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 13	The Chapter is confident that the support systems exist. The consistent application across the Cathedral will be tested.	The Canon Pastor and the Volunteer Coordinator will work with the Cathedral Safeguarding Adviser to document the process and procedures and	All 3 posts are responsible. Consistency of application to be determined by 30 July 2022. Documentation of procedures by 30 October 2022	

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				then disseminate and discuss in volunteer forums	Dissemination by 31 December 2022.	
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 16	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.	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.	
8	How might the Cathedral better utilise chorister chaperones to monitor issues such as bullying in more unstructured times?	3.2.18 Page 16				
9	To what extent are the Cathedral confident that choristers understand what 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?	3.2.18 Page 16	It is important that standards of discipline are recognised as being consistent across school and cathedral environments and the Cathedral organists are offered professional development opportunities by the school to employ these standards.		Plan to address to be formulated by Michaelmas term.	
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 16	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.			

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11	What steps would help to ensure that the bell tower feels more fully connected to the Cathedral to those within it, and more visible to those outside of it?	3.2.26 Page 17	As is acknowledged in the report much has already been done in this area because of healthy dialogue and conversation.	Further conversations to agree a display of bells within the Cathedral, to include information about the bells; with the aim of raising awareness and perhaps boosting recruitment.	COO and Clerk of the Works to engage with the Tower Captain, or nominees to progress this work. Offer to be made by 30 July 2022.	
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 19	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'.	<p>The external and independent review of leadership and culture will seek to help address this question.</p> <p>The Code of Safer Working Practice has been adopted, will be disseminated through the organisation, and senior leaders and line managers given guidance on how to model these behaviours and reinforce the</p>	<p>The independent review has been requested (see point 2). Terms of reference will be available on the website when written.</p> <p>The Code of Safer Working Practice was specifically adopted in the Chapter meeting on 29 March 2022.</p> <p>The external review will provide a clear 'road-map' of what else is required for safer working practice.</p>	

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				<p>requirement of others to adopt them.</p> <p>The actions of the PCR2 report will be implemented.</p> <p>A Cathedral Safeguarding Panel (in plan before Covid-19) will be convened and become part of the governance of safeguarding. Ensuring more people are part of safeguarding governance will assist in changing perceptions.</p> <p>Continue to address instances of poor behaviour that has a safeguarding element to it as there is no better way to change perception than by continued action.</p>	<p>The COO and CSA are already implementing,</p> <p>The COO and CSA will work on the terms of reference for this 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 2022.</p>	
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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 20	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 2022 Providers to be identified.	
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 22	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.	As part of the self-audit process Chapter brought forward the recruitment of an HR and Safeguarding Coordinator into 2022. This post will make best use of documents, ensure their consistent use, and streamline the recruitment process.	Chapter has already agreed the requirement for the additional post and has requested the Finance Committee to consider a re-forecasted budget in its April meeting. To be advertised by COO in June 2022.	
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 22				
16	Who is best placed to review the content and range of the existing suite of safeguarding policies, guidance, and	4.1.10 Page 24	Chapter has already identified a review of policies, guidance and	The Cathedral Safeguarding Adviser, working	By 31 December 2022 work will be well underway.	

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	process within the Cathedral, streamlining to reduce the number and overlap where required?		process within the Cathedral was required as part of its self-assessment.	with the new post of HR and Safeguarding Coordinator can undertake this work. Additional oversight will be provided by a consultant on a short-term basis if the Cathedral Safeguarding Adviser is not able to assist within the timescale needed.		
17	What are the current gaps in policy and procedure?	4.1.10 Page 24	The audit has helpfully pointed out the gaps in policy and procedure in section 4.1	See section 4.1 of the audit.	By 31 December, 2022	
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 25	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. The Cathedral Safeguarding Adviser will	The external review, referred to in para 2 will consider this question as it is imperative there is no barrier to the safeguarding process. Cathedral Safeguarding	External review requested. The Cathedral Safeguarding	

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			become more known by staff 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.	Adviser to commence work on actions as described elsewhere in the plan.	Adviser will commence working in the Cathedral offices rather than remotely as soon as practicable.	
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 25	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 and Safeguarding Coordinator 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. The external review of leadership and	Post appointment of the HR and Safeguarding Coordinator. Panel to be in place by 31 December 2022. External review requested.	

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				culture will also be asked for input.		
20	Would a standardised and widely available referral format improve the quality and flow of safeguarding referrals?	4.3.3. Page 26	Chapter's view is that any standardisation is welcome.	Cathedral Safeguarding Adviser to provide a standardised and widely available referral format,	By 30 July 2022	
21	Who would be best placed to contribute to, and own, a strategic plan for safeguarding?	5.1.9 Page 28	<p>The Safeguarding lead for Chapter, currently the Precentor, owns safeguarding at a strategic level.</p> <p>An operational safeguarding plan for the Cathedral is in place, based on the Diocesan plan.</p>	With external assistance if required, the Precentor will put in place a strategic plan with contributions from DSAP, a newly constructed Safeguarding Panel, COO and Diocesan Safeguarding Manager and Cathedral Safeguarding Adviser. WCS may also wish to have an input.	By 31 October 2022	
22	Who is best placed to review the complaints policy?	5.2.3 Page 28	<p>The current complaints policy is based on the Diocesan complaints policy.</p> <p>Therefore, Chapter will be keen that any</p>	The COO will request the Diocese to review its policy in the first instance, possibly via DSAP.	By 31 July 2022	

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			amendment is also discussed at Diocesan level.			
23	How can the Cathedral be satisfied that any anonymous but potentially serious safeguarding complaints are not overlooked?	5.2.3 Page 28	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.	Policy review should remove reference to anonymous complaints not being investigated and adopt more nuanced wording.	By 31 July 2022	
24	Who is best placed to review the whistleblowing policy both as a standalone document and within the staff handbook?	5.3.2. Page 29	Chapter has already identified that the staff handbook and whistleblowing policy required review. This was delayed by the need to respond to the global pandemic.	The whistleblowing policy will be adopted by Chapter as a standalone document and then incorporated in a revised staff handbook. The policies and staff handbook will be rewritten to bring them up to date	The Cathedral Safeguarding Adviser will provide a template whistleblowing policy for adaption by COO and then adoption by Chapter by 30 June 2022. The COO will be accountable for the staff handbook, probably based on a template provided by solicitors. Consultation with staff means	

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					completion likely by 31 December 2022.	
25	How might the Cathedral be satisfied that the whistleblowing policy is disseminated and embedded across all staff and volunteers?	5.3.2 Page 29	Chapter will bring forward the recruitment of an HR and Safeguarding Coordinator	<p>Policy to be devised, as described above.</p> <p>Dissemination to staff and volunteers</p> <p>Policy to be added to volunteers' handbook.</p> <p>Embedded by further discussion as staff handbook revised and reissued.</p>	<p>COO will advertise for the post in June</p> <p>Cathedral Safeguarding Adviser with new HR and Safeguarding Coordinator</p> <p>Policy added by Volunteer coordinator. To be discussed as part of annual volunteer role refreshers, input by Cathedral Safeguarding Adviser or HR and Safeguarding Coordinator as available.</p> <p>Staff awareness and consultation sessions from November 1, to be concluded by 31 December 2022</p>	
26	What would the Cathedral safeguarding panel's terms of reference best look like in	5.4.6 Page 30	Chapter will endeavour to ensure the Cathedral	Seek additional guidance from	Cathedral Safeguarding	

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	order to support operational leadership of safeguarding which is separate from Chapter’s strategic oversight?		Safeguarding Panel is constructed in line with auditor reflections.	other safeguarding professionals for draft terms of reference	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	
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 30	The COO is conscious that more formal methods of communication need to be introduced since staff returned from furlough as result of the Covid 19 pandemic.	COO will have a weekly Operational Heads of Department meeting in place from April 12, 2022. Add Safeguarding as an agenda item, at appropriate intervals – either as a single agenda meeting quarterly or more frequently. To be discussed with operational heads to see what would be most useful and effective.	Operating fully by September 1, 2022.	

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28	What opportunities exist, or can be further created, to share the message of the safeguarding and its theological importance?	5.5.6. Page 31	The Chapter is committed to embedding the message of safeguarding and its theological importance	<p>The Chapter Executive will discuss the opportunities that exist and devise a plan.</p> <p>Cathedral to participate in 'Safeguarding Sunday' and will work with Diocese to deliver a compelling service.</p>	<p>The Dean and Precentor to lead.</p> <p>The Dean and Precentor to lead.</p>	
29	How can the adoption of a high-challenge, high-support approach be speedily achieved by strategic leaders?	5.5.14 Page 32	Given the nature of the feedback received from the auditors Chapter believes that an	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.	
30	How can the visibility of strategic leaders be improved to include all aspects of the Cathedral?	5.5.14 Page 32	independent review of the leadership and culture is required to address all these areas.		Next steps to be identified post acceptance of the action plan.	
31	What are the barriers to creating a strategic safeguarding plan?	5.5.14 Page 32	<p>Independent enquiry of staff, volunteers, congregation etc. will enable specific feedback upon which action planning can be based.</p> <p>Management of the Covid 19 pandemic was the only barrier to creating a</p>			

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			strategic safeguarding plan.			
32	How might more formal routes of communication between operational safeguarding leaders be managed and how best can they be linked with the future introduction of the Cathedral's safeguarding group?	5.5.22 Page 33	The COO is conscious that more formal methods of communication need to be introduced since staff returned from furlough as result of the Covid 19 pandemic.	COO will have a weekly Operational Heads of Department meeting in place from April 12, 2022. 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 and the creation/ implementation of a robust Safeguarding operational plan	Operating fully by 1 September 2022	
33	What is required to ensure the review of the COO's role includes all aspects of concern and sustainability?	5.5.22 Page 33	Given the nature of the feedback received from the auditors Chapter believes that the independent review of leadership and culture should be asked to review what is planned to ensure the review of the role	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	Request made in a letter to the Bishop of Taunton on 5 April 2022 and agreed in principle. Next steps to be identified post acceptance of the action plan.	

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			addresses all areas of concern and is sustainable.	independent review.		
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 36	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. Next steps to be identified post acceptance of the action plan.	
35	How might the Cathedral create a more balanced and diverse community in Vicars' Close?	5.6.14 Page 36	Chapter was much struck by the reflections of the auditors on the culture/subcultures evident in Vicars' Close, particularly in the use of the words dependency and infantilisation such that feelings are acted out in a way that is not adult.	Naturally, this is an extremely sensitive area for staff as it involves their home. There are already examples where the Chapter has considered and agreed for individuals not to live on Vicars' Close (both musicians). Work is underway to understand the implications on employee benefits to facilitate	Individual discussions to commence before 31 December 2022.	

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				<p>considerations of further requests should they arise.</p> <p>When this work is complete and, given the nature of the feedback received, 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.'</p> <p>Chapter will also review whether living in such close proximity is necessary for the better performance of</p>		
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				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 36	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. Next steps to be identified post acceptance of the action plan.	

Note: An independent review of leadership and culture will lead to an improvement plan, the progress of which will be noted in more detail as the work is undertaken.