SCIE audit action plan DRAFT V3

Section 3 – Findings – Practice

Questions for consideration	Responses	Actions	Target Date	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	[green]
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	i As above, and continuing emphasis on priority re: safeguarding within security measures	Ongoing	[orange]
	b There are a number of communication routes to staff and volunteers, and the addition of an intranet will assist in this	ii YM plans an intranet, which will assist in embedding security messages to those with access, and to cascade throughout teams.	TBC	[orange]
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	TBC	[red]

		ii Incorporate safeguarding reporting information into Stewards briefings before services/events	Apr 2019	🟩
		iii Continue to raise safeguarding in volunteer briefings and learning & sharing events.	Ongoing	🟧
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 be 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	🟧
	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 without always having adult supervision (although there are people around).	i Ensure that the guidance states that the server children must always do tasks in pairs	May 2019	🟧
		ii VHRM and head Server to update the role Description for Servers	TBC	🟥
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 3rd party booking agents, to ensure that the mobile numbers of the adults conducting the visit are noted and retained during the visit	Apr 2019	🟩

		ii The Hosts team will also reaffirm this contact detail as school groups arrive at the Minster	Apr 2019	🟩
	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	🟩
		ii Include NSPCC ratios in pre-visit info pack as a guideline	Jun 2019	🟧
		iii Consider impact of changing required ratio for pre-booked visits	TBC	🟥
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	🟧
	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 seek their views further and within the wider 'Being a YM Chorister' context'	TBC	🟥
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	Ongoing	🟧

	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. 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	i All access to York Minster (outside the arrival from school process) will be via the Police Cabin	Jun 2019	
8 Are there ways to ensure 1:1 music lessons are safely carried out for both staff and choristers?	a The lessons take place in the open space of the Quire and are almost always done in pairs with the vocal coach.	ii DoM proposes that this is always the case as we move forwards, with a minimum of two choristers at any one time.	Apr 2019	
Bellringing				
9 How can the minster work with the bell-ringing community to maintain an understanding about the paramount importance of safeguarding?	a York Minster is the first setting to have such rigorous safeguarding, security and health & safety procedures – some ringers have rejoined because of this.	i Comms Team to lead on the media strategy re: publication of the SCIE Report on YM website and any news release	Apr 2019	
		ii People Team will use the SCIE audit to strengthen the safeguarding message in volunteer inductions, training and other appropriate opportunities.	Ongoing	

	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	
	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	
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. • The NST has a model risk assessment of activities tool. This is similar to YM's but less rigorous. • 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.	Consult York Minster HoS, and the Health & Safety consultant	Apr 2019	
	b Pre-safeguarding agreement risk assessment • The CofE (2017) *Practice Guidance: Responding to, assessing and managing safeguarding concerns or allegations against church officers* outlines where a full risk assessment of should be completed.	i Adapt DoY pre-safeguarding agreement risk assessment tool for use at YM, when the circumstances arise	May 2019	

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	• 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			
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	
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	
		ii Establish a reflective aspect to supervision with staff and volunteers which explores safeguarding and the impact of training	TBC	
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	Jun 2019	

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	Sept 2019	
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	
		ii Monitor compliance		
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 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	Sept 2019	
17 Can the requirements for DBS-checking 16 -17 year-old bell ringers be clarified?	a HR to advise re: putting process in place	i Direction and reminders to be given at SLT and Chapter	Apr 2019	
18 Is a general audit of recruitment practices merited?	a A further safer recruitment focused audit of safer recruitment progress		TBC	

Section 4 - Findings - Organisational supports

Questions for consideration	Responses	Actions	Target Date	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?	a The CofE national policies, procedures and guidance • 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. NB. The interface between local/national policies could be monitored via a national audit programme similar to that required from diocese (see later)	i Ensure YM policies and procedures are compliant with national guidance, but localised for reporting		(green)
		ii Query the NST plans for a national Cathedral audit tool (like those in dioceses)	TBC	(orange)
20 Does the introduction of GDPR bring any implications for partnership working and information sharing for the minster?	a The NST is developing information sharing guidance between CofE, Methodist and RC church b Information sharing in relation to safeguarding is covered by national legislation and local protocols (e.g. LADO)	i Check with the DPO at YM once guidance is available	TBC	(orange)

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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 establish process for alignment of CSA's supervision and line management facilities, and reporting between the two.	May 2019	🟧
22 What are the pros and cons of formalising the CSA's role in supporting staff?	a Need to ensure that it reflects the current role b Part of discussion outlined in 21 above	i Raise the issue in the meeting between CS, CSA and supervisor and, if relevant, with the DoPHR	TBC	🟥
23 How can the role of the CSA in staff support best be balanced with safeguarding work, and how can this balance be monitored?	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	🟥
	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	TBC	🟥

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	🟩
	b Workplan to be developed re: transfer of all historic material	i Decision - upload all materials **or** just names and case numbers with reference to hard copy archive	May 2019	🟧
	c CSA to train all YM users of CPOMS	TBC	TBC	🟥

Section 5 - Findings – Leadership and accountability

Questions for consideration	Responses	Actions	Target Date	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	🟩
	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	🟧
	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	🟧
26 How can these different mechanisms be brought together into an organisational learning framework (OLF)?	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 organisation this can naturally be included	i Use the standing item on the SLT meeting agenda to begin to develop "learning loops" and build an OLF	Apr 2019 onward	🟥
		ii DoPHR to include in training and development policy May 2019.	May 2019	🟥
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)	TBC	TBC	
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	TBC	
Cathedral Safeguarding Advisory Panel				
29 How can independent support, scrutiny and challenge of the Dean and Chapter in relation to safeguarding best be brought into York Minster?	a It would be useful to consider this alongside the considerations above related to QA and the role of the NST in co-ordinating. 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 Review scrutiny arrangements and consider how external scrutiny can be strengthened, perhaps by peer review	TBC	
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	TBC	TBC	

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. 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. 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.	TBC	TBC	
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	TBC	TBC	
33 To what extent is this aspect a clear priority in description of the role?	a To clarify			
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 b Safeguarding risks are already entered on the risk register	i Chapter to commission a strategic plan related to future development of safeguarding at YM	Apr 2019	🟩
		ii All red rated actions in this action plan to be entered on the YM risk register	Apr 2019 and ongoing	🟧
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). b In practice, the CS and Dean have agreed with the advice from the CSA. However, this must be explicit in procedures.	i CSA to write this into all policies and procedures	May 2019	🟥
		ii CS to include in CSA's job description/role	TBC	🟧
Culture				
36 How can the rationale for decisions about safeguarding be communicated more effectively	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	TBC	🟧

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and convincingly, including where details can't be shared?			