

SCIE audit action plan V10 (draft)

Role key

- CM Communications Manager
- CP Canon Pastor
- CS Chapter Steward
- DoC Director of Communications
- DoM Director of Music
- DoPHR Director of People and HR
- DPO Data Protection Officer
- HoS Head of Security
- HR/PT HR and People Team
- LM Learning Manager
- MCC Minster Choir Chaperone
- NST National safeguarding team (Church of England)
- TMS The Minster School (Governors and Senior Leadership Team)
- VHRM Volunteer & HR Manager
- YMSR York Minster Safeguarding Representative

Section 3 – Findings – Practice

Questions for consideration	Responses	Actions	Target Date	Lead Officer	Progress/ comments	RAG rate
Precincts and buildings						
1 Are there adequate opportunities for people to understand the rationale behind security decisions, in order to support adherence?	a CS/CSA to discuss initially with Head of Security	i “Safeguarding Priorities” as standing item on each Daily Briefing (with Canon in Residence) agenda	Apr 2019	HoS	Action completed	G
2 How can York Minster improve its collective adherence to decisions about how security is managed on the floor of the minster?	a Safeguarding forms part of the security risk assessment and security orders for all events and services These are communicated at the Duty Manager and HoS briefing; and via email b There are a number of communication routes to staff and volunteers, and the addition of an intranet will assist in this	i As above, and continuing emphasis on priority re: safeguarding within security measures	Ongoing	CS, HoS, CSA	Standing item on DB	G
		ii YM plans an intranet, which will assist in embedding security messages to those with access, and to cascade throughout teams.	Dec 2019	DoPHR, CM		G
3 How can stewards be supported to be clear about their reporting responsibilities?	a Vol & HR mgr to raise with the Steward co-ordinator	i Ensure all stewards have had safeguarding training and target those who haven't	July 2020 Delayed due to	VHRM VEM	Many vols, incl. stewards, have completed online training. Those unable to engage online are	G

			Covid-19		known, and are listed for face to face post Covid-19	
		ii Incorporate safeguarding reporting information into Stewards briefings before services/events	Apr 2019	HoS	Action completed	G
		iii Embed safeguarding as a standing item in volunteer briefings and learning & sharing events.	Ongoing	VHRM	This is ongoing and all opportunities taken	G
Children						
4 Is the discrepancy between safeguarding arrangements for choristers and servers legitimate and justified?	a Ensure there is always a DBS person available to child servers.	i Processes and availability of DBS checked individuals to be checked, and Increase number of DBS Servers if necessary	May 2019	VHRM	Now 9 adult servers with up to date DBS checks - now have enough to always rota at least one server with DBS check	G
	b Child servers differ from choristers in that they arrive for a service, and undertake role related duties/jobs and encouraged to try to do so	i Ensure that the guidance states that the server children must always do tasks in pairs	May 2019	VHRM	Completed	G

	without always having adult supervision (although there are people around).	ii VHRM and head Server to update the role Description for Servers	TBC	VHRM	Completed	G
5 How can Learning Centre protocols be further strengthened?	a We need to ensure we have mobile contact numbers of the staff present on school visits	i Learning Centre via the Bookings Team, and 3 rd party booking agents, to ensure that the mobile numbers of the adults conducting the visit are noted and retained during the visit	Apr 2019	LM	Arrangements put in place	G
		ii The Hosts team will also reaffirm this contact detail as school groups arrive at the Minster	Apr 2019	LM	Arrangements put in place	G
	b YM adult: child ratios for pre-booked school visits are 1:10. These do not match NSPCC	i check actual ratios of past visits	Apr 2019	LM	Investigating the average numbers of adults for groups for each of the NSPCC age ranges to see to what degree these are adhered to already	G
		ii Include NSPCC ratios in pre-visit info pack as a guideline	Jun 2019	LM	Have included RoSPA guidelines: https://d10okuw2vik61v.cloudfront.net/uploads/2019/09/Terms-	G

					and-Conditions-2019-2020a.pdf	
		iii Consider impact of changing required ratio for pre-booked visits	TBC	LM	Considered. Monitor	G
Choir						
6 How can the welfare of choristers taking the collection be further protected? Are there ways to clarify to the congregation that touch of any kind is not acceptable in this context?	a The audit has identified an issue after taking the collection when the choristers make their way to the Camera Cantorum to join the rest of the choristers and the chaperone	i Guidance will state that the verger who take the collection from the choristers will escort the choristers to the Camera Cantorum	May 2019	DoM	Completed	G
	b The audit has identified issues relating to members of the congregation (possibly visitors) who touch choristers (e.g. pat on head)	i We will mitigate the risk by having a verger stand adjacent to the choristers; and, will seek their views further and within the wider 'Being a YM Chorister' context'	TBC	DoM, MCC	Risk mitigated, but consideration of ending the practice of choristers doing collections	G
7 How can York Minster staff and chorister parents co-operate on the development of further safety improvements for the choristers?	a Some chorister parents perceive that safeguarding and security arrangements are unusual	i Increased safeguarding arrangements (in line with Keeping Children Safe in Education) at school to tie in with YM practices	TBC	HoS,, CSA, DoM Precent or	Arrangements have been varied due to Covid-19. To review post Covid	A

<p>NB. TMS will close in July 2020, with choristers moving to St Peter's School (St Olaves). Arrangements to be reviewed and to fit with SP's safeguarding requirements.</p>	<p>b We recognise that the use of different doors throughout the chorister's week (particularly when they are not arriving from school) can be confusing and unhelpful.</p> <p>NB. There remains a question over whether or not parents' lanyards should operate the police cabin door or not. Also, at what age young volunteers should have independent access to YM</p>	<p>i All access to York Minster (outside the arrival from school process) will be via the Police Cabin</p>	<p>Jun 2019</p>	<p>HoS</p>	<p>Access on Sunday mornings is via the south transept, and Saturday and Sunday afternoons via the west end. Collection is always via the south transept for normal services. All parents have lanyards and they are being used well</p>	<p>G</p>
<p>8 Are there ways to ensure 1:1 music lessons are safely carried out for both staff and choristers?</p>	<p>a The lessons take place in the open space of the Quire and are almost always done in pairs with the vocal coach.</p>	<p>ii DoM proposes that this is always the case as we move forwards, with a minimum of two choristers at any one time.</p>	<p>Apr 2019</p>	<p>DoM</p>	<p>Action completed</p>	<p>G</p>
<p>Bellringing</p>						
<p>9 How can the minster work with the bell-ringing community to maintain an understanding</p>	<p>a York Minster is the first setting to have such rigorous safeguarding, security and health & safety procedures – some ringers have rejoined because of this.</p>	<p>i Comms Team to lead on the media strategy re: publication of the SCIE Report on YM website and any news release</p>	<p>Apr 2019</p>	<p>DoC,</p>	<p>Completed</p>	<p>G</p>

about the paramount importance of safeguarding?		ii People Team will use the SCIE audit to strengthen the safeguarding message in volunteer inductions, training and other appropriate opportunities.	Ongoing	DoPHR	Bell ringing training in July 2019 with CSA and the Dean reinforced at induction for new Volunteer Bellringers. Ongoing process for this is in place.	G
	b The NST has been looking at bell-ringing and safeguarding on a national level.	i Follow up progress on bell towers nationally with NST	TBC	CSA	In progress with NST – changes must be agreed nationally This has stalled at a national level	A
	c Opportunity for SCIE audit teams to look at the arrangements in bell towers in other cathedrals; and, will SCIE be recommending more stringent arrangements?	i Raise with SCIE at the audit feedback session 15.2.19	TBC	CS, CSA	Issue raised	G
Casework (incl. information sharing)						
10 Is there a good reason not to use national tools – e.g. for risk assessment?	a Risk assessment of activities etc. <ul style="list-style-type: none"> The NST has a model risk assessment of activities tool. This is similar to YM's but less rigorous. 	Consult York Minster HoS, and the Health & Safety consultant	Apr 2019	CSA	Both agree that using one tool across the organisation carries less risk than	G

	<ul style="list-style-type: none"> The CSA tested the NST tool in training, and consulted staff. The response was to use the tool YM already has for H&S and security as it is thorough and familiar. 				introducing different tools.	
	<p>b Pre-safeguarding agreement risk assessment</p> <ul style="list-style-type: none"> The CofE (2017) <i>Practice Guidance: Responding to, assessing and managing safeguarding concerns or allegations against church officers</i> outlines where a full risk assessment of should be completed. There is guidance on what this risk assessment should cover, but no template. The DoY has a risk assessment tool (based on the areas identified in the above guidance 	i Develop YM tool pending national version	May 2019	CSA	<p>YM version drafted and tested</p> <p>CSA signed up to NST risk assessment training Oct/Nov 2019</p>	G
11 Is the system regarding authorised listeners in need of a review?	a The lead AL for DoY confirmed on 7.2.19 that he had recruited 2 x ALs for York following a meeting with the CSA	i Develop a catalogue of sources of support, to include AL service	Jul 2019	CSA, CP	<ul style="list-style-type: none"> ALs identified Leaflet produced and agreed – to print and distribute 	G
Training						

12 Can people distressed by safeguarding training be identified and supported more privately?	a On promotion, there is a message offering people options for safeguarding training (other than a group course). Managers/leaders are asked to inform people of this. The statement states that you just need to alert the CSA to agree a different process, including a 1:1 learning session with the CSA. The statement also states that no questions will be asked about your reasons.	i Ensure that directors, managers and volunteer co-ordinators make their teams and individuals aware of the training options available	Apr 2019	CSA, HR/PT, SLT	This is already in place	G
		ii Establish a reflective aspect to supervision with staff and volunteers which explores safeguarding and the impact of training	Late 2019/ early 2020	DoPHR, CSA	To be reinforced through the training for PDRs as an example of how to discuss and review learning with all employees in reviews (Feb and March 2020). CSA has set up regular team mtgs to incl. supervision element	G
13 What is standing in the way of using existing databases to record who has not yet been trained, and when those who have been trained need a refresher course?	a YM is aware of the shortfall in use of a database for training monitoring and planning purposes	i Data which has been stored in separate to be uploaded to the central HR database	Late 2020 Delayed due to Covid-19 & recruitment	DoPHR	Manual task will be completed when new system installed from late 2020. Chapter (Sept 2019) agreed to explore /progress project to source a better HR Database. (And agreed to Better	A

					Impact as database for Volunteer records) Data is still to be stored separately until then.	
Safer recruitment						
14 What are the barriers to extending the HR database to include safer recruitment of volunteers?	a This should be reflecting safer recruitment already or as soon as possible.	i CS to raise with DoPHR and agree a deadline	Dec 2020 Delayed due to Covid-19	CS, DoPHR	Safer recruitment training records to be stored separately until late 2020.	A
15 How can the Minster best enforce non-negotiable aspects of safer recruitment, such as appointing people only after both references have been received and assessed?	a This must be reinforced, and established as essential prior to appointment.	i CS and DoPHR to agree a deadline to commence	Apr 2019	CS, DoPHR		G
		ii Monitor compliance	Apr 2020	DoPHR	Now being monitored always challenged when attempts to contravene. Will be absolute when new employment legislation means all contracts must be issued by first day of	G

					employment – a dn we will not issue without both references and all necessary checks in place.	
16 How can a culture be developed of all references being checked by HR for best practice, and character references handled with great caution?	a Need clear direction from senior management that requests for references should be referred to HR	i Internal campaign to ensure all managers and co-ordinators of people are aware of their responsibilities and the reasons for this practice References will only be sent by HR	Apr 2020	CS, DoPHR	Included in all safer recruitment and manager training from March 2020. Will be notified to manager through the intranet so that all employees also know this.	G
17 Can the requirements for DBS-checking 16 -17 year-old bell ringers be clarified?	a HR to put process in place	i Direction and reminders to be given at SLT and Chapter	Apr 2019	CS, DoPHR, SLT	Only require DBS checking of 16 – 17 year old bell ringers if the bell ringer has a teaching responsibility. We have one 17 year old in this situation and the DBS check is now in place. All in the Volunteer group and Bell tower	G

					steering group are aware.	
18 Is a general audit of recruitment practices merited?	a A further safer recruitment focused audit of safer recruitment progress		Early 2020 Delayed due to Covid-19	DoPHR	No resource available for this. But day to day control of procedure for Safer recruitment in place in HR and in the Volunteering programme. Monitoring will require greater resource.	A

Section 4 - Findings - Organisational supports

Questions for consideration	Responses	Actions	Target Date	Lead Officer	Progress/ comments	RAG rate
Policies, procedures and guidance						
19 Are there risks of duplication and/or divergence in having local and national policies and forms in some areas?	<p>a The CofE national policies, procedures and guidance</p> <ul style="list-style-type: none"> • Mainly directed at dioceses, and not always a good fit for a cathedral. • YM needs a localised policy and procedure setting out how we follow national guidance • The YM policy and procedure states that secular law and CofE guidance should be followed. <p>NB. The interface between local/national policies could be monitored via a national audit programme similar to that required from diocese (see later)</p>	i Ensure YM policies and procedures are compliant with national guidance, but localised for reporting		CS, CSA	YM policies and procedures clearly state that national legislation and CofE guidance must be followed	G
		ii Query the NST plans for a national Cathedral audit tool (like those in dioceses)	TBC	CS, CSA	Issue of cathedral audits raised at SCIE audit meeting 15.2.19 NST reviewing all aspects of policy and QA	A

20 Does the introduction of GDPR bring any implications for partnership working and information sharing for the minster?	<p>a The NST is developing information sharing guidance between CofE, Methodist and RC church</p> <p>b Information sharing in relation to safeguarding is covered by national legislation and local protocols (e.g. LADO)</p>	i Check with the DPO at YM once guidance is available	TBC	CSA, DPO	<p>Draft NST information sharing guidance</p> <p>Response sent from YM</p> <p>Not yet issued from NST</p>	A
The CSA, their supervision & management						
21 How can the CSA's supervisor and line manager best cooperate to maximise support and professional development for the CSA?	a Reporting mechanism already embedded in supervision agreement but need to ensure alignment and reporting between the two functions	i CS to consider and establish processes for alignment of CSA's supervision and line management facilities, and the reporting mechanisms between the two.	May 2019	CS, CSA, supervisor	This is agreed	G
22 What are the pros and cons of formalising the CSA's role in supporting staff?	<p>a Need to ensure that it reflects the current role</p> <p>b Part of discussion outlined in 21 above</p>	i Raise the issue in the meeting between CS, CSA and supervisor and, if relevant, with the DoPHR	Mid 2019	CS, CSA, DoPHR	This is complete	G
23 How can the role of the CSA in staff support best be balanced with safeguarding work, and how can this	a Must be within management and supervision structure management as outlined above	i Raise the issue in the meeting between CS, CSA and supervisor	TBC	CS, CSA, DoPHR	<ul style="list-style-type: none"> 2020 budget for Employee Assistance Programme 	G

balance be monitored?	b Has been raised by CSA in 1:1 management and supervision	ii CS to discuss CSA's job description with the DoPHR if relevant	Late 2019	CS, DoPHR	<ul style="list-style-type: none"> Monitor This is completed	G
Recording systems and IT solutions						
24 Has the right priority been given to the transfer to an electronic case management system?	a The logging of all new cases to take place on the CPOMS system.		Apr 2019	CSA	Already commenced	G
	b Workplan to be developed re: transfer of all historic material	i Decision on whether to upload all materials or just names and case numbers with reference to hard copy archive	May 2019	CSA, CS	Decision to upload names and case reference, with note that hard copies held	A
	c CSA to train all YM users of CPOMS	TBC	TBC	CSA, CPOMS	NST commissioning new national case management system	R

Section 5 - Findings – Leadership and accountability

Questions for consideration	Responses	Actions	Target Date	Lead Officer	Progress/ comments	RAG rate
Quality Assurance						
25 What quality assurance mechanisms - e.g. self-audit; routine benchmarking against other cathedrals; lessons learnt from other cathedrals; survivor feedback; staff feedback; learning cycles from case work - can the Minster use to monitor and develop safeguarding practice?	a YM has a case scrutiny panel, involving the YMSR, CP and CSA	i Ensure YM Case Scrutiny Panel continues to meet	Ongoing	YMSR, CP, CSA		G
	b A cathedral safeguarding network could assist	ii Establish a cathedral safeguarding network to support those working in cathedrals and assist in benchmarking	Jun 2019	CSA + CofE colleagues	Now established	G
	c NST could develop QA systems which recognise the differing needs and arrangements between cathedrals establishing national auditing processes and tools (similar to those dioceses take part in). The SCIE audit will presumably be used to establish this.	iii Continue to work with NST to recognise difference in cathedral structures and assist in developing fit for purpose tools	Ongoing	CSA + CofE colleagues	Meetings taking place New guidance being drafted	A
26 How can these different mechanisms be brought together into an	a The standing item on the SLT agenda to be used for this purpose from April 2019 onwards. As learning loops are established as part of being a learning	i Use the standing item on the SLT meeting agenda to begin to develop “learning loops” and build an OLF	Apr 2019 onward			A

organisational learning framework (OLF)?	organisation this can naturally be included	ii DoPHR to include in training and development policy June 2019.	June 2019	DoPHR	Paper drafted for June 2019 Chapter	A
Complaints about the safeguarding service						
27 How can the complaints process be improved, especially in regard to its independent element?	a To be explored in association with 29 (below)	Felt to be independent	Agreed	CSA, YMSR	YM of the view that the YMSR is independent. Query remains re: capacity	G
Whistleblowing						
28 Is there any advantage in volunteers having a separate whistleblowing procedure?	a Currently 2 separate systems operate but volunteers must be incorporated into the whistleblowing process	i Whistleblowing policy for Volunteers as well as Staff in Policy review to Chapter April 2019	Apr 2019	DoPHR, VHRM	The volunteer problem solving process for other issues can be reviewed and retained	G
Cathedral Safeguarding Advisory Panel						
29 How can independent support, scrutiny and challenge of the Dean and Chapter in relation to	a It would be useful to consider this alongside the considerations above related to QA and the role of the NST in co-ordinating.	i Review scrutiny arrangements and consider how external scrutiny can be strengthened, perhaps by peer review	TBC	Chapter, CSA, YMSR	The role of the YMSR in scrutiny to be outlined in the YM safeguarding strategy	A

safeguarding best be brought into York Minster?	b We should explore existing structures to see how this can be achieved, and could consult the Independent Chair of the DoY SSP for assistance and support.	i Explore potential role for the Diocese of York Safeguarding Advisory Panel and independent chair in supporting this	Early 2020 Working with NT	CS, DoY	PCR2 rather overtaken agenda for early 2020 – NST developing QA processes & structures	A
		ii Annual report to Chapter	Jan 2020	CSA, YMSR, Chapter		G
		iii YM safeguarding strategy	Jan 2020	CSA, YMSR, Chapter	Agreed at Jan 2020 Chapter	G
30 What information and/or opportunities to engage with safeguarding in the Minster would enable the chair to feel confident in a scrutiny, support and challenge role in relation to Dean and Chapter?	a The YMSR has the personal confidence, but the role descriptor would need altering if the role were to be developed further b The YMSR does not currently have (time) capacity to undertake a wider brief	To be further explored	Ongoing 2020 Delayed due to Covid-19	Chapter, YMSR	The YM Safeguarding Strategy and action plan to address this YMSR attended Chapter to discuss To agree actions	A
31 Can the role of the YMSR be further clarified, to maximise its usefulness?	a As the SCIE audit observes, this role has changed somewhat since the previous incumbent first started the role.	TBC	Ongoing 2020	Chapter, YMSR	The YM Safeguarding Strategy and action plan to address this	A

	<p>b There is a need to explore further the way the role can fit into the overall structures to deliver against the SCIE audit, and other demands.</p> <p>c There is also a need to consult with the current YMSR about potential expectations, bearing in mind that the role is voluntary, and the current role holder has limited availability.</p>				To agree actions	
Theological leadership						
32 What can the new Dean can do to share positive public messages around the vital importance of safeguarding and its integral place in minster life?	a To be determined with the new Dean and the rest of Chapter	<p>i visibility at critical team briefings, and in training</p> <p>ii engagement of all clergy in delivery of theology messages related to safeguarding</p> <p>iii Active participation of new Dean in safer recruitment processes</p>	Ongoing	Dean, Chapter, CS, CSA, Comms		G
33 To what extent is this aspect a clear priority in description of the role?	a Safeguarding is an integral part of the appointment process for a new Dean, and is a limiting factor – i.e. if a candidate cannot satisfy re: the					G

	safeguarding aspects, they are not appointed					
Strategic leadership						
34 How best can a strategic plan be brought together, setting out priorities, and incorporating a quality assurance element? Which body should take ownership of the plan, and how can people be held accountable for it?	a To be determined with the new Dean and the rest of Chapter	i Chapter to commission a strategic plan related to future development of safeguarding at YM	Jan 2020	Chapter, YMSR, CSA	Draft to Oct 2019 Chapter Agreed Jan 2020 Chapter	G
	b Safeguarding risks are already entered on the risk register	ii All red rated actions in this action plan to be entered on the YM risk register	Apr 2019 and ongoing	CS		G
Operational leadership and management						
35 Is Chapter clear that, while accountability for decisions rests with them, the decision-making in safeguarding must rest with safeguarding professionals?	a If a concern is raised that, in the view of the CSA, requires a referral to statutory services, the CSA consults with the senior lay person (CS) and Dean (or their rep) within the statutory time limit (e.g. 1 working day for LADO referrals).	i CSA to write this into all policies and procedures	May 2019			G
	b In practice, the CS and Dean have agreed with the advice from the CSA. However, this must be explicit in procedures.	ii CS to include in CSA's job description/role	TBC	CSA, CS	In progress	G

Culture						
36 How can the rationale for decisions about safeguarding be communicated more effectively and convincingly, including where details can't be shared?	a This is an ongoing issue, and depends very much on the nature of the issue, and the decision that have to be made	i Explore with the Communications team and with the new Dean	Ongoing	Chapter, DoC, CSA, CS	Ongoing discussion on communications in different circumstances	A

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