

## Diocese of Bristol: Safeguarding Improvement Plan 2024

Standard	Recommendation	Action to be taken / issue to be addressed	Area for improvement	Actions required to achieve goal	Responsible person or Department	Date for completion	Risks (impact of not implementing recommendation or that might prevent implementation)	Resources (required to implement recommendation or are already available to meet requirements).	Actions	Outcomes	RAG
Culture, Leadership and Capacity	D1	The DBF should carryout bi-annual safeguarding cultural audits. These should be constructed to provide the workforce and worshipping communities with the opportunity to feedback on the culture within their church body.	to ensure continued focus on safeguarding culture within parishes and across the Dicoese	develop a audit plan to be implented via both online survey and focus groups. Expore different options for implemetation including potential asking external prvider to undertake the work.	Diocesan Safeguarding Team	first audit to be undertaken during 2026	failure to address any shortcomings in the safeguarding focus and leadership in the Diocese; Lack of reseources to implement the audit	to be scoped as part of the audit plan - Staff survey to include safeguarding section when revisited in April 2026.	Consideration to be given to undertaking the Cultural audit process in conjunction with other dioceses in the Southwest region grouping. Comment six monthly (i.e. bi-annual) would be unmanageble in terms of resources and would not give sufficient time for previous changes to be adopted and embedded. An 18 month frequency, with a staggered implementation would be more realistic, and meet the objectives. Salisbury Diocese are undertaking some development work in this area.	Lunch and Learn/ Tea and Talk sessions incorporating regular opportuniteis for addressing issues in Workplace: 1. Neurodiversity 2. Ageing better 3. We Speak Up - VAWG	G
	D2	To deal with the positive and negative issues associated with unconscious bias, the DBF should utilise Lunch and Learn Sessions, discussions during supervision and personal development reviews, and in consultation with the NST (as part of any updates to training).	Continuation of ongoing programme. Broaden scope of the PDP process.	HR are reviewing the PDP process and Unconscious Bias remains a key component of the Lunch and Learn/ Tea and Talk training programme.	Human Resources/ Ed&I	Ongoing	Current and New staff need to be supported in developing an understanding of Unconscious Bias and to reflect this within their PDP sessions.	HR and ED&I team have an onping program for Lunch and Learn sessions which incorporates 'Unconcoious Bias' amongst other areas of development.	HR to include within the review of PDP how unconcoious bias, ED&I related issues and racial justice are incorprated into the revised process.	1. HR and Ed&I have an ongoing plan.	G
	D3	visitations (known as Triennial Inspections) could be further strengthened by the adoption of consistent timeframes for follow up when remedial action is required, i.e. three-to-six-month periods.	establish a planned timeframe for follow up when actions have been identified in the Triennial inspection.	jointly draft guidance for Archdeacons/ Area Deans and DSO for following up on actions ideintified as part of a triennial inspection	DSO and Archdeacons	Q1 - 2025	urgent actions are not addressed and this may place parish and pariohioners at risk; vulnerability of administrative support to oversee follow up in archdeacons team?	regular liaison between DSO and Archdeacons team on planning and follow up for triennials? Capacity in DST and Archdeacons team to support and manage this process.	1. joint guidance/ process to be developed 2. action log to be shared to ensure follow up on any outstanding actions from all triennials. 3. monthly/ bi-monthly joint review of outstanding actions. 4. in order to keep track of actions need to scope developing a spreadsheet/Dashboard [discuss with Tara (Data Analyst)] 5. Addition of review of PCC minutes (by DSO) to Visitation process.	AD team and DST developing a systemic approach exploring semi automated process to support parishes to manage visitations.	A/G
	D4	The Chair or other representative of the DSSG should attempt to engage quarterly in outreach to relative statutory partners (Police, health, Children and Adult Social Care or alternatively, the chair of appropriate children or adult's partnerships). This should be focused with a fixed agenda to discuss current safeguarding trends, themes and patterns.	Improve relationship with the relevant statutory partners and safeguarding partnerships that cover the dioceses geographical area.	Date has been agreed for a meeting 03/03/2025 hosted at Bristol Cathedral.	Adam Bond, DSO/ David Niven, Ind Chair of DSSG	2025	Disconnect between work in the Docese and the work of safeguarding partnerships.		A network event has been held in the Cathedral in March 2025, this was very well attended and received and has opened up some developing conversations around future co-operation.	Ongoing engagement with partnerships is in place. Consideration to holding simiary event in 2027 (new Bishop).	A/G
	D5	The Chair of the DSSG should consider broadening the membership of the DSSG to include representatives from the wider community within which the Diocese sits. This could, for example, involve representatives from local charities who engage with activities, such as support for the homeless and foodbanks.	increase the breadth of knowledge and experience within the DSSG.	review relevant organisations that have substantive relationships with parishes within Diocese and invite them to provide a representaive to the DSSG.	Adam Bond, DSO/ David Niven, Ind Chair of DSSG/ Archdeacons?	2025		It has not been possible to achieve the level of engagment expected from external statutory organisations it may not be possible to broaden the membership of the DSSG witout their being a clear benefit to the partner organisation.	DSSG currently have representation from Avon and Somerset Police, South Gloucestershire/Bristol Council - LADO. There is a potential opportunity that a Health based safeguarding representative will be able to attend in the near future (not materialised with the merger of the two hospital trusts). - Business and Partnerhsip Manager KBSP has joined DSSG; - Exploring similar arrangement with Swindon Partnership	DSSG currently have representation from Avon and Somerset Police, South Gloucestershire/ Bristol Council - LADO.	A/G
	D6	In consultation with the DSO, the DSSG should consider how it could enhance its oversight and scrutiny by adopting a defined learning and improvement framework.	Liaison with dicoeses in the region to consider the scope for joint development of a framework which explicitly focuses on the oversight and scrutiny functions of the DSSG.	Discuss with Regional Safeguarding lead, Charles Pitman. Explore scope for employing a consultant to complete this work.	Adam Bond, DSO/ David Niven, Ind Chair of DSSG	2025	opportunity have a defined approach to the oversight and scrutiny function of the DSSG will not be effective; failure to identify the required resource to look into this area.	to be identified, but likely to involve short term consultant (possibly shared cost)	1. discussion with DSO and Regional safeguarding lead in Supervision to be discussed at a future DSO Regional Meeting. May involved sharing cost across the region. 2. discussion arranged (early July) with Becca FAAL in Gloucester to commission to work on an LDF for Bristol. 3. Outline of LDF drafted - Nov 2025	LDF to be considered by DSSG in April 2026.	A/G
	D7	The DBF should consider the creation of a dedicated Director of Safeguarding role.	consider the appointment of a dedicated Director of safeguarding to ensure there is sufficient focus on safeguarding within the SLT and Bishops Council.	SLT to review and report to DSSG/ Bishops Council on the merits and otherwise of this recommendation	Richard Leaman, Diocesan Secretary/ Richard Bacon, DBF chair	Q4 2024	Potential failure to have a clear voice of safeguarding in the SLT.	creation of a defined post that is responsible for safeguarding functions in the Diocese; financial resources	Request made to DS and Chair of DBF to oversee recommendation.	Q4 2024 - this has been discussed with the Bishop and the DBF intend to continue with a Director of People and Safeguarding which has worked well to date	G
	D8	In order to underwrite the SLA and provide assurance for the DBF that baseline safeguarding is fit for purpose, the DBF should request that Trinity College undergo a full independent safeguarding review. The Terms of Reference for which should be agreed with the DSO.	Trinity college to consider how to ensure that its own safeguarding duties and responsibilities are effectively discharged and accountable to the Diocese (where appropriate).	1. ask trustees of Trinity college to arrange for an independent audit and to liaise with NST, DBF and other relevant parties in implementing this process. 2. Ask NST if it is considerd that the PER process for TEIs is sufficient or requires review to consider safeguarding a distinct feature.	Adam Bond, DSO/ Sean Doherty, Principal Trinity College/ Chair of Trustees at Trinity College	Q1 2025	need to explore an establish the breadth of responsibilities for safeguarding that apply to Trinity College as an independent college of higher education	financial and organisational resources, needs to be implemetned across all TEIs in England/ Wales to ensure consistency of practice and scale for efficient use of resources.	1. write to Trustees of Trinity College cc Director of the NST 2. request an update from Trinity in response to the Periodic External Review undertaken in 2018/19 and followed up in 2020 - Next PER will not incorporate requested safeguarding content as it is imminent. 3. Exploration of the regulation of safeguarding in Higher Education - Office of Students do not inspect/ Audit providers in the same way that Ofsted/ CQC do.	Letter to chair of Trustees CC'd head of ministry division and NST. A quick update on the potential for safeguarding audits of TEIs. A national approach to audits for TEIs is being explored with the NST and INEQE.	G

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	D9	The current safeguarding staff across the DBF and Cathedral should be consolidated. This consolidation should include the proposed Director of Safeguarding role and the assimilation of the Safeguarding and Pastoral Officer (SPO) within the DST. The SPO would remain a dedicated Cathedral resource but benefit from professional safeguarding supervision. This would enhance the overall experience within the team and provide additional resilience when faced with increased demand or extractions.	DSO and SPO to arrange regular 1:1 supervision and SPO to be invited to DST meetings/ training.	review and update SLA between Diocese and Cathedral to incorporate proposal	Gerilyn Meehan, Director of People (DBF)/ Ben Silvey, COO (Cathedral)	Q4 2025	There is a lack of clarity regarding the safeguarding provision for the Cathedral.	recent Safeguarding Resourcing Model has been issued to Dioceses and Cathedrals (2024) recommended resource for Bristol Diocese and Cathedral are (actual in brackets): Diocese - 3.8 (3.4) Cathedral - 0.6 (0.4)	1. SLA reviewed in May 2025 2. Diocese last reviewed staffing needs in DST in 2022 3. review safeguarding team and Cathedral safeguarding resource jointly considering recommendations to improve cooperation between Cathedral and Diocese. 3. Q4 2025 - Cathedral is restructuring staffing which has impacted the safeguarding and pastoral support role.	Review of arrangements following Cathedral restructure to be considered in June 2026	A
Prevention	D10	The DBF should amend the DBS risk assessment template to state that DBS checks are required every three years to replace their current version which states five years.	review and update relevant template to reflect current guidance in respect of DBS check renewal frequency.	Template to be amended	Adam Bond, DSO	May 2024 - Completed	Inaccurate information included in risk assessment format given to subjects and PSOs	Negligible	Q2 2024 - Word template updated	Template now reflects correct timescales	G
	D11	The DBF should ensure that its commitment to safeguarding is embedded in all job adverts, as is the case with application forms and job descriptions.	All job adverts to clearly state and reference the Dioceses commitment to Safeguarding and where appropriate relevant checks are required for a role if	Ensure that where it is appropriate a job advert includes that a DBS check is a requirement for the role.	Denise Channing, HR Manager- Human Resources	Q4 2024	Applicants are not made aware of the Dioceses expectations and requirements prior to applying for a role.		Revise SOP in HR when jobs are advertised on Diocese Website and elsewhere.		G
	D12	The DBF should identify areas, processes or techniques to raise awareness and encourage parishes to adopt and make accessible the template policies provided by the DBF.	ensure Parishes are making good use of resources available to them via the website and Parish dashboard.	DST provide guidance and advice via PSO forums/ monthly emails and direct consultation with parishes. Communication is also initiated when a parish is entering a vacancy. Review and implementation of Safeguarding Communications Strategy will assist in improving communication to these groups.	DST/ External relations	Ongoing	Parishes are not adhering to Safeguarding guidance issued by the house of Bishops.	Support for parishes to manage the administrative needs for safeguarding is in development as part of the wider diocesan strategy	resources and materials are in place layout and content safeguarding pages on website revised in 2023. New website is in development (Q4 Recent Tender process identified new developer for the website) . DST and ERT to develop use of targeted communication to PCCs and PSOs to enable them to access resources.	1. PSO monthly Email is in place. New PSO's receive opportunity to attend an induction training session where resources are referenced. 2. q4 review of communication impact to be completed and reported to DSSG in January 2026.	G
	D13	The DBF should facilitate regular networking events for PSOs to learn and share good practice.	Improve engagement with PSO's and Parishes	PSO forums and Monthly online drop in sessions are available currently. Survey of PSOs to establish how best to achieve increased engagement	DST	Ongoing activity	PSOs are not sufficiently supported and resourced and become disengaged		1. DST are exploring the development of PSO mentors in each deanery in order to provide support from more experienced current or former PSOs to new PSOs. 2. DST to develop role description in consultation with 2-3 PSOs. 3. discuss with new Volunteer Adviser role. 4. PSO plus sessions developed during 2025 included: Safeguarding through a Racial Lens; DBS eligibility; Neurodiversity.	Ongoing review and development.	A/G
		a) The DBF should facilitate an annual PSO networking event where they are able to come together and hear from leading safeguarding professionals on new and emerging themes as they relate to their role.	Improve engagement with PSO's and Parishes	Scope interest and what is involved, explore whether this should be regional or local to the Diocese. What is the likely budget required?	DST/ External relations	2025			Bishop is planning a series of garden parties early July, use as an opportunity to thank the PSOs for their work. 2 for PSO's one for each Archdeaconry. - PSO service on 15/11/2026 planned to reflect on and thank PSO's and other volunteers for their service.	PSO service to be held at Bristol Cathedral 15/11/2026	G
	D14	The DBF should adopt the use of an email marketing system for issuing and managing the safeguarding newsletter.	DBF has a system. DST need to ensure all routine communication uses the system.	This will be achieved by implementation of the Safeguarding Communication strategy	DST/ External relations	2025			From October 2024, monthly newsletter from the Safeguarding Team goes out via DotDigital. - plan to review engagement and impact in Q4 2025. - links to safeguarding Partnerhip emails are also promoted.	Achieved	G
	D15	The DBF should consider including a mechanism for an audience wider than PSOs, administrators and lead recruiters to subscribe to its monthly safeguarding newsletter via the website.	widen the audience in receipt of safeguarding communication	enable a means to opt in to the monthly email via a subscription link on the website	DST/ External relations	2025	self selection should be available for receiving updates and emails DST may not be aware of an individual's need to access this material.	this will be provided as part of the new website development (ERT)	1. ensure that ERT are aware of need for this facility within the new website. Link added to website and email signatures	Achieved	G
	D16	The DBF should develop engagement mechanisms to consider the needs, experiences and voices of children, vulnerable adults, and survivors within safeguarding prevention planning.	Improve understanding of the needs of voices of children, vulnerable adults, and survivors in respect of safeguarding planning across the Diocese.	explore a diocese engagement plan alongside external relations team and Education and ED&I advisers.	DST/ External relations/Education/ED&I	Q4 2025	DBF does not consider the needs of children and vulnerable groups when developing new provision and safeguarding requirements are not considered.		1. new survivor and victim support service has been launched by the Avon and Somerset PCC. 2. Plan to discuss closer working links with Safelink and other support groups in the diocese area. First Light in Wiltshire have agreed to meet and discuss support options. Awaiting response from Safelinks in Bristol/SG. 3. regular liaison with U18s chaplaincy and strategic lead - safeguarding guidance for U18 chaplains. 4. NST highlighting safeguarding needs of engaging with u18s highlighting good practice across the country. 5. Joint event with Diocese of Clifton (RC)/First Light to explore support to survivors of abuse and those affected by Church based abuse.		A/G

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Recognising, Assessing and Managing Risk	D17	The DBF should review and take steps to raise awareness and embed the Digital Safeguarding Policy throughout the DBF.	Ensure the application of the policy is reported and the impact is considered by the DBF.	Digital Safeguarding policy is an internal DBF policy for Diocesan Support Services.	SLT	Ongoing			Staff have been made aware of the policy via Staff meeting. SLT to consider further actions required.	complete SLT to review policy as required	G
	D18	The DBF risk register should be developed to address contemporary and contextual issues.	Risk register is focussed on reputational impact to the DBF, this is appropriate but could also be expanded to consider the impact of contextual safeguarding issues on the Dioceses and Parishes.	DST to review risk register report to DSSG and Audit and Risk Cttee.	DST/ARC	Q4 2025	specific vulnerabilities are not identified and mitigated placing children and vulnerable groups at unnecessary risk.	regular review in Directorate meetings Director to take Risk Register to annual Audit and Risk Committee.	Risk Register to be reviewed annually. Internal Safeguarding team register has been revised/ HR, ED&I, Racial Justice in process.	Ongoing activity.	A/G
	D19	The DBF should commission an external resource (operating to terms of reference set by the DSO) to review, cleanse and archive the data held on MyConcern.	to ensure that when a concern is recorded it is only open for as long as it needs to be on the Case management system	This activity should be completed by the DSO it would be an unnecessary cost in time and expense to recruit and training a person to do this work it would also need to be reviewed and Qa'd by the DSO.	DSO	Q4 2024		when case data was imported to the new Case management system everything that was a closed file was recorded as an open concern which provides an incorrect perspective	DSO to review and Close/ archive Concerns where necessary.	On track DSO has (as of July 2024) filed all relevant concerns up to 2021.	G
	D20	Entries on MyConcern should provide a rationale for any 'inaction' on cases, where decisions have been made by the DSO / DST not to take a particular action.	DSO to review all cases prior to closure and ensure a rationale for the decision is provided in the chronology or the file record.	DSO to implement when triaging and reviewing cases. To be Qa'd by regional safeguarding lead.	DSO/ Regional Safeguarding Lead	Ongoing	case decisions are not clearly recorded in a consistent manner.	reviewing and using the My Concern system is labour intensive. It is not a suitable Case management system.	1. regional lead to dip sample and review concerns triaged for advice to ensure that the decision making is consistent and appropriate. 2. RSL to report quarterly to DSSG.	ongoing	G
	D21	The arrangements with Trinity College regarding the monitoring of safeguarding issues and agreements should be reviewed to alleviate workloads for the DST.	There is no evidence that the DST is aware of that Trinity College are creating an excessive burden of work for the DST.	Review cases and support provided to Trinity college to consider if a revision to the SLA is required.	DSO, DSL (at Trinity)	Q4 2025	demand for support from Trinity adversely impacts on support available to the wider diocese.	may require an increase in the capacity of the DST in order to better support Trinity College.	1 SLA due for review in March 2026, consider early review in conjunction with Cathedral? DSO to discuss with senior staff at Trinity College. Trinity College DSL is retiring in 2025 this has resulted in an internal review and moving this role to other vice principals. 2. Cathedral Restructure - plan to review support arrangements with the Cathedral in June 2026.		A/G
	D22	Whilst the development of training is a national issue, as an interim measure, the DBF should consider commissioning targeted training specifically on offender behaviours for those engaged with safeguarding agreements, such as Link workers, clergy and PSOs.	ensure that key roles have sufficient awareness of the risks posed by some individuals in their roles.	DST does not have the capacity to scope and develop this training provision. It is a persistent issue that has been raised in every audit completed by INEQE.	DSO/ Regional Safeguarding Lead	ongoing	Lack of awareness and knowledge of risks by parish based staff in relation to managing safety plans and working with those who may pose a risk of harm could lead to a serious safeguarding incident/ breach of agreement failure to safeguarding the subject and children in church.	Commissioning a training package for this specialist area conservatively estimating at £125 pp for just stipendiary clergy over 3 years would be approximately £10000. At the least this should be explored at a regional level in collaboration with neighbouring dioceses in order to develop a bespoke course relevant to the roles specified.	1. Liaise with regional safeguarding lead to explore viability; 2. Ask NST to action. 3. Exeter Diocese have bid for innovation funding to develop a course supported by Circles Southwest.	NST have identified that this is a consistent recommendation in all Audits and are seeking information as to whether this is something that is currently provided anywhere	G
	D23	The DBF should communicate and reinforce the responsibilities for Core Group members at a local level in line with the CoFE House of Bishop's Guidance.	ensure that those who would regularly attend and contribute to a Core group in response to an allegation fully understand their role within the core group.	Ensure that all routine members of a core group are identified, provided with a copy of the relevant guidance and develop a workshop to work through the responsibilities of the core group. Deputy DSO - trianing to develop workshop material and facilitate.	DST	Q3 2025	Core groups are not managed and are ineffective in addressing and managing risk.	To be explored with DST and relevant parties.	1. Identify Core groups key participants 2. provide with relevant local guidance 3. develop workshop material 4. run regular (1 per year) workshops  Awaiting material from NST to develop workshops and internal support. Nov 2025 - Training has been provided for those who chair SCMG but no other resources have been issued at present	New Managing allegations guidance now refers to safeguarding case Management groups and the DST will implement and develop and training workshop in 2025	A/G
	D24	The DBF team should raise awareness of the National Data Sharing Agreement between the National Police Chiefs' Council and the Church of England within the Diocese and raise the profile with police forces through the NST.	The relevance of this information sharing agreement is applicable to operational safeguarding staff not.	NST are leading on this project and its implementation it is not therefore necessary for the DBF to take this action.	NST	Ongoing	DST rarely experience issues in sharing information with local police forces. There are good operational links and we have named persons to escalate either directly or via the LADO (if relevant) any particular difficulties.	unnecessary	None for DST, RSL is following up.		G
	D25	The DBF should develop and implement a defined escalation processes for dealing with differences of opinion regarding decision making and actions taken on safeguarding cases.	There is a clear Escalation process for managing disagreements with statutory partners.	[need to clarify what this would need to look like for internal/ parish disagreements]. There is a complaints process in place for complaints about safeguarding processes. New Managing Allegations guidance includes a process for escalation.	DSO/ Regional Safeguarding Lead	Ongoing			National work is being undertaken to look at a consistent complaints process. Consideration if this could also include an internal escalation protocol. Escalation protocols exist with respect to statutory agencies.	Safeguarding Complaints process still in development.	A/G
	D26	The DBF should continue to review the effectiveness of the MyConcern system and engage at a national level to ensure the system meets local needs.	My Concern does not provide an adequate case management resource for the Diocese. It is a case recording system. It is not designed to assist the DST to manage a case in accordance with a defined process.	DSO and Safeguarding Co-ordinator attend regular meetings of a NSCMS user group and have raised concerns regarding the effectiveness of the system. The current contract has another 3 years to run.	DSO/ Regional Safeguarding Lead	Ongoing	MyConcern fails to provide the functionality and creates additional work for the DST limiting capacity for casework within the team.	monthly User group meeting to include DSO and Safeguarding Co-ordinator.	1. My Concern is not an adequate system for the effective management of safeguarding casework. This has been clearly communicated to the NST team responsible for its implementation and management. 2. following the new allegations management guidance advocate for a system that is better configured to assist effective case management following the allegations management process. 3. My Concern Health Check support being provided by NST hooked in for May 2026.		A/G

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	D27	Referred cases resulting in no further action and / or the provision of advice / guidance should be included as part of the supervision discussions between the DST and NST. This will also be raised by the Audit with the NST.	ensure that decision making is consistent with practice in region.	DSO to discuss with regional safeguarding lead to ensure that this is included in supervision discussion in addition to more serious casework.	DSO/ Regional Safeguarding Lead	complete	inconsistent case management	may require additional time to review larger sample of smaller cases.	1. discussion with DSO and Regional safeguarding lead in Supervision has already completed - June 2024	to be implemented as part of routine supervision	G
	D28	Based on the Audit's observations, it is recommended that structured supervision processes be implemented locally within the DST.	ensure consistent support and supervision for all DST involved in Casework. Regular case discussion is undertaken as a team and 1:1 it has not always been consistently recorded.	Supervision to be timetabled proportionate to hours worked (all staff involved in casework are part time)	DST	ongoing	DST caseworkers will not be adequately supported in their work.	ensure that there is adequate time for DSO to provide supervision to staff who work limited hours across a week.	1. 1:1 to be timetabled across a year for all staff 2. case discussions in team meetings to be noted and any agreed actions commentary to be recorded on the relevant concern.	practice to be reviewed with regional safeguarding lead.	A/G
	D29	Data Protection training should be prioritised and completed by clergy, DBF staff and parish volunteers dealing with personal or confidential information.	DBF staff are required to complete GDPR training on a regular basis.	A systems review is required to explore what resource and support this would need for all Clergy and relevant officers.	Data protection Officer	Q3 2025?	This is captured in the DBF risk register.	Current training package does not have capacity to support the level of need. Parishes resources website provides guidance to parishes and training: <a href="https://parishresources.org.uk/the-pcc-as-a-charity/parishes-and-gdpr/">https://parishresources.org.uk/the-pcc-as-a-charity/parishes-and-gdpr/</a>	GDPR Training Parish Buying has negotiated discounted rates on GDPR training with provider Me Training. Each course costs just £10 and there are five levels, ranging from Basic to Advanced. You can book through Parish Buying by following this link. (Free registration is needed.) Explore covering the costs for parishes for accessing this training.  The Bristol Diocesan Board of Finance (BDBF) undertook a GDPR gap analysis during the summer with Bulletproof (who offers cyber security and GDPR compliance services), and their report included a series of recommendations. BDBF will be working with Bulletproof to implement these recommendations (including additional training) in 2026. which will include modules on:  Identifying a Subject Access Request and the next steps Responding to a data breach Data Protection Impact Assessments Managing Consent Other key GDPR compliance requirements	Plan is fully funded and will be implemented during 2026	A/G
Victims and Survivors	D30	When supporting a Victim and survivor it is important to set check in points, that when agreed are followed up, even if only to say that there is nothing further to report. (the wishes of individuals should be established, and times agreed in advance).	Improve understanding of the progress of a case or investigation where this is possible for the Survivor.	In addition to the suite of material to use with a survivor ensure that there is a plan developed specific to each individual and that the assigned caseworker follows to agreed contact and engagement plan.	DSO	July 2025 onwards.	There is a failure to adequately support an individual survivor resulting in a negative impact on their wellbeing and damaging their trust in the support from the DBF.	time to ensure this is part of any engagement with a survivor; liaison with regional colleagues to assist in developing any specific material or adopting material that has been shown locally to help.	Implement new Managing Allegations policy with associated resources. Regional approach to the recruitment and training of support/link persons being explored led by RSL.		A/G
	D31	When engaging with a victim/survivor manage expectations and provide information about what you are going to do and what that might mean for them.	Improve how expectations are supported when engaging with a survivor of church based abuse.	Develop a suite of material to ensure that survivors are provided with consistent a calendar information at the start of any engagement.	DST	July 2025 onwards.	there is a risk that a survivor may disengage from support if their expectations are greater than the support available to them via the safeguarding Team/ DBF.	time to ensure this is part of any engagement with a survivor; liaison with regional colleagues to assist in developing any specific material or adopting material that has been shown locally to help.	Implement new Managing Allegations policy with associated resources. Awaiting relevant responses from NST for the material to be developed.		A/G
	D32	Once the developments seeking to strengthen victim / survivor engagement have been defined, the Diocese of Bristol website should include information about how victims / survivors can engage with the DBF and contribute to its ongoing developments.	ensure that the information on the Website: <a href="https://www.bristol.anglican.org/aboutus/safeguarding/victimandsurvivorsofabuse/">https://www.bristol.anglican.org/aboutus/safeguarding/victimandsurvivorsofabuse/</a> is well managed and kept up to date with any local or national developments	regular (monthly) review of website content on this specific page. Completion of recommendation D16	DST	TBC	survivor may access the webpage and the information is not up to date resulting in them not being able to access appropriate support and losing confidence in the support provided by the DBS	time required for Safeguarding Coordinator/ comms to manage	Monthly review of content of the webpage. Explore if possible traffic to the webpage? Clicking on links etc. can be reported on.		A/G
Learn	D33	The DBF should implement a specific evaluation process that seeks to capture evidence from staff, volunteers and their managers, about how training has informed practice and the impact it has had. This could be carried out by an external consultant to avoid extraction or diversion of DST members.		Liaison with the NST over evaluation of the Core Training Pathways as content and delivery is determined by the NST and evaluation needs to be consistent across all Dioceses / Courses	NST / DDSO (Training)	Ongoing			DDSO to explore approaches in regional training group and internal training within the Diocese. - plan to develop training evaluation/impact is required from NST		A

## Diocese of Bristol: Safeguarding Improvement Plan 2024

Standard	Recommendation	Action to be taken / issue to be addressed	Area for improvement	Actions required to achieve goal	Responsible person or Department	Date for completion	Risks (impact of not implementing recommendation or that might prevent implementation)	Resources (required to implement recommendation or are already available to meet requirements).	Actions	Outcomes	RAG
ng, Supervision and Support	D34	The DBF should engage with its workforce, develop and implement a specific training needs analysis framework that identifies the range of opportunities available to help identify local learning gaps. Training needs should be considered on an annual basis process and used by the DST to design and/or commission any local courses to supplement the NST programme.	DST to update training strategy when new learning framework is issued in late 2024	Training strategy to be reviewed and reissued to reflect revised requirements in the Safeguarding Learning and Development Framework. DST and HR to scope training needs in addition to those specified in the Safeguarding Learning and Development Framework.	DST/ HR	ongoing		PDR process is designed to capture training needs for DBF staff.	Review evaluation process for directly delivered courses to include asking participants for any identified, additional, training needs that they need having completed the training. Safeguarding Training Strategy has been revised and updated for 2025 -2028. Additional capacity is need to scope training needs across the diocese. This has been considered as part of the TC.T strategy part 3 bid. Specialist training for curates relating to 'Spiritual Abuse and Healthy relationships has been commissioned alongside Mission and Ministry Team. focussed training for curates on safeguarding and the seal of confession is being piloted in the first hal of 2026.		A/G
	D35	Alongside the recommendation on sex offender training (D20), theme specific training sessions focused on the topic of digital safeguarding should be introduced into the training programme and made accessible to relevant church officers in the DBF, Cathedral and parishes.	Provide church specific training regarding use of social media and digital safeguarding concerns	Develop regional workshop training package to be available for DBF and Parishes to use - link into External relations Team and reference Digital safeguarding Policy.	DST/ Regional Safeguarding Lead/ ERT/ Cathedral	Q2 2025	serious safeguarding incident occurs due to the lack of knowledge and awareness of the risks in not managing digital safeguarding issues.	planning and development time, lack of available training officer resource due to the need to deliver core training.	DDSO (Training) has attended specialist training and will liaise with Exeter Diocese to explore a workshop style delivery for relevant church officers. INEQE are piloting a course that Bristol is hosting for the region on 26/6. Exeter developing a course as part of innovation fund bid, to participate in piloting in 2026 via a train the trainer route.		A/G
	D36	The DBF should engage in targeted approaches to increase the uptake of training by key roles throughout the Diocese	improve training rates for key roles	DBF is already focussed on 4 key roles in respect of the core safeguarding requirements:Licenced/ PtO Clergy; LLMs/ Churchwardens and PSOs. These are all roels that are required to complete the leadership training.	DST	Ongoing	failure of any group to adhere to training requirements would expose individuals to risk of losing licence and developing poor practice.	this is current practice and is reported to the DSSG. There is regular liaison between the DST/ Bishops Office and Mission and Ministry team	Key roles are already targetted and focussed on by the DBF		G
	D37	The DBF should engage in discussions with relevant safeguarding partnerships about the potential for Church Officers to access their multi-agency safeguarding training offers.	Ensure that those in relevant roles engage with additional multi agency training.	scope roles within Parishes and ensure that cost of external training for those in paid roles is available and that cost is not an impediment to those who will need the training. I.e. leaders of lunch/ dementia club/ aid youth workers.	DST	ongoing	those in relevant roles will not receive required training	may require additional resouces to cover the cost of training in a parish	DST to scope roles that are relevant. Plan to be developed alongside the U18s adviser regarding training requiremetns for youth chaplains currently in post and being recruited. It is not clear that there is a budget to cover the additional costs.	DSO and DDSO T&D atted multiagency training relevant to their role.	A/G
	D38	The DBF should consider implementing mandatory counselling sessions for members of the DST to ensure they are sufficiently supported in the challenging role they do.	Ensure that those safeguarding staff invovled in casework are accessing appropriate support and counselling to support their wellbeing.	ensure that the cost is fully met and supported by the DBF and that appropriate counselling support is commisioned either via a single provider or via indiviudal counsellors selected by employees	DST/ HR	ASAP	Safeguarding staff are not adequately supported to cope with the emotional impact of a serious safeguarding situation this could make the DBF vulnerable and unabel to fulfil its wider responsibilities.	Annual costs have been estimated and are available DST to implement ASAP.	DSO to liaise with HR manager to implement. - Exploring collaboration with Gloucester and Bath & Wells to share resources to provide access to Counselling support for caseworking safeguarding staff. Almost ready to implement confirming arrangements with Wellbeing Officer and neighbouring Dioceses.	support is in place for relevant staff.	G
	D39	The structure of the 'safeguarding section' for MDRs should specifically align to the national safeguarding standards. This will help shape reflection on both vocation and ministry as they relate to these areas and help to identify both personal and professional training, support and development needs.	MDR Guidance is a national document from the relevant NCI and is due for review in 2025. Consideration needs to be given to how best to enable clergy to reflect and evidence their safeguarding practice through all sections covered within an MDR.	Refer recommendation to NST to pursue? Consideration to be given as to whether the MDR is the appropriate location for this work?	DSO/ Director of M&M	complete	Clergy need to have good consistent support to enable effective reflection on their safeguarding role and responsibilities this should be part of a wider process of reflection on their vocation and ministry		The Diocese of Bristol has been reviewing its MDR process to accommodate the support of coaching for ministers and to refocus the conversation on vocation and development. The developing MDR process offers the opportunity to engage with a personal development plan which may include addressing safeguarding issues and /or developing and embedding a culture of safeguarding in the parish setting. In year one of MDR the plan is developed and reviewed. In year two this process is repeated, and a review conversation is scheduled with a member of Bishop's staff. This conversation is vocational and developmental and will include all aspects of ministry. This is an opportunity to discuss the implications of safeguarding for ministry and voice and review ministerial practice and experiences and their personal and professional impact. We are exploring a similar review process for Licenced Lay Ministers in the hope that they will have the opportunity to reflect on their ministry and on a developing safeguarding culture in their context.		G
	D40	The DBF should develop an audit for PCCs to establish compliance levels with induction training. Where individuals are identified who have not had induction training this should be addressed within a specific period of time, i.e. three to six months. Furthermore, this issue should be addressed on any forthcoming visitations (known as Triennial Inspections).	ensure relevant roles receive appropriate induction with respect to saueguarding.	Only PSOs have a role specific Safeguarding induction course that is provided by the DST. Before implementing an Audit PCCs need to have a framework to implement and material to use to provide a safeguarding induction session for their volunteers. Consider whether there needs to be a standard diocese wide induction guide which covers more than safeguarding?	DST/ TC.T - volunteer workstream/ Volunteer Adviser	q4 2025	.	time to develop package of support and induction for parishes to use for all church officers to cover more than safeguarding.	1. scope what an induction session for church officers needs to include in addition to safeguarding requirements. 2. develop material 3. launch and implement 4. after a year audit and explore impact on volunteer engagement and retention.  Volunteer Adviser has now started in post (March 2025)		A/G