



social care
institute for excellence

Embedding Safeguarding into Voluntary Sector Leadership and Management Strategies

Management Strategies

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Session Outline

- Outlining the roles and responsibilities of charity CEOs to keep staff across the organisation safe
- Ensuring trustees have clear duties and are equipped with adequate safeguarding knowledge and resources to manage complaints
- Measures to develop a culture of openness, where everyone feels able to speak up and voice concerns
- Establishing clear reporting and referral processes to ensure staff are aware of the appropriate procedures
- Guidance and best practice for preventing safeguarding-related reputational risks



National learning from enquiries



Poor line of sight for safeguarding from senior leadership to front line practice

Lack of professional curiosity

No safeguarding governance structures

Management of allegations were poorly reported and handled

A reliance on policies and procedures, with lack of attention to organisational culture

A defensive approach to managing concerns both internally and externally

Victim blaming cultures

Abuse of power and authority

Lack of communicated procedures and training

Minimal of oversight, checks and balances in safeguarding

A reputation-first culture

Lack of engagement with experiences and voices of survivors

What are your responsibilities?



In its publication '**Strategy for dealing with safeguarding vulnerable groups**', the Charity Commission is clear that:

'Trustees have primary responsibility for safeguarding in their charity'

It continues by stating '**fulfilling their duty of care trustees need to take steps to safeguard and take responsibility for those with whom the charity works**'. This means:

- acting in their **best interests**
- taking all **reasonable steps to prevent any harm** to them
- assessing and managing **risk**
- putting safeguarding **policies and procedures** in place
- undertaking ongoing **monitoring and reviewing** to ensure that safeguards are being implemented and are **effective**
- **responding appropriately to allegations** of abuse

So what do I have to do?



1. Identify the risks – what are you safeguarding touchpoints?
2. Ensure you have a clear policy AND procedure – make sure its simple for people to understand the process
3. Identify responsible roles – who will lead on safeguarding and what is their role?
4. Ensure senior leaders champion safeguarding – the message should be clearly communicated as a priority
5. Setting clear expectations regarding behaviours – ensure that all who deliver or use your services understand what is expected of them
6. Ensure you follow safer workforce guidelines – from recruitment through to addressing issues
7. Evaluate the effectiveness of safeguarding in your organisation – seek engagement of staff and volunteers as all levels and also the recipients of your services
8. Ensure any other organisations have appropriate safeguarding – users of your setting who present risks may reflect back on your organisation

Am I asking the Right Questions?



To ensure a strategic understanding of safeguarding and the provision of effective scrutiny, leaders need to ask:

Are the Board getting enough of the right information?

What does this mean for the whole organisation?

Are we making the right progress in improvement?

What does this mean for our culture?

Do we have time to regularly discuss safeguarding?

Do we have a duty to report this incident?

Why is it Important?

- Creating safe cultures and organisations
- Meeting the statutory and regulatory responsibilities of trustees and governance
- Beyond the moral duty: philanthropy
 - ✓ Due diligence requirements of donors
 - ✓ Legal accountability
- To ensure there is no invalidation of insurance
- Mitigating against reputational risk



What can happen if we don't manage safeguarding well?



- Mistrust of services users, professionals and staff
- Impact to culture
- Reputation
- Income generation
- Funding
- Risk of investigation both internally and externally

Next steps

1. Ensure you and all of your senior leaders are clear about their safeguarding roles and responsibilities
2. Designate a strategic lead for safeguarding who can champion it across your organisation to support an open culture
3. Designate an operational lead for safeguarding to receive referrals and coordinate responses
4. Provide training to all staff and volunteers which clearly enables them to understand codes of conduct and how to respond to safeguarding concerns
5. Complete a risk register to assess your safeguarding touch points
6. Ensure safeguarding is a standing agenda item on all strategic and operational meetings
7. Regularly seek feedback and reporting from operational staff and service users
8. Review your safeguarding policies and procedures at least annually



Summary – NCVO: Safeguarding Leadership



1. Understanding and managing the risks
2. Policies and procedures
3. Making safeguarding a priority
4. Supporting your staff and volunteers
5. Handling and reporting concerns
6. Your culture and values