

# Independent Chair of the Diocesan Safeguarding Advisory Panel

Application Pack  
March 2019



## Thank you for your interest

in the role of **Independent Chair of the Diocesan Safeguarding Advisory Panel** initially for a 3 year period.

Please find enclosed the following information:

- page 3 - **Context and background**
- page 4 - **Job description and person specification**
- Page 7 - **An overview of the Diocese of Guildford**

**Dear Applicant,**

It's an exciting time to be part of the Diocese with our mission of *'Transforming Church Transforming Lives'* and the supporting goals that include a commitment to establish 100 new worshipping communities over the next 10 years, growing the number of ordained clergy and sharing expertise to release fresh energy for mission.

We believe that safeguarding is everyone's responsibility and is at the heart of all that we do. We are on a journey, taking all possible steps to ensure that our churches and worshipping communities are truly a place where all are safe and can flourish.

Reflecting our commitment to safeguarding within all aspects of our work, we are seeking to appoint an Independent Chair of our Diocesan Safeguarding Advisory Panel. The Panel has oversight of safeguarding arrangements within the diocese and is a source of independent expert advice on safeguarding policies, processes and procedures. We are governed by the Church of England safeguarding policies and practice guidance and informed by best practice in faith organisations and the safeguarding sector.

Your role will be to ensure that the Panel has an independent voice and provides challenge and scrutiny to our safeguarding policies and practices, as well as holding us to account on their implementation.

You will have extensive leadership experience, ideally gained within one of the appropriate statutory agencies or within the education sector. You will have the ability to inspire trust, influence and chair meetings involving multi-statutory agencies, senior clergy and lay representatives. You must demonstrate a high level of integrity and an openness and willingness to listen to the voices of all those with whom the Panel comes in contact.

Whilst you do not need to be a practising Christian, you are required to be in sympathy with Christian values and the aims and mission of the Church of England.

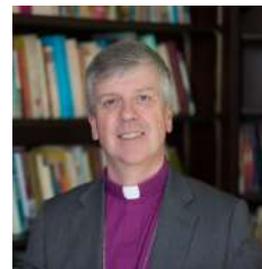
If you have a passion to play a key role in our safeguarding provision, we look forward to receiving your CV and a letter highlighting the reasons for your interest in the role. Applications should be forwarded to [lynda.donaldson@cofeguildford.org.uk](mailto:lynda.donaldson@cofeguildford.org.uk) by midday on Friday 22<sup>nd</sup> March 2019. Interviews will be held on Tuesday 16<sup>th</sup> April 2019.

If you would like to have an informal discussion about the role, please contact Lynda Donaldson, Director of HR and Safeguarding on 01483 790310.

Yours faithfully,

+ Andrew Guildford.

**Bishop of Guildford**



## Context and Background

The Diocesan Safeguarding Advisory Panel (DSAP) plays a vital role in the mission and ministry of the Diocese of Guildford, ensuring so far as possible that strategy, processes and policies create a safe environment for all.

The DSAP reports to and advises the Bishop and the Bishop's Staff Meeting (BSM), and is constituted in line with the House of Bishops practice guidance 'Key Roles and Responsibilities of Church Office Holders and Bodies 2017'.

The DSAP members are appointed by the Bishop of Guildford. The membership of the DSAP will include external professionals with expertise and current experience in the strategic overview of safeguarding vulnerable groups. The DSAP includes representatives from the police and Social Services and may invite other external agencies and individuals with particular expertise.

In light of feedback from the independent safeguarding audit undertaken in 2017, we reviewed our governance structures and a decision was made to establish a Case Work Sub Group (CWSG). The purpose of the CWSG is to oversee the management of all case work and safeguarding risk assessments, to review and scrutinize all casework, ensuring compliance with national policy, best practice guidance and legislation and ensuring that we keep the victim and others impacted central to our considerations.

The CWSG operates under delegated authority from the DSAP. The Chair of the Sub Group is also the Chair of the DSAP to ensure continuity and a strong flow of information and communication between the two groups.

The membership of the CWSG includes those with professional experience in the protection of children and vulnerable adults, with representatives from external agencies working across the geographical area of the Diocese of Guildford.

The DSAP is a strategic forum and meets at least twice each year. The CWSG meets at least four times a year to enable it to fulfil its role of scrutinizing case work effectively. Additional meetings or calls are arranged, as required, in light of any significant issues.

In line with national guidance, the Independent Chair will be appointed by the Bishop of Guildford for a period of three years, with an additional term of three years following a review.

The Chair should be an independent lay person. In this context independent means that there should be no conflict of interests and that the individual is neither employed by the diocese, nor is discharging a managerial function in the Diocese.

It is anticipated that approximately 12 days per annum will be required to fulfil the role.

This role is offered on a voluntary basis and expenses will be reimbursed.

# Independent Chair of the Diocesan Safeguarding Advisory Panel:

## Job Description

### Job Purpose

- To ensure that the DSAP discharges its role of advising the Bishop of Guildford, other senior leaders and the Diocese on the safeguarding of children and vulnerable adults.
- To ensure that the DSAP has an independent voice and separate identity, and that it is able to fulfil its core role of providing objective, independent scrutiny and challenge of safeguarding practice across the Diocese of Guildford.
- To chair the DSAP and the CWSG meeting and ensure that outcomes and actions are documented and implemented.

### Accountable to

- Bishop of Guildford

### Relationships:

- Bishop of Guildford, Bishop of Dorking and Archdeacons of Surrey and Dorking
- Bishop's Staff Meeting, i.e. the senior leadership team in the Diocese
- Diocesan Safeguarding team
- DSAP members
- CWSG members
- Peers in other dioceses
- National Safeguarding team

### Key Duties and Responsibilities

- Ensure that the DSAP's advisory and scrutiny functions are carried out effectively.
- Ensure that the DSAP works constructively and effectively to safeguard and promote the welfare of children and vulnerable adults across the Diocese of Guildford, ensuring that the confidential and sensitive information provided by the constituent agencies of the Panel is preserved at all times.
- Work collaboratively with the Bishop of Guildford, the Bishop's staff team (BSM), the Diocesan Safeguarding team and any other senior officials to ensure a constructive relationship with the DSAP in the joint quest of taking all possible steps to achieve a safer church.

- Ensure that the Diocese has a strategic overview of safeguarding practice across the Diocese in line with House of Bishops' policy and practice guidance, together with appropriate quality assurance and risk management.
- To work with the DSAP and senior leadership team to ensure that the voices of children, young people and vulnerable adults are well represented in the work of the DSAP.
- To ensure that the voices and needs of victims/survivors and those affected by abuse are heard, considered and acted upon.
- Agree the DSAP agenda with the Diocesan Safeguarding Lead, the Diocesan Safeguarding Adviser – Casework and Diocesan Training and Policy Adviser and other members of the DSAP.
- Chair meetings of the DSAP and the CWSG. Conduct the meetings in a way that enables all members to contribute their knowledge and skills and to delineate clearly those matters which are agreed as recommendations to BSM and those forwarded to the diocesan safeguarding team for review, further consideration and action.
- Agree minutes and ensure distribution to other DSAP members.
- Follow up and monitor actions as required, including items for specific action by the Chair.
- Chair, where appropriate any additional DSAP meetings convened as a response to specific circumstances.
- To advise the Bishop of Guildford, where necessary, of specific concerns or issues. Where appropriate, to raise and report any concerns/issues as part of whistle blowing arrangements.
- Ensure that key issues and national developments are brought to the attention of and considered by the DSAP.
- To respond to correspondence sent to the Chair, with support, where appropriate, from the Diocesan Safeguarding Lead and the Diocesan Safeguarding Adviser – Case Work.
- To attend national meetings of Diocesan Safeguarding Advisory Panel Chairs, as required. To present learning from the Diocese of Guildford at such meetings and to ensure that key learnings from other dioceses inform the agenda and practices within the Diocese of Guildford.
- To meet with the Bishop of Guildford at least twice per year for a general update and as required, should any issues/concerns arise regarding safeguarding practice within the Diocese.
- To produce, with other members of the DSAP and the Diocesan Safeguarding Lead, an annual report on safeguarding within the Diocese of Guildford, for submission to the Bishop of Guildford,

for discussion at the Bishop's Staff Meeting (BSM) and for presentation to Bishop's Council and Diocesan Synod.

## Person specification

	Essential	Desirable
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>Academic and/or professional qualification in social or health care, education or legal discipline of sufficient standing to commend professional respect within the DSAP.</li> </ul>	<ul style="list-style-type: none"> <li>Professional qualification in at least one of the following areas: working with vulnerable adults and/or children.</li> </ul>
<b>Experience</b> (able to evidence)	<ul style="list-style-type: none"> <li>Extensive professional safeguarding expertise in a relevant statutory, voluntary or judicial agency.</li> <li>Sufficient experience of working within the public or voluntary sector at a senior level to command respect within a multiagency panel of agency representatives.</li> <li>Experience of chairing complex, professional meetings at a senior level in an efficient manner.</li> <li>Sufficient experience of the operational context of safeguarding work to enable well-grounded contributions to resolving individual case issues.</li> <li>Commitment to the welfare of children and/or vulnerable adults, demonstrable through previous or current professional or voluntary activities.</li> </ul>	
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>Knowledge and good understanding of developments in health and social care, of legislation and research underpinning child and adult protection work.</li> <li>Knowledge and understanding of safeguarding and promoting the welfare of children and vulnerable adults.</li> <li>Knowledge of how to maintain effective safeguarding practice.</li> </ul>	<ul style="list-style-type: none"> <li>Understanding of the Church of England, its organisation and governance structures.</li> </ul>
<b>Skills</b>	<ul style="list-style-type: none"> <li>Skills in negotiation to assist in resolving any conflict between agencies.</li> <li>Strong organisational awareness to ensure the smooth operation of the DSAP and its relationship to and with other diocesan governance structures.</li> <li>Pragmatic and solutions-orientated approach to resolving situations or issues.</li> </ul>	<ul style="list-style-type: none"> <li>Skilled and effective at delivery workshops or training modules/courses.</li> </ul>

	<ul style="list-style-type: none"> <li>• Ability to ensure that decisions and recommendations made.</li> <li>• Effective and clear communicator, with excellent written and verbal communication skills.</li> <li>• Excellent listener – able to absorb information on range of topics and respond in manner appropriate for the listener – particularly important due to the confidential and sensitive nature of information and case work.</li> <li>• Strong analytical skills, with good attention to detail.</li> </ul>	
<b>Behaviours</b>	<ul style="list-style-type: none"> <li>• Demonstrable maturity and professionalism.</li> <li>• Able to work independently and on own initiative as well as being integral member of a team. Able to operate outside single agency structures.</li> <li>• Ability to establish credibility and respect and build strong working relationships with wide range of colleagues.</li> <li>• A warm and open demeanour, with a collaborative working style.</li> </ul>	
<b>Personal</b>	<ul style="list-style-type: none"> <li>• A high level of integrity and discretion, handle confidential information with diplomacy and sensitivity.</li> <li>• Presents a professional and positive image at all times.</li> <li>• An ability to work with people of all ages and background.</li> </ul>	<ul style="list-style-type: none"> <li>• In sympathy with the aims and mission of the Church of England.</li> <li>• An understanding of other Christian denominations and non-Christian faiths.</li> </ul>

## About: Diocese of Guildford - who we are

### A. Area, People and Community

The Diocese of Guildford covers the western two-thirds of Surrey and a significant area of North-East Hampshire. It also includes one parish in a London borough and one in rural West Sussex. In the northeast, it is largely suburban, but moving south and west, there are a number of distinct towns and numerous villages. This part of the diocese has a rural feel, but good road and rail links to London and elsewhere mean that there is much commuting within these areas.

The population is just over a million, rising in line with the national rate. Notwithstanding the rural areas, the average population density is above average, both regionally and nationally.

The area is rightly perceived as affluent, but there are other perspectives. There are surprisingly high levels of domestic and sexual abuse. The population is quite mobile, but the cost of housing is very high and there are issues of homelessness in the towns. The government wants a significant number of new homes to be built in the area, but there is much lively debate about where they might go.

Taken as a whole, the diocese has the lowest average IMD (Index of Multiple Deprivation) in England, but the picture is not uniform. Throughout the area there are tight pockets of deprivation, enclosed within housing estates or even within a few streets, with high levels of child poverty, low income, poor mental health and other significant problems. Often they are adjacent to affluent areas that camouflage the extent of need, driving down the statistics and diverting public funds to areas of more widespread poverty in other parts of the country.



The diocese is becoming more diverse ethnically, and there are notable Asian populations in Woking and Camberley. There has also been a large influx of Nepalese to Aldershot and Farnborough following recent Government changes to Gurkha pension provision. In 15% of parishes, the proportion of White British inhabitants is now less than 80%.

Principal occupations include Wholesale/Retail Trade, Professional & Scientific, Education, Human Health & Social Work, with significant numbers also in Information & Communication Technology and Finance. There are also a large number of military personnel (and their families) in several areas of the diocese; Aldershot is the 'Home of the British Army' and the tri-service Defence Medical Rehabilitation Centre at Headley Court also lies within the diocese. The University of Surrey is based in Guildford, together with the Surrey Research Park, and Royal Holloway (University of London) is at Egham. There are four major hospitals and four prisons. A significant number of key national decision makers live within the diocese.

## B. The Church in the Community

Guildford is one of 41 dioceses, or regions, covering the whole of England. The diocese has two archdeaconries, each with six deaneries, and a total of 162 parishes, 86 church schools extending across two-thirds of Surrey, North East Hampshire, into Sussex and Greater London. We have 217 church buildings which see more than 25,000 people worshipping on an average Sunday, in addition to many thousands more of all ages who use those buildings or neighbouring Church halls on weekdays for church activities and community clubs and meetings. All of this is supported by more than 300 clergy and around 80 staff in our central teams.

A great deal of the work of the church is done at a local level by the parishes. The diocesan teams support and encourage the work of the parishes, and also work with wider networks to the mutual benefit of the church and society at local, regional and national levels.

The diocese includes churches representing all shades of Anglicanism. This wide spectrum is welcomed and a healthy dialogue informs our diocesan view. All traditions play their full part in the life of the diocese, and broadly speaking there is an encouraging absence of tribalism.

We are fortunate to have some 300 licensed clergy. Nearly two thirds of these are stipendiary, of whom over 90% are full-time. About a third of all licensed clergy are women, including our Suffragan Bishop and Dean, with a higher proportion amongst Self-Supporting Ministers. There is a significant number of clergy couples, ministering in various ways.

The proportion of the population attending church, both adults and young people is above the national average, but overall numbers have dropped, albeit slightly more slowly than the national average. With a changing population, ministry to new parishioners is a significant task.

Church communities vary in size, but about half have an average Adult Weekly Attendance of over 100 (with 12 parishes over 300 in 2014). Nearly three quarters have an Electoral Roll over 100.

Parish clergy, authorised lay ministers and other lay members, including chaplains, are not only engaged with church schools across the diocese, but also with over 250 county and independent schools. Many of the latter have church foundations.

Many parishes are involved with their local communities, not just by way of occasional offices, prayer and financial support, but in active engagement through projects such as CAP (Christians Against Poverty) Centres, Street Angels/Pastors, Food Banks, furniture recycling to needy families, chaplains to GP surgeries, Night Shelters and Credit Unions. Often this work is ecumenical and/or organised across an area, such as a deanery.



## C. Diocesan Teams

There are five Teams and around 80 staff, based at Church House in Guildford located in the Surrey Research Park, whose work is arranged to focus on the priorities underlying the 12 goals of the diocesan mission strategy, [Transforming Church, Transforming Lives](#).

The **Administration Team** provides support to parishes as well as carrying out the multiplicity of tasks necessary to running the church regionally, and as part of a national church. This includes looking after our large property portfolio, principally clergy housing; running our central processes and professional functions for Finance, HR, Safeguarding and Communications.

The **Discipleship, Vocation and Ministry Team** is tasked with the recruitment, training and support of clergy, and licensed and authorised lay ministers working in parishes and other places where ministry is offered. DVMT is a significant player in the South Central Regional Training Partnership of which the Bishop of Guildford has been a Partner for 5 years.

The work of the **Parish Development and Evangelism Team** involves coming alongside congregations to help them enable growth in the ways encompassed by *Transforming Church, Transforming Lives*. This may include helping parishes to develop their vision, release the resources needed to pursue it and to re-imagine what church should be. The team also provides resources for parishes to help them in work with young people and with outreach, perhaps in new and imaginative ways, including Fresh Expressions and planting new congregations.

The Education Team serves 84 church schools and academies, 81 primary and 3 secondary, in three local authority areas across the Diocese which together provide education to around 22,000 children and young people. The work of the team is to support the family of Church schools and academies in offering high quality, distinctively Christian education, in partnership with parishes, which serves the needs of their local communities, families, parents and pupils

and to support the work of chaplaincy in several further and higher education colleges. Support and advice, educational and property services and professional development and training are provided by the team so that educational outcomes within Church schools and academies remain high, the leadership of schools model Christian beliefs, ethos and values and school buildings offer pupils high-quality learning environments. Fifteen church schools have now converted to academy status, eleven as part of the diocesan multi academy trust, The Good Shepherd Trust, and the team work closely with all church academy trusts as more church schools move into the academy sector.

There are many examples of involvement in local communities, organised by or through the **Communities Engagement Team**. This engagement is seen as central to healthy mission, enabling our faith and spirituality to be exposed to the challenges needed to open up and grow. The work done includes Family Support, Health & Wellbeing, Restorative Justice and Surrey Faith Links. Much of this work directly supports and encourages parishes to engage with their local communities, whilst some involves larger networks. Over half the cost of this work is externally funded.

## D. The Bishop's Staff and Diocesan Structures

The Diocesan Bishop's Staff is more broadly based than in many dioceses, including team directors and the Bishop's Chaplain as well as senior clergy. There are two bishops in the Diocese of Guildford - Bishop Andrew as the Diocesan Bishop and Bishop Jo as Suffragan. Her role is to assist him in various episcopal functions – public engagement, parish visits, clergy pastoral care, confirmations – and to oversee certain aspects of life in the diocese, in particular the diocese's 85 schools and the work of Discipleship, Vocations and Ministry.

Bishop's monthly staff meetings include sections for general business; delivery of our strategy; "people" including appointments and staff; "places" including parishes and housing etc. A smaller meeting for bishops, archdeacons, diocesan secretary and dean (which exists predominantly for prayer and mutual support) also meets on a regular basis. The Bishop's Staff Meeting is the formal safeguarding committee and is advised by a safeguarding panel with an independent chair.



Like many dioceses, Guildford has brought together a number of committees to join up policy, priorities and finance, so that the members of the Bishop's Council are the standing committee of the Diocesan Synod, the board of directors/trustees of the Diocesan Board of Finance, the Mission and Pastoral Committee and the Property and Parsonages Committee. The Bishop's Council is as small as is practicable. It is supported by a non-executive Finance and Audit Committee and a Housing Advisory Committee. There is not a great deal of pastoral committee work. When detailed consideration is required an ad hoc group is formed from all the interested parties. Members of the Diocesan Synod are also members of the Diocesan Board of Finance. The other main committees are the Diocesan Advisory Committee and the (unincorporated) Diocesan Board of Education, chaired by Bishop Jo.

## E. The Cathedral

The Cathedral itself sits in the geographical centre of the diocese and has, in recent years, begun to address the physical isolation from the town of Guildford and to reach out to parishes, schools and chaplaincies of our diocese. It seeks to serve as the 'Mother Church' for the Bishop in his mission and ministry but also as a resource to the whole community of Surrey and north-east Hampshire. Underlying the plans for a residential development on part of the site and for a £7.5m renovation and improvement project already underway is the intention of the Cathedral to provide a place of welcome, worship, inspiration and engagement for the furtherance of God's kingdom.

## F. Finance

The diocese has an annual budget of around £11 million and aims to achieve a breakeven position each year. Since 2009, budget increases have averaged 1.7% p.a., in line with

average earnings but well below underlying inflation. Around 70% of budgeted costs relate to ministry provision and training; 11% relate to our contribution towards the national church; and the remainder mainly funds the work of the central diocesan teams. The diocese has very limited investments and the budget is almost entirely funded by parish share receipts.

Parish Share is determined by allocating direct ministry costs according to the number of incumbents, which results in a request of around £55,000 a year per incumbent post; smaller parishes may share an incumbent. Remaining 'shared' costs are allocated in accordance with a formula involving adult Sunday attendance and a prosperity factor.

## G. International links

The diocese has a long-established link with the Anglican Church of Nigeria, which is a valuable channel of communication for the Communion as a whole. Episcopal leadership, including travelling to and receiving visits from our link partners, is vital in fostering this strategic relationship. We also have a link with the Lutheran Church in the diocese of Viborg, Denmark.

