



Diocese of Bristol

Safeguarding Annual Report 2020

Welcome



As independent Chair of the Diocesan Safeguarding Steering Group (DSSG) appointed in May 2020, I am pleased to present the Safeguarding Annual report for 2020. I would wish to gratefully thank all those previously and currently involved in the DSSG including the previous interim chair Mal Munday for all their detailed advisory oversight and support.

Throughout 2020 and in previous years, there has been considerable amount of dedicated

commitment in ensuring continuous improvement in safeguarding policy, practice, continued training and development within the diocese during what has become a difficult and troubled time. It is with thanks to the diocesan safeguarding team, and the members of the advisory DSSG that safeguarding practice has been addressed with vigour, much championed by the Bishop of Bristol, Rt Revd Vivienne Faull.

The impact of the Covid-19 pandemic and the associated lockdowns has caused some considerable change in the way that the DSSG has had to be convened through what has become ubiquitous virtual meetings from home for us all. Requiring rapid adaptation of existing skills and learning of new skills and approaches, continuous development has proceeded apace. This has been supported by considerable policy developments by the National Safeguarding Team addressing the essential need to ensure robust approaches to safeguarding, and protection of children and vulnerable adults. This is evidenced in the statistical returns illustrated in this report.

During 2020 a number of issues have emerged that have considerably impacted on the Church nationally, not least the report of the Independent Inquiry into Child Sexual Abuse (IICSA), and media attention on a number of issues. This has required the church to have examined its collective conscience and make sorrowful acknowledgement of injustices based on discrimination including race and gender. Unfairness based on any aspect of social identity and behaviour is to be challenged. The Diocesan safeguarding team has pivoted its honest heart-felt appraisal of current and future practice and detailed analysis of risk, reflecting deeply on these matters in all that it thinks and does. The external and internal professional standards and dedication of the safeguarding team led by Adam Bond, overseen by diocesan

secretary Oliver Home and supported by those who have professional investigative and essential administrative roles continues to impress.

The price of compassionate acknowledgment of harm to victims of abuse is continuous vigilance, open and honest appraisal and self-examination to ensure that all necessary lessons are learnt and improvements made within diocesan safeguarding principles and practice.

Dr Andrew Wills, Chair of the Diocesan Safeguarding Steering Group.

Contents

Diocesan Safeguarding Steering Group (DSSG)	3
Membership	3
Name.....	3
Role	3
Diocesan Safeguarding Steering Group Attendance 2020	5
Safeguarding Staffing.....	6
Safeguarding Service Development.....	7
Diocese.....	7
Regional	7
National	8
Policy and Procedures	8
Diocese.....	8
National	8
Safeguarding Training	10
Safeguarding Training Courses.....	10
Online training	10
Parish Safeguarding Officers.....	11
Training delivered in 2020.....	12
Monitoring and reporting.....	12
DBS and Safer Recruitment.....	13
Parish Registration with Thirty One: Eight to process DBS checks.....	13
DBS – Not Clear	13
Outstanding DBS checks	14
Completed DBS Checks - 2020.....	14
Quality Assurance.....	16
National	16
Annual Self Evaluation	16
Past Cases Review 2.....	16
Diocese.....	16
Parish Safeguarding Dashboard	16
Case Work.....	17
New cases recorded and enquiries made.....	18
Comparison with 2019	19
New referrals 2020.....	19
Safeguarding Agreements	19
Glossary	21

Diocesan Safeguarding Steering Group (DSSG)

The DSSG has been established since April 2014 following a review of safeguarding arrangements within the Diocese undertaken by Barnardo's in 2013. Meetings have occurred quarterly through 2020 though this has been via Zoom rather than in person.

The DSSG quarterly meetings oversee all safeguarding activity within the Diocese. There are standing agenda items which include national updates, information regarding Independent Inquiry into Child Sexual Abuse (IICSA), the Past Case Review 2, performance metrics and the Strategic Safeguarding Improvement Plan (which outlines the development work of the Diocesan Safeguarding Team (DST) and the DSSG).

'Quarterly Metrics' are provided each meeting. This has been particularly effective. These figures report on training, casework and DBS compliance levels.

Membership

Representation from external organisations has been sought during 2019 and 2020.

The first Independent Chair of the DSSG, Justin Humphries, resigned in January 2019. During 2019 Mal Munday was able to continue to support the Diocese and DSSG as Interim Chair whilst a permanent replacement was sought. Mal Munday resigned as Interim Chair in early March 2020 and sadly died following a long illness shortly thereafter. A new Independent Chair, Dr Andrew Wills, was recruited in early 2020.

As at December 2020 the membership of the DSSG was as follows:

Name	Role
Dr Andrew Wills	Independent Chair
Oliver Home	Diocesan Secretary
Revd Canon Prof. Martin Gainsborough	Bishop's Chaplain
Ven. Neil Warwick	Archdeacon of Bristol
Chris Priddy	Head of Parish and External Relations
Olive Gascoigne	Parish Safeguarding Officer
Jan Coombes	Parish Safeguarding Officer
David Cain	Parish Officer
Revd Canon Raymond Adams	Chair of House of Clergy

Name	Role
Wendy Matthews (until June 2020)	Cathedral Chapter Clerk
Roland Callaby	Diocesan Registrar
Ben Evans (until March 2020)	Communications Officer
Inspector Paul Bolton-Jones	Avon and Somerset Constabulary
Nicola Laird	LADO, Bristol City Council
Katheryn Caithness	Safeguarding Co-ordinator (Notetaker)
Adam Bond	Diocesan Safeguarding Adviser
Helen Styles	Safeguarding Training and Development Officer

Diocesan Safeguarding Steering Group Attendance 2020

Name	28 January	21 April	21 July	20 October
Andrew Wills	-	✓	✓	✓
Mal Munday	A	-	-	-
Oliver Home	✓	✓	✓	✓
Revd Canon Prof. Martin Gainsborough	✓	✓	A	A
Ven Neil Warwick	✓	✓	A	A
David Cain	A	✓	✓	✓
Chris Priddy	✓	✓	✓	✓
Olive Gascoigne	A	A	A	✓
Jan Coombes	✓	✓	✓	✓
Rev Canon Raymond Adams	✓	✓	✓	✓
Wendy Matthews	A	A	-	-
Roland Callaby	✓	✓	✓	✓
Ben Evans	✓	-	-	-
Inspector Paul Bolton-Jones	A	A	A	A
Nicola Laird (Richard Lingard substituted in July).	✓	✓	✓	A
Adam Bond*	✓	✓	✓	✓
Katheryn Caithness*	✓	✓	✓	✓
Helen Styles*	✓	✓	✓	✓

* Members of Diocesan Safeguarding Team attend DSSG but are not members

- Attendance not required; **A** Apologies received; ✓ attended

Meetings in April, July and October took place via Zoom rather than in person due to restrictions introduced in response to COVID-19.

Safeguarding Staffing

2020 has seen stability in the Diocesan Safeguarding Team with no changes in our staffing.

Diocese:



Adam Bond,
Diocesan
Safeguarding
Adviser



Helen Styles,
Diocesan
Safeguarding
Training and
Development
Officer



Nick Papuca,
Safeguarding
Caseworker



Katheryn
Caithness,
Safeguarding Co-
Ordinator

Oliver Home, Diocesan Secretary, is the safeguarding lead and line manages Adam and Katheryn. Adam line manages Nick Papuca and Helen Styles.

Our volunteer trainers, Mike Boshier, Becky Fisher, Sara Wadsworth, Clare Waggett, Fran Clarke, Liz Leaman, Karen Wilmot, Tom Morgan and Beverley Hodgson continued to provide training support in Parishes until the suspension of face to face training in March 2020.

An Authorised Listening service is available to anyone who would like to speak to someone regarding their own experience of abuse.

David Niven, an independent Social Worker, provides independent professional supervision for the DSA on a private consultancy basis every six weeks.

Safeguarding Service Development

Diocese

The Safeguarding improvement Plan has been revised to reflect changes and developments through 2020 but reflects the priorities in the strategic improvement plan 2017-2020.

Inductions: One-to-one Safeguarding Inductions for Clergy and BDBF Advisers/ Officers were continued during 2020. Seven new incumbent status clergy and the new Dean of Bristol Cathedral have received one-to-one inductions with the Diocesan Safeguarding Adviser during 2020.

Authorised Listeners: The Diocese is able to offer the services of an Authorised Listener to any victim or survivor of abuse that would like this support.

Bristol Cathedral: A service level agreement was renewed during 2017 between the Bristol Diocesan Board of Finance and Bristol Cathedral. This outlines how each organisation communicates and cooperates in terms of safeguarding casework and provision and sets out how each organisation functions in relation to provision of training and DBS services. Safeguarding Training is provided to the Cathedral by the Diocese Safeguarding Team. During 2020 a new Dean has been appointed to Bristol Cathedral. The cathedral will engage in a safeguarding audit by SCIE in late 2021.

Trinity College: Trinity College in Bristol is the only Theological Education Institution within the Diocese of Bristol. Support has previously been provided to Trinity College with safeguarding issues as and when required. A more structured and formal relationship is now established which includes the provision of advice and guidance on safeguarding arrangements within the College and the provision of safeguarding training to both staff and the student body. All students receive training provided by the Diocesan Safeguarding Team during their first and second years.

Out of Hours/ Holiday Advice Access: An Information Sharing Agreement is in place with Thirty One: Eight to enable individuals from Parishes to access Thirty One: Eight's 24 hour helpline and for urgent telephone advice to be provided during DSA leave. Requests for advice are shared with the Diocese though we do not at present receive usage data.

Regional

South West Ecumenical Safeguarding Forum: Meets quarterly and comprises Safeguarding Advisers from the Region and safeguarding representatives from the Roman Catholic Dioceses, Methodist Circuits and United Reformed Church Synod. There are also links to the Baptist Church and the Salvation Army.

South West Safeguarding Trainers Network: A network for safeguarding trainers in Church of England Dioceses in the South West. The group has established itself and meets quarterly to provide support and share good practice across the region.

South West Independent Chairs (SWItCH): meeting quarterly to share good practice and provide support. They also meet with regional DSA's once a year.

National

Independent Inquiry into Child Sexual Abuse (IICSA): Following the two hearings held regarding case studies relating to the Diocese of Chichester and the case of Peter Ball (former Bishop of Gloucester). A further hearing was held in 2019 regarding safeguarding in the church in general. A report was published by IICSA in 2020. This report was rightly critical of how the Church of England has responded to sexual abuse. A prominent feature of the hearings has been the voices of survivors who have given evidence to the enquiry. A clear message of the need to equip and support children to be able to identify and challenge abusive adult behaviour was raised in the hearings.

Past Case Review 2: During 2019 a National Past Case Review 2 has been initiated in every Diocese in England. Guidance was issued to all Dioceses during 2018 and the DSSG has established a PCR2 reference group via the Risk Management Subgroup to oversee the implementation of the Past Case Review 2. The PCR2 was planned to commence in March 2020, this was interrupted by the first national lockdown in response to the COVID-19 pandemic. It also became necessary to recruit a new independent reviewer and the review was able to commence in September 2020. It is anticipated the review will conclude in late spring of 2021.

Policy and Procedures

Diocese

No new policies or procedures have been issued at a Diocesan level although additional guidance and advice has been issued during 2020 in response to the restrictions imposed due to the COVID-19 pandemic.

National

A thorough review of safeguarding policies and practice guidance is being undertaken during 2020 and 2021.

The existing Church of England Safeguarding policies and practice guidance remain in place:

1. [Safer Environment and Activities](#) (2019)
2. [Responding to Safeguarding Concerns or Allegations that relate to Children, Young People and Vulnerable Adults practice guidance](#) (2018)

3. [Training and development practice guidance](#) (2019)
4. [Responding well to domestic abuse practice guidance](#) (2017)
5. [Key roles and responsibilities of church office holders and bodies practice guidance](#) (2017)
6. [Responding to, assessing and managing concerns or allegations against church officers practice guidance](#) (2017)
7. [Glossary Reference Guide](#) (2017)
8. [Promoting a Safer Church; House of Bishops policy statement](#) (2017)
9. [Promoting a Safe Church \(safeguarding policy for adults\)](#) (2006)
10. [Protecting All God's Children \(safeguarding policy for children and young people, 4th edition\)](#) (2010)
11. [Responding well to those who have been sexually abused practice guidance](#) (2011)
12. [Safer recruitment practice guidance](#) (2016)
13. [Safeguarding in religious communities practice guidance](#) (2015)

And with the Methodist Church:

1. [Safeguarding records: joint practice guidance for the Church of England and the Methodist Church](#) (2015)
2. [Safeguarding joint practice guidance for single congregation Local Ecumenical Partnerships](#) (2015)

Safeguarding Training

The Diocesan Safeguarding Team began 2020 offering the full range of core and specialist training as required in the Training and Development Framework issued in 2019. However, following the restrictions implemented in response to the COVID-19 pandemic since March 2020 it has not been possible to provide face to face training. A revised version of the Safeguarding Leadership (C2) course was introduced in July 2020 designed to be delivered via Zoom. The online modules, Basic Awareness (C0) and Safeguarding Foundation (C1) have been thoroughly revised and updated.

Safeguarding Training Courses

The full suite of training available within the Diocese is as follows:

- **Children and Adult Safeguarding Basic awareness** – pre-requisite for all face to face training and recommended for all.
- **Safeguarding Foundation** course provides an introduction to safeguarding within a church context and equips participants with skills and knowledge to know how and when to report concerns (this course is now available as an online course for those who also are required to complete Safeguarding Leadership (C2)).
- **Safeguarding Leadership** Equips participants to embed safeguarding practice in a leadership role within their church.
- **Safer Recruitment** Explores statutory legislation and guidance and the House of Bishops safer recruitment procedures, policies and practice guidance.
- **Responding to Domestic Abuse** Examines issues related to domestic abuse especially for vulnerable adults and children and how the Church can respond well.
- **Personal Safety** an additional course provided to support clergy and other church officers whose role will often require them to work alone. Developed from training provided by the Suzy Lamplugh Trust¹

Online training

The online training provision comprises Basic Awareness and Safeguarding Foundation.

Additional training sessions have continued to be offered for Parish Safeguarding Officers comprising Induction Training and Forum meetings. During 2020 we have offered additional Forum meetings via Zoom.

¹ <https://www.suzylamplugh.org/train-the-trainer-bespoke>

Parish Safeguarding Officers

In addition to the national training modules, Parish Safeguarding Officers are offered an induction session. This has been available for new Parish Safeguarding Officers since 2015. As of the end of 2020 there were 180 Parish Safeguarding Officers in post across the Diocese. In some Parishes there have been several people undertaking the role of PSO and this has reduced during 2020.

Course	Completed training		
	December 2019	December 2020	Change(+/-)
PSO Induction	66 (32%)	62 (32%)	-
Foundation	142 (69%)	134 (68%)	-
Leadership	121 (58%)	143 (72%)	+24%
Foundation and Leadership	113 (55%)	115 (66.1%)	+11.1%

NB: total number of PSO's in December 2020 - 180; December 2019 - 208.

Training delivered in 2020

Provision of Safeguarding Training has been significantly effected by the restrictions relating to COVID-19. In person face to face training was stopped in March 2020. Helen Styles was furloughed during April and May 2020. As can be seen below all basic awareness and foundation training moved to only being available online.

In July 2020 a revised version of the safeguarding Leadership course was introduced by the National Safeguarding Team which can be delivered via two Zoom sessions of 1 ½ hours. This course also includes a requirement for participants to undertake some work prior to attending and to provide some reflective feedback. The recommended maximum number of participants for this course is twelve with a minimum of six.

Course	Led By	Number of courses	Cancelled	Participants (avg. per course)
Basic Awareness	Online	544	-	544
Foundation	Online/TDO/Vol. Trainer	329*/ 3	8**	329*/40 (13)
Leadership	TDO/DSA	5	9**	72 (14)
Leadership (ZOOM)	TDO/DSA	19	-	151 (8)
Child Exploitation	External	1	-	17
Safer recruitment	TDO	2	2	20 (10)
Domestic Abuse	TDO	2	3	10 (10)
PSO Induction	TDO/DSA	1	1	13 (13)
PSO Forum	TDO/DSA	9	1	114 (13)
Total		45	24	1270

Monitoring and reporting

Monitoring of levels of training for those holding a Bishop's licence or permission to officiate, DBF staff and Parish Safeguarding Officers is reported at each DSSG meeting. Levels of in date training has risen through the year, with further improvement expected in 2021.

DBS and Safer Recruitment

Any role in a Parish that is eligible for a Disclosure and Barring Service Check should have one completed prior to a person being appointed to a role. Every parish has access to the DBS system provided by Thirty One: Eight, either directly or in a small number of cases through the Diocesan Safeguarding Team.

All clergy and those that hold a licence are required to have a current DBS check that is renewed every 5 years.

Parish Registration with Thirty One: Eight to process DBS checks

At present every parish is either registered or has access to be able to complete DBS checks. Where a Parish is part of an LEP this may be through another denomination.

DBS – Not Clear

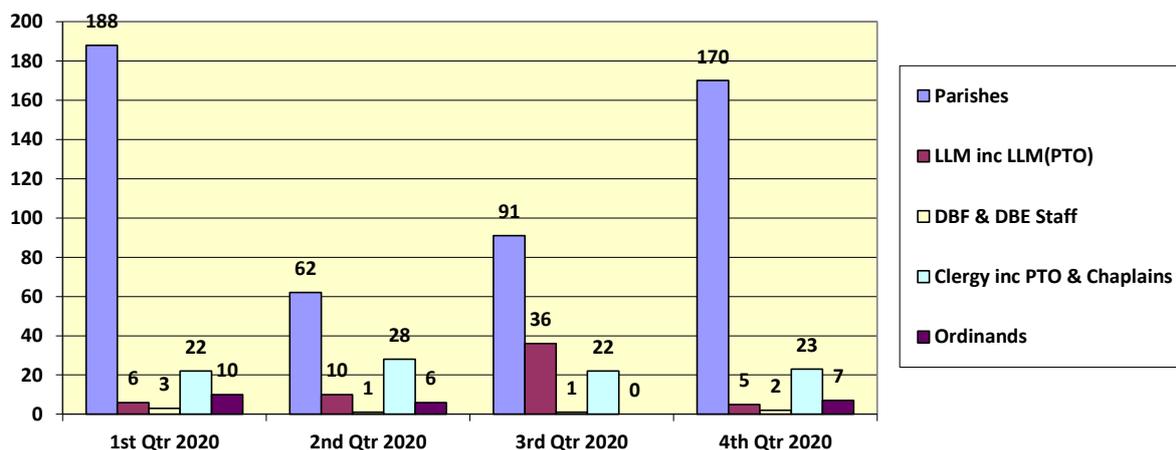
Four DBS disclosures have been returned with the outcome '*Please wait to view applicant certificate*' indicating that there is relevant information on the certificate. Of these, all have been seen and risk assessments have been completed. None required a face to face meeting with the PSO and Safeguarding Team as the offences were not safeguarding related or relevant to the role, or had previously been risk assessed.

Outstanding DBS checks

Period		Clergy inc PTO	LLM inc (PTO)	BDBF Staff	PSOs	Church wardens
Q4 2019	Total number in role	359	195	22	208	255
	Total number of outstanding checks	0	1	0	34	20
	% outstanding checks	0	0.5%	0	16%	7.8%
Q4 2020	Total number in role	340	197	23	189	259
	Total number of outstanding checks	0	8	0	7	28
	% outstanding checks	0%	4%	0%	3.7%	10.8%

The number of Parish Safeguarding Officers that are due a DBS check has significantly reduced over the year.

Completed DBS Checks - 2020



Due to the impact of the restrictions relating to COVID-19 the number of DBS checks completed during Q2 and Q3 is significantly lower than would normally be the case during these quarters. Parishes postponed their Annual Meetings until the Autumn so new appointments of PCC Members and Churchwardens were not made until Q4.

The Disclosure and Barring Service issued some revised guidance relating to the way that an individual's identity can be checked. The requirement to obtain a DBS check for an eligible role has not been changed.

691 DBS applications were recorded as being processed in 2020 compared to 1123 in 2019, this amounts to a decrease of 38%. Many churches have reduced the scale of the work that they are doing due to the restrictions relating to COVID-19 and there has therefore been a reduction in the recruitment of new volunteers. The largest proportion of DBS checks undertaken, 50 for Clergy; 45 Clergy with Permission to Officiate; 57 Licensed Lay Ministers; 45 Churchwardens; 178 Volunteer Children's Worker; 50 Volunteer Youth Worker; 46 Volunteer Pastoral Worker; 143 DBS checks are for non volunteer Roles;. Expired DBS checks for clergy are an exception and actively pursued: Clergy and Lay Minister Licenses are suspended if a DBS check is not applied for the required timescale.

Quality Assurance

National

Annual Self Evaluation

The Church of England National Safeguarding Team has not issued an Annual Self Evaluation return during 2020.

Past Cases Review 2

An independent scrutiny team appointed to review the Past Case Reviews completed by Dioceses in 2007-2009 had published its report during 2018 and guidance for undertaking the Past Case Review 2 was issued in the summer of 2019. The Risk Management Group established by the DSSG have been project managing the Past Case Review 2 on behalf of the DSSG during 2020 and the Diocesan Safeguarding Team started the review process during 2020.

In January 2020 all Parishes were asked to ensure that they had reported every safeguarding concern and allegation that should have been reported to the Diocesan Safeguarding Team. It had been planned to start the review of clergy files held by the Bishops Office in March 2020. However, due to the restrictions imposed in relation to COVID 19 this was not possible. Subsequently the Independent Reviewer that had originally been appointed was unable to resume and a new Independent Reviewer, Karen Howard, was appointed and the work was able to commence in September 2020. It is expected that the review will be completed in late spring 2021 and a report will be provided to the DSSG in July 2021.

Diocese

Parish Safeguarding Dashboard

The Parish safeguarding dashboard was adopted in January 2020. Subsequently each Parish has been asked to register and use this tool in place of the annual safeguarding Audit.

The Dashboard has three levels:

- Level 1 - Safer Foundation
- Level 2 - Safer Activities
- Level 3 - Safer Practices

During the first year of use the focus was on all parishes registering and making progress at level 1. In subsequent years we will then encourage parishes to progress through level 2 and level 3.

Name	Unused	Level 0	Level 1	Level 2	Level 3	Total Live*	Total All	
Archdeaconry of Bristol	2	17	22	23	4	49	68	
Archdeaconry of Malmesbury	2	21	32	34	14	80	103	
Bristol Cathedral	0	1	0	0	0	0	1	
		97%						

*Parishes actively using Dashboard

Parish Safeguarding Officers have responded positively to the introduction of the dashboard with 97% of parishes having registered to use it and over 70% have started to make progress with it. This is already a higher response rate than was the case with the Parish Safeguarding Audit.

Case Work

Cases are recorded on file where advice is sought from the DSA and where this is related to a safeguarding concern or has the potential to require a degree of intervention by the Diocesan Safeguarding Team. Other types of queries e.g. recruitment, DBS, policy, training, signposting to services for parishioners, are recorded by parish/enquirer by the team and reported to the DSSG.

36 new cases were recorded in 2020, 27 of which remained open cases at the end of 2020. 71 cases remain open from previous years a number of these are historic and have outstanding actions that require attention before they can be closed or are ongoing cases requiring monitoring and support.

New cases recorded and enquiries made

Number and type of concern	Concerns about risk to children - existing	Concerns about risk to children - new in 2020	Concerns reported to statutory authorities relating to children in 2020	Concerns about risk to adults - existing	Concerns about risk to adults - New in 2020	Concerns about adults - Non recent	Concerns about adults reported to statutory authorities in 2020
Physical	-	-	-	-	-	1	2
Sexual including abusive images/ sexual exploitation	15	6	3	6	3	3	1
Neglect	-	-	-	-	-	-	-
Emotional/ Psychological	-	-	-	-	-	-	-
Domestic	-	-	-	2	1	1	-
Financial/Material	-	-	-	1	1	1	-
Spiritual	-	-	-	1	1	1	-
Discriminatory	-	-	-	-	-	-	-
Other	3	2	-	2	2	-	1
Total	18	8	3	12	8	7	4

Some cases are counted as risk to adult and risk to children so will be double counted in the table; A small number of cases are recorded as unknown and there have also been concerns raised regarding failure to follow house of Bishops guidance/ Misconduct

Comparison with 2019

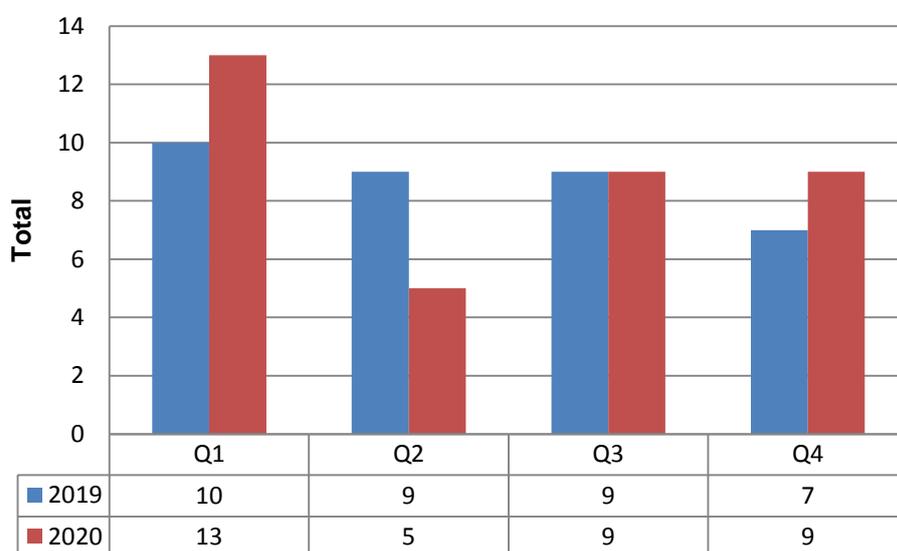
2019 16 adult cases and 38 consultations for advice (8 additional queries unrelated to an individual or person)

2020 11 adult cases and 55 consultations for advice

2019 25 children's cases and 37 consultations for advice

2020 18 children's cases and 28 consultations for advice

In 2020 also we have recorded requests for advice or cases where it is not clear whether the risk is towards children or Adults: 3 Unknown cases/ 2 requests for advice



New referrals 2020

The volume of new referrals over the year shows a dip during the first period of lockdown in the second quarter of 2020. Consultations for advice are more consistently recorded and occur when no identifying information is provided regarding those involved and concerns do not relate to a church officer, therefore a 'case file' is not opened. Advice may also be sought regarding practice within a parish or group.

Safeguarding Agreements

An agreement is made when an individual who poses a risk to children or adults at risk would like to attend and worship at a Church. Prior to the implementation of an agreement, a risk assessment is completed to ensure that the agreement fully meets the risk posed and that the individual is provided with the necessary support.

As at December 2020, there are 17 active agreements in place involving 16 individuals. Due to restrictions related to COVID 19 most agreements have been dormant during 2020. One person died during 2020 and another who had several agreements in place has moved out of the diocese. When churches are able to return to meetings in person in 2021 the agreements in place will be reviewed.

Budget

Description	2019 Actual	2020 Budget	2020 Actual Spend	Variance
	£	£	£	
DBS Disclosure Costs	13,092	11,000	8,989	2,011
Safeguarding risk assessments & investigation	887	4,500	1,718	2,782
Safeguarding training	2,808	5,500	394	5,106
Safeguarding resources	1,301	1,500	1,222	278
DSA & DSSG working expenses	4,725	5,000	5,333	-333
Totals	22,813	27,500	17,656	9,844

Glossary

BDBF - Bristol Diocesan Board of Finance Ltd

DBE - Diocesan Board of Education

DBS - Disclosure and Barring Service

DSA - Diocesan Safeguarding Adviser

DSO - District Safeguarding Officer (Methodist Church)

DSSG - Diocesan Safeguarding Steering Group

DST - Diocesan Safeguarding Team

IICSA - Independent Inquiry into Child Sexual Abuse

LADO - Local Authority Designated Officer

LEP - Local Ecumenical Partnership

LLM - Licensed Lay Minister

PCC - Parochial Church Council

PCR2 - Past Case Review 2

PSO - Parish Safeguarding Officer

PTO - Permission to Officiate

SCIE - Social Care Institute of Excellence

TDO - Training and Development Officer