

#	Reviewers' recommendation	Accepted in full (Green) Accepted in part (blue) Not accepted (red)	Diocesan comments/action	Capacity /lead officer	Timeframe	Implementation	Update
1	Within the limits of the new measure, the Bishop's Council should carry out a skills, inclusion and diversity audit. In doing so, it should consider whether it could co-opt a senior non-executive member with a strategic statutory safeguarding background. This would enhance their ability to apply appropriate governance level scrutiny.	Accepted in part	The Appointments Committee has planned to undertake a skills audit, which will be used to inform decisions about the recruitment of future committee members	Bishop of Oxford	Ongoing		A skills register is in place for Diocesan Synod members which includes all of Bishop's Council. There are currently several members with safeguarding experience.
2	The Head of Safeguarding (DSO) (or when not available one of their team) should be a member of the BSM as of right not by invitation. This will provide reassurance that no matters that may impact on safeguarding are overlooked.	Accepted	The Head of Safeguarding will attend all BSM meetings when available.	Bishop of Oxford	In place		The Head of Safeguarding (DSO) attends BSM.
3	Notwithstanding the current good practice regarding independent safeguarding experts sitting on DSAP, the DSAP should carry out a skills, inclusion and diversity audit. This should consider how it can further strengthen its oversight via the inclusion of relevant local community organisations (e.g. foodbanks), charities and those advocating on behalf of marginalised groups.	Accepted in part	The DSP will carry out a skills, inclusion and diversity audit to make sure all relevant groups are represented. Due to the size of the diocese it may not be possible to have representation from all local groups/organisations.	DSAP Independent Chair	Jan-25		A skills audit is currently being carried out with the DSAP. This will be completed by the end of June 2026.
4	The DBF should consider creating area networks utilising PSO coordinators. The payment of an Honorarium should be considered to reflect the additional responsibilities such a role would bring.	Accepted in part	Each archdeaconary has an area plan to address PSO recruitment and support. The DBF will consider the financial implications of offering honorariums.	Head of Safeguarding/Area Safeguarding Advisors	Jan-25		The diocese has obtained funding from the national church to fund a PSO Network Project which will establish support systems for PSOs.
5	To provide a degree of reassurance regarding support to TEI arrangements, the DBF should request that they carry out an independent safeguarding review has been completed and submitted to them by the relevant TEI seeking their support.	Accepted	The DBF consider this to be a good suggestion and will recommend that each TEI carries out an independent safeguarding audit.	Head of Safeguarding/Bishop of Oxford	Jun-25		The Head of Safeguarding has met with all principals and safeguarding leads in the three TEIs to recommend an independent audit is carried out.
6	To provide a degree of reassurance regarding relevant religious communities and or fellowships operating within the Diocese, the DBF should develop a better understanding of the range and safeguarding arrangements applied in such settings.	Accepted	The safeguarding team have biennial meetings with all religious communities in the diocese. The responsibility for safeguarding structures and cultures rest with the Episcopal Visitor but the safeguarding team will ensure at the meetings that the religious communities know when to contact the safeguarding team regarding safeguarding concerns.	Head of Safeguarding	Mar-25		The safeguarding team continues to hold annual meetings with religious communities with the most recent meeting being held in April 2026.

7	The DBF should: (a) appoint a Director of Safeguarding role. This could incorporate the role of the DSO. This would differentiate strategic from operational roles, provide insight at all governance and oversight meeting, provide capacity to manage transition regarding their growth strategy and the possible implications regarding transitional management if the Jay recommendations are adopted. Presence in senior leadership meetings would be by virtue of right rather than invitation and the benefits that could and should be accrued. (b) If the appointment of a Director of Safeguarding role (incorporating the DSO authority) is agreed, a senior Area Safeguarding Advisor should be appointed to support the operational roles of the Area Safeguarding Advisors.	Not accepted	The ODBF do not consider there needs to be an additional post created. The most senior safeguarding role within the diocese needs to incorporate the DSO role which necessitates close operational involvement. The attendance of the Head of Safeguarding at BSM meetings allows this role to have further strategic reach and influence.				
8	The DBF should increase their training capacity and capability (beyond the NST's current template).	Accepted in part	There is not current capacity in the team to deliver new training courses, however, third party providers and alternative delivery modes could be sourced for topic specific training webinars which respond to identified need. This would be taken forward by the Area Advisors/Head of Safeguarding. The needs analysis will be developed as part of the training strategy.	Head of Safeguarding	On-going		Since the audit was undertaken the safeguarding team have run additional training on how to manage the risk of those how have sexually offended, financial/elder abuse, additional training on raising awareness of domestic abuse and additional training on responding well to victims/survivors of abuse.
9	Whilst the current approach balances a number of administrative functions and resources the DBF should consolidate their approach by committing the current shared HR resource to HR matters only and the current administrative support role exclusively to the Safeguarding Team.	Not accepted	The admin need of the team needs to be kept under review but assessment by the Head of Safeguarding is that the current structure and resourcing meets need.	Director of People/Head of Safeguarding			
10	Given the growth in need across society and the likely increase in safeguarding requirements, alongside the DBF's ambition to grow the Church, the DBF should commit to a biennial review of its safeguarding capacity.	Accepted	The DBF agree that there needs to be biennial review of safeguarding capacity and shared with DSAP and Bishop's Council.	Director of People	Next review to take place in June 2026.		Review to take place in June 2026.
11	The DBF should ensure that its commitment to safeguarding is embedded in all job adverts, application forms and job descriptions.	Accepted	Prepare and utilise an appropriate form of words for job adverts and application forms. Wording of job descriptions will vary according to nature of role.	Director of People	Nov-24		The commitment to safeguarding is embedded in all job adverts, applications and job description created in the past 4 years.
12	In order to assure itself of the quality and impact of Parish Dashboard data, the DBF should define and adopt a Parish Dashboard quality assurance process. While it should be built on the principle of 'working with' rather than 'doing to', it should involve dip sampling to test the veracity of Parish Dashboard data.	Accepted	Within the Safeguarding Strategy Action Plan there is an action relating to parish audits which would involve dip-sampling of the Parish Dashboard. The aim is for approx. 5 audits to be carried out in each area annually.	Head of Safeguarding	On-going		The safeguarding team continue to carry out safeguarding audits in each of archdeaconaries. Currently (Nov 25) 9 have been carried out during 2025.
13	The DBF should develop a standalone safeguarding risk register to allow for more dedicated focus and scrutiny. Risks should be identified and defined against the National Safeguarding Standards and reviewed on a quarterly basis as a minimum. The DST/QARG should be consulted on the development of an expanded risk register.	Accepted	The DBF agree there is a need for a standalone safeguarding risk register which will be reviewed by the DSP annually and shared annually with BSM.	Director of People/Head of Safeguarding	Jan-25		The risk register has been developed and is regularly reviewed by the Diocesan Safeguarding Panel.

14	The DBF should continue to review the effectiveness of the MyConcern system and engage at a national level to share their experience and to help ensure the system meets local needs.	Accepted	A member of the DST is on the MyConcern User Group and will continue to lead on sharing best practice and developing how the DST uses the system.	Head of Safeguarding	On-going		A member of the DST is on the MyConcern User Group and will continue to lead on sharing best practice and developing how the DST uses the system.
15	Supervision entries recorded on MyConcern should follow a consistent format and be uploaded on at least a monthly basis.	Accepted	The Head of Safeguarding carries out monthly supervision with all Area Safeguarding Advisors and case discussions are uploaded to MyConcern. A template will be developed to ensure a consistent format is used for the supervision entry on MyConcern for cases involving core groups.	Head of Safeguarding	Oct-25		The Head of Safeguarding carries out monthly supervisions and they are uploaded to MyConcern. Where there are SCMG running the supervision template is used.
16	The Head of Safeguarding (DSO)/DST should record the rationale for closing a case on the system.	Accepted	The rationale for closing a case is within the minutes for a core group. The Head of Safeguarding will include in the new practice standards the need for rationale on any 'inaction' on cases.	Head of Safeguarding	Jan-25		This has now been included in the Practice Standards. The Head of Safeguarding is checking all case closures and making sure there is a rationale on the system.
17	The decision regarding how and by whom a concern is escalated or managed should be recorded on MyConcern.	Accepted	The case decisions are recorded within supervision notes and core group minutes. Practice standards will recommend more explicit reference to this within the chronology.	Head of Safeguarding	Jan-25		This has now been included in the Practice Standards and rationale. Practice is improving in this area but not yet consistent.
18	Entries on MyConcern should provide a rationale for any 'inaction' on cases, where decisions have been made by the Head of Safeguarding (DSO) / DST not to pursue any particular action.	Accepted	Decisions not to take action/escalate are contained within supervision notes and core group minutes.	Head of Safeguarding			Decisions not to take action/escalate are contained within supervision notes and core group minutes.
19	The DST should review all safety plans and ensure that they are signed by all relevant parties and understood by the respondent.	Accepted	All safeguarding agreements will be reviewed to ensure they have been signed by all parties.	Head of Safeguarding	Nov-25		This recommendation has been implemented by the safeguarding team.
20	The Head of Safeguarding (DSO) should: a) Ensure that the approach to safety plans is consistent and applied on the basis of agreed policy and practice.	Accepted	The DST will follow NST policy and guidance.	Head of Safeguarding	On-going		The DST will follow NST policy and guidance.
21	All existing safety plans should be reviewed to ensure that they include a clause that encompasses contact with Church attendees outside of the Church setting and attendance at other Churches/associated Church settings.	Accepted	All safeguarding agreements will be reviewed to ensure that they include these provisions.	Head of Safeguarding/Area Safeguarding Advisors	Nov-25		This recommendation has been implemented by the safeguarding team.
22	Reviews of safety plans with respondents should not take place within informal settings such as the homes of PSO's or other staff and volunteers. Reviews should always take place in a formal setting.	Accepted	The DST agree with this recommendation.	Head of Safeguarding/Area Safeguarding Advisors	on-going		This recommendation has been implemented by the safeguarding team.

23	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 respondents on safety plans, such as Link workers, clergy and PSOs.	Accepted	The DST has run training on managing the risk of those who have sexually offended and has information on the website. It will continue to offer this training to parishes through drop in sessions but will also arrange a webinar which will be available on the website.	Head of Safeguarding	Mar-25		This training has been carried out twice by the team but it is not possible to offer this as a webinar due to the costs involved. The NST are arranging training on this topic which will be available to PSOs.
24	The DBF should ensure that Core Group participants are made aware of their escalation procedures.	Accepted	The DST has FAQs for core group members. A response to this will be included in the FAQs.	Head of Safeguarding	Oct-24		This recommendation has been implemented by the safeguarding team.
25	The DBF should develop and implement a defined escalation process for dealing with differences of opinion regarding decision making and actions taken on safeguarding cases within the DST.	Accepted	Discussions will take place with the NST Regional Practice Lead if there are differences in opinion regarding decision making and actions taken on cases.	Head of Safeguarding	On-going		This recommendation has been implemented by the safeguarding team.
26	Referred cases resulting in no further action and / or the provision of advice or guidance should be included as part of the supervision discussions between the Head of Safeguarding (DSO) and NST. This issue has been raised by the Audit with the NST.	Accepted	These discussions will take place during supervision and be recorded on MyConcern.	Head of Safeguarding/ NST Regional Practice Lead	On-going		Monthly supervisions are taking place between the Head of Safeguarding (DSO) and the RSL with updates where relevant.
27	The DBF should introduce a secure email system to enhance data protection arrangements regarding information sharing.	Accepted in part	The DST currently use password protection for sensitive documents. The DST will explore the use of a system like Egress.	Head of Safeguarding	Jan-25		The safeguarding team has explored the use of Egress but does not consider it would be helpful for its contact with parishes. It continues to use Egress when liaising with statutory authorities and password protects sensitive documents when sending to parishes.
28	The DBF should review the arrangements in place for signposting victims / survivors to support and test the outreach and accessibility of this information via its Survivors Group.	Accepted	The DST will review and test arrangements in place via the Oxford Survivor Group.	Head of Safeguarding	Mar-25		The Head of Safeguarding has liaised with the Oxford Survivor Group who are content that there are sufficient arrangements in place.
29	The DST should continue to support the Oxford Survivor Group and endeavour to reach out, engage and listen to as many victims / survivors of Church-related abuse as possible. This work should be frequently tested by the use of audits, focus groups and engagement with existing victim / survivor networks. For example, whether the current level of outreach, check-ins and appropriate support is meeting the needs of the individual victim / survivor.	Accepted	The DST will work with the survivor group to review engagement with survivors and if necessary further develop standards of practice.	Head of Safeguarding	Mar-25		After consultation with the Oxford Survivor Group the safeguarding now asks all survivors who engage with the diocese for feedback to enable the team to learn and implement necessary changes.
30	Links to these pages should be frequently and routinely shared using all forms of digital and traditional communication methods.	Accepted	Links to the pages will continue to be shared through safeguarding newsletters and diocesan communication channels.	Head of Safeguarding	on-going		Links to the pages are shared through safeguarding newsletters and diocesan communication channels.

31	The DBF should develop a training component within their Diocesan Safeguarding Strategy. Strategic priorities should be defined based on NST requirements but in the context of the Diocese of Oxford and the roles and responsibilities of those it seeks to educate and empower. As a minimum, this should outline: (a.) The key priorities and aims of safeguarding training, (b.) The responsibilities of staff and volunteers, (c.) The role and function of the DST/relevant staff (d.) The means by which a needs analysis will inform future training – (this should involve the DSAP). (e.) The delivery and evaluation process. (f.) An action plan outlining how these priorities will be met.	Accepted	The DST currently offer training which is within the NST core training pathway. However, the DST agree that there needs to be greater analysis of trends within referrals received by the team and training opportunities offered in response to the data analysis. This will be included in the strategy.	Head of Safeguarding	Mar-25		The training component is now part of the Diocesan Safeguarding Strategy.
32	The DBF should continue to host PSO/Church Warden events to thank, value, educate, empower and inspire these key safeguarding volunteers. These should take place every year or every other year.	Accepted	The DBF will continue to host these events with the next event to be held in November 2025.	Head of Safeguarding	On-going		Event held in November 2025.
33	The DST should maximise the use of volunteers to deliver contextualised training based on local need across parishes.	Not accepted	There is no capacity currently among volunteer trainers to deliver more than the core offer. Head of Safeguarding/Area Advisors to arrange webinars to meet the need for contextual based training.	Head of Safeguarding			
34	The DST should continue to maximise the use of face-to-face training where possible, particularly where digital challenges exist for parishes.	Accepted	We have increased face to face sessions for Sep-Dec 2024 and will monitor demand.	Head of Safeguarding	On-going		3 more volunteer safeguarding trainers have been recruited in 2025 which adds to the capacity to deliver foundation safeguarding training in parishes. Volunteer trainers also delivering domestic abuse sessions within parishes.
35	The DBF should consider the appointment a further dedicated training resource	Accepted in part	Training resource needs to be kept under review. The team are piloting increased admin support to training to address capacity issues.	Head of Safeguarding	On-going		The safeguarding administrative support has been increased by 8 hours per week. Part of this increase will be dedicated to administrative support for the training officer.
36	Capacity permitting, the DBF should develop a pilot accreditation scheme. This could be done in conjunction with the NST.	Not accepted	We will not be asking volunteer trainers to train in anything other than the core offer.	Head of Safeguarding			
37	Alongside the Recommendation 22, specific training sessions focused on the topic of digital safeguarding should be introduced into the training programme and made accessible to relevant Church Officers, volunteers and staff in the DBF and Parishes.	Accepted	A webinar will be developed on digital safeguarding which will be available on the website.	Head of Safeguarding	Mar-25		Training has taken place on fraud and scams (including online) which highlights the risk to elderly people in our communities. We have not as yet carried out digital safeguarding training but continue to highlight this need with the NST.
38	The DBF should scope initiatives to increase the submission of post-training evaluation forms. For example: issue training certificates on completion of evaluation forms. This could be linked to the increased provision of a training resource as highlighted in Recommendation 7 on capacity.	Accepted in part	A number of improvements have been made to increase the completion rate. Progress will be monitored and additional initiatives implemented, if needed.	Head of Safeguarding	On-going		Links to online evaluation have been included within follow up training emails and highlighted at the end of each training session by trainers. We have not made training completion conditional on evaluation form.

39	The Audit should ensure those in post for a number of years are up to date with any new safeguarding information provided during the current induction process and to this end should initiate a specific audit and further prompts. This should be monitored at the DSAP and progress reported to the BSM.	Accepted	The DST will conduct an audit and report to DSP on the number of PSOs who currently have not received PSO induction training and leadership training. Each archdeaconry will address any training gaps.	Head of Safeguarding	Mar-25		Data concerning the numbers of PSOs who require training have been reported to DSP and the necessary follow-ups with PSOs are being undertaken by the safeguarding team.
40	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.	Accepted in part	Each member of the DST has access to counselling provision but the DST does not agree that this should be mandatory.	Head of Safeguarding	On-going		Each member of the DST has access to counselling provision but the DST does not agree that this should be mandatory.