



Safeguarding Annual Report

01 January 2018 – 31 December 2018

Contents

Foreword: Introduction	3
1. External environment and impact on safeguarding work	4
2. Governance	5
3. Resources	6
4. Operational activity	7
a. Policy & procedures	7
b. Training	7
c. Enquiries and Case management	10
d. Disclosure Barring Service checks	11
e. Multi-agency partnership	11
f. Cathedral, Religious Communities and TEIs	11
g. Dashboard Data	12
5. Summary of achievements and challenges ahead	15
6. Reference documents	16

Foreword: Introduction

The Diocesan Safeguarding Annual Report for 2018 presents a narrative of operational activity and routinely collected dashboard data. It utilizes a range of indices against which the performance of the Diocese of Oxford can currently be measured in relation to the House of Bishops expectations concerning the promotion of a 'safer church' and the protection of children and vulnerable adults from the risk of harm and abuse, in co-operation with statutory services where appropriate.

The report also outlines the work of the Independent Safeguarding Panel, Chaired by Peter Hay and the Diocesan Safeguarding Team, supported by the Bishop of Dorchester as the lead Bishop for safeguarding, in progressing actions arising from the findings of the independent Safeguarding Audit (SCIE – June 2017) and areas of safeguarding performance and practice that require further improvement.

The report was reviewed by the Diocesan Safeguarding Panel and noted by Bishop's Council in October 2019.

1. External environment and impact on the safeguarding work in the Diocese

The Diocese is expected to submit an annual safeguarding self-assessment to the National Safeguarding Team. The self-assessment completed in August of 2018 concerned data for 2017. A further self-assessment was submitted by the deadline of 13th September 2019, concerning data for the year 2018. It is anticipated that such data-collection, which is anonymised and aggregated at a national level, will provide a benchmark for safeguarding arrangements, against which local safeguarding demands and need for support can be measured in future years.

SCIE independent Safeguarding Audit

In June 2017 SCIE (Social Care Institute for Excellence) undertook an independent audit of safeguarding arrangements within the Diocese, as part of a national study across all Dioceses. The report of their findings was published in October 2017 and is available at: <https://www.oxford.anglican.org/wp-content/uploads/2017/10/Oxford-FINAL-PDF.pdf> which was also presented to members of the Bishop's Council in their meeting of 6 December 2017.

A sub-group of the Diocesan Safeguarding Panel worked to complete an Action Plan to respond to the audit's conclusions and considerations, aligning this with wider departmental and Diocesan work plans. A report showing current progress against the 23 'considerations' included in the SCIE Independent Safeguarding Audit (June 2017) was tabled for the Bishop's Council meeting on 9th May 2018 and updated for the Independent Safeguarding Panel Meeting on 5th October 2018. A summary of the latter was uploaded to the Oxford Diocese Website.

Independent Inquiry into Child Sexual Abuse (IICSA)

The independent inquiry into the response to child sexual abuse across a range of organisations and institutions commissioned by the government completed its first full-year of public hearings during 2017 and began preparations for new streams of investigation for 2018.

The inquiry published an interim report in April 2018 – <https://www.iicsa.org.uk/key-documents/5368/view/full-interim-report-independent-inquiry-into-child-sexual-abuse.pdf> - and set aside two weeks for public hearings in respect of the Church of England, commencing 1st July 2019. It is anticipated that the inquiry's deliberations will lead to a range of recommendations for future policy and practice within the church and other institutions. It has still to publish its findings and recommendations concerning the sexual abuse of children within the Anglican Church.

Preparation for IICSA placed a considerable additional burden on the National Safeguarding Team and to a more limited extent on Diocesan Safeguarding Advisers across the country. Inquiry activity has stimulated an increase in the number of reports and allegations requiring consideration and investigation at both a national and local level.

One of the early challenges from the inquiry focused on the approaches taken across the church to the maintenance and retention of key records, including those associated with church officers. This has a direct impact on church bodies of all sorts to ensure the retention of key information on a continuing basis for safeguarding purposes. The implementation of the GDPR (General Data Protection Regulation) in May 2018 led to some uncertainty from parishes which has been addressed within safeguarding training sessions. The National Safeguarding Team (NST) have issued advice that safeguarding records can be justifiably retained.

Independent Case Review

The Diocese commissioned an Independent Case Review in 2018, following a tribunal finding of 'Spiritual Abuse' against an ordained clergyman who received a prohibition penalty via the Clergy Disciplinary Measure (2006). The report of this review is due to be published in November 2019 and it is expected that the Diocesan Safeguarding Team will need to work collaboratively with parishes and affected individuals to ensure that any lessons that can be learned are clearly understood and recommendations acted upon.

2. Governance

Accountability for the Safeguarding function remains with the Department of Human Resources within the Oxford Diocesan Board of Finance. This recognises the significant inter-relationships between these two areas of work. The Safeguarding and Human Resources Team's now have quarterly joint-team meetings in addition to separate business meetings to share overlapping issues of a non-confidential nature that impact on their respective workstreams.

The Diocesan Safeguarding Panel (DSP) has adopted the Terms of Reference developed by the church nationally and contained in the *Practice Guidance: Key Roles & Responsibilities of Church Officer Holders and Bodies* (2017).

The Panel has also clarified and strengthened the arrangements for reporting: whilst reports on staffing issues will go to the HR Panel, work content will continue to be considered by the DSP. Arrangement for regular reporting to Bishop's Council and Bishop's Staff need to be consolidated. This will ensure that safeguarding practice and performance is carefully scrutinised and that lessons learned can be shared and responded to promptly and effectively across the Diocese.

Members of the Diocesan Safeguarding Panel have signalled their ongoing commitment to assisting the Diocese to embed a positive safeguarding culture in order to mitigate the risk of abuse generally and to improve responses to survivors. It is maintaining a 'watching brief' in relation to proposals at a national level for a 'survivor's charter' and an ecumenical 'central hub and community spoke model' of support for survivors ('Safe Spaces'), in which the latter's voices should be given primacy.

The Independent Chair of the Diocesan Safeguarding Panel is in the process of attempting to improve the engagement of statutory partners as panel members and in the monitoring and quality assurance of safeguarding practices in the Diocese through his liaison with partners in

Thames Valley Police, the National Probation Service (NOMS) and Local Authorities across the three counties. Their participation is deemed crucial in re-establishing, on a bi-annual basis, the quality-assurance sub-groups that hitherto considered anonymised examples of safeguarding cases, risk assessments and safeguarding agreements and acted as 'critical friends'.

3. Resources

The Director of HR has continued to develop a clearer understanding of the full costs of delivering the safeguarding function across the Diocese to inform and support effective budget setting. In response to the above and the demands that some nationally high-profile safeguarding cases have placed on the team, there has been a need to regularly review the staffing structures and capacity in order to make a step-change in improving safeguarding practices across the diocese.

The Diocese has been investing in safeguarding to support the importance that must be given to this work resulting in the current team comprising of:

- The Diocesan Safeguarding Adviser (DSA) (1FTE Adviser) – current occupant in post since September 2018
- Safeguarding Caseworker (1FTE) – in post since October 2018.
- 1 FTE Safeguarding Training Adviser currently in role but contract comes to an end in May 2020.
- 0.5 FTE Safeguarding Administrator continues to deliver services in DBS and training support, albeit on stretched capacity
- 18 volunteer and some freelance trainers

Throughout 2018 it was necessary to engage a sessional safeguarding adviser to ensure continuity of response during the period of DSA interregnum; engage safeguarding consultancy for one-off pieces of work e.g. case reviews, independent risk assessments and professional supervision.

Despite the above investment, the safeguarding function remains under-resourced when compared to some other dioceses in the Church of England with comparatively large populations and geographical areas.

4. Operational Activity

a. Policy and procedures

Recent additions to National Safeguarding Policy and Practice Guidance, requiring amendment to existing local practice guidance to ensure full compliance, have included *'Responding to Safeguarding Concerns that relate to Children, Young People and Vulnerable Adults Practice Guidance'* (2018) and the publication of a new *'Parish Safeguarding Handbook'* (2018).

A House of Bishops Instruction (January 2019) and associated practice guidance regarding *Serious Incident Reporting to the Charities Commission* has also introduced a new 'delegated responsibility' for the Diocesan Secretary – aided by the Diocesan Safeguarding Adviser - in relation to assisting PCC's to meet their reporting responsibilities. The Diocesan Secretary formally wrote to all PCC Secretary's in early 2019 requesting that PCC's adopt a formal resolution to effect this change and to minute it accordingly.

Individual practice guidance documents have been revised to reflect the above changes. However, there remains a need to ensure that all documents on the Diocesan Safeguarding webpages are reviewed and updated on a regular basis (at least annually).

b. Training

The Diocesan Training & Development Strategy was adopted by the Diocesan Safeguarding Panel in February 2018. This 5-year strategy detailed how the Diocese would work towards satisfying the safeguarding training requirements detailed within the House of Bishop's *Safeguarding Training & Development Practice Guidance* (2017). Throughout 2018 attention was given to ensuring that all Core Safeguarding Training modules were being delivered within the Diocese, that there was a significant increase in the provision of safeguarding training sessions, and that Church Officers were supported to understand the safeguarding training requirements for their roles.

2018 Safeguarding Training Delivery and Completion

Face-to-face safeguarding training was delivered to 3131 participants within the Diocese of Oxford in 2018. In addition, 4652 participants completed eLearning safeguarding training through the Church of England Safeguarding Training Portal.

Training Modules / Courses	Total Training Sessions Delivered	Total 2018 Participant Completion	Average Evaluation Score
C0 (eLearning) Basic Awareness		3758	
C1 (eLearning)		894	

Foundation			
C1 Foundation	81	1726	8.6
C1 + C2 Foundation + Leadership	2	20	9.8
C2 + S1 Leadership plus Safer Recruitment	17	423	8.9
C3 Clergy & Lay Minister	26	624	8.2
C3 + S1 Clergy & Lay Minister plus Safer Recruitment	12	298	7.7
C4 Senior Staff	1	40	
Diocesan Training Total	139	7783	

**Training modules have been completed by participants through attending a face-to-face training session, unless otherwise stated.*

**Average Evaluation Scores are provided by participants, scored out of 10.*

C3 and C3 + S1

The delivery of C3 and C3 + S1 safeguarding training sessions focused on those who hold a Licence or Permission to Officiate from a Bishop, Ordained or Lay. For those with Permission to Officiate, completion of C3 safeguarding training was a new requirement and in many cases additional support was required by participants to understand the training requirement, encourage attendance and to book onto a session.

Clergy & Licence Holders with up to date training - 2018	
Licensed diocesan clergy:	585
Licensed diocesan clergy with up to date safeguarding training:	553
Clergy with Permission to Officiate:	514
Clergy with Permission to Officiate with up to date safeguarding training:	493
Lay officers who hold the bishop's licence:	287
Lay officers who hold the bishop's licence with up to date safeguarding training:	228
Clergy granted exemption(s) or reduction(s) from training 'For reasons of disability or infirmity.'	5

For clergy who completed C3 or C3 + S1 feedback was generally positive however for some participants they perceived that the content of the session was too detailed for the requirements of their role or that the training lacked theological content. For those who also

completed the S1 Safer Recruitment Module, frequent concern was expressed about the demands in following the Safer Recruitment Practice Guidance for all volunteers who undertake a role with children or vulnerable adults. In addition, concerns were raised frequently about the Church of England processes for responding to safeguarding allegations concerning Church Officers.

'Thank you for the clarity in which all the sessions were delivered and for making it relevant and practical.'

'This was a good course, well delivered. But I question how relevant it is to me. As a retired priest I take perhaps 6-8 sessions per year. I expect never to come across any of these scenarios alluded to in the course.'

'Challenging but thoroughly worthwhile.'

'A more deeply theological content would help.'

'Much more interesting than expected. I feel more confident knowing where to go in various situations.'

'The load of safer recruitment is too much for volunteers and clergy.'

C3 and C3 + S1 Training Feedback 2018

C2 + S1

The C2 Leadership module, combined with S1 Safer Recruitment, started to be delivered by the Safeguarding Team in March 2018. This provided an opportunity to explore the safeguarding leadership responsibilities of those who are not clergy and yet play key roles in implementing and upholding effective parish safeguarding practices e.g. Parish Safeguarding

'Helpful, illustrative scenario discussion.'

'I feel more prepared to fulfill my position as safeguarding officer, and will be better able to think through any situations that should arise with more clarity and confidence. I can honestly say that I felt neither clear nor confident previously!'

'Found the S1 section difficult, lots of roles and regulations.'

'Feel very much more secure about what I am to do.'

C2 + S1 Training Feedback 2018

Officers, Church Wardens and Leaders of Activities with Children or Vulnerable Adults.

Safeguarding Training Communications

Safeguarding training information was distributed to parishes in February 2018 to support them in understanding the safeguarding training requirements for Church Officers. Information was also requested from parishes to understand the roles which they have and therefore the demand for C1 and C2 safeguarding training across the Diocese. 171 parishes returned information regarding their training requirements which has therefore required initial estimation of overall Diocesan Safeguarding Training requirements. This exercise is

being repeated in 2019. The Safeguarding Team continue to receive a high level of requests for support in understanding the safeguarding training modules and requirements for all Church Officers within a parish.

In-House Safeguarding Training

Work has been undertaken, and continues, on the safeguarding training of Diocesan staff, including completion of the C0 eLearning module. A strategy is being developed around the safeguarding training of Diocesan Panel, Committee and Board members. The National Safeguarding Team delivered C4 safeguarding training to Senior Staff in March 2018 and those who were unable to attend this session have now completed C4 at alternative sessions.

Safeguarding Training Team

Additional Volunteer Safeguarding Trainers were recruited to the team in 2018. They continued to principally focus on the delivery of C1 across parishes however some will start to deliver C2 in 2019. In Dec 2018 there were 18 active Volunteer Safeguarding Trainers.

Practice Guidance: Safeguarding Training and Development

Following an independent review of the Safeguarding Training and Development Practice Guidance in 2018, the National Safeguarding Team have reviewed the current Practice Guidance and drafted proposed changes. Aspects of the proposed changes are significant for the Diocese, including the removal of a C5 Refresher module and the requirement for Church Officers to continue to repeat their highest level of required training every three years. There is also the introduction of a 'Pastoral Relationships, Confidentiality and Confession' module for all clergy. The final content of the Safeguarding Training and Development Practice Guidance will impact on the Diocesan safeguarding training strategy for 2019 / 20.

c. Safeguarding Enquiries and Case management

During 2018 the Safeguarding Team fielded an estimated 2,080 enquiries concerning Training; Disclosure and Barring Services and requests for general advice / information about safeguarding.

Casework demands have continued to rise locally, akin to the experiences of other Dioceses, denominations and faith-based communities. In 2018 309 safeguarding concerns were referred, compared with 113 during 2017, an increase of nearly 200%. In addition, a number of cases referred in previous years also required continued intervention. A significant minority of cases were complex and required multi-agency working and / or close liaison with the National Safeguarding Team and joint working with other Dioceses. Where overlaps between issues of concern and the needs of Clergy, Church Officer's and their families have existed, opportunities have arisen for the Safeguarding Team to work closely with HR colleagues and Senior Clergy to identify and provide support and pastoral care. It is acknowledged that further work in this area is required to build capacity and improve timely access to authorised listeners, pastoral support workers and link-workers for survivors, complainants and respondents.

The Safeguarding Team explored and adopted a computerised casework management system, Safebase, in 2017 that had been developed by the Diocese of Canterbury. Safebase provides a single portal for recording casework records, including case analysis and supervision notes. Together with links to the document-management system this makes it much easier to achieve a full picture of individual cases. Whilst it also offers a resource to improve and automate management reporting and statistical analysis, this is a feature that is under-developed and in need of updating to ensure compatibility with the annual safeguarding self-assessment reporting requirements.

d. Disclosure & Barring Service checks

Completion of DBS Disclosure checks are fundamental to effective Safer Recruitment processes. The majority of parishes / benefices have adopted APCS - (Access Personal Checking Services) - as their preferred checker, whilst a small number have opted to use other organisations. During 2018 a combined total of 2,331 DBS checks were completed as compared to an estimated 1700 in 2,017. The Safeguarding Team have updated the local DBS advice that is available on the Diocesan Website to ensure full compliance with the national *Practice Guidance: Safer Recruitment (2016)*.

e. Multi-agency partnership

Multi-agency working is central to safeguarding work and members of the safeguarding team continued to work closely with statutory partners, parishes and benefices in 2018 in relation to welcoming, assessing and managing individuals who have offended but wish to pursue their faith.

The DSA and Safeguarding Caseworker continued to prioritise attendance at local Multi-Agency Public Protection Panel Arrangements (MAPPA) and Local Authority Designated Officers (LADO) meetings when required as part of the response to managing individuals in the community who were assessed to present a high or medium risk that required the development of new Safeguarding Agreements.

Police in Public Protection Units and Offender Managers also approached the DSA and Safeguarding Caseworker on several occasions in 2018 for assistance in establishing contact with safeguarding leads for other denominations and faith communities.

f. Cathedral, Religious Communities and Theological Colleges

The Diocese of Oxford has 9 religious communities and 4 theological education institutions (TEI)s within its geographical area. This is a larger number when compared with other dioceses. However, religious communities and TEIs together with the Christ Church Cathedral are not legally under the jurisdiction of the Bishop of Oxford and as a result, historically, have managed and held responsibility for all aspects of life, including safeguarding. Guidance from the national church has emphasised the essential importance of collaborative engagement with host diocese and placed requirements on them and the diocese to do so.

In Autumn 2018 the Bishop of Oxford wrote to the leaders of the above institutions inviting them to enter into a closer dialogue with the Diocese Safeguarding Team to explore how

'already-existing' safeguarding communications, protocols and joint-working arrangements might be improved. To date, this has resulted in several requests from TEI's and Religious Communities for policy focused consultation and be-spoke training and three formal meetings taking place to discuss this.

A joint meeting between the Archdeacon of Oxford, a safeguarding representative of Oxford University and the DSA took place to discuss the possibility of an information-sharing protocol. Christ Church Cathedral has also recently undertaken an independent review of its safeguarding policies and procedures, which has recommended reciprocal non-executive membership of the Diocesan and Cathedral Safeguarding Panels. A Cathedral representative now sits on the Diocesan Safeguarding Panel.

The resource implications of more integrated joint-working is currently under review and may have to be addressed via service-level agreements or memoranda of understanding where these can be negotiated. It is anticipated that the forthcoming Past Cases Review 2, which is scheduled to be completed by the end of 2020, will provide greater impetus regarding such joint-discussions.

g. Dashboard Data

The SCIE audit report (2017) encouraged exploration of self-audit tools that might be used to build a clearer picture of the adoption and application of safeguarding policies and practice across the Diocese. During 2018 questions about aspects of safeguarding in parishes were incorporated in the Articles of Enquiry process used to inform the Archdeacons' Visitations. Information from different years is not completely comparable as the safeguarding team were restricted in the number of questions that could be asked.

Parish monitoring

	2018					2017		2016	
	Yes	No	Don't Know	No Answer	Total	Yes	No	Yes	No
Reviewed policy in last year	390	37	11	37	475 (197 reviewed /received by DSA)	340	77	171	28
Submitted to Diocesan Safeguarding Team	245	82	97	51	475	N/A	N/A	N/A	N/A
Parish safeguarding officer (PSO) appointed	404	26	5	40	475	344	76	137	0
PSO Office Holder Declaration	295	29	92	59	475	N/A	N/A	N/A	N/A

Form submitted to Diocesan Safeguarding Team									
APCS preferred DBS provider?	311	41	84	39	475 (342 APCS accounts. 21 parishes use other providers).	N/A	N/A	N/A	N/A
Training in safeguarding in last three years	N/A	N/A	N/A	N/A	N/A	189	251	92	27
Out of date DBS checks	N/A	N/A	N/A	N/A	N/A	316	120	101	113
Workers given good practice guide	N/A	N/A	N/A	N/A	N/A	279	141	98	19

(N/A = Not Asked).

Disclosure Barring Service (DBS) checks

	2018	2017	2016
Total no. DBS checks processed	2331	1700 ¹	1577
Total no. blemished DBS checks	13	13	5
Total no. in which further safeguarding action was required	3	1	4

These figures reflect the combined total for parish-based checks and those for Diocesan staff.

Safeguarding Enquiries / Referrals

	2018	2017	2016
Enquiries (DBS/Training/Information)	2,080	251	201
Referrals (All Safeguarding Concerns)	309	113	96

Concerns about risks to children (including allegations and cases where risks are not current)

	2018	2017	2016
Total number of concerns received	39	57	48

¹ Full year data from CAS 2017 included some extrapolation. APCS is current preferred provider (since 2018).

Number of concerns relating to postholders / employees / official volunteers	18	13	8
Number referred to the Church by external non-statutory body	N/A	8	5
Number referred to the Church by statutory (child protection) authorities	N/A	7	4
Number referred to statutory authorities by the Church	7	18	21
Number referred to DBS barring service	2	0	3
Number referred for further church-based action as below, either at local or Diocesan level : (i) pastoral care only	N/A	8	2
(ii) pastoral care and safeguarding action (e.g. assessment; discipline; agreement/contract; referral for counselling)	3	17	16

(N/A = Not Available)

Concerns about risks to adults (including allegations and cases where risks are not current)

	2018	2017	2016
Total number of concerns received	91	36	24
Number of concerns relating to postholders / employees / official volunteers	30	12	7
Number referred to the Church by external non-statutory body	N/A	0	1
Number referred to the Church by statutory (adult protection) authorities	N/A	2	0
Number referred to statutory authorities by the Church	11	6	4
Number referred to DBS barring service	1	0	0
Number referred for further church-based action as below, either at local or diocesan level (i) pastoral care only	N/A	3	1

(ii) pastoral care and safeguarding action (e.g. assessment; discipline; agreement/contract; referral for counselling)	3	15	10
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(N/A = Not Available)

Safeguarding Agreements for Known Offenders

Agreements	2018	2017	2016
Total number at 1 January 2018	24	28	25
Number of new agreements during 2018	2	8	8
Number of agreements reviewed at any stage during 2018	2	10	8

5. Summary of challenges and achievements

Safeguarding is a dynamic feature of the church's overall ministry, which requires 'mainstreaming' in order to be effective. 2018 continued to pose challenges, both nationally and locally, in terms of the number of safeguarding concerns raised and allegations reported within a context of evolving safeguarding policy development and dissemination of additional guidance.

Lack of continuity in safeguarding service provision at Diocesan level, due to changes in personnel in the Safeguarding Team between 2017 and 2018, inevitably created variations in cover and a delay in response times on occasion which has only recently begun to improve since the autumn of 2018. Parishes, Clergy and Church Officers consequently shouldered increased safeguarding responsibilities in such circumstances and demonstrated just how integral they are to making the Church a 'safer place'.

Challenges that remain to be addressed include:

- Improving responses and levels of support to survivors and ensuring this work is evidenced by including it in future dashboard data for the safeguarding panel;
- Assisting small and rural parishes to understand and embrace safeguarding as everybody's business to ensure consistency of response to safeguarding concerns across the diocese and the Church as a whole;
- Enhancing recording, auditing and quality assurance processes to enable rather than constrain the development of best practice;
- Bridging current information gaps by commissioning a parish dashboard solution;
- Formalising existing working arrangements with other Church Institutions within the Diocese;
- Obtaining representation from statutory partners on the Diocesan Safeguarding Panel.

Key safeguarding achievements have included:

- Core Groups are being held on a more frequent basis;
- The number of safeguarding training completions has increased and action taken to ensure a 100% completion rate is realistically achievable for clergy within the next year;
- Adoption of a revised set of Terms of Reference for the Independent Safeguarding Panel

- (endorsed at the Human Resources Panel in March 2018);
- Regularised meetings between the lead Bishop for Safeguarding and Diocesan Safeguarding Adviser;
 - Incorporation of revised safeguarding questions into 'Articles of Inquiry' and review of other self-audit tools which capture safeguarding data;
 - Inclusion of safeguarding as a standing item on Area Team Meetings with the Diocesan Safeguarding Adviser & relevant stakeholder's in attendance (as required);
 - Meetings between members of the Safeguarding Team and Communications Team to review website Safeguarding content – a link to the Parish Safeguarding Handbook (2018) is now available and hard copies have been distributed to Benefices / Parishes, together with a Safeguarding Poster for display;
 - Ongoing investment in the 'Safebase' electronic case-management system, which provides for improved recording and the potential for better reporting tools going forward;
 - Review and updating of information from parishes / benefices concerning existing safeguarding agreements to ensure comprehensive risk assessments and risk management plans are completed and reviewed regularly;
 - A programme of agreed dates (between April – September 2019) for the Safeguarding Team to meet with Parish Safeguarding Officers and Authorised Listeners on an Area basis to clarify expectations and improve responses to 'working together' to safeguard others.

The Diocesan Safeguarding Panel and Safeguarding Team are committed to engaging with and nurturing the repository of knowledge, experience and skills that is available at a local level within the Diocese to jointly create a more consistent, reflective and responsive safeguarding culture, of which all stakeholders can be justifiably proud.

Reference documents:

[Promoting A Safer Church - House of Bishops Statement \(2017\)](#)

[Practice Guidance: Responding Well to Domestic Abuse \(2017\)](#)

[Practice Guidance: Responding to, assessing and managing allegations and concerns against church officers \(2017\)](#)

[Practice Guidance: Training & Development \(2017\)](#)

[Practice Guidance: Key Roles & Responsibilities of Church Office Holders & Bodies \(2017\)](#)

[Glossary Reference Document \(2017\)](#)

<https://www.churchofengland.org/sites/default/files/2018-11/Responding%20to%20Safeguarding%20Concerns%20or%20Allegations%20that%20relate%20to%20Children%2C%20Young%20People%20and%20Vulnerable%20Adults.pdf>

https://www.churchofengland.org/sites/default/files/2017-11/safeguarding%20safer_recruitment_practice_guidance_2016.pdf

<https://www.churchofengland.org/sites/default/files/2019-07/Safeguarding%20SIR%20Guidance%20REVISED%201%20August%202019.pdf>

<https://www.churchofengland.org/sites/default/files/2019-03/Parish%20Safeguarding%20Handbook%20March%202019.pdf>