

CULTURE, LEADERSHIP AND CAPACITY

Standard

1

Standard

2

Standard

3

Standard

4

Standard

5

What is the culture, leadership and capacity standard?

Church bodies have the safe and healthy culture, effective leadership, resourcing and scrutiny arrangements necessary to deliver high quality safeguarding practices and outcomes.

Why does it matter?

We know from other sectors that simply knowing and following procedures is not enough to do safeguarding well. To keep people safe, and respond well when abuse happens, organisations need to have healthy cultures and effective leadership. Organisations with unhealthy cultures will be more susceptible to bad behaviour becoming abusive behaviour, and they will be unsafe spaces for people to disclose abuse or to get the response they need. Leaders have a key role to play in shaping culture.

Church bodies will not be able to provide effective safeguarding practice if they do not invest adequate resources in proportion to known need. Lack of investment can also result in a failure of duty of care to those in safeguarding roles which is not only bad for safeguarding but is also inconsistent with both Christian values and good employment principles.

To get safeguarding right, organisations need critical-friends to provide challenge which adds value and impacts people's lives.

What does good look like?

Standard 2 is broken down into 16 'what good looks like' indicators.

These indicators help you know how well your organisation is doing in respect of the Standard.

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THE CHURCH
OF ENGLAND

Culture

1. A safe and healthy culture is promoted within the Church body and a review of its culture is undertaken each year.
2. Church bodies foster a culture characterised by the criteria set out in the “Responding Well to Victims and Survivors of Abuse” Guidance.
3. Members of Church bodies, including those new to the Church, feel safe and are confident in raising concerns about their safety or that of others.
4. Within Church bodies, poor culture, including dysfunctional behaviours and relationships, that may lead to safeguarding issues and concerns is challenged and dealt with through appropriate actions.
5. There is evidence of effective collaboration between safeguarding teams and other internal departments.
6. There is a functional DSAP, or equivalent committee, that provides effective oversight and challenge and can demonstrate it has contributed to improved safeguarding.

Leadership

7. Appointments to leadership roles are only made when the person concerned has demonstrated effective safeguarding leadership behaviour in previous professional roles.
8. Those in leadership roles engage with and promote the welfare of children, vulnerable adults, victims and survivors of abuse, as well as those who are subject of concerns or allegations of abuse.
9. Those in leadership roles actively seek to improve their own knowledge of current safeguarding matters and can promote an active desire for continuous professional development in this area among those for whom they are responsible.
10. Leaders appropriately address problematic behaviours and attitudes.
11. The views of those with professional safeguarding expertise are listened to and respected.
12. Church officers can see how their feedback to leaders has led to a change in leadership behaviour.
13. Safeguarding issues are explored in a meaningful way through visitations and other contact undertaken with priests and parishes.

Capacity

14. Church bodies can evidence that they undertake an annual review of safeguarding needs and demands in their area, covering the five key safeguarding standards of the National Safeguarding Quality Assurance Framework, which will inform consequential financial and resource plans.
15. The resources allocated to safeguarding teams are based on the Church’s national formula for safeguarding resource requirements, and Church bodies can evidence how the respective level of resourcing meets the criteria of the National Safeguarding Standards.
16. Members of safeguarding teams do not have to regularly work over their paid hours for a safeguarding service to be delivered, as outlined in the National Safeguarding Standards.