

Public Document Pack



To: Councillor Stewart, Convener; Councillor Lesley Dunbar, Vice Convener; and Councillors Al-Samarai, Cameron, Duncan, Greig, Houghton, Townson and Wheeler.

Town House,
ABERDEEN 30 September 2019

PUBLIC PROTECTION COMMITTEE

The Members of the **PUBLIC PROTECTION COMMITTEE** are requested to meet in **Committee Room 2 - Town House** on **THURSDAY, 10 OCTOBER 2019 at 10.00 am.**

FRASER BELL
CHIEF OFFICER - GOVERNANCE

BUSINESS

NOTIFICATION OF URGENT BUSINESS

- 1 There is no urgent business at this time

DETERMINATION OF EXEMPT BUSINESS

- 2 There is no exempt business at this time

DECLARATIONS OF INTEREST

- 3 Members are requested to intimate any declarations of interest (Pages 5 - 6)

DEPUTATIONS

- 4 Deputations - none expected until after the final agenda is published

MINUTE OF PREVIOUS MEETING

- 5 Minute of Previous Meeting of 13 June 2019 (Pages 7 - 14)

COMMITTEE PLANNER

- 6 Committee Planner (Pages 15 - 18)

NOTICES OF MOTION

- 7 No notices of motion have been received

REFERRALS FROM COUNCIL, COMMITTEES AND SUB COMMITTEES

- 8 Referrals from Council, Committees or Sub Committees

POLICE AND FIRE RESCUE SERVICE

- 9 Scottish Fire and Rescue Service Strategic Plan 2019-2022 Consultation Update
(Pages 19 - 50)

- 10 Scottish Fire and Rescue Service 2019/20 Q1 Public Protection Report (Pages 51
- 72)

- 11 Police Scotland Performance Report Full Year (April 2018 - March 2019) (Pages
73 - 104)

- 12 Police Scotland - Digitally Enabled Policing : A Presentation by Insp Jon Millar

CHILD AND ADULT PROTECTION

- 13 Aberdeen City Joint Inspection Report (Pages 105 - 154)

- 14 Aberdeen City Child Protection Committee Annual Report 2018-19 (Pages 155 -
192)

PROTECTIVE SERVICES

- 15 Grampian Joint Health Protection Plan - Implementation Update (Pages 193 - 200)

BUILDING STANDARDS

- 16 Building Standards Activity Report (Pages 201 - 206)
- 17 Scottish Government update on new Building Regulations (Pages 207 - 212)

WORKSHOP

- 18 Assurance Workshop - Discussion

DATE OF NEXT MEETING

- 19 Thursday 12 December 2019 at 10:00am

EHRIAs related to reports on this agenda can be viewed [here](#)

To access the Service Updates for this Committee please click [here](#)

Website Address: www.aberdeencity.gov.uk

Should you require any further information about this agenda, please contact Derek Jamieson, tel 01224 523057 or email derjamieson@aberdeencity.gov.uk

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DECLARATIONS OF INTEREST

You must consider at the earliest stage possible whether you have an interest to declare in relation to any matter which is to be considered. You should consider whether reports for meetings raise any issue of declaration of interest. Your declaration of interest must be made under the standing item on the agenda, however if you do identify the need for a declaration of interest only when a particular matter is being discussed then you must declare the interest as soon as you realise it is necessary. The following wording may be helpful for you in making your declaration.

I declare an interest in item (x) for the following reasons

For example, I know the applicant / I am a member of the Board of X / I am employed by... and I will therefore withdraw from the meeting room during any discussion and voting on that item.

OR

I have considered whether I require to declare an interest in item (x) for the following reasons however, having applied the objective test, I consider that my interest is so remote / insignificant that it does not require me to remove myself from consideration of the item.

OR

I declare an interest in item (x) for the following reasons however I consider that a specific exclusion applies as my interest is as a member of xxxx, which is

- (a) a devolved public body as defined in Schedule 3 to the Act;
- (b) a public body established by enactment or in pursuance of statutory powers or by the authority of statute or a statutory scheme;
- (c) a body with whom there is in force an agreement which has been made in pursuance of Section 19 of the Enterprise and New Towns (Scotland) Act 1990 by Scottish Enterprise or Highlands and Islands Enterprise for the discharge by that body of any of the functions of Scottish Enterprise or, as the case may be, Highlands and Islands Enterprise; or
- (d) a body being a company:-
 - i. established wholly or mainly for the purpose of providing services to the Councillor's local authority; and
 - ii. which has entered into a contractual arrangement with that local authority for the supply of goods and/or services to that local authority.

OR

I declare an interest in item (x) for the following reasons.....and although the body is covered by a specific exclusion, the matter before the Committee is one that is quasi-judicial / regulatory in nature where the body I am a member of:

- is applying for a licence, a consent or an approval
- is making an objection or representation
- has a material interest concerning a licence consent or approval
- is the subject of a statutory order of a regulatory nature made or proposed to be made by the local authority.... and I will therefore withdraw from the meeting room during any discussion and voting on that item.

PUBLIC PROTECTION COMMITTEE

ABERDEEN, 13 June 2019. Minute of Meeting of the PUBLIC PROTECTION COMMITTEE. Present:- Councillor Jennifer Stewart, Convener; Councillor Lesley Dunbar, Vice-Convener; and Councillors Al-Samarai, Cameron, Duncan, Greig, Houghton, Townson and Wheeler.

The agenda and reports associated with this minute can be found here [here](#).

Please note that if any changes are made to this minute at the point of approval, these will be outlined in the subsequent minute and this document will not be retrospectively altered.

URGENT BUSINESS

1. The Convener had determined that item 16 (Food Service Plan) be considered as a matter of urgency in terms of Section 50B(4)(b) of the Local Government (Scotland) Act 1973 as this had been omitted from publication due to a technical issue.

The Committee resolved:-
to concur with the Convener.

WELCOME

2. The Convener welcomed everybody to the last meeting prior to the school holidays. The Convener expressed her appreciation of the support received from members, officers and the various partners who all worked collaboratively which contributed to the success of the Committee. The Convener intimated that Councillor Al-Samarai was now a member of this Committee and looked forward to her participation and contribution to the Committee. Councillor Sandy Stuart was thanked, in absence, for his attendance and contributions.

DECLARATIONS OF INTEREST

3. There were no declarations of interest intimated at this stage in the meeting.

MINUTE OF PREVIOUS MEETING OF 24 APRIL 2019

4. The Committee had before it the minute of the meeting of 24 April 2019.

The Convener reinforced the good work which the Committee is carrying out and the good relations with Members, Officers, Council Services and the partners with Police Scotland and the Scottish Fire and Rescue Service.

PUBLIC PROTECTION COMMITTEE

13 June 2019

Otherwise, the minute was approved as a true record.

The Committee resolved :-

to approve the minute as a correct record.

COMMITTEE PLANNER

5. The Committee had before it the committee business planner as prepared by the Chief Officer – Governance.

The Committee resolved :-

to note the content of the committee business planner.

POLICE SCOTLAND THEMATIC REPORTS - VERBAL UPDATE FROM CLERK

6. The Committee heard from the Clerk who provided an update on future planned thematic reports arising from suggestions made by members of the Committee.

These were to present a report on the following to the Committee on 12 December 2019:

- (a) the recent (1 April) implementation of the Coercive Control legislation enacted by the Scottish Parliament, and
- (b) the approach to mental health for all staff in particular front line Officers in regard to recognition and treatment of Post-Traumatic Stress Disorder

Thereafter, the Committee received a verbal update from Superintendent Stephen on local Police performance. This overview indicated an improvement in detection rates with some downward trends in reported crimes. Superintendent Stephen advised that a full Police Scotland performance report would be submitted to the Committee's meeting on 10 October 2019.

The Committee resolved :-

to note the verbal updates regarding the scheduling of future thematic and performance reports from Police Scotland.

THEMATIC REPORT - ROAD POLICING (INCLUDING AWPR UPDATE) - POL/19/263

7. The Committee had before it a report by Chief Superintendent Thomson, Police Scotland which provided information on the role and core functions of the Road Policing Unit in the North East Division.

The report recommended: -

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13 June 2019

that the Committee discuss, comment on and endorse the report.

The Committee resolved :-

to endorse the report.

THEMATIC REPORT - SCHOOL BASED OFFICERS - POL/19/264

8. The Committee had before it a report by Chief Superintendent Thomson, Police Scotland, which provided information on the role and core functions of School Liaison and School Based Officers in Aberdeen City.

The report recommended :-

that the Committee discuss, comment on and endorse the report.

The Committee resolved :-

to endorse the report.

SCOTTISH FIRE AND RESCUE SERVICE ANNUAL SCRUTINY REPORT - SFRS/19/265

9. With reference to article 16 of the minute of the meeting of the former Communities, Housing and Infrastructure Committee of 16 January 2018, the Committee had before it a report by the Local Senior Officer, Scottish Fire and Rescue Service which presented the Scottish Fire and Rescue Service (SFRS) Annual Scrutiny Report.

The Committee heard an overview of the report from the Local Senior Officer, during which he advised of improvements in local driver ability.

The Committee were pleased to hear of the local performance versus national figures and trends and learned of the opportunities for local officers to participate in specialist training and adopt new skills.

The report recommended :-

that the Committee consider and note the information provided in Appendix A in relation to SFRS Performance.

The Committee resolved :-

- (i) to note the information provided in Appendix A in relation to SFRS Performance; and
- (ii) to note the invitation to the Committee to attend the opening ceremony of the new Training Centre located at North Anderson Drive on Thursday 27 June 2019.

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SFRS STRATEGIC PLAN CONSULTATION - SFRS/19/268

10. The Committee had before it a report by the Local Senior Officer, Scottish Fire and Rescue Service (SFRS) which presented the SFRS consultation on the draft Strategic Plan 2019-22.

The Local Senior Officer advised of the intention to provide high quality service which included collaboration with partnership working and involved a long-term financial plan. This included a wide range of responsibilities and the Committee were advised that intentions were not to replace other services but to jointly enhance service delivery for all communities and assist all partners achieve their outcomes.

The Committee heard of the continued intentions by SFRS to support all staff and of continued preparedness in the event of an EU Exit.

The report recommended :-

that the Committee

consider, note and participate in the consultation process provided in Appendix A in relation to the SFRS Strategic Plan 2019-22.

The Committee resolved :-

- (i) to note the SFRS consultation on the draft Strategic Plan 2019-22 which was currently ongoing, and
- (ii) to participate in the consultation process provided in Appendix A in relation to the SFRS Strategic Plan 2019-22.

CHILD AND ADULT PROTECTION - VERBAL UPDATE

11. With reference to article 7 of the minute of the Committee meeting of 24 April 2019, the Committee received a verbal update from the Programme Development Manager, Integrated Children's and Family Services on the Joint Inspection Report of Children's Services Report – Aberdeen City which was scheduled to be presented to the Committee at its meeting on 10 October 2019.

The Committee resolved :-

- (i) to note the verbal update on the Joint Inspection Report of Children's Services Report – Aberdeen City; and
- (ii) to note that the Joint Inspection Report of Children's Services Report – Aberdeen City would be submitted to the Committee at its meeting on 10 October 2019.

UKAS ANNUAL AUDIT FOR SCIENTIFIC SERVICE - OPE/19/267

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12. The Committee had before it a report by the Chief Operating Officer which provided an update on the status of UKAS accreditation and the progress of recommendations of assessment of the Aberdeen Scientific Services Laboratory.

The report recommended:-

that the Committee -

- (a) note the work being undertaken to implement and develop the recommendations of the 19th and 20 February 2019 UKAS re-assessment report; and
- (b) endorse the continuation of accreditation as a license to operate.

The Committee resolved :-

- (i) to approve the recommendations, and
- (ii) to agree that the Committee would visit the Aberdeen Scientific Services Laboratory on 23 August 2019.

MATTER OF URGENCY

The Convener intimated that she had directed in terms of Section 50B(4)(b) of the Local Government (Scotland) Act 1973, that the following item be considered as a matter of urgency as the report had been omitted from publication due to a technical issue.

FOOD SERVICE PLAN - OPE19/261

13. The Committee had before it a report by the Chief Operating Officer which advised that the Food Law Code of Practice (Scotland) 2019 required local authorities to prepare an annual Service Plan which detailed the intended activity of the Service based on the resources allocated.

The report recommended : -

that the Committee approve the Protective Services Food and Feed Regulatory Service Plan 2019/2020 (Appendix A).

The Committee resolved:-

to approve the recommendation.

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13 June 2019

OCCUPATIONAL HEALTH AND SAFETY INTERVENTION PLAN 2019/20 - OPE19/262

14. The Committee had before a report by the Chief Operating Officer, which outlined the Protective Services proposals for delivering the Occupational Safety and Health Regulatory Service for 2019/20.

The report recommended: -

that the Committee approve the Occupational Health and Safety Intervention Plan for 2019/20 (Appendix 1).

The Committee resolved: -

to approve the recommendation.

2018/19 COMMITTEE ANNUAL EFFECTIVENESS REPORT - GOV/19/248

15. The Committee had before it a report by the Chief Officer - Governance which presented the first annual report of the Public Protection Committee.

The report recommended: -

that the Committee note the annual report.

The Committee resolved:-

- (i) to approve the recommendation; and
- (ii) to instruct the Chief Officer – Governance, to facilitate a debrief of visits that had been undertaken by the Committee and for future visits.

DATE OF NEXT MEETING

16. The Committee noted that its next meeting would be held on 10 October 2019 at 10.00am

- COUNCILLOR JENNIFER STEWART, Convener

PUBLIC PROTECTION COMMITTEE
13 June 2019

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	A	B	C	D	E	F	G	H	I
1	PUBLIC PROTECTION COMMITTEE BUSINESS PLANNER The Business Planner details the reports which have been instructed by the Committee as well as reports which the Functions expect to be submitting for the calendar year.								
2	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
3	10 October 2019								
4	Police Scotland Thematic Reports Contact, Command and Control	Representative from Contact, Command and Control Division to speak to previously submitted data in 6 monthly performance report (April-Sept 2018) .	Delayed from June 2019 Committee	Campbell Thomson	Police Scotland	Police Scotland	5.7	D	Delayed to 12 December meeting to allow confirmation on new processes to be applied in Aberdeen
5	Police Scotland Thematic Reports	Multi agency input regarding Violence Against Women Partnership	Delayed from June 2019 Committee	Campbell Thomson	Police Scotland	Police Scotland	5.7	D	Delayed to 12 December meeting to allow presentation to COG in October
6	Chief Social Work Officer's Report	To present the Chief Social Work Officer annual report.	Oct-19	Graeme Simpson	Integrated Children's and Family Services	Operations	1.4	D	Delayed to 12 December meeting to allow presentation to COG in October
7	Police Scotland Performance Report Full Year (April 2018 - March 2019)	To present the annual performance report from Police Scotland. A report is on this agenda.	Delayed from June 2019 Committee	Campbell Thomson	Police Scotland	Police Scotland	5.7		
8	Corporate Parenting	At its meeting on 10 October 2018, the Committee requested an annual update on the Council's progress in meeting its Corporate Parenting responsibilities during the past year	Will capture findings from Joint Inspection Report published on 03.09.2019 and will report to PPC on 12.12.2019	Andrea McGill	Integrated Children's and Family Services	Operations	1.2	D	Will capture findings from Joint Inspection Report published on 03.09.2019 and will report to PPC on 12.12.2019
9	Joint Inspection of Children's Services – Aberdeen City.	Report of inspection findings. A report is on this agenda.		Alison McAlpine / Kymme Fraser	Integrated Children's and Family Services	Operations	1.1.1		
10	Grampian Joint Health Protection Plan - Implementation Update	At its meeting on 10 October 2018, the Committee requested an annual update on the progress made in implementing the Plan. A report is on this agenda.	Oct-19	Hazel Stevenson	Early Interventions and Community Empowerment	Customer	3.3		
11	Building Standards Activity Report	To provide an update on Building Standards activity since October 2018. A report is on this agenda.		Gordon Spence	Place	Governance	4.2, 4.3		
12	Child Protection Committee Annual Report	To provide the Committee with information on the work of the multi-agency Child Protection Committee. A report is on this agenda.	Will go to Child Protection Committee on 07.06 then COG on 12.06 then PPC on 10.10.19	Kymme Fraser	Integrated Children's and Family Services	Operations	1.1, 1.2 and 1.3		

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
13	SFRS Strategic Plan 2019-2022 Consultation	At its meeting on 13.06.2019, the Committee were advised they would receive an update on this consultation. A report is on this agenda.		Bruce Farquharson	Scottish Fire and Rescue Service	Scottish Fire and Rescue Service	5.6		
14	SFRS 2019/20 Q1 Public Protection Report	On 04.04.2019, the Committee agreed that SFRS would present the six monthly performance report. A report is on this agenda.		Bruce Farquharson	Scottish Fire and Rescue Service	Scottish Fire and Rescue Service	5.1		
15	Generic Emergency Plan	At its meeting on 24 April 2019, the Committee instructed the Chief Officer – Governance to submit a further report to the October 2019 Committee consolidating the Council's resilience arrangements within a single generic emergency plan.		Vikki Cuthbert	Governance	Governance	2.1, 2.3	D	Work continues to "stocktake" on our emergency planning framework, which will result in a Generic Emergency Plan (GEP). This will be informed by the plans being made for TECA and Offshore Europe in September, and on this basis it is intended to submit the GEP to the December meeting.
16	SG Consultation Update	Progress of activity arising from SG consultation "Building Standards Compliance and Fire Safety –a consultation on making Scotland's buildings safer for people". A report is on this agenda.		Gordon Spence	Place	Governance	4.1		
17	12 December 2019								
18	Police Scotland Thematic Report (as suggested by Member)	To present a report on the the recent (1 April) implementation of the Coercive Control legislation enacted by the Scottish Parliament	for 12/12/2019	Campbell Thomson	Police Scotland	Police Scotland	5.7		
19	Police Scotland Thematic Report (as suggested by Member)	To present a report on the approach to mental health for all staff in particular front line Officers in regard to recognition and treatment of Post Traumatic Stress Disorder	for 12/12/2019	Campbell Thomson	Police Scotland	Police Scotland	5.7		
20	Significant Case Review (SCR) - Child Protection	To present a report on a SCR, once it has been approved via COG.		Stuart Lamberton	Integrated Children's and Family Services	Operations	1.1.2		
21	Child Poverty Action Report	This report went to ODC on 17.09.2019 and following approval, will be presented to PPC to provide assurance on plans to tackle Child Poverty.		Derek McGowan	Early Interventions and Community Empowerment	Customer	1.4		
22	26 February 2020								

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
23	13 May 2020								
24	Resilience Annual Report	To present the Resilience Annual Report			Governance	Governance	2.5		
25	UKAS Annual Audit for Scientific Service	To update committee on the status of UKAS accreditation and the progress of recommendations of assessment of the Aberdeen Scientific Services Laboratory.		James Darroch	Operations and Protective Services	Operations	3.1		
26	Annual Committee Effectiveness Report			Fraser Bell	Governance	Governance	GD 7.4		
27	01 July 2020								
28	Scottish Fire and Rescue Service Six Monthly Performance Report	On 04.04.2019, the Committee agreed that SFRS would present the six monthly performance report.		Bruce Farquharson	Scottish Fire and Rescue Service	Scottish Fire and Rescue Service	5.6		
29	07 October 2020								
30	Grampian Joint Health Protection Plan	To seek approval of the 2 year Grampian Joint Health Protection Plan.	07/10/2020	Hazel Stevenson	Early Interventions and Community Empowerment	Customer	3.3		
31	02 December 2020								
32	Chief Social Work Officer's Report	To present the Chief Social Work Officer annual report.		Graeme Simpson	Integrated Children's and Family Services	Operations	1.4		
33	Corporate Parenting	At its meeting on 10 October 2018, the Committee requested an annual update on the Council's progress in meeting its Corporate Parenting responsibilities during the past year		Andrea McGill	Integrated Children's and Family Services	Operations	1.2		
34	Scottish Fire and Rescue Service Six Monthly Performance Report	On 04.04.2019, the Committee agreed that SFRS would present the six monthly performance report.		Bruce Farquharson	Scottish Fire and Rescue Service	Scottish Fire and Rescue Service	5.6		
35	2021								

	A	B	C	D	E	F	G	H	I
2	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
36									

**Working together
for a safer Scotland**



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland



Strategic Plan 2019-22



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To find out more, visit our website at www.firescotland.gov.uk



KIRSTY DARWENT

Chair
Scottish Fire and Rescue Service Board



MARTIN BLUNDEN

Chief Officer
Scottish Fire and Rescue Service

It is our pleasure to introduce the Scottish Fire and Rescue Service Strategic Plan 2019-22.

This is the third Strategic Plan we have produced since our inception in 2013. In our short history this is perhaps the most important plan we have produced so far. It drives forward our commitments on how we will transform the Service to do more for Scotland and how we will adapt to the changing nature of risks facing communities across the country.

This plan sets out our commitments to the delivery of a first class fire and rescue service for all the people of Scotland. In delivering our services we recognise the significant role we play in helping to achieve the Scottish Government's purpose, which is to focus government and public services on creating a more successful country by increasing sustainable economic growth and providing opportunities for all of Scotland to flourish.

Our successes to date have only been possible because of the dedication and professionalism of our people. To enable us to maintain our high public standing and to forge ahead on our path of change, we aspire to attract and retain the best people, whose diversity is more representative of the communities of Scotland that we serve.

The views of our staff, expressed in the Service's first ever [staff survey](#) in 2018, were used to influence this Strategic Plan. We will continue to engage with our staff, so that the detailed work that will support this Plan each year can also be influenced by on-going dialogue.

To understand wider needs and expectations, we are also fully committed to engaging with other stakeholders, including engaging directly with communities across Scotland. An extensive consultation exercise to gather views on the future of the Scottish Fire and Rescue Service was carried out with staff, partners and the public during spring 2018. The consultation set out our need to transform, and presented a vision of how the Service could do even more for the people of Scotland.

The consultation generated 1563 comments – 1426 of which were from individuals and 137 from partner bodies. The data from the exercise was independently analysed by academics from the University of Edinburgh. There is an overall majority backing for the proposals we made in the consultation document.

We will continue such proactive engagement with stakeholders as our transformation journey progresses. Our ambitions for transformation are threaded throughout this Strategic Plan, and will evolve as we continue to engage with our people, their representatives, and other stakeholders across Scotland.

As we transform, we are fully committed to discharging all of our responsibilities as a significant national organisation. This includes ensuring our continued sound and prudent financial management, which to date has meant we have operated within our allocated resource and capital budgets each year since our creation, despite the financial challenges facing all public services. We will continue to prioritise the safety and wellbeing of our people, and our strong, proactive health and safety culture to protect them.

We believe that we can and must continue to provide the highest quality service to the people of Scotland through our community based services. This requires a highly skilled, motivated and engaged workforce and empowered leaders throughout our Service. It means that as well as providing direct operational response, we will become more involved through our prevention and partnership working, in delivering interventions that support the most vulnerable people in our communities.

We aim to operate much more flexibly to achieve a wider range of societal and organisational improvements as we continue to strive to make a difference to the lives of those we serve.

We are excited about the journey that lies ahead of us over the lifespan of this Strategic Plan, and beyond, and invite others to join us on it as we work together for a safer Scotland.

The Scottish Fire and Rescue Service (SFRS) was established as a single national service on 1 April 2013 by the Police and Fire Reform (Scotland) Act 2012, replacing the eight previous fire and rescue services to become the UK's largest service.

We are described as an 'Other Significant National Body' and have a duty to work with other public services to contribute to the Scottish Government's Purpose and the National Performance Framework (NPF).

The Safer Communities Directorate of the Scottish Government sets out its plans for keeping communities safe in its document [Justice in Scotland: Vision and Priorities](#). The vision **"for a safe, just and resilient Scotland"** is supported by four outcomes which our work must also contribute to. These are:

1. We live in safe, cohesive and resilient communities
2. Prevention and early intervention improve wellbeing and life chances
3. Our systems and interventions are proportionate, fair and effective
4. We deliver person-centred, modern and affordable public services.

In support of the NPF and the Justice Vision and Priorities, Scottish Ministers have prepared a [Fire and Rescue Framework for Scotland](#) which sets out the specific purpose and operating context for the SFRS. Our purpose, as defined by Scottish Ministers in the first Framework 2013 and reaffirmed in the revised Framework in 2016, is:

"To work in partnership with communities and with others in the public, private and third sectors on prevention, protection and response to improve the safety and well-being of people throughout Scotland."

The Board provides strategic direction and closely scrutinises our actions to ensure we are delivering services in an effective and efficient way against this purpose as

well as the ten strategic priorities within the Framework which underpin it. The Board also ensures we meet all our legislative requirements and the ambitions of the Strategic Plan.

The day-to-day delivery of our actions is the responsibility of our small executive team comprising of the Chief Officer, Deputy Chief Officer and six Directors who, together, provide strategic leadership to all our organisational functions.

We have successfully navigated through significant and complex reform. We will build on these strong foundations to continue on a journey of transformation to meet ongoing public service challenges. An extensive consultation exercise on our vision for transformation was undertaken in 2018 to scope out how we might deliver services differently in the future, so we can continue to keep the people of Scotland safe in a changing environment. The outcomes of this have been used to influence our direction outlined in this Strategic Plan.

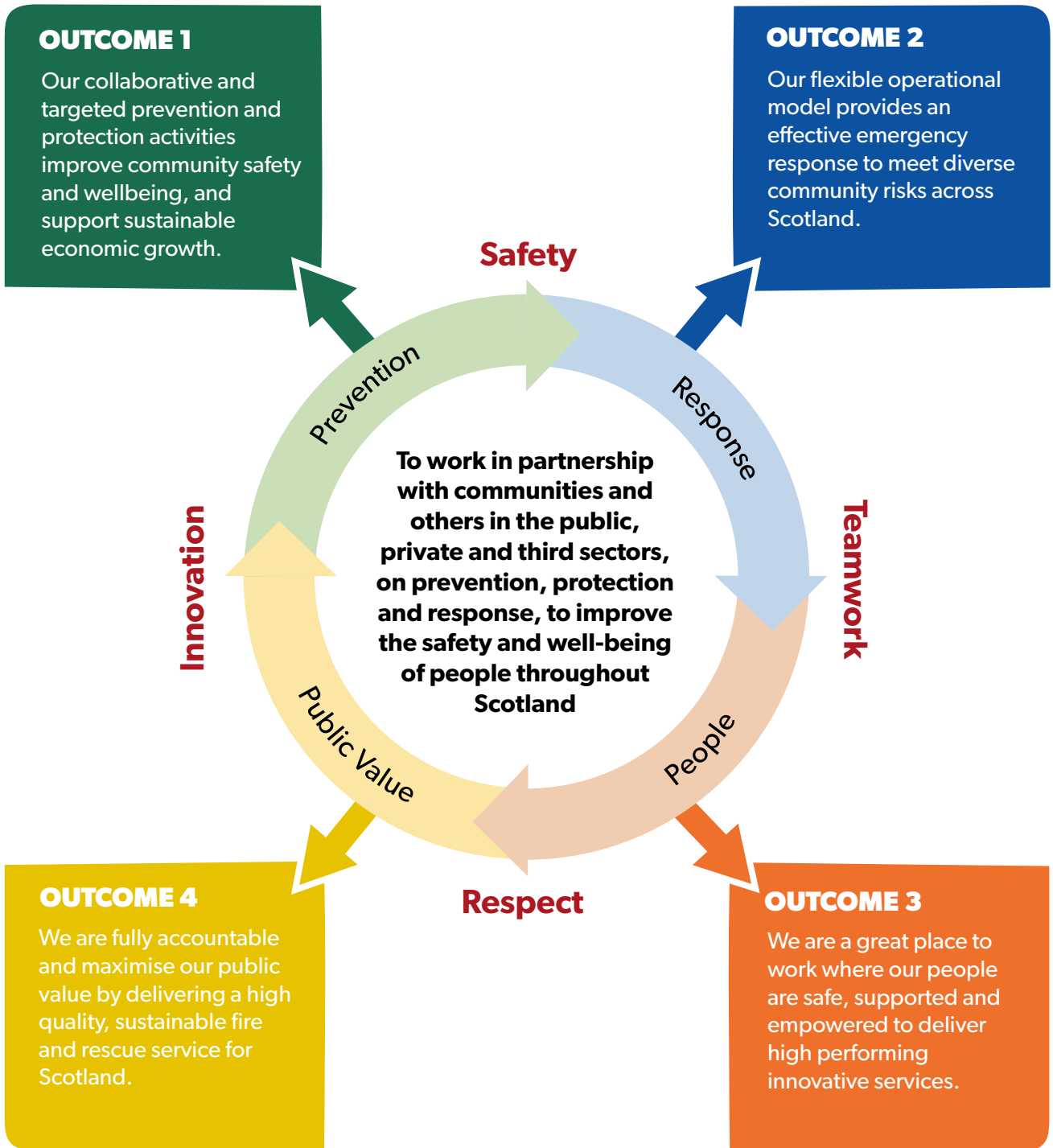
Our success to date would not have been possible without the dedication and hard work of our people. We aspire to be a world-leading fire and rescue service and with that we want to create a great place to work. So, by listening closely to our people through the results of a recent staff survey, we have drawn out what is important to them and used this to help shape our strategy.

In preparing this Strategic Plan, we have given full regard to all of these influencing factors so that we direct our resources to deliver what is expected of us.

The Strategic Plan provides some information about us as an organisation and communicates our high level ambitions of what we want to achieve. It outlines the longer term outcomes we aspire to achieve and the shorter term strategic objectives we will work towards to realise these aspirations. A summary graphic of this is provided on the next page.

More specific details of the actions we will take to support our aims will be developed within a flexible three-year programme. An Annual Operating Plan will be drawn down from this programme and published each year. The progress of each Annual Operating Plan will be monitored on a quarterly basis by the Board and our Strategic Leadership Team.

Working Together for a Safer Scotland



Our primary statutory responsibilities are directed by the Fire (Scotland) Act 2005, as amended by the Police and Fire Reform (Scotland) Act 2012 and by the Fire (Additional Function) (Scotland) Order 2005.

These pieces of legislation lead us to go beyond just fighting fires. These are some of the things we do to keep people safe today:

- Fighting fire in both urban and rural environments
- Promoting fire safety
- Enforcing fire legislation
- Responding to road traffic collisions
- Dealing with the structural collapse of buildings
- Responding to serious flooding
- Responding to serious transport incidents
- Planning for and responding to chemical, biological, radiological and nuclear (CBRN) incidents
- Undertaking inland water rescue
- Carrying out rescues at height
- Playing a key role in resilience and emergency planning
- Working with partners to enhance community safety.

Our prevention, protection and response services are delivered through 356 community fire stations across Scotland. These are supported by a single national training establishment, two regional training sites and several local training facilities, three fully refurbished Operations Control Rooms, three modern Service Delivery Area Headquarters, four strategically placed Asset Resource Centres, an ICT Data Centre and a fleet of over 1,500 vehicles.

Our 16 Local Senior Officers and their teams work closely with all 32 local authorities and are fully committed to support each Community Planning Partnership and other local partnership arrangements. These local teams balance the national direction outlined in the Strategic Plan against local needs by tailoring services through Local Fire and Rescue Plans, and by contributing to Local Outcomes Improvement Plans and other local partnership plans such as Community Justice Plans.

We use a risk-based approach. This enables us to target our prevention work and to align our emergency response resources with community needs and calls for help. This involves:

- Identifying people most vulnerable to harm
- Identifying existing and potential risks to the community
- Evaluating the effectiveness of current preventative and response arrangements
- Determining the actions and resource requirements to appropriately respond.

The assessment of risk within communities is achieved by analysing activity patterns of data available to us, such as incident and census data. Increasingly we are making use of our partners' data to provide a more rounded view of the risk and inequalities in communities. This helps us to understand how we may work better together with our partners. It also promotes a joint response to safeguarding those most at risk of harm and improves life outcomes across Scotland's diverse, unique and changing communities.

We work closely with our partners. As pressures continue to drive the need to reform public services, renewed emphasis has been placed on working in partnership. We continue to be fully committed to working with a wide and diverse range of partners, both

locally and nationally, across public, private and third sectors. We absolutely acknowledge the benefits of working together and, following the resounding support we have received from our partners for our ambitions outlined in this Plan, we will proactively seek opportunities to secure a joined-up approach to Scotland's challenges. By engaging and working well with others we can:

- **Plan and deliver targeted prevention activity more efficiently**
- **Prepare for and respond to major emergencies effectively**
- **Draw on additional support and skills when needed and be available to do the same for our partners**
- **Share information more freely, increasing knowledge and understanding to meet the needs of our staff and the communities we serve**
- **Realise efficiencies through sharing assets and resources**
- **Jointly commit to taking improvement action.**

Partnership working at both local and national levels is one of our real strengths. We fully understand the benefits of closer integration within Community Planning Partnerships and within national partnerships arrangements such as the Reform Collaboration Group. This Group for example brings together leaders of the SFRS, Police Scotland and the Scottish Ambulance Service to pursue mutually beneficial activity for Scotland's people. Only through robust and transparent partnership working, in conjunction with locally agreed priorities and aligned plans, will we ensure the best services are provided for our communities.

We care about people and will deliver services that meet the needs of Scotland's diverse communities and support our people to fulfil their potential in a safe, fair and inclusive workplace. We fully recognise that excellent public services are designed with human rights and equality at their core.

To achieve this, we will continue to use our Equality and Human Rights Impact Assessment process as an improvement tool to develop, implement and monitor our corporate policies and practices that affect communities and employees. Our service delivery analytics and our Communications and Engagement Strategy provide the basis for continuing to engage and work with our

communities and other stakeholders to establish an evidence-based profile of the needs and aspirations of different community groups.

Our employees are the key to delivering excellent public services and must perform their roles in a professional, ethical and compassionate way. In return, we recognise our responsibilities as an employer and are committed to promoting [Fair Work](#) to guide our approach and to provide a working environment where our people feel able to bring their unique personal qualities to the workplace.

We are committed to continuous improvement. As well as looking at ways to develop and redesign business services, we are driving forward a transformation agenda so that we deliver services that continue to protect Scotland's modern day communities.

So that we can respond to and resolve a wider range of societal risks and challenges, there is a need to broaden the role of our firefighters and reconfigure our frontline workforce. To do so will mean we will be in the best position to complement our partners across a range of sectors to support joint aspirations to improve the safety and wellbeing of Scotland's people.

We also want to ensure that we are prepared to respond to severe weather and to deliver a more holistic approach to harm prevention. In doing so the long-term benefits of transformation will deliver:

- **A more agile Service that is designed to continue to meet the changing and evolving risks facing Scotland**
- **A strengthened contribution to the prevention and reduction of unintentional harm in Scotland's communities**
- **A strengthened contribution to building the resilience of Scotland's communities**
- **A more efficient and productive organisation in how we use our skills, capabilities and resources**
- **A high level of trust by staff, partners, communities, and other stakeholders in all that we do, including delivering safe and planned changes to the Service.**

A transformation [high-level plan](#) has been prepared and approved by our Board with several specific projects identified to take this forward, as listed below. This portfolio of transformation projects will be closely monitored and robustly managed through our Programme Office arrangements. More information on these can be accessed publicly as and when papers are submitted to the [Transformation and Major Project Committee](#).

- Terms and Conditions
- Safe and Well
- Rural Full Time Posts
- SFRS Youth Volunteer Scheme
- Station and Appliance Review
- Retained and Volunteer Duty System Strategy
- SFRS Futures Vision
- Demand Based Watch Duty System
- Rapid Response Units
- Urban on-Call
- Out of Hospital Cardiac Arrest
- Concept of Operations for Terrorist-Related Incidents.



OUR VALUES AND BEHAVIOURS

The Service identified four core values which outline what is most important to us in how we go about our work.

They reflect what we believe are appropriate workplace behaviours and practices and play an important part in building a fair and cohesive culture to help us work together for a safer Scotland.



Safety of ourselves and others is something we take very seriously. Whether that be on the incident ground, in the office or as we go about our business in the community, safety is always at the core of what we do. Our people demonstrate this by:

- Being accountable and responsible
- Enabling, supporting and promoting a safety conscious culture
- Taking responsibility for safeguarding their own safety and that of the people they work with
- Taking immediate action to highlight and/or remove safety hazards and risks
- Promoting healthy lifestyle and through supporting each other maintain good work/life balance
- Taking action when stress becomes a risk factor to themselves and others, and supporting colleagues who are under pressure.



Teamwork helps us achieve more. It generates and promotes a sense of belonging and enables mutual support and learning. It encourages a blend of skills and knowledge to successfully achieve a common goal. Our people demonstrate this by:

- Being supportive and open, listening to each other, and sharing skills, knowledge and experience
- Developing strong relationships across and within the organisation
- Working towards common organisational objectives
- Identifying and pursuing opportunities to work in collaboration with partners and communities to help deliver common goals.



Respect for others improves communications and reduces workplace stress and conflicts. We embrace diversity to increase productivity, knowledge and learning and do not tolerate instances of bullying, harassment, unfair discrimination or unacceptable behaviour. Our people demonstrate this by:

- Displaying a professional attitude at all times, delivering on commitments made, and by having a fair, open, honest and ethical approach to everything they do
- Taking responsibility for the impact words and actions can have on others
- Challenging unacceptable behaviour and resolving differences in a constructive way
- Showing a willingness to work with others, regardless of differences
- Valuing the efforts and contributions of others by acknowledging achievements
- Showing consideration for others and empathy towards their emotional and/or physical wellbeing.



Innovation helps us to grow, adapt and be more responsive to changing needs. Being open and listening to new ideas and ways of thinking will improve the way things are done. Our people demonstrate this by:

- Fostering collaboration and communication, sharing ideas and listening to other people
- Supporting others who are exploring new ways of working
- Being flexible in their approach to achieve a successful outcome
- Evaluating opportunities to take calculated risk, and taking responsibility for the impact of decisions.

OUR CHALLENGES

Society and the environment in which we all live is constantly changing and there are a number of new and ongoing challenges facing Scotland that are likely to have an impact on the services we provide.

So that we can prevent the worst from happening or be fully prepared to respond should we be called, we need to be aware of any new or changing risks which threaten the safety of communities or our workforce.

Changing population/ demographics

The most recent report published in 2017 by the [National Records of Scotland](#) on the Projected Population of Scotland predicts there will be a significant rise in the population of over 75s in Scotland. The report highlights there will be an increase in this age group of 79% over the next 25 years and an increase of 27% over the next ten years making it the fastest growing age group.

While people living longer lives is a positive indicator, as people grow older it is likely that they may require new forms of support to keep them safe from harm. An aging population will increase levels of long-term medical conditions for example. This will generate new demands as Scotland seeks to support the population to age well in safe and resilient communities. Current trends in moving from care in institutional settings towards home-based care will increase the number of people who are potentially at risk of fire and other forms of preventable harm, such as trips and falls, within the home environment.

This further increases the scope for us to work with our partners to deliver effective prevention measures through a more holistic approach to assessing risk and taking action to reduce or remove harm. By widening our prevention and intervention activities, social and financial benefits can be achieved across the wider public sector in Scotland.

Social and economic inequality

In areas of multiple deprivation, many communities experience poorer health, lower educational attainment, lower employment, more emergency hospital admissions and reduced safety. Typically, we are called out more often to these areas and to individuals characterised as 'disadvantaged'.

This evidence underlines the close relationship between wider social and economic issues, fire related incidents, unintentional social and personal harm, social inequality and the subsequent challenges this presents to improving the wellbeing of individual citizens. In response to this we will continue to build effective relationships with our partners, so that together, we can deliver targeted prevention activities to reduce inequalities.

On an annual basis around 1,250 – 1,400 lives are lost to [unintentional harm](#) in Scotland, many of which is preventable. The majority of these are as a result of falls (42%). Unintentional harm also results in approximately 54,500 emergency hospital admissions at an estimated cost to the public purse of £200m per annum.

By utilising our resources and redistributing our capability to support other agencies we can expand our prevention focus. As a trusted public service, gaining access to on average 70,000 households each year to conduct home fire safety visits, we are in a unique position to contribute to reducing such inequalities. By adopting a 'safe and well' approach to home visits we will create a more holistic approach in how we work to prevent unintentional harm among the most vulnerable in our society.

Through our community safety work, we engage with a vast array of individuals and groups and this has also enabled us to support work addressing wider inequalities by helping to tackle antisocial behaviour, reduce reoffending, and by working in partnership to tackle domestic violence.

Extreme weather

The climate has changed over the past decade with most areas experiencing a marked rise in extreme and unpredictable weather conditions. Severe storms, widespread flooding, significant snow fall and major temperature fluctuations have devastating impacts on peoples' lives and livelihoods. Prolonged dry spells are welcomed by many, but they can put Scotland's vast grass and heath moorland at much greater risk of fire.

Specialist resources will be strategically placed in areas where there is a greater risk of flooding for example, and firefighters will be prepared, fully equipped and ready to support and protect communities, whatever the weather. We will also make use of local assets available to us to bolster our response during prolonged or widespread incidents such as wildfire.

Terrorism

For more than ten years the UK has consistently been prepared against increased threat levels, where a terrorist attack was a 'strong possibility' or 'highly likely'. At devastating incidents such as those we have seen most recently at the Manchester Arena and Parsons Green Tube Station in London in 2017, fire and rescue services will play a critical response role.

We will continue to work very closely with our partners in Scotland and across the UK, to understand current threats and to ensure we have robust multi-agency and Service plans in place should an attack happen. Our crews will be prepared to respond appropriately to prevent further harm to life or infrastructure.



OUR WORKFORCE

Our strategy will be delivered by a dedicated workforce of more than 7,500 people covering a range of frontline operational roles and supporting services across Scotland.

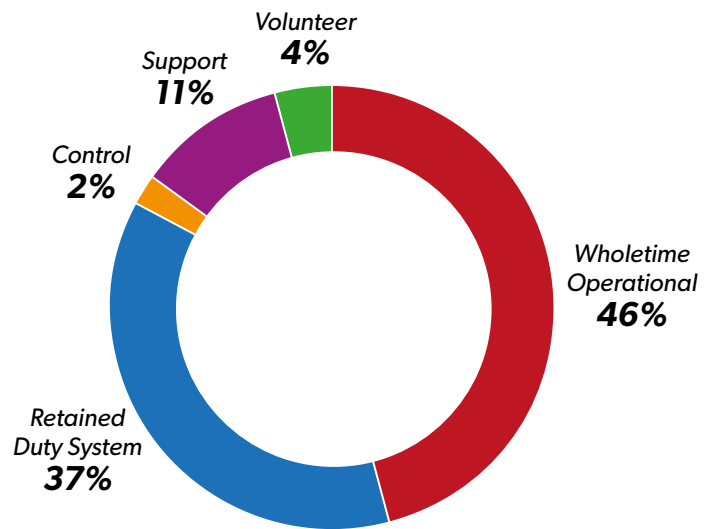


Figure 1 - Workforce Profile as at 31 March 2018

Our operational staff make up well over 80% of our workforce. Retained Duty System (RDS) firefighters are critical to providing 'on call' fire and rescue services in mostly rural and remote rural locations. The operational model that this group, and our volunteers, work within has become very challenging to maintain in today's environment both in Scotland and the rest of the UK. These challenges have inspired our transformation agenda and some changes have already been made to better support this duty system. Improved recruitment practices, enhanced training facilities and the creation of new rural support posts are part of these changes. However, further innovation is required to strengthen and future-proof arrangements.

The service delivery models associated with our Wholetime staff group, which includes our frontline firefighters who crew our emergency vehicles and our operational commanders and senior managers, also needs to evolve now so that we can respond more effectively to our current and future environment.

We are also fully committed to improving the diversity of our workforce and are working towards a profile that is more representative of the people and communities of Scotland that we serve.

In 2017/18 it was recorded, 87% of our staff were male and 13% were female.

Almost two thirds of all staff were over the age of 40, 0.4% identified as having a disability and 1.2% of staff were recorded as belonging to a minority ethnic group.

Plans and initiatives will continue to be developed to help attract, recruit and retain people from underrepresented groups and to help reduce the gender pay gap in the SFRS.



We manage our people resources through a Workforce and Strategic Resourcing Plan. This allows us to proactively manage our current, and forecast our future, workforce requirements according to organisational need and budget. Training plays an essential role in installing safety critical, technical, operational and organisational skills and leadership, to enable our workforce to fully support and engage in the design and delivery of excellent services.

We are funded directly by the Scottish Government through Grant in Aid for both our resource and capital expenditure.

In comparison to legacy services' resource funding in 2012/13, we are operating with a £26.3m (9%) reduction in cash terms in 2018-19. After taking account of significant cost pressures, most notably in relation to pay inflation and government policy changes this equates to a reduction in real terms of around £47m (15%) for our day-to-day spending each year.

As our most important asset, it is appropriate that our cost profile is heavily weighted towards employee costs. The chart provides a breakdown of how these costs are distributed.

Our Capital Budget, which we use to invest in our assets, has been variable since 2013/14. Our Capital Budget for 2018/19 was £32.5m, but in contrast in 2016/17 we received a Capital Budget of £10.8m. This variability in Capital allocations makes financial planning more challenging, as does the inability for us to hold a financial reserve.

Through sound and prudent financial management, to date we have successfully managed our annual budget and have operated within our allocated resource and capital allocations. We are also on track to achieve the cumulative target savings of £328m by 2027/28 set by the Financial Memorandum to the Police and Fire Reform (Scotland) Act 2012.

To ensure we maximise opportunities to secure our future financial sustainability, we have developed a [Long Term Financial Strategy 2017-27](#). This strategy supports our belief that the greatest public value and best opportunity to secure long-term financial sustainability would be delivered by taking on a wide range of new responsibilities supported by appropriate funding.

We continue to operate in a changing environment with high levels of uncertainty around public service funding. As the impact of the UK's withdrawal from the EU unfolds, there are also further potential implications for our spending. This makes financial planning against the ambitions within this Strategic Plan challenging. To be successful, we will remain agile and manage risks and expectations in accordance with our available annual funding.

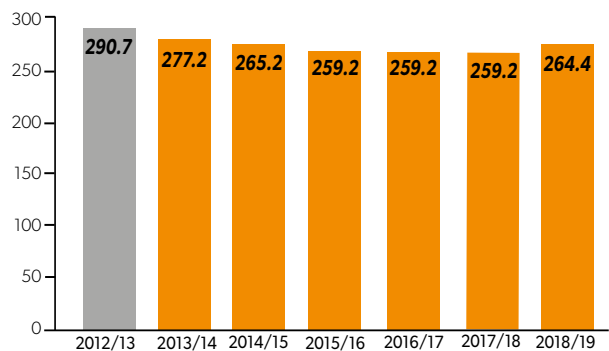


Figure 3 - Resource Funding 2013/14 - 2018-19 (£m)

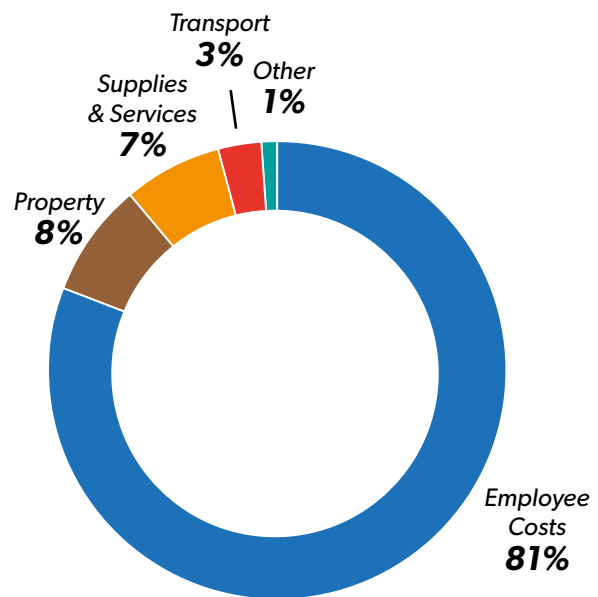


Figure 4 - Resources Budget Allocation 2018/19

A priority of the Fire and Rescue Framework for Scotland 2016 was to develop a Performance Management Framework which would support our Strategic Plan.

The [Performance Management Framework](#) we published provided details of how we manage our performance, and contains a comprehensive set of corporate performance measures. Regular reports are provided to the Board and its Committees on these performance measures so that members can monitor and scrutinise how well we are doing.

The Performance Management Framework and its associated measures will be reviewed and revised to align with this Strategic Plan to ensure our business planning and performance management arrangements are fully aligned.

Further performance data is published in our annual [Statistical Bulletins](#). These are available on our website to provide comprehensive data on fire and rescue incidents, and fire safety and organisational activity. We took on the responsibility of collating and publishing these from the Scottish Government in 2016. To further assure the integrity of our statistics we are working towards following the UK Statistics Authority Code of Practice for Official Statistics and becoming formally acknowledged as a 'Producer of Official Statistics'.

Each year the Board is held to account for our performance by the Minister for Community Safety. An Annual Performance Review Report is prepared in advance of a public meeting, outlining our key achievements against the priorities of the Fire and Rescue Framework for Scotland. The performance review meeting is held at a different location around Scotland each year so that members of the public and community representatives have the opportunity to question the Minister and our Board on our activities.

Elected members in each local authority area are also invited to scrutinise and challenge our performance through local performance reports prepared by our Local Senior Officers. Our Local Senior Officers have built strong relationships within their respective Community Planning Partnerships. With our partners we will explore better ways to evaluate the impact of joint activities on communities and to share data and information to further strengthen the local evidence base that underpins priorities within Local Outcomes Improvement Plans.

The infographic on the next page provides a snapshot view of how we have performed against some of our important indicators since 2013/14. We have used data from 2017/18, which is currently the most complete figures available to us, for comparison purposes. More detailed analysis and data relating to our performance is available through [Board and Committee Reports](#) and our annual statistical publications published on our website.



91,695

Total incidents attended
2017-18



5-Year Trend



Increase since 2013-14



44

Total fire fatalities
2017-18



5-Year Trend



Increase since 2013-14



1,113

Total non-fatal casualties
2017-18



5-Year Trend



Decrease since 2013-14



26,115

Total fires
2017-18



5-Year Trend



Decrease since 2013-14



4,752

Total accidental dwelling
fires 2017-18



5-Year Trend

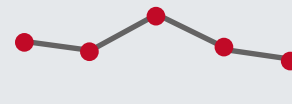


Little change since 2013-14



1,925

Total non-domestic fires
2017-18



5-Year Trend



Decrease since 2013-14



13,128

Non-fire incidents
2017-18



5-Year Trend



Increase since 2013-14



52,452

False alarms
2017-18



5-Year Trend



Increase since 2013-14



69,758

Home Fire Safety Visits
2017-18



5-Year Trend



Little change since 2013-14



Outcome 1

Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.

Objectives 1.1 We will work with our partners to ensure targeted prevention and early intervention are at the heart of what we do to enhance community safety and wellbeing.

By far the best way to avoid injuries or fatalities from emergencies is to prevent them from happening in the first place. By working in partnership to target our education programmes and community safety initiatives for the young, old and most vulnerable, we are working to reduce the number of emergency incidents so that we improve community safety and wellbeing outcomes.

We will continue to expand our prevention activity, in particular delivering initiatives which directly support casualty reduction. This includes developing new 'safe and well' home visits, which incorporate wider health and social care considerations, such as preventing slips, trips and falls. We will build our knowledge by working with partners, and jointly utilising intelligence and data so that we can identify those most at risk in our society. Together we will then be able to target our resources more effectively to reduce the risk of fire and other incidents of unintentional harm in the home.

Objectives 1.2 We will enforce fire safety legislation in a risk-based and proportionate manner, protecting Scotland's built environment and supporting economic growth.

Fire in non-domestic properties not only pose a risk to life but also impact on local economies. We have a duty to provide advice and enforce fire safety legislation in most non-domestic buildings across Scotland. We will continue to target fire safety audits using a risk based approach to support those responsible for premises (the duty holders), and ensure they are meeting their responsibilities to keep people safe.

The tragic incident at Grenfell Tower in London highlights the significance of robust and effective building and fire safety regulatory frameworks. In the immediate aftermath of this incident in 2017, we delivered a strategy to provide overt and robust public reassurance; a consistent and timely response to the high volume of information requests; and detailed information and guidance to our staff to deliver a consistent message.

Work to improve the safety of high-rise premises continues. We remain fully committed to supporting and implementing the outcomes of the Ministerial Working Group which was established to oversee this work in Scotland. In particular, following a comprehensive review of procedures and practices, work will focus on delivering improved:

- Fire safety regime and regulatory framework in Scotland
- Building standards for fire safety
- Standards for enforcement and compliance.

We will respond appropriately to any future recommendations which may arise from the Hackitt Review and Public Inquiry relating to the Grenfell Tower fire.

We will also continue to protect Scotland's built environment and support economic growth through our fire engineering work. Our fire engineers liaise with the construction and academic sectors to ensure safe building design, enabling businesses to grow and flourish. This includes undertaking analysis to increase understanding of modern methods of construction, enhancing the safety of building users and our firefighters.

Objectives 1.3 We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes.

We are committed to continuous improvement and will create a culture of reflection and review that helps our staff to improve the quality of their work and the services they deliver. Planning and evaluation are ways of using evidence to learn what works and provide a means to inform any necessary improvement actions or highlight and share any areas of good practice.

We will embed robust methods of planning and evaluation so that our prevention work is aligned with local and national priority needs and our impact on communities is maximised and understood.

In addition to evaluation, we will also continue to learn through the investigation of fires. Our fire investigators fully and professionally investigate and report on the causes and contributory factors in relation to significant fires throughout Scotland. Research can then be carried out, providing valuable data and information internally within the Service, and to external partners. This can then be used to inform future prevention, protection and emergency response arrangements.

Objectives 1.4 We will respond appropriately to Unwanted Fire Alarm Signals and work with our partners to reduce and manage their impact on businesses, communities and our service.

False alarms continue to account for more than half of the incidents we attend. The majority of these calls are generated by automatic fire alarm systems. We encourage the use of automatic fire detection as they help save lives and protect buildings.

However, false alarms, such as those that are caused by system faults, are an unnecessary drain on our resources and present undue risk for the public from appliances responding to these calls under blue light conditions. They can also cause disruption to people and negatively impact on business continuity potentially affecting business growth.

We will work with duty holders to reduce this type of incident and to reduce the risk to communities and our people through minimising unnecessary blue light journeys. This will allow us to maintain the availability of resources where they are needed most, and increase the time available for operational personnel to undertake training and community safety activities.

Outcome 2

Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.

Objectives 2.1 We will analyse and understand a broad range of community risks across Scotland so that we have the right resources in the right places at the right time.

To enable us to prepare for an effective response we first need to know what the potential risks to communities are, and then ensure we have the most appropriate balance and distribution of capabilities to address them.

Following a comprehensive review, we have distributed a range of specialist rescue equipment across Scotland, positioned where it will be most effective. We will now undertake a longer term exploratory review of what Scotland may look like in the future, 'Our Futures Vision'. We will look at factors such as economic development, infrastructure and housing proposals, and population projections to understand what changes we may need to make to our operational footprint to be able to respond to any new or changing demands.

Objectives 2.2 We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology.

To realise greater efficiencies, we need to review our operating model and duty systems to build in flexibility, reconfiguring resources to where and when they are needed most today. Our people, partners and communities will be fully consulted about any changes we propose.

We also need to take further steps to reconsider the role of firefighters in today's society. Using our widely dispersed resources to support our partners, and increase life chances in roles such as responding to Out of Hospital

Cardiac Arrests, we could significantly contribute to improving a wider range of community outcomes.

Where it is right that we are able to save more lives in different ways, it is also right that our firefighters are appropriately trained, equipped and have terms and conditions reflective of doing so. We will work closely with staff representative bodies to negotiate terms and conditions to allow these developments to happen.

We have already made some advances in changing the types of appliances and firefighting technology we use. To strengthen our rural firefighting capabilities Rapid Response Units have joined our fleet. These bespoke smaller appliances are fitted with state of the art equipment that can create safer working conditions for our firefighters. We will continue to explore and embrace such technological advances and new ideas which provide a safer environment for our firefighters as we enhance safety within all the communities of Scotland.

Objectives 2.3 We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies.

Together with our partners, we assess risks, prepare for and respond to any significant threats or major emergencies. National and regional resilience partnerships, in which we continue to play a key part, coordinate the preparation of risk registers and response plans and arrange vital joint training and exercising events.

Through the Joint Emergency Services Interoperability Principles (JESIP) programme we will also seek to learn valuable lessons and improve how we can work together across command and control structures at the early stages of an incident. This will enable us all to understand each other's capabilities so that we can launch a swift and integrated response whenever and wherever emergencies occur.

Our local teams will continue to support local resilience partnerships to build capacity within communities so that they are prepared and can go some way to help themselves during an emergency situation. We will also help build confidence so that they have the ability to return to normality as quickly as possible after an event.

Objectives 2.4 We will make our frontline service delivery more effective by enhancing our command, control and communications arrangements.

To assure our own resilience, significant investment has been made in our command and control infrastructure. Three modern Operations Control rooms have been established to take calls from all over Scotland. Further investment has more recently been made to procure a new command and control mobilising system which will further enhance our resilience and emergency call handling capability.

We are also actively involved in the Home Office's Emergency Services Mobile Communications Programme (ESMCP). This programme was established to replace the current communications network used by the emergency services across the UK. We will work within robust governance arrangements with a range of partners to ensure this critical and complex migration is a success for Scotland.

Outcome 3

We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.

Objectives 3.1 We will build strong leadership and capacity at all levels within the Service, and improve the diversity of our workforce.

We aspire to be an employer of choice. This means we will create a supportive and rewarding workplace environment which attracts and retains the best people to deliver our responsibilities and ambitious programme of change.

To succeed we need leaders throughout the Service who think, plan and act as community leaders in their operational roles and in working with our partners. We are committed to developing adaptable leaders and equipping them to work across organisational boundaries and to solve complex problems with our partners and communities. We recognise that culture is a key determinant of success, and that leaders who demonstrate strong engagement, communication, collaboration and motivational skills will be a vital part of securing that success.

To be successful in fulfilling our strategic objectives, we will maintain dynamic resourcing and workforce plans which are fully aligned to our business and budget planning processes. These plans will be supported by policies, procedures and practices to ensure the fair and inclusive recruitment, development and retention of committed, talented people.

We are committed to securing a diverse workforce which is representative of the communities we serve. Historically this has been difficult to realise for operational roles within fire and rescue services. By expanding firefighter roles, we want to attract a wider range of people into operational roles in the future. We will also continue to explore new and innovative resourcing and development methods, including 'positive action' techniques to encourage and enable underrepresented groups to apply to work for us

and to seek promotion opportunities. Some early success in this area arose from the pre-recruitment activity in 2019 by increasing the number of women in the final selection pool by over 3% compared to the previous recruitment intake in 2017/18.

We are also committed to delivering the best possible benefits packages for all staff who work for the SFRS. We will work closely with staff and representative bodies to secure appropriate terms and conditions which are fair and reflective of expanding job roles. We will also look to implement further policies that will promote a healthy work life balance and as a consequence increase motivation and productivity, and support good mental health.

Objectives 3.2 We will embed inclusive learning and development arrangements so that we have the organisational capability to deliver high quality innovative services.

To ensure we have the capability and skills to deliver first class frontline and supporting services we will invest in excellent training facilities and arrangements. We will embed different learning pathways to ensure all our people have access to development opportunities to keep them safe and to support them to fulfil their potential. We will develop our approach to transferring knowledge across the Service ensuring our staff have access to the best practices, learning and information on what works in delivering our priorities.

As we continue to evolve, we will ensure we have empowered, ethical and values based leaders at every level to inspire greater workforce diversity. Challenging existing ways of doing things and innovation will be encouraged and supported so that we can be more progressive in how we meet our current and future challenges.

By embedding effective succession planning we will be able to identify potential leaders for the future, providing opportunities for them in our leadership development programmes, so that they have the right skills to succeed. In doing so building and maintaining a workforce that is multi skilled, flexible, and results orientated.

Objectives 3.3 We will care for our people through progressive health, safety and wellbeing arrangements.

The safety of our people is paramount and we have created a strong proactive health and safety culture to protect them. Being appropriately trained, and having access to the right information and support is essential to our people's safety and we are fully committed to ensuring we have the resources in place to achieve that.

We will also continue to improve our management information systems so that we can identify trends and areas in need of attention, and recognise positive results and improvements to enable the sharing of good practice across the organisation.

The nature of our Service is such that firefighters, and other members of staff, can be exposed to traumatic and challenging situations. We know that non-work related matters can also impact on the wellbeing of people. In recognising these psychological pressures our people sometimes work under, we are fully committed to creating a mentally healthy environment within which all can work and prosper.

We are committed to ensuring mental health is mainstreamed across everything we do and is fully integrated within our culture. To ensure we succeed we will structure, resource and manage our interventions to provide the support our people need to best equip them to meet the challenges they face.

Objectives 3.4 We will engage with our people, and other stakeholders, in an open and honest way, ensuring all have a voice in our Service.

To know if we are getting it right as an employer, we have made a promise to carry out a staff survey every two years. We are fully committed to taking action on what our people say and have used the results of the 2018 staff survey to help shape this Strategic Plan.

As we develop more detailed plans to achieve our strategic objectives, and as we continue on our journey of transformation, we will put in place robust change management practices so that our people can get involved in the decisions that matter to them.

Through improved communication arrangements, we will share information at appropriate stages to give our people and stakeholders the opportunity to participate in the design of services through safe and open channels. Through a strengthened corporate voice more people will understand the breadth and reach of our services and our ambitions to improve safety and wellbeing across Scotland.

Board meetings will also be regularly held in different towns or cities across Scotland, giving the opportunity for local teams, local partners and communities to engage with Board members and senior leaders on national policy and unique local issues.

Outcome 4

We are fully accountable and maximise our **public value** by delivering a high quality, sustainable fire and rescue service for Scotland.

Objectives 4.1 We will maximise our contribution to sustainable development through delivery of economic, social and environmental benefits for the communities of Scotland.

The National Performance Framework has been designed to link with and promote the Scottish Government's commitment to the United Nation's Sustainable Development Goals. These aim to improve wellbeing across the world. We already undertake many activities that contribute to social equality, economic viability and environmental protection, which are the bedrock to sustainable development.

Our commitment as a Service to minimise our direct impact on the environment is strong. We will put detailed plans in place for how we will achieve this and strengthen our arrangements to meet our legislative and corporate duties. We will work with partners across the public service and beyond in developing our approach and in achieving our ambitions.

Through the implementation of a SFRS Sustainable Development Framework, we will communicate a clear plan from which to showcase and report on the wide range of activities we undertake which contribute to sustainable development nationally.

Objectives 4.2 We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities.

We manage our business and money appropriately, complying with various regulations, through a robust set of policies, business processes and identified

responsibilities. Good governance assures a blend of value for money and accountability with transparent decision making and probity. To respond effectively to emerging risks and challenges and to further strengthen our governance arrangements, we will explore how we can develop more predictive insights and improve evidence led decision making.

This will support improved management of risk which is a fundamental element to successful business administration. Through increased integration with planning and performance management systems, and within the day to day culture of the organisation, we will enhance our ability to identify and respond appropriately to a variety of political, operational, financial and legal risks to safeguard our resources and reputation.

Objectives 4.3 We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services.

We own or lease a wide range of assets, from land, property and vehicles to operational equipment, ICT and software. These assets are used to support all frontline and supporting activities and must achieve a high level of performance in terms of versatility, reliability, safety and cost.

Through our [Digital Strategy](#), we are committed to investing in our ICT digital infrastructure to meet the growing demand for effective, efficient and secure systems. We will continue to explore new and innovative ways to use digital technology to realise efficiencies and to ensure our people have access to the right information at the right time to do their jobs well.

We will implement a long-term [Asset Management Strategy](#) which will redesign our property and fleet portfolio to balance the needs of a modern national service with those of tightening budgets. This will be done through a comprehensive assessment which will determine the assets that we no longer need, the assets we need to maintain, rationalise or develop, and the new assets we will need to acquire.

Objectives 4.4 We will strengthen performance management and improvement arrangements to enable robust scrutiny, challenge and decision making nationally and locally.

The introduction of a new performance management system will greatly enhance how we manage our performance in the coming years. Moving from the current disparate manual systems to an all in one solution will fundamentally change how our people, across all functions and areas, manage their actions, risks and performance. Having consistent information at the touch of a button will greatly support improved reporting, communications, scrutiny by the Board and other stakeholders, decision making and realising efficiencies through the removal of duplication throughout the organisation.

We will also employ measured and cumulative actions to improve what we do. We will foster a culture where our people are empowered to use their skills and experience to make improvements in their work. Processes will be embedded to enable lessons learned and good practice to be widely shared with colleagues across the organisation and our partners.

The design of our services, systems and processes will also be regularly reviewed to ensure they are delivered in the most efficient, effective and safe way. To support the outcomes of any reviews and subsequent progression of any areas for improvement, we will maintain strong governance assurance arrangements.

FURTHER INFORMATION

This Strategic Plan sets out what our broad ambitions will be on behalf of the people of Scotland over the next 3 years. It sets the strategic direction for the Scottish Fire and Rescue Service and it will shape the details contained in all our other plans for that period.

Consultation on this Plan was carried out between 9 May 2019 and 18 July 2019. Over 250 staff, individuals or organisations participated in our online survey, providing valuable feedback. Views confirmed that we have set the right direction and our commitments echoed national and local partnership aspirations. As a result of the overwhelmingly supportive comments received no fundamental changes were necessary. Only minor grammatical changes to strengthen our stated intentions or enhance understanding were made.

If you would like to view the consultation comments from those that have given us permission to publish them, they are available on our [consultation hub](#).

If you would like more information about the Scottish Fire and Rescue Service you can:

Write to: Scottish Fire and Rescue Service Headquarters
Westburn Drive
Cambuslang
G72 7NA

Phone: 0141 646 4501

Visit our website: www.firescotland.gov.uk

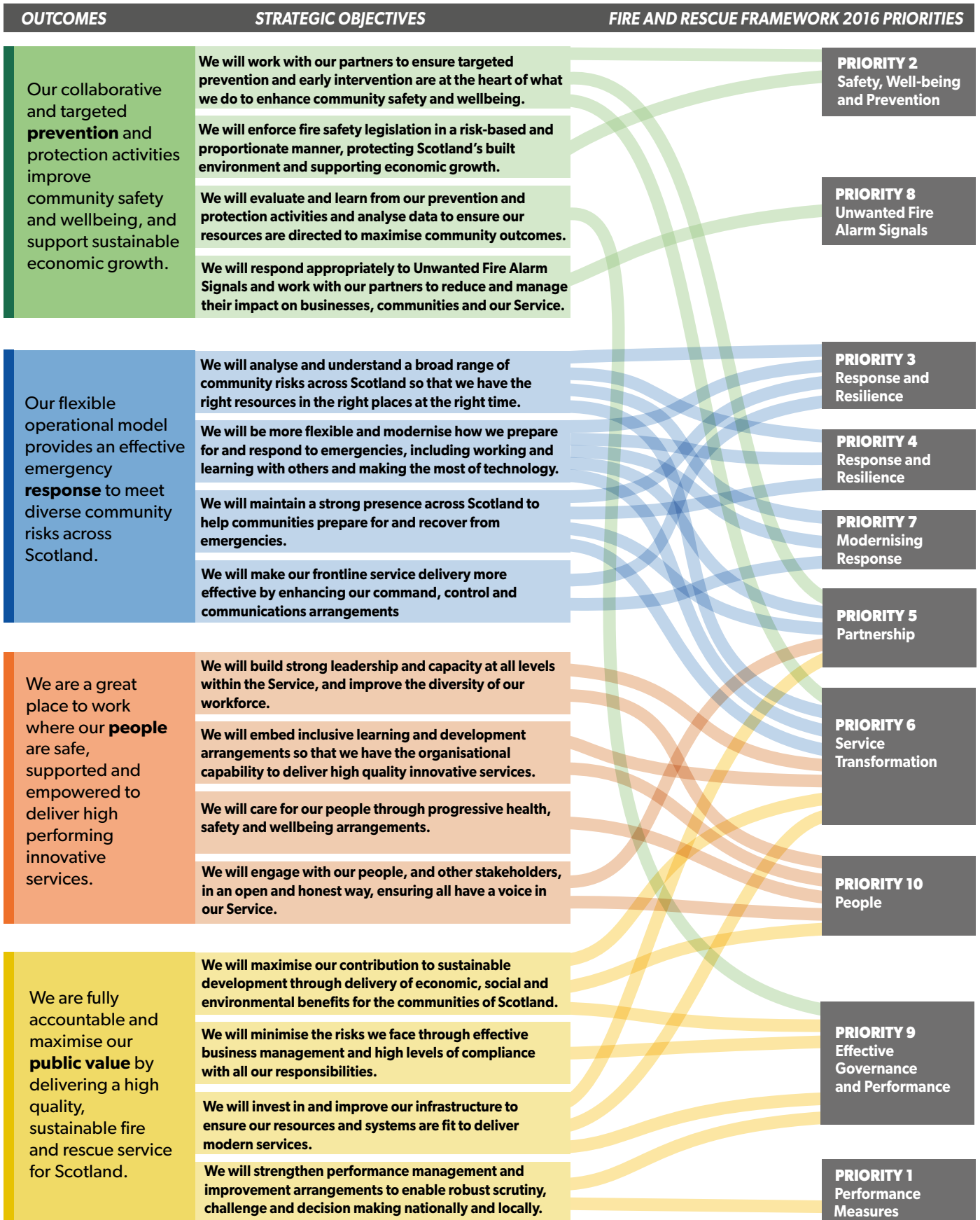
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APPENDIX 1

How our strategy links to the Scottish Government's Fire and Rescue Framework for Scotland 2016







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Version 1.0 September 2019

ABERDEEN CITY COUNCIL

COMMITTEE	Public Protection
DATE	10 Oct 2019
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Scottish Fire and Rescue Service (SFRS) – Performance Report
REPORT NUMBER	SFR/19/389
DIRECTOR	
CHIEF OFFICER	
REPORT AUTHOR	Bruce Farquharson, Local Senior Officer, SFRS
TERMS OF REFERENCE	5.1

1. PURPOSE OF REPORT

- 1.1 To present the performance of SFRS against the objectives contained within the Aberdeen City Local Fire and Rescue Plan

2. RECOMMENDATION(S)

- 2.1 That the Committee consider and note the performance data provided in **Appendix A** in relation to the SFRS 2019/20 Performance Report

3. BACKGROUND

- 3.1 This report invites you to review the Scottish Fire and Rescue Service Aberdeen City Performance for Quarter 1 of 2019/20 Report
- 3.2 This update shows the progress being made by the SFRS locally against the priorities and objectives for Aberdeen City.
- 3.3 This report allows scrutiny from Local Authority Partners to ensure that the priorities of the SFRS Strategic Plan, and the Aberdeen city Local Outcome Improvement Plan are being delivered.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no significant financial implications for the Council.

5. LEGAL IMPLICATIONS

5.1 There are no significant legal implications for the Council.

6. MANAGEMENT OF RISK

6.1 Not applicable

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	Whilst not specific to any Stretch Outcome, the paper seeks contribution to fire safety which will assist achieve a safer place to live, work and visit.
Prosperous People	<p>The proposals within this report support the delivery of the following LOIP Stretch Outcomes</p> <p>8. 25% fewer young people (under 18) charged with an offence by 2026</p> <p>9. 25% fewer people receiving a first ever Court conviction each year by 2026.</p> <p>10. 2% fewer people reconvicted within one year of receiving a community or custodial sentence by 2026</p> <p>11. Healthy life expectancy (time lived in good health) is five years longer by 2026</p> <p>The paper seeks contribution to the Strategic Plan to reduce instances of deliberate fire setting and improve fire safety and prevention.</p>
Prosperous Place	Whilst not specific to any Stretch Outcome, the paper seeks contribution to fire safety which will assist achieve a safer place to live, work and visit.

Design Principles of Target Operating Model

	Impact of Report
Customer Service Design	
Organisational Design	
Governance	
Workforce	
Process Design	
Technology	
Partnerships and Alliances	

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	N/A
Privacy Impact Assessment	N/A
Duty of Due Regard / Fairer Scotland Duty	Not required.

9. BACKGROUND PAPERS

None

10. APPENDICES (if applicable)

Appendix A – SFRS Aberdeen City 2019/20 Q1 Performance Report

11. REPORT AUTHOR CONTACT DETAILS

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North Service Delivery Area
Aberdeen City
2019/20 Q1 Performance Report



The figures included in this report are provisional and subject to change as a result of quality assurance and review. The statistics quoted are internal management information published in the interests of transparency and openness.

The Scottish Government publishes Official Statistics each year which allow for comparisons to be made over longer periods of time.

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Introduction

This report provides detail on the performance of the Scottish Fire and Rescue Service (SFRS) in the Aberdeen City area. In doing so it outlines our progress in the delivery of local priorities as set out within the Local Fire and Rescue Plan and the SFRS framework document.

The Scottish Government provides an overarching vision for public services. This vision is supported by 16 national outcomes, which demonstrate commitment to creating a more successful country, with opportunities for all of Scotland to flourish through increasing sustainable growth. The SFRS can make a significant contribution to improving these outcomes for Aberdeen City by contributing to the Community Planning arrangements across the area.

The national priorities for the SFRS are set out in the Fire and Rescue Framework (Scotland) 2016. The SFRS Strategic Plan 2016-2019 outlines how the SFRS will deliver against these priorities and the outcomes against which this delivery can be measured.

The SFRS Local Fire and Rescue Plan for the Local Authority Area of Aberdeen City is the mechanism through which the aims of the SFRS Strategic Plan 2016-2019 are delivered to meet the agreed needs of Aberdeen City's communities.




The Plan sets out the priorities and objectives for SFRS within Aberdeen City and allows our Local Authority partners to scrutinise the performance outcomes of those priorities. The SFRS will continue to work closely with our partners in Aberdeen City to ensure we are all "Working Together for a Safer Scotland" through targeting risks to our communities at a local level.

The SFRS aspires to deliver the highest standards to our communities and our current performance is testament to the commitment, professionalism and dedication of our staff and the positive local partnerships embedded within Aberdeen City Community Safety working groups.

Performance Summary

We measure how well we are meeting our priorities using the 6 key indicators depicted below.

Key performance	Apr to Jun 2019-20					RAG rating
	2015/16	2016/17	2017/18	2018/19	2019/20	YTD
All accidental dwelling fires	85	66	71	67	60	Green
All accidental dwelling fire casualties (fatal & non-fatal)	16	6	9	6	5	Green
All deliberate fires	120	89	127	126	87	Green
Non-domestic fires	32	42	21	34	26	Green
All deliberate other building fires	7	5	3	3	6	Red
False Alarm - UFAS	292	355	329	321	307	Green

	RED	10% higher than the previous YTD period, or local target not achieved.
	Amber	Up to 9% higher than the previous YTD period, or local target not achieved.
	Green	Equal to or improved upon the previous equivalent quarter (or YTD period), or local target achieved.

Note

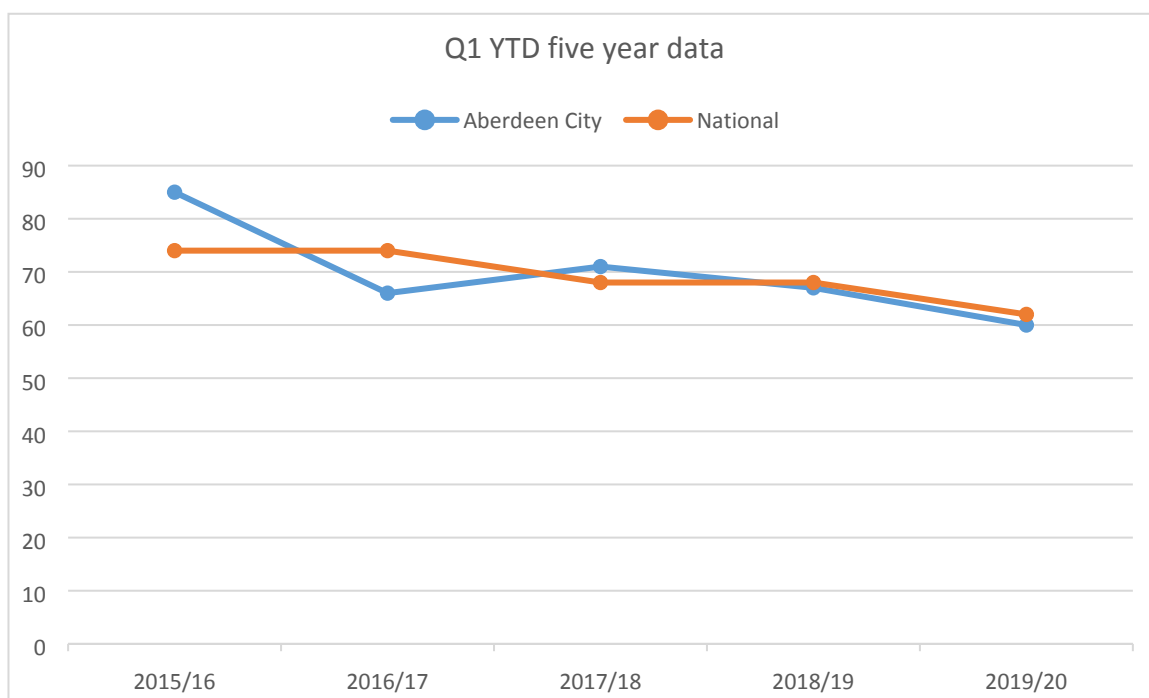
Quarterly Performance RAG rating = the reporting period compared to the average over the previous quarterly reporting periods
 Year to Date RAG rating = the cumulative total of all quarterly performance in the current year compared to cumulative total of all quarterly performance in the previous year.

LPI Assessment 1: Domestic Safety and Wellbeing

The main areas of measurement of Domestic Safety and Wellbeing are:

- Accidental Dwelling Fires
- Accidental Dwelling Fire Casualties and Fatalities
- Number of high risk Home Fire Safety Visits delivered
- Number of referrals for Home Fire Safety Visits received from partners

Accidental Dwelling Fires:



Dwelling fires can have a significant negative impact upon both individuals and the community and are financially costly to house holders and housing providers in terms of repair and the reinstatement of homes. By giving safety advice and fitting smoke detectors, SFRS have reduced the risk of fire and its associated human and financial costs as well as enhancing community safety.

Results:

The figure for the Q1 2019/20 reporting period of sixty (60) incidents demonstrates a decrease of 10% from the same reporting period in 2018/19 of sixty-seven (67) incidents.

Equally, the average over the previous four years for the same reporting period was seventy-two (72) incidents. This shows a 17% decrease for the 2019/20 stat against the four-year average and shows a downward trend across Aberdeen City.

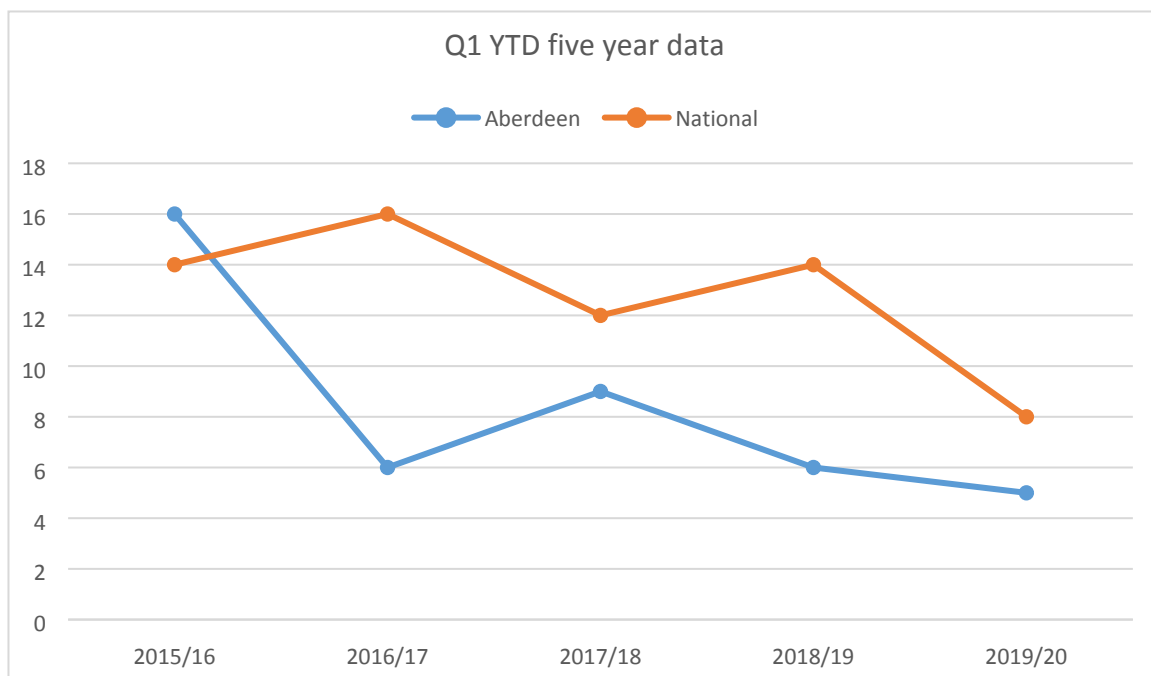
Reasons:

“Cooking” continues to be the principal primary cause of accidental dwelling fires across Aberdeen City, consistent with the national picture. These are mainly caused by adults in the 18-64 age range. The most common human factors relate to occupants being distracted and under the influence of drugs/alcohol.

Actions:

We continue to use a targeted approach to promote fire safety, education and awareness programmes, and work with our communities and partners to deliver safety initiatives. We prioritise ‘Home Fire Safety’ visits in our high-risk areas and target identified, vulnerable person(s) to reduce the risk of fire within the home to ensure individuals in our community remain safe from fire.

Accidental Dwelling Fire Casualties and Fatalities



Fire casualty and fatality rates provide an indication of the number of serious, life threatening injuries that occur as a result of fire. This statistic is a key indicator of the success of our risk reduction and community engagement strategies.

The reduction of fire fatalities and casualties is linked to the reduction in dwelling house fires and is at the core our prevention activities. The vulnerable in our communities continue to be those most at risk. Older people, those with disabilities, those who live alone and those with alcohol and drug dependencies provide the SFRS with challenges in engagement and reduction strategies. Working with partner organisations with single shared assessments and signposting of vulnerable persons provides an effective method of identification and engagement. Fire casualties are more likely to occur in the areas with highest operational demand.

Results:

The same Year to Date (YTD) period average over the previous four years confirms a downward trend in relation to all accidental dwelling fire casualties.

The figure for the 2019/20 reporting period is five (5) which is down from the same reporting period in 2018-19 of six (6).

The average over the previous four years for the same reporting period was nine (9) which is a welcomed downward trend.

It is gratifying to report that we had no fire fatalities during this period. Scottish Fire and Rescue Service will continue to work with our partners in the community to prevent fire fatalities in our communities.

Reasons:

With a reduction in the number of 'Accidental Dwelling Fires' over recent years, the casualties from these type of incidents has followed the same reduction over the same reporting periods.

Analysis for this reporting period shows the fire incidents recorded were predominantly accidental by adults and elderly persons between 12:00hrs & 21:00hrs, with cooking appliances and naked lights (lighters/matches) being the main source of ignition. These fires were in kitchens and bedrooms with food, clothing and furniture being the main items ignited.

The casualties were recorded as having burns, cuts or lacerations and one with a fracture. Two were treated at the incident with two going to hospital. Another was given a precautionary check at the incident. Firefighters rescued one person at these incidents.

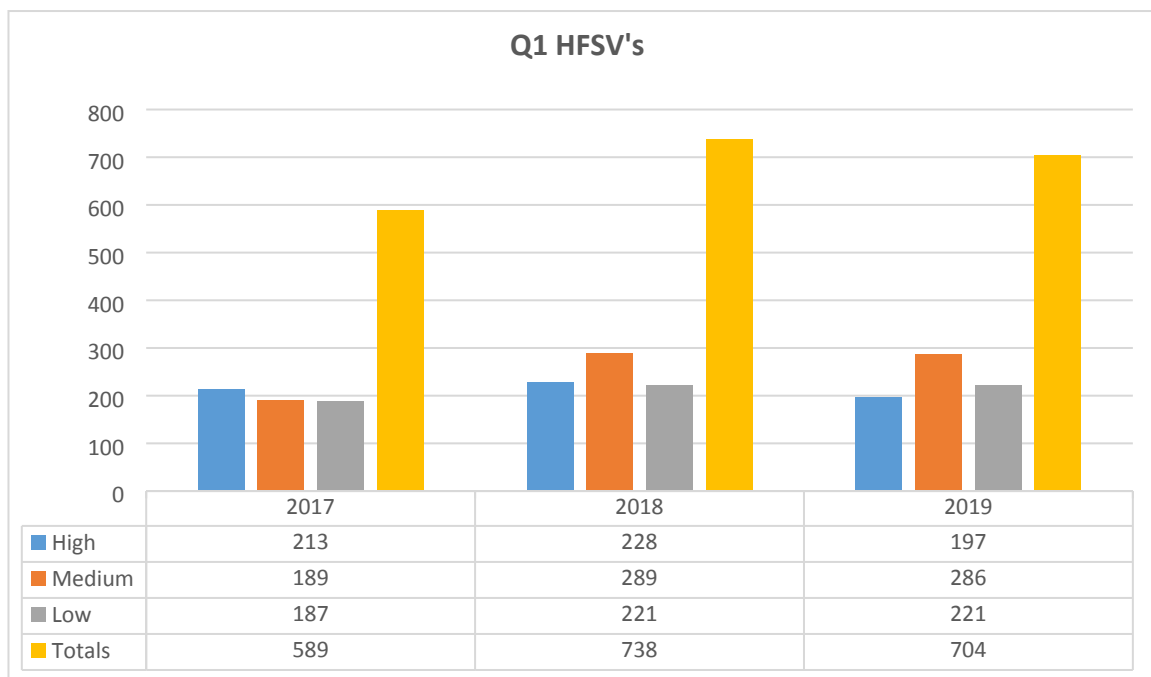
Actions:

Following all domestic incidents, SFRS personnel initiate effective and meaningful 'Community Engagement' through our 'Post Domestic Incident Response'. We engage with neighbouring households, and the wider community, offering Home Fire Safety Visits and providing community fire safety advice and guidance.

The area's Community Action Team actively targets locations where casualties have occurred, we have also invested in the provision of heat detectors which are being fitted on a risk basis to those most vulnerable from a kitchen fire. We have carried out six hundred and fifty seven (657) free Home Fire Safety Visits during this period and provided detection in one hundred and ten (110) premises in Aberdeen City. We will continue to engage with the local communities and key partners to target the highest risk individuals.

Number of high risk Home Fire Safety Visits delivered:

A Home Fire Safety Visit is a comprehensive assessment by our Firefighters or Community Action Team which examines the levels of fire risk within the home. It provides a means to mitigate the risk through the provision of guidance, advice and, if required, the installation of battery operated smoke alarms and heat alarms where additional risk has been identified. Where appropriate, the HFSV will permit the occupier to be referred to other agencies for additional support.



Results:

704 visits undertaken so far this year keeps us ahead of schedule to meet our annual target of 2500. We will use our community safety toolkit to ensure high and medium risk persons are prioritised.

Reason:

Through engagement with our partners involved in the Community Planning Partnership, referral pathways have been put in place to allow them to refer “High Risk” vulnerable members of the community to SFRS for a comprehensive free Home Fire Safety Visit. As mentioned previously visits are carried out in the vicinity of accidental dwelling fires, this aids SFRS in reaching those at high risk of fire in specific wards of Aberdeen City.

Action:

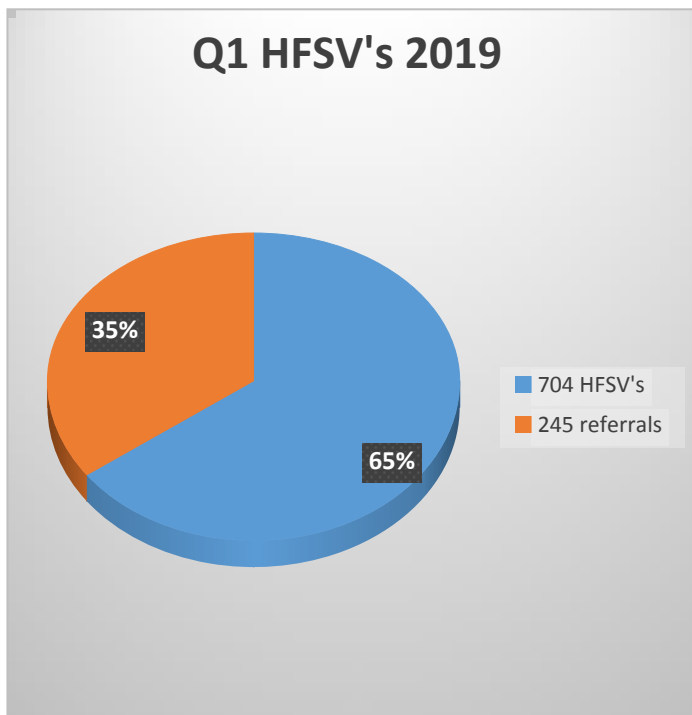
Aberdeen City are currently engaged with Bon Accord Care rolling out a new referral pathway, which if proved successful will be replicated across Scotland. This will see the numbers of “High Risk” visits continue to increase.

Number of referrals for Home Fire Safety Visits received from partners:

As part of our commitment to building a safer Scotland we offer everyone in Scotland a free home fire safety visit. We can also fit smoke alarms free of charge if your home requires them.

Get in touch with us, it's so easy to arrange:

- call [0800 0731 999](tel:0800 0731 999)
- text "FIRE" to 80800 from your mobile phone
- complete our online form
- call your local fire station



Results:

Currently 35% of all Home Fire Safety Visits are referrals from partners. Our aim going forward is to increase this to 50%.

Reason:

Our referral pathways are continually providing us with high risk 'Home Fire Safety Visits' in the areas in our community that are at most risk. We continue to engage with our partner agencies to maintain these referral pathways to ensure that we continually reach the high risk members of our community.

Action:

Our aim is to ensure that our resources are directed to those most vulnerable from fire, this part of the community can be the most difficult to reach, therefore partner referrals are key in assisting SFRS to create the opportunity to deliver lifesaving advice and increase smoke alarm ownership. Engagement with additional partners are currently underway to increase the number of referrals.

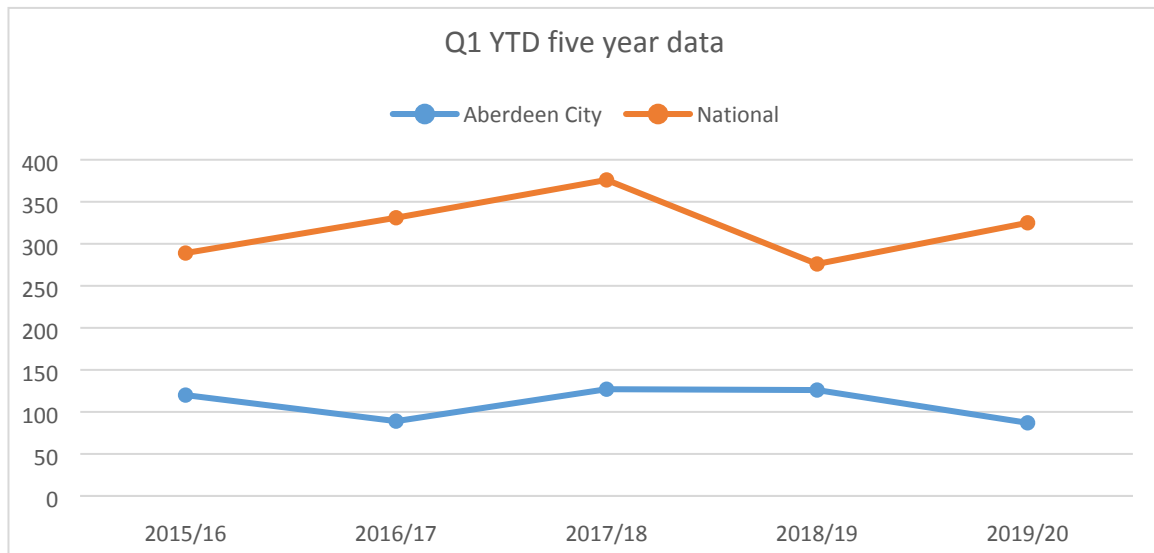
Status

LPI Assessment 2: Deliberate Fire Setting

The main areas of measurement of Deliberate Fire Setting is:

- All deliberate fires

All Deliberate Fires:



Deliberate Fires include both Primary Fires (those that involve a building or property) and Secondary Fires (typically refuse fires or fires involving grass, trees or heathland). Deliberate fires are defined as fires which were ignited deliberately or the Fire and Rescue Service suspect they were started deliberately.

The reduction of deliberate dwelling fires continues to be a priority for the SFRS in Aberdeen City. SFRS continue to work in partnership with Police Scotland and Aberdeen City Council in order to reduce these incident types.

Results:

The same Year to Date (YTD) period average over the previous four years confirms a downward trend in relation to 'All Deliberate Fires'.

The figure for the 2019/20 reporting period is eighty-seven (87) incidents which is down on the same reporting period in 2018/19 of one hundred and twenty-six (126).

The average over the previous four years for the same reporting period was one hundred and fifteen (115) which identifies a continual downward trend.

Reasons:

The annual trend for deliberate fires has increased in recent years due to anti-social behaviour. Through statistical analysis last year, we could identify areas of high fire setting activity and work with our community partners to reduce this route cause. Our actions and community engagement work to mitigate anti-social behaviour have led to a reduction for this reporting period. year period

Actions:

We worked closely with our partners, specifically Police Scotland and Aberdeen City Council in order to reduce deliberate fire setting across Aberdeen City, this partnership approach has seen a number of individuals arrested and subsequently charged with wilful fire raising. Our Community Action Team have delivered school presentations where the opportunity was taken to highlight the dangers from fire setting through anti-social behaviour to both secondary and primary children. This coupled with a close working relationship with Police Scotland and Aberdeen City council allows prevention activities such as clearing of combustibles and increased visibility patrols has had a positive impact on the number of fires.

Status

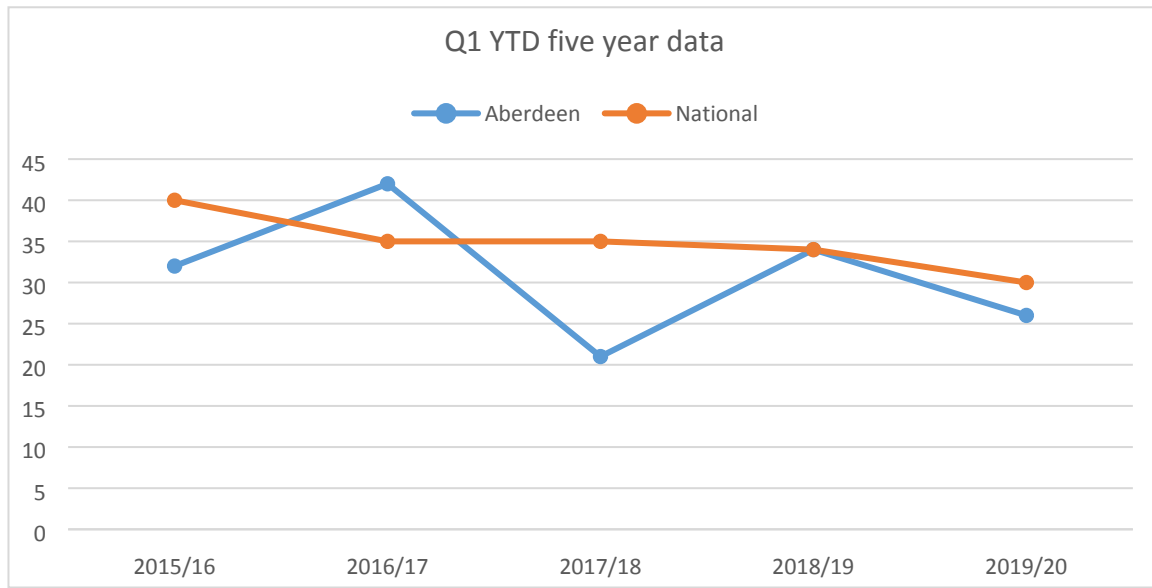


LPI Assessment 3: Non-Domestic Fire Safety

The main areas of measurement of Domestic Safety and Wellbeing are:

- All non-domestic fires
- Number of Fire Safety Audits completed
- Deliberate fires in non-domestic properties

All non-domestic fires:



The most common cause of accidental fires in non-domestic buildings is by adults aged 18 – 64yrs bringing heat sources and combustibles together with cooking appliances being the main source of ignition. Deliberate fire setting accounts for twenty percent (20%) of non-domestic fires with eleven percent (11%) targeting other people’s property.

While the number of deaths from fires in non-domestic buildings is less than domestic buildings the potential for significant life loss and injuries is far greater. This is due to the large occupancy capacities that may be involved and the complexity of occupant behaviour including the potential for delay in occupant evacuation following the outbreak of fire.

Results:

The same Year to Date (YTD) period average over the previous four years confirms a downward trend in relation to ‘Non-domestic fires’.

The figure for the 2019/20 reporting period is twenty six (26) incidents which is down on the same reporting period in 2018/19 of thirty four (34).

The average over the previous four years for the same reporting period was thirty two (32) which identifies a downward trend.

Reasons:

We have analysed statistical data which has helped us to identify contributory factors in relation to non-domestic fires. These are;

- Food ignited via 'cooking appliances'
- Deliberate fire setting
- Faulty equipment or appliances
- Electrical

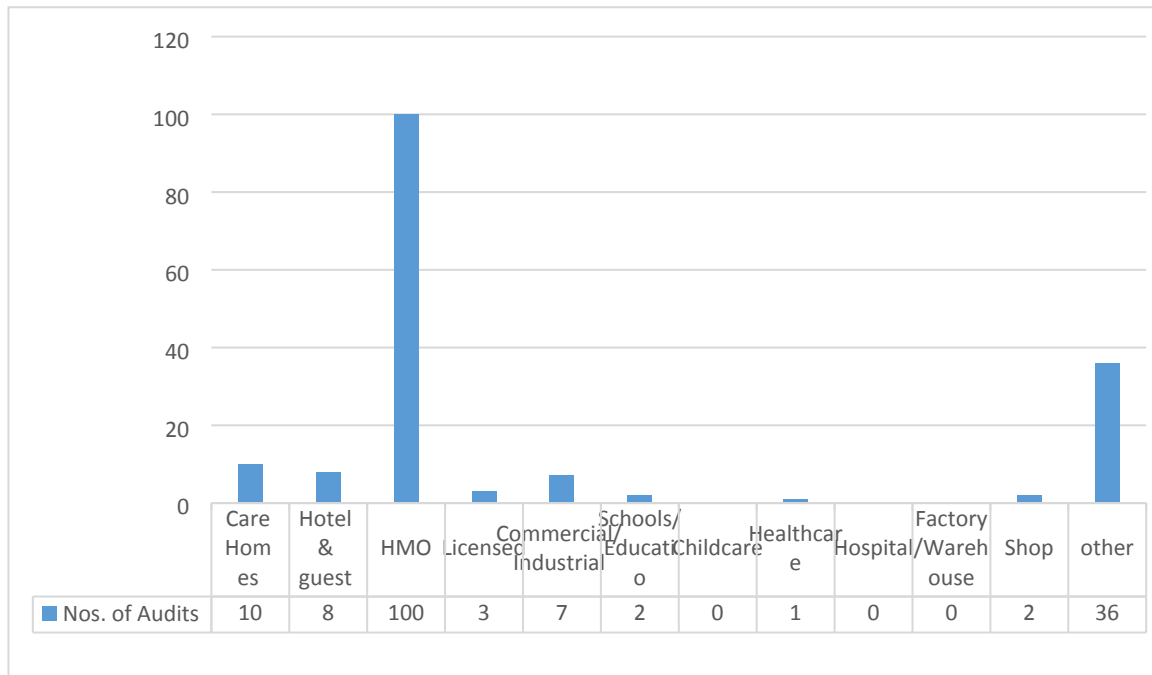
Actions:

Through our risk based fire safety audit programme our Fire Safety Enforcement Officers carry out fire safety audits. Working in partnership with duty holders to meet their legislative fire safety requirements we assist them to ensure that their buildings are safe for the building users.

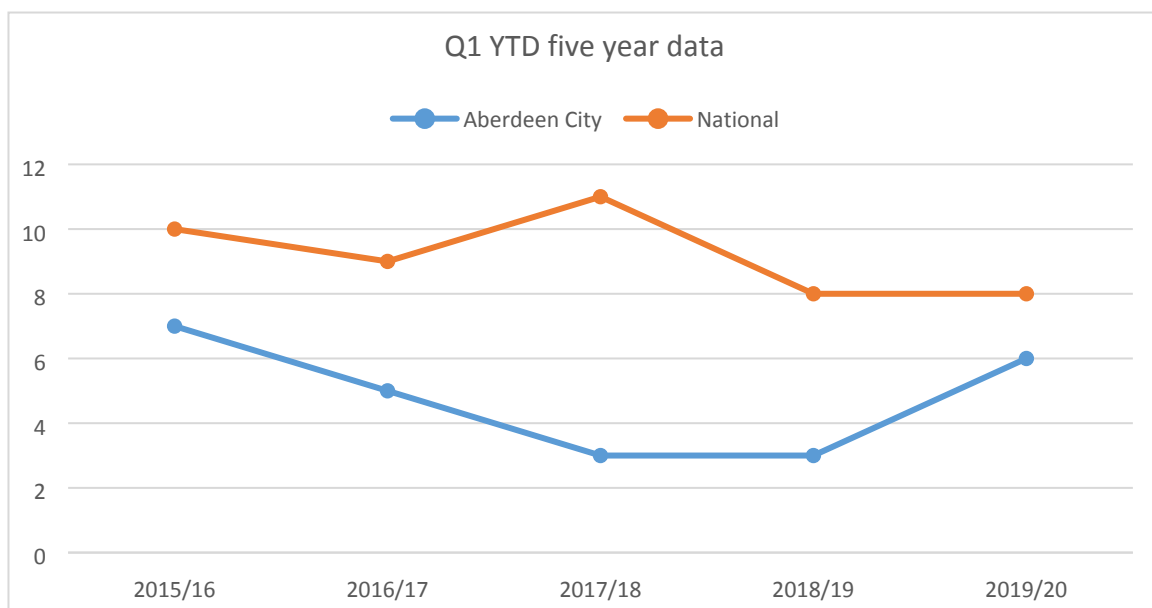
Our operational crews undertake Operational Intelligence visits to higher risk premises. This allows them to gather relevant operational information which is available to them in the event of an incident via our 'mobile data terminals' on appliances.

Number of Fire Safety Audits completed: -

Fire safety legislation aims to ensure the safety of employees, residents, visitors or customers; it sets out rights and responsibilities in respect of fire safety. Anyone who has control, to any extent, of any premises will have some responsibilities for ensuring that those occupying the premises are safe from harm caused by fire. The legislation places a duty on those responsible for fire safety within relevant premises to carry out a fire risk assessment. These people are defined in the Fire (Scotland) Act 2005 as Duty Holders.



Deliberate fires in non-domestic properties:



Building fires are known as primary fires i.e. those that involve a building or property. Deliberate fires are defined as fires which were ignited deliberately or the Fire and Rescue Service suspect they were started deliberately.

The SFRS have a partnership arrangement with 'Crimestoppers Scotland' which encourages the public to report fire crime and vandalism.

Results:

The same Year to Date (YTD) period average over the previous four years confirms an upward trend in relation to 'All Deliberate other building fires.

The figure for the 2019/20 reporting period is six (6) incidents which is up from the same reporting period in 2018/19 of three (3).

The average over the previous four years for the same reporting period was four (4) incidents which identifies an upward trend.

Reasons:

Our statistical analysis for these deliberate fires show that they are caused by persons unknown in most cases with other people's property being targeted.

Actions:

Through our risk based fire safety audit programme our Fire Safety Enforcement Officers carry out fire safety audits. Working in partnership with duty holders to meet their legislative fire safety requirements we assist them to ensure that their buildings are safe for the building users.

The SFRS do this through partnership work and engagement with stakeholders including the business sector .

It is acknowledged that the Aberdeen City figures for the reporting period consistently remain lower than the national average over five (5) years.

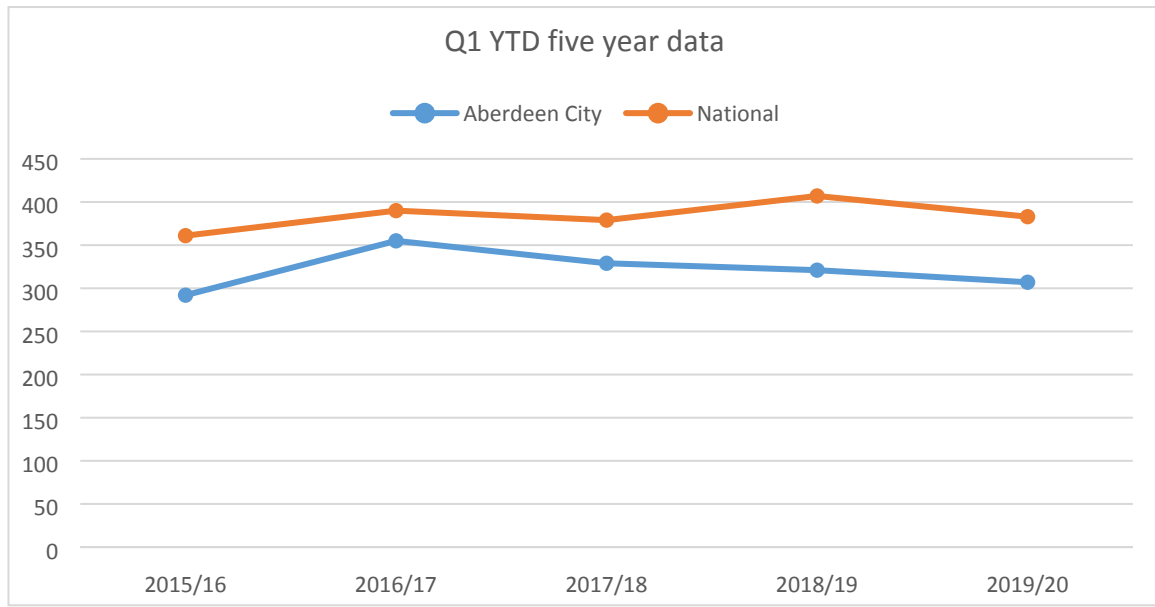
Status



LPI Assessment 4: Unwanted Fire Alarm Signals

The main areas of measurement of Unwanted Fire alarm Signals is:

- Number of UFAS incidents



Unwanted Fire Alarm Signals (UFAS) are defined as incidents where an automated fire alarm system activates and results in the mobilisation of SFRS resources, when the reason for that alarm turns out to be something other than a fire emergency. The SFRS are committed to working with partners and other stakeholders to reduce UFAS mobilisations.

Results:

The same Year to Date (YTD) period average over the previous four years confirms a downward trend in relation to 'False Alarms - UFAS'.

The figure for the 2019-20 reporting period is three hundred and seven (307) which is down from the same reporting period in 2018-19 of three hundred and twenty-one (321).

The average over the previous four years for the same reporting period was three hundred and twenty four (324) incidents which identifies a continuing downward trend.

Reason:

The increased prevalence of automatic fire detection systems throughout all classes of building has inevitably contributed to difficulties in terms of system faults and failures. The SFRS has long been aware of the importance of developing a robust process for managing UFAS activity. We have policies and procedures detailing the processes to be used to engage with persons responsible for managing automated alarm systems and the mechanisms available to support them in dealing with identified issues.

The majority of false alarm actuations originate from Hospital and medical care premises with student accommodation, manufacturing & engineering premises and retail shopping centres equally to a lesser extent. The types of alarm actuation most prevalent are 'faulty, accidental/careless set off, testing'.

Action:

SFRS has an electronic system for recording UFAS activity and providing an audit trail for all engagement undertaken. Officers manage the system and provide reports on progress. SFRS aims to reduce the number of UFAS calls and are currently working with partners at a local level to reduce these calls by applying national policy and process to ensure a consistent approach. This approach has seen significant investment from partners to reduce UFAS incidents across Aberdeen City. SFRS will continue to support duty holders in minimising the impact of false alarms on their day to day business and the subsequent impact on SFRS resources.

Status



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ABERDEEN CITY COUNCIL

COMMITTEE	Public Protection
DATE	10 October 2019
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Police Scotland Annual Performance Report April 2018 - March 2019
REPORT NUMBER	POL/19/391
DIRECTOR CHIEF OFFICER	
REPORT AUTHOR	Chief Superintendent Campbell Thomson, North East Division, Police Scotland (Appendix A)
TERMS OF REFERENCE	5.7

1. PURPOSE OF REPORT

- 1.1 To present the Police Scotland Annual Performance Report - April 2018 – March 2019 for Committee scrutiny.

2. RECOMMENDATION

- 2.1 That the Committee discuss, comment on and endorse the report.

3. BACKGROUND

- 3.1 The report, attached as **Appendix A** provides a detailed account of Police Performance in Aberdeen City in support of agreed priorities, both local and national for April 2018 - March 2019.
- 3.2 Much of the content of the report reflects on the collaborative methods which Police Scotland now deploy across the City. The report demonstrates how communities can benefit when Community Planning Partners work within both the Local Outcome Improvement Plan and Locality Plans.

3.3 The report covers a wide range of police activity including corporate governance; detection rates; response times; and audit methodology. The report provides year on year comparisons to allow the Committee to evaluate trends in performance.

4. FINANCIAL IMPLICATIONS

4.1 There are no direct financial implications arising from the recommendations of this report.

5. LEGAL IMPLICATIONS

5.1 There are no direct legal implications arising from the recommendations of this report.

6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	N/A		
Legal	N/A		
Employee	N/A		
Customer	N/A		
Environment	N/A		
Technology	N/A		
Reputational	N/A		

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous People	Police Scotland are key partners within Community Planning Aberdeen and help contribute to the shared vision for 2026 that ' <i>Aberdeen is a place where all people can prosper</i> ' and towards the achievement of the LOIP theme which aims to make people more resilient and protect them from harm; where every child, irrespective of their circumstances, is supported to grow, develop and reach their full potential; and where all people in Aberdeen are entitled to live within our community in a manner in which they feel safe and protected from harm, supported when necessary and fully included in the life of the city.
Prosperous Place	Police Scotland are key partners within Community Planning Aberdeen and help contribute to the shared vision for 2026 that ' <i>Aberdeen is a place where all people can prosper</i> ' and towards the achievement of the LOIP theme which aims to support individuals and communities to live in healthy, sustainable ways; and the development of sustainable communities with strong and resilient communities.

Design Principles of Target Operating Model	
	Impact of Report
Governance	The Council has an oversight role of the North East Division of Police Scotland in terms of its performance and delivery of the Local Police Plan.
Partnerships and Alliances	The Council and Police Scotland are Community Planning Aberdeen partners with a shared commitment to deliver the LOIP.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	<i>Not required</i>
Data Protection Impact Assessment	<i>Not required</i>
Duty of Due Regard / Fairer Scotland Duty	<i>Not applicable</i>

9. BACKGROUND PAPERS

N/A

10. APPENDICES (if applicable)

Appendix A – Police Scotland Annual Performance Report (April 2018 - March 2019).

11. REPORT AUTHOR CONTACT DETAILS

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POLICE
SCOTLAND
Keeping people safe

Public Protection Committee

North East Division
Aberdeen City

April 2018 – March 2019



Contents

- Introduction
- Staffing
- Complaints About the Police
- Anti-Social Behaviour, Violence and Disorder
- Acquisitive Crime
- Road Safety and Road Crime
- Protecting People at Risk of Harm
- Serious Organised Crime
- Counter Terrorism and Domestic Extremism
- Miscellaneous



Introduction

I have pleasure in presenting the Public Protection Committee Report on behalf of Police Scotland, North East Division. This report provides a detailed account of Police Performance in Aberdeen City in support of agreed priorities, both local and national, for the period April 2018 - March 2019.

This year has seen a further notable and welcome reduction in recorded crime and an increase in overall detection rates, in many cases well above the national average. This builds upon previous good performance and is indicative of the success of our overriding strategy of preventing crime in the first instance and detecting it when it does occur.

This year has also seen a significant reduction in Violent Crime and further improvement in detection rates. This is welcomed and we accept the challenge of continuing to try and improve on what are very positive year-on-year reductions in this area while managing foreseen impacts on us including Brexit uncertainty and environmental campaigning, which will place additional pressures locally and nationally.

The opening of the AWPR has had a significant impact upon the way in which people travel around our City and you will be aware from the recent Thematic Report presented to Committee that we have adapted our Roads Policing resource to reflect that. We continue to target criminals using our roads and the number of vehicles stolen and used in subsequent criminality has dropped again this year. Our approach together with partners to tackle those involved in this criminality is paying dividends and a reduction in this form of crime is to be welcomed.

We have continued in our efforts to target Serious Organised Crime not only through enforcement activity such as stop/search and warrants but through proactive engagement with partners to disrupt and deter 'Cuckooing' which has been particularly successful.

Much of the content of the report reflects on the collaborative methods we have adopted across the City. We continue to see the real benefits for our Communities in working within both the Local Outcome Improvement Plan and Locality Plans, valuing our part within the Community Planning Partnership.

While our efforts seek to enhance our City and ultimately keep our communities safe, wider more sustainable solutions cannot be achieved alone and the strong and enduring support from our communities and external partners contributes significantly to the positive outcomes reported herein.

Finally, I would wish to take this opportunity to sincerely thank all of our Police Officers, Police Staff, Special Constables and indeed Police Scotland Youth Volunteers who have continually provided a level of service which has positively impacted upon our communities.

Regards

Campbell Thomson
Chief Superintendent
North East Division
Police Scotland



Staffing

	Authorised Establishment	March 2019	Difference
Police Officers ¹	1114.0 FTE	1087.43 FTE	-26.57
	March 2018	March 2019	Difference
Police Staff ¹	118.15 FTE	117.17 FTE	-0.98

¹North East Division (Aberdeenshire, Moray and Aberdeen City) Full Time Equivalent (FTE)

The authorised establishment of North East Division has remained consistent, with only a relatively small dip in numbers throughout the past year. These figures fluctuate with retirements and quarterly recruitment. The figure for Police Officers as of 9 September 2019 was 1114.0 FTE.

The next intake of Probationary Constables are due to commence work within the Division on 30 September 2019 as part of the recruitment model. Numbers for this intake are projected to be **18** and a further two intakes totalling **24** are planned for later in the year.

We currently have **88** Probationary Constables within Aberdeen City.

We also have **25** Special Constables working alongside full time colleagues in the City. Their dedication and contribution in the provision of an excellent service to our communities cannot be overstated.



Complaints About the Police

Indicator	5 Year Average	Apr 2018 - Mar 2019	Apr 2017 - Mar 2018	Difference	%Change 2019 v 2018
Overall Satisfaction of How Police Dealt With Your incident ²	N/A	87.1%	82.4%		+4.7%
Complaints Received About The Police	N/A	252	270	-18	-6.7%
Number of Complaints Per 10,000 Police Incidents	N/A	36.2	34.3	+1.9	+5.5%
On Duty Allegations Raised	N/A	390	346	+44	+12.7%
Off Duty Allegations Raised	N/A	1	6	-5	-83.3%
Quality of Service Allegations	N/A	41	65	-24	-36.9%
Total Allegations	N/A	432	417	+15	+3.6%

²North East Division (Aberdeen City, Aberdeenshire and Moray)

Public satisfaction levels across the North East remain high and this is an area which is closely monitored and managed. The weekly and monthly survey of those who use our service allows us to capture learning, identify areas for improvement and share this across the organisation to further enhance our performance and meet the expectations of the public. We regularly receive letters of thanks from members of the public who have been pleased with the level of service delivered and the care, professionalism and dedication displayed by our teams.

We have seen a notable **increase of 4.7%** in the overall satisfaction in respect of how we dealt with incidents, and we will strive to maintain this over the forthcoming period.

It is also encouraging to see a **6.7% reduction** in the total number of complaints when compared to last year, a **fall of 18 to 252**.

Our dedicated Service Delivery team ensure that every Complaint or Allegation is fully investigated, making use of the support and assistance of the National Professional Standards Department where appropriate. This model ensures that not only are complaints investigated consistently but also timeously which is an important part of any customer service model and ensures overall satisfaction.

The majority of complaints received across the North East are resolved through Front Line Resolution where experience tells us that a significant percentage of complaints are attributed to a lack of understanding of police powers and procedures. A simple explanation of the actions taken by Police very often resolve the matter to a complainer's satisfaction.



Antisocial Behaviour, Violence and Disorder

Indicator	5 Year Average	Apr 2018 - Mar 2019	Apr 2017 - Mar 2018	Difference	% Change 2019 v 5 Year Av
Common Assault - Recorded	3,266.4	2,713	2,954	-553.4	-16.9%
Common Assault - Detection Rate	72.7%	71.2%	67.4%		-1.4%
Robbery - Recorded	105.4	114	108	+8.6	+8.2%
Robbery - Detection Rate	73.4%	86.0%	83.3%		+12.5%
Vandalism - Recorded	2,263.0	1,691	1,993	-572.0	-25.3%
Vandalism - Detection Rate	25.0%	25.4%	22.2%		+0.4%
Fire Raising - Recorded	128.6	98	101	-30.6	-23.8%
Reports of Street Drinking	167.6	167	72	-0.6	-0.4%
Drunkenness and Disorderly Conduct	377.2	276	170	-101.2	-26.8%
Racially Aggravated Harassment / Conduct	105.2	78	89	-27.2	-25.9%
Racially Aggravated Harassment / Conduct - Detection Rate	91.3%	84.6%	92.1%		-6.6%
Indicator	5 Year Average	Apr 2018 - Mar 2019	Apr 2017 - Mar 2018	Difference	% Change 2019 v 2018
Group 1 Crimes - Recorded ³	N/A	425	380	+45	+11.8%
Group 1 Crimes - Detection Rate	N/A	82.6%	85.5%		-2.9%
Serious Assault - Recorded ⁴	N/A	176	197	-21	-10.7%
Serious Assault - Detection Rate	N/A	97.7%	91.4%		+6.3%
Hate Crime - Recorded	N/A	238	255	-17	-6.7%
Hate Crime - Detection Rate	N/A	73.5%	72.9%		+0.6%

³ Crimes of Violence include Murder, Attempted Murder, Culpable Homicide, Cruelty, Neglect and Un-natural Treatment of Children and Adults, Abduction, Robbery, Assault with intent to Rob, Serious Assault, and Threats and extortion.

⁴ April 2016 - implementation of broader definition of what constitutes a Serious Assault, 5 year comparison is therefore not possible at this point.

Violence

Group 1 Crime is a term utilised to encapsulate all forms of Serious Non-Sexual Violent Crime and includes a wide spectrum of offences including cruel and unnatural treatment of children. The **increase of 45 crimes** in this crime type is due to 61 offences against children being recorded as a result of a large scale investigation into non-recent offences. Crime recording protocol dictates that these crimes are recorded when reported. It is therefore encouraging that when these crimes are removed there has been a **reduction of 16 Group 1 crimes** when



compared to the previous year. While there has been a very slight reduction in detection rates, **maintaining detection rates of over 80%** in this crime type is extremely positive when placed in the context of force-wide detection rates.

While there has been a slight increase in Robberies when compared to last year and the 5 Year Average, detection rates continue to **improve to a notable level of 86%**. Analysis of Robbery types indicates that many take place between criminal associates during pre-arranged meetings or within private spaces. This means many crimes are not easily preventable and makes the detection rate even more impressive.

Serious Assaults have **reduced by 10.7% (21 crimes)** when compared to 2017-18 and Common Assaults have **reduced by 16.9% (553.4 crimes)** when compared to the 5 Year Average. These significant reductions are remarkable given the sustained period of reducing levels of Violence. These crime types are primarily dealt with by our Community Policing Teams or our Divisional Alcohol and Violence Reduction Unit (DAVRU) depending on the type of incident and the **detection rate for Serious Assaults is 97.7%** which is very positive. While detection rates for Common Assaults are slightly lower than the 5 Year Average it has improved when compared to the previous year. This is further evidence of our focus and determination to make the City of Aberdeen a safe place to live, while working in conjunction with all partners.

While we will continue to do what we know works to reduce this crime type, including high visibility patrols, Licensed premises visits, monitoring high risk offenders and deploying problem-solving teams, we will also focus on Local Outcome Improvement Plan priorities and work innovatively with partners in all sectors in order to maintain and improve on these outcomes where possible.

Antisocial Behaviour, Disorder, Vandalism and Fireraising

A significant **25.3% reduction in Vandalism** offences and a **23.8% reduction in Fireraising** are further noteworthy reductions in offending levels.

Local Policing Inspectors are empowered to take ownership of problems within their own areas. While working with partners and focusing on Locality Plans, our teams have an excellent knowledge of their communities and through engagement with the public and partners, know what is important at a local level.

They organise local, single and multi-agency initiatives, engage Specialist Police resources where required, deploy visible patrols to areas identified as needing attention and work with partners to ensure that the important balance between enforcement, education and diversion is maintained.

This approach is a contributing factor to the significant reductions in these most visible of crime types, the benefits of which are felt within communities. We will continue with this approach and aim to be innovative and improve upon our already excellent partnership working arrangements to maintain our progress in this area.

Hate and Racially Aggravated Crime

Recorded Racially Aggravated Crime has reduced when compared to both the 5 Year Average and the previous year. In addition recorded Hate Crime has **reduced by 17 crimes** when compared to 2017-18.



Work continues with partners to give victims and communities the confidence to report all instances for investigation. Each crime is scrutinised with an appropriate response and strong social media messaging has been issued emphasising these crimes will not be tolerated.



Acquisitive Crime

Indicator	5 Year Average	Apr 2018 - Mar 2019	Apr 2017 - Mar 2018	Difference	% Change 2019 v 5 Year Av
Crimes of Dishonesty - Recorded	7,442.2	5,312	5,980	-2,130.2	-28.6%
Crimes of Dishonesty - Detection Rate	40.9%	46.4%	46.1%		+5.5%
Housebreakings - Recorded	946.0	457	727	-489.0	-51.7%
Motor Vehicle Crime - Recorded ⁵	1,092.6	666	683	-426.6	-39.0%
Motor Vehicle Crime - Detection Rate	22.4%	29.0%	29.4%		+6.6%
Theft of Motor Vehicle - Recorded	368.0	247	252	-121.0	-32.9%
Common Theft - Recorded	1,908.6	1,270	1,479	-638.6	-33.5%
Common Theft - Detection Rate	27.3%	29.1%	32.0%		+1.8%
Theft by Shoplifting - Recorded	2,054.2	1,915	1,977	-139.2	-6.8%
Theft by Shoplifting - Detection Rate	74.1%	71.7%	73.5%		-2.4%

⁵ Theft from secure motor vehicle; Theft from insecure motor vehicle; Theft of a motor vehicle; Attempted Theft of a Motor Vehicle.

The Acquisitive Crime statistics show a **reduction of 668 Crimes of Dishonesty** when compared to the same period during 2017-18. This is a notable reduction, particularly when considering the 2017-18 period resulted in a recorded reduction of 1365 crimes compared to the previous year. This sustained period of good performance and reduced crime levels means there is a **28.6% reduction in Acquisitive Crime** of all types when compared to the 5 Year Average. Therefore there are, on average, 2130 less victims of this crime type, which is testament to our continued focus, governance and partnership work in this area.

While crimes are being prevented by use of local and divisional initiatives based on the needs of local communities, detection rates continue to improve, with a **0.3% rise** when compared to 2017-18 and a **5.5% improvement** when compared to the 5 Year Average. We have created a hostile environment for persons committing Crimes of Dishonesty in the North East of Scotland and this will continue in the forthcoming period.

The **51.7% reduction in Housebreakings** and **39% reduction in Motor Vehicle Crime**, is unprecedented and we will continue to utilise the same approach of using intelligence and information to focus on the correct locations and offenders to minimise the disruption, inconvenience and harm that this crime type causes to innocent members of the public.



Theft by housebreaking (including attempts) - Detection Rates	5 Year Average	Apr 2018 - Mar 2019	Apr 2017- Mar 2018	% Change 2019 v 5 Year Av.
Overall	21.5%	35.2%	26.1%	+13.7%
Dwelling House	25.1%	44.4%	41.2%	+19.3%
Non-Dwelling (e.g. Sheds)	14.6%	25.7%	15.0%	+11.1%
Other Premises (e.g. Commercial)	31.2%	36.0%	34.4%	+4.8%

Housebreaking refers to a variety of buildings including sheds, garages, shops as well as dwelling houses.

As well as the reduction in the number of Housebreakings, the detection rate across all types of properties (dwelling, non-dwelling and other premises) continues to rise showing remarkable **increases overall of 13.7%** when compared to the 5 Year Average. Detecting **44.4%** of break-ins to domestic dwelling houses is noteworthy, indicating that the correct approach is being utilised in response to this particularly intrusive and impactful crime type.



Road Safety and Road Crime

Indicator	5 Year Average	Apr 2018 - Mar 2019	Apr 2017- Mar 2018	Difference	% Change 2019 v 2018
People Killed/Seriously Injured	N/A	44	42	+2	+4.8%
Children Killed/Seriously Injured	N/A	1	2	-1	
People Killed	N/A	3	2	+1	
Children Killed ⁶	N/A	0	0	0	0.0%
Advice/Education Given to Motorists ⁷	N/A	23,344	20,483	+2,861	+14.0%
Indicator	5 Year Average	Apr 2018 - Mar 2019	Apr 2017- Mar 2018	Difference	% Change 2019 v 5 Year Av
Mobile Phone Offences	625.4	147	185	-478.4	-76.5%
Speeding Offences	1,640.2	1,118	1,275	-522.2	-31.8%
Drink/ Drug Driving Offences	295.0	271	267	-24.0	-8.1%
Dangerous Driving	88.4	79	87	-9.4	-10.6%
Disqualified Driving	96.4	81	119	-15.4	-16.0%
Detected Offences Relating to Motor Vehicles	8,142.6	5,454	5,867	-2,688.6	-33.0%
Parking Fixed Penalties Issued ⁸	1,833	1456	1477	-377	-20.6%

⁶ Child is under 16 years of age.

⁷ North East Division (Aberdeen City, Aberdeenshire and Moray) figures by Road Policing Officers.

⁸ North East Division (Aberdeen City, Aberdeenshire and Moray).

Through regular contact with, and feedback from the community we are aware that road traffic matters are a priority where the public appreciate continued focus. Operation CEDAR (Challenge, Educate, Detect and Reduce) is the well-established multi-agency strategy used across the North East to proactively address road traffic concerns.

The number of persons killed or seriously injured has increased by 2 when compared to 2017-18. Tragically 3 of these incidents have resulted in fatalities, an increase of 1 when compared to the previous year. Two of the persons killed were pedestrians involved in collisions with large goods vehicles and the other was the passenger in a motor vehicle. Each of these collisions is subject to a review which looks at causation factors and opportunities to prevent future incidents.

It is however encouraging that the number of drivers being stopped and educated regarding road traffic matters has increased by 14%. Discretion and education are vital components in the approach to Road Safety matters to ensure proportionate and justifiable stances are maintained across the local area.



Furthermore, the Speed Watch initiative has provided an opportunity for primary school pupils to identify, engage and educate motorists speeding past their schools. This initiative has been shared with each Community Policing Team in the City and to date has been run in all areas of the North and some in the South, with more to follow. The initiative has also been shared nationally as good practice. Continued interaction with schools, parents and pupils currently demonstrates increased confidence in this initiative with a perceived reduction in speeds around the schools targeted. Those stopped reported the profound impact the experience had on them and attitude to speed.

There have also been a number of targeted initiatives aimed at reducing road casualties. The groups or crime types focused upon have included uninsured drivers, mobile phone users, speeding drivers, seatbelt offences, vulnerable users and motorcycles. Furthermore, Roads Policing Officers have conducted a winter driving Facebook live chat to educate people regarding the risks of winter driving. This resulted in 50,000 interactions from the public across North East Division.

In conjunction with the Roads Policing initiatives, Action Plans and Priority Route patrols, all local Officers are encouraged to engage with their communities, establish which areas give the greatest cause for concern and take enforcement action while educating drivers where appropriate.

Among the local developments has been the opening of the AWPR which represents a new type of road for the Division. This has resulted in a change to deployments with Officers being trained in the requirements of managing incidents on such a road and a significant Police presence on the road while motorists adapt to its usage.



Protecting People at Risk of Harm

Indicator	5 Year Average	Apr 2018 - Mar 2019	Apr 2017- Mar 2018	Difference	% Change 2019 v 5 Year Av
Group 2 Crimes - Recorded ⁹	580.8	750	635	+169.2	+29.1%
Group 2 Crimes - Detection Rate	65.8%	65.1%	57.8%		-0.7%
Rape - Recorded	82.0	104	76	+22.0	+26.8%
Rape - Detection Rate	63.7%	53.8%	47.4%		-9.8%
Indicator	5 Year Average	Apr 2018 - Mar 2019	Apr 2017- Mar 2018	Difference	% Change 2019 v 2018
Domestic Abuse Incidents Reported	N/A	2,483	2,763	-280.0	-10.1%
Domestic Abuse Crimes - Detection Rate	N/A	67.0%	67.0%		0.0%

⁹ Group 2 Crimes of Indecency include Rape, Assault with intent to Rape, Indecent Assault, Sexual Assault, and Prostitution related crime and others with an indecent element.

The number of reported Group 2 crimes (crimes involving a sexual element) continues to increase when compared to the 5 Year Average and the previous year. However detection rates are up **7.3%** YTD.

The increased reporting of crimes of this nature is consistent throughout Scotland with this crime group including instances of non-recent sexual abuse as well as cyber enabled and cyber assisted crimes such as the sending and receiving of images.

North East Division continues to work closely with partners in Social Work, Education and the Third Sector to educate the public, in particular young persons with regards to online safety.

Reported Rape has increased albeit the detection rate is up **6.4%** YTD. Many of the incidents are classed as 'non-recent' meaning they are reported to us out with the period where viable forensic evidence can be gathered. While we thoroughly investigate all crimes, the lack of forensic opportunities can present challenges. That being said however, North East Division's detection rates remain aligned with the national detection rate for crimes of this nature. The investigation of Rape is sensitively managed and supervised within the local Public Protection Unit. Specialist Officers support the victims through their traumatic experience and provide details of Partner Agencies and Third Sector support which is available. These Officers ensure victims are fully aware of the processes and why they are being carried out. Each investigation is led by a Senior Investigating Officer to maximise all lines of enquiry and forensic opportunities.

The Public Protection Unit fully supports all national campaigns to encourage victims to come forward to report crimes and in conjunction with partners delivers both conventional media initiatives and online events. Officers from the Public Protection Unit are committed to working with Third Sector organisations to ensure a victim focused approach.



Through these efforts, victims feel confident to report non-recent crimes which, at times can lead to complex and protracted investigations. These are compounded when on occasions there are no forensic opportunities or when evidential opportunities such as CCTV are no longer available.

There has been a reduction in reported Domestic Abuse incidents of **10.1%** during this period compared with LYTD. The detection rate for these crimes remains strong at **67%**.

While this is welcomed, it is recognised there is under reporting of Domestic Abuse and with the implementation of new legislation in respect of Coercive Control, it can be anticipated that Domestic Abuse incidents may increase. North East Division is working with established partners as well as developing new links to improve engagement with higher education establishments such as Universities and Colleges in the area to inform students and provide them with a pathway to report.

We recognise that identifying signs of domestic abuse is an important part of a Police Officers role and have embarked upon providing a day of Domestic Abuse Matters training to every officer up to the rank of Chief Inspector. It may be that the increased training and awareness of Domestic Abuse matters results in increased reporting in the forthcoming year.

We actively engage with the community regarding Domestic Abuse through various media forums, including 'Facebook Live' chats whereby we have trained, expert Officers provide advice and guidance to members of the public on such matters and showcase our approach to Domestic Abuse, giving confidence to victims to come forward in the knowledge they will be listened to, supported and that robust enforcement action will be taken.



Serious Organised Crime

Indicator	5 Year Average	Apr 2018 - Mar 2019	Apr 2017- Mar 2018	Difference	% Change 2019 v 5 Year Av
Proceeds of Crime Act Seizures ¹⁰	£195,669.64	£189,501.12	£398,245.03	-£6,168.52	-3.15%
Drug Possession Offences	1,505.4	1,637	1,623	+131.6	+8.7%
Drug Supply Offences	225.6	230	230	+4.4	+2.0%
Indicator	5 Year Average	Apr 2018 - Mar 2019	Apr 2017- Mar 2018	Difference	% Change 2019 v 2018
Drug Deaths	N/A	56	66	-10	-15.1%

¹⁰ A Division (Aberdeenshire, Moray & City) reported seizures (reported figures only, this may mean that the money might finally be returned to the defender, forfeit at court or seized and remitted to Crown office Procurator Fiscal Service).

Organised Crime Groups (OCGs) predominately from English cities continue to operate within Aberdeen City and the wider North East by utilising the 'County Lines' methodology of drug supply. These groups impact on our communities in a number of ways and we are committed to proactively targeting those who cause harm in our communities and exploit those most vulnerable.

We continue to target Drug Supply as a priority as can be evidenced in the continued high levels of activity reported through the media and social media on a weekly basis.

Information and intelligence provided by members of the public within communities is vital in ensuring that appropriate and effective enforcement action can be taken against organised criminals and to remove harmful substances from our communities. During the reporting period **147** Drug Search Warrants have been executed across the City, which gives the public reassurance and confidence that their concerns are being addressed.

The use of Class A drugs, such as Diamorphine and Cocaine or 'Crack' Cocaine remains the most prevalent, along with Cannabis and this is reflected in the significant amounts of commodity recovered during the year. Of note was the recovery of over 30 kilograms of MDMA (Ecstasy) with a value of over one million pounds.

These commodities are often combined with other illegal drugs, prescribed drugs and alcohol, which in combination can result in death. This year, drug related deaths have decreased by **15.1%** although it is worthy of note that some deaths occurring within the reporting period still have a cause to be determined and this figure may increase in time. As previously documented there is no specific pattern relating to the deaths. It can be inferred that many appear to be health and lifestyle related, many of the deaths relating to individuals who have been abusing controlled drugs and other substances for many years with multi-drug intoxication a common cause of death. Through processes with partner agencies, such as Alcohol and Drugs Action, support services within the Police Custody Suites are in place and we continue to work with partners to find ways to reduce instances of drug related deaths.



Alongside enforcement action, we work closely with partners to engage support services with the aim of supporting individuals and breaking the cycle that substance misuse has on individuals, families and communities.

Building on the success of the 'Cuckooing Initiative' which has been operating in North Aberdeenshire, we have successfully integrated this methodology into the City, with the Locality Plan Areas the first to be targeted. This is a multi-agency response directed towards identifying individuals who are being exploited by OCG's and providing pathways towards support agencies to mitigate risk and limit the impact that such criminality has on the individual and wider community.

The North East has a strong partner focused Serious Organised Crime Governance Group who meet monthly, with representation from National resources, along with public, private and third sector representation. Over the year, this has generated close working relationships with various agencies including Health and Safety Executive, Scottish Environment Protection Agency and Home Office Immigration Enforcement, along with others such as Trading Standards, Licensing and Housing Associations to divert, deter and disrupt individuals and organisations involved in criminality.



Counter Terrorism and Domestic Extremism

The North East CONTEST Multi-Agency Board and the associated Prevent Delivery Group continue to deliver the national CONTEST strategy in the North East of Scotland. The Prevent, Pursue, Protect and Prepare principles are the continued focus of the strategy which aims to reduce the risk from terrorism to the UK.

Prevent involves safeguarding and supporting those vulnerable to radicalisation, to stop them from becoming terrorists or supporting terrorism. At a local level this involves close working relationships between partner agencies to identify persons at risk. Thereafter, the collaborative approach continues as plans are developed and implemented to divert those at risk. Positive multi-agency engagement with the community is crucial in this approach and the excellent working relationships between partner agencies and the combined vision for empowered, resilient and sustainable communities assists in the delivery of this objective.

Protect has the aim of strengthening our protection against a terrorist attack. Traditionally the local multi-agency work has been aimed at providing advice and guidance in relation to the protecting and safeguarding of physical locations, sharing best practice for cost effective, proportionate physical security for community and commercial buildings utilising the principles of a national program known as Action Counters Terrorism (ACT). While this work continues with tailored inputs, advice and guidance, there is an emerging threat in relation to cyber-attacks and multi-agency work will also be focused towards this area in the future. The Police Scotland Cyber Crime Prevention Unit is embryonic and has been formed to counter this threat utilising a preventative agenda. This unit has been engaging with local businesses to highlight the 'Cyber Essentials' principles which provides guidance for maintaining cyber security against the ever-changing threat of cyber-attacks.

Prepare involves mitigating the impact of a terrorist incident if it occurs. With a number of important national infrastructure sites in the area linked to local industry, an international airport and developing infrastructure such as the new exhibition and conference centre and a new harbour (as well as existing sites), there is a program of multi-agency exercises covering a number of different scenarios and locations which assist in the progression of the Prepare priority.

To assist in the delivery of the multi-agency agenda and priorities, North-East Division has a team of Local CONTEST Liaison Officers (LCLOs) who carry out activities within their local policing area or department, where necessary assisted by experts or specialists from national departments. This approach assists to blend national and local requirements while ensuring the interests and needs of local communities are at the forefront of everything we do.



Miscellaneous

Stop and Search

Indicator	Apr 2018 - Mar 2019	Apr 2018 - Mar 2019 (positive)
Consensual	0	0
Legislative	2,623	870
Number of Consensual Stop and Searches Refused	0	-



Response Time Stages

Police response times are based on incident handling and measure the time taken from the initial input to the incident (first keystroke in a new incident) to the time of arrival of the resource at scene (officer updating the ACR via their airwave). The police response time is thereafter broken down into its component parts, giving an indication of efficiency at each stage.

Incident Handling – Service Centre

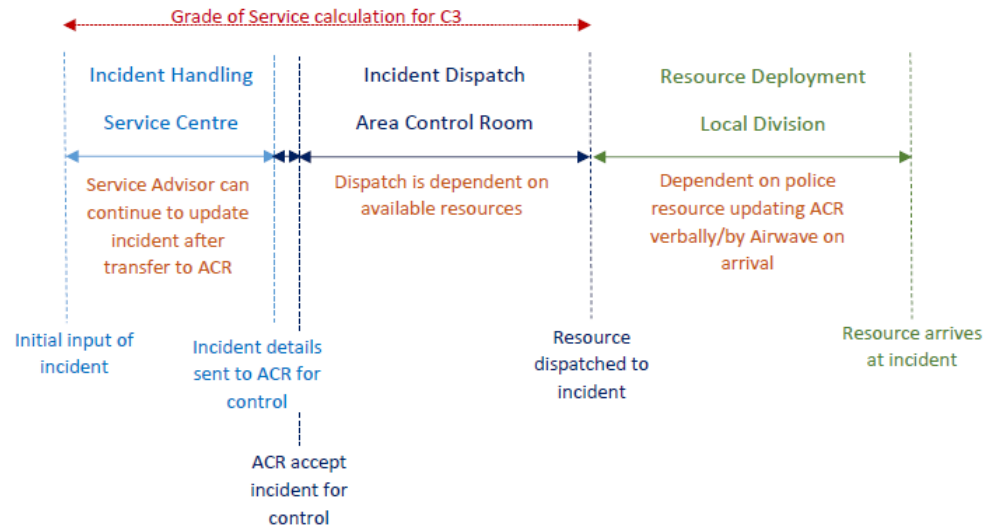
This is the measure of time from creation of a command and control incident by a service adviser until the time the incident is sent to the relevant ACR for control. For East and West regions this calculation is the difference between two timestamps: time the incident is created (first keystroke on a new incident, known as initial input) and the time the incident is sent to the ACR for control. This measure is not presently available for the North region.

This measure is specifically for police response to incidents reported by the public, but is not a measure of the amount of time a member of the public spends speaking to a service adviser. Instead this measures the length of time a service adviser retains an incident on STORM Unity until notifying the ACR. The incident may continue to be updated by the service adviser with real time information even after it has been accepted at the ACR for control and a resource has been dispatched.

Incident Dispatch – Area Control Room

This is the measure of time from the incident being accepted for control at the ACR until a resource has been dispatched to the incident location. For East and West regions this calculation is the difference between the two relevant timestamps. This measure is not presently available for the North region.

This measure is specifically for police response to incidents reported by the public, and measures the time taken by a controller to read the information contained on the incident, make a risk assessment using all information available, then find and dispatch a suitable resource. If





there is only very limited information available due to the incident being transferred by a service adviser quickly with minimal information, this time may be delayed while the incident is updated with more information for a robust risk assessment, it may also be delayed due to there being no resources available to dispatch.

Resource Deployment – Local Division

This is the measure of time from the first resource being dispatched to the incident location until the time first resource arrives at scene (not necessarily the first resource that was dispatched, but the resource which arrived fastest). The arrival time relies on the resource which arrives at scene to update the ACR, either verbally via their airwave or preferably by automatic means via their airwave by pressing the appropriate soft key.

This measure is specifically for police response to incidents reported by the public and may be considered as the “travel time”.

Overall Response Time

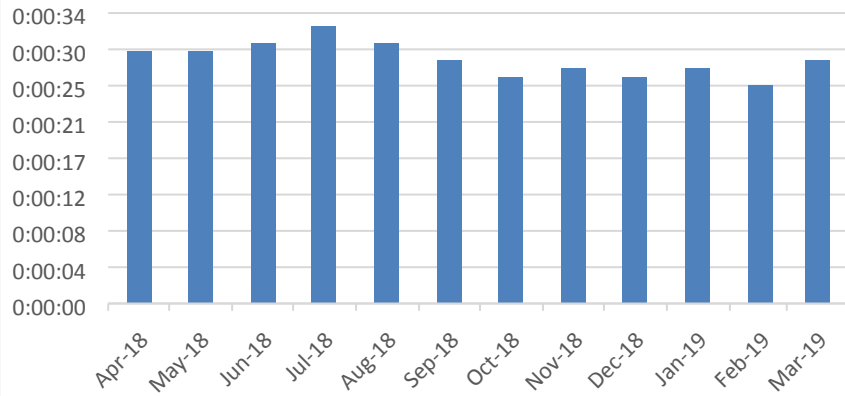
This is the overall measure from the first point of contact with the Police to the resource arriving at scene.

A calculation is made between the times of initial input on STORM until the time the first resource arrives at scene.

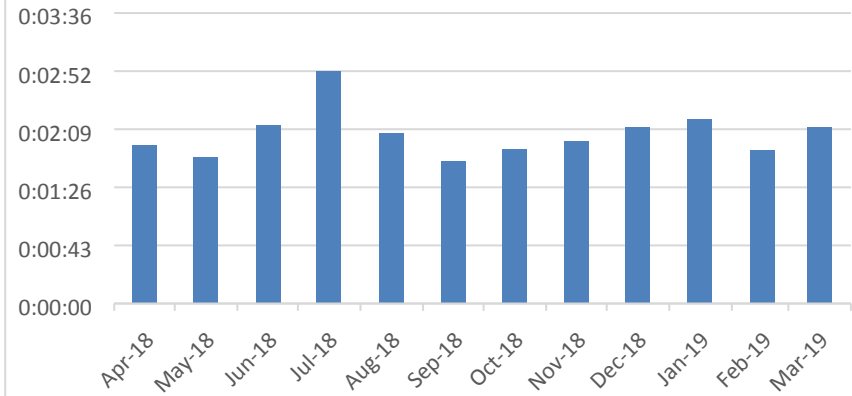
Incident Handling (Service Centre) Time

One of the time stamp fields which is used to calculate this time is overwritten each time the incident is transferred to the ACR. For instance if a call was disposed but subsequently reopened for updates and transferred to the ACR, this time would be corrupted. This can cause the AVERAGE incident handling time to be skewed in such a way that it appears to take longer to handle a call than it does to take the call and attend the incident.. As a result any incidents which have a transfer to ACR time which is later than the first resource allocated to incident time is discounted. This only affects this one timestamp, all others are unaffected. The incident is only excluded from this part of the process but is nevertheless included in the volume of incidents excluded from the data.

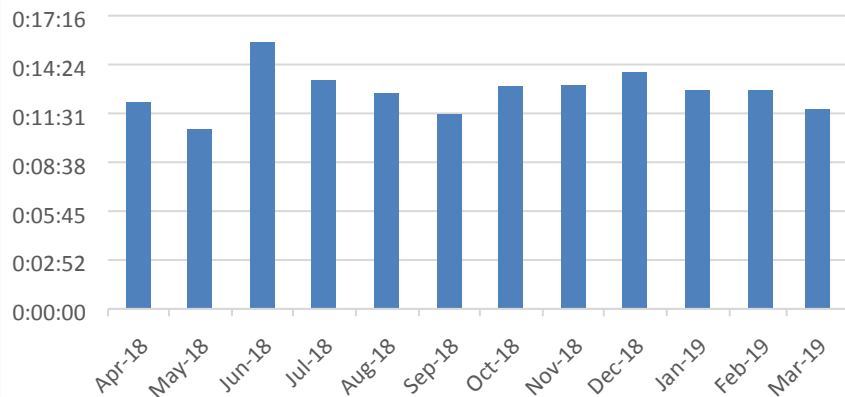
Grade 1 - Incident Handling - Service Centre (monthly avg. time)



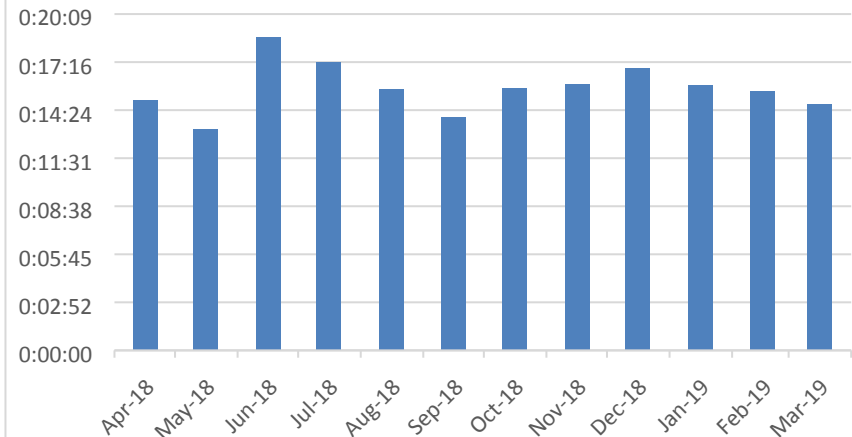
Incident Dispatch - Area Control Room (monthly avg. time)



Resource Deployment - Local Division (monthly avg. time)

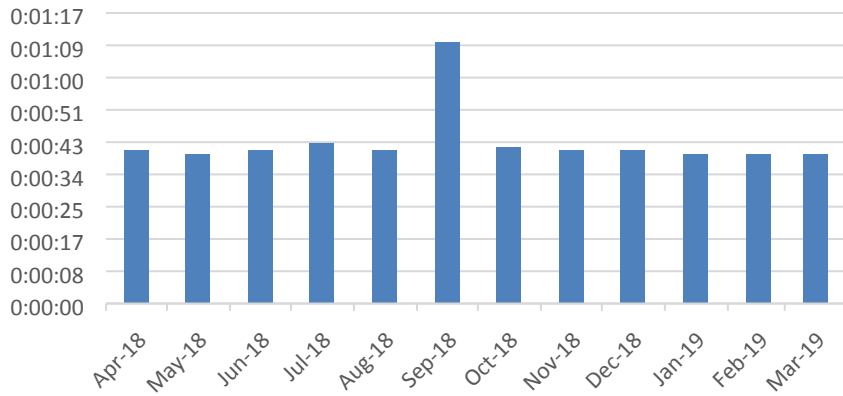


Overall Response Time (monthly avg. time)

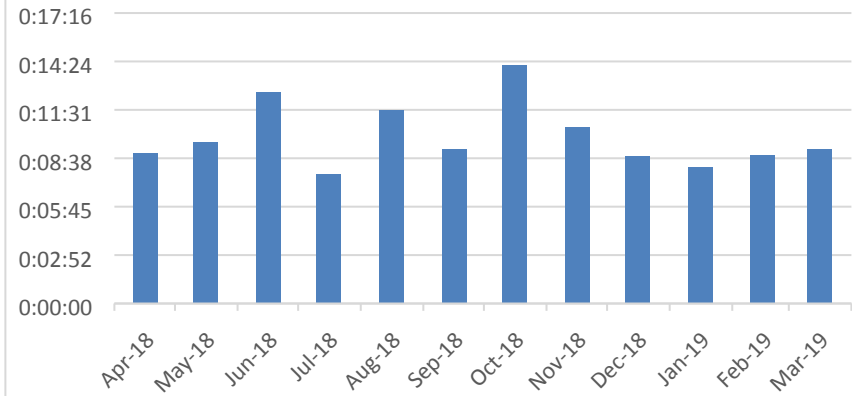




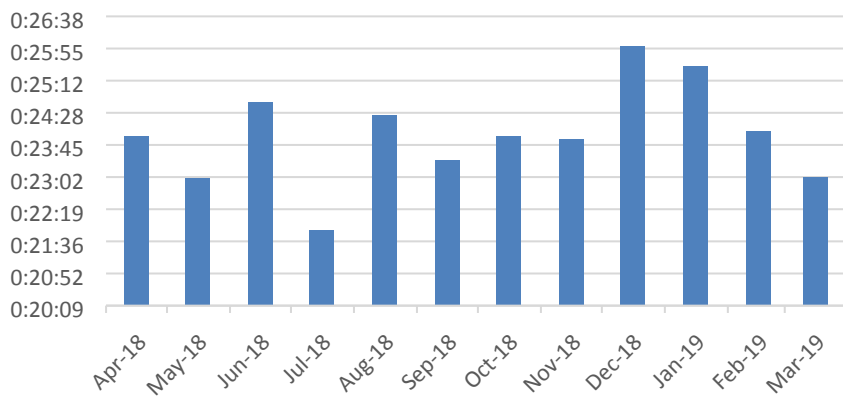
Grade 2 - Incident Handling - Service Centre (monthly avg. time)



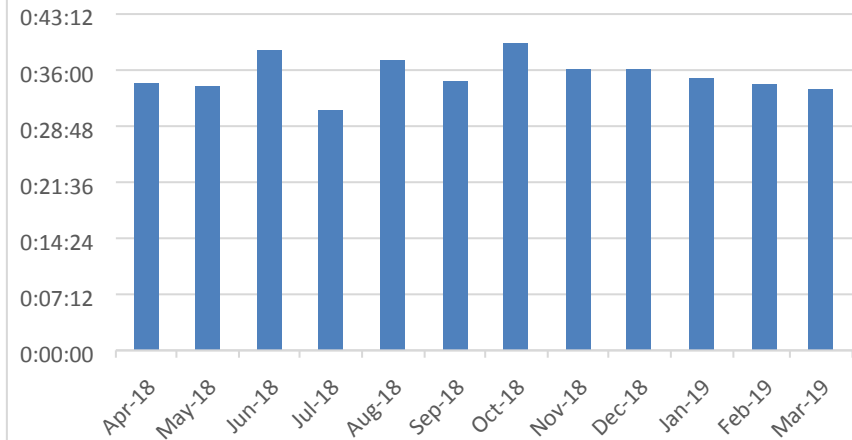
Incident Dispatch - Area Control Room (monthly avg. time)



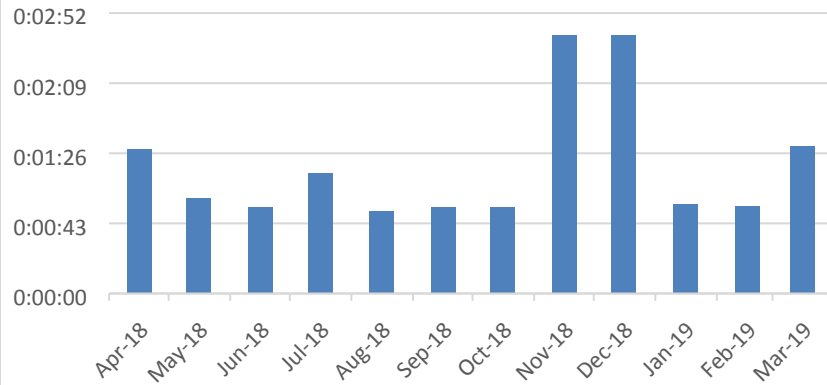
Resource Deployment - Local Division (monthly avg. time)



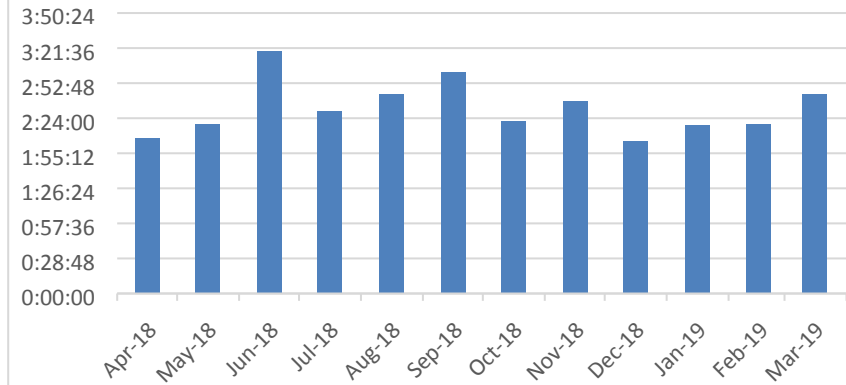
Overall Response Time (monthly avg. time)



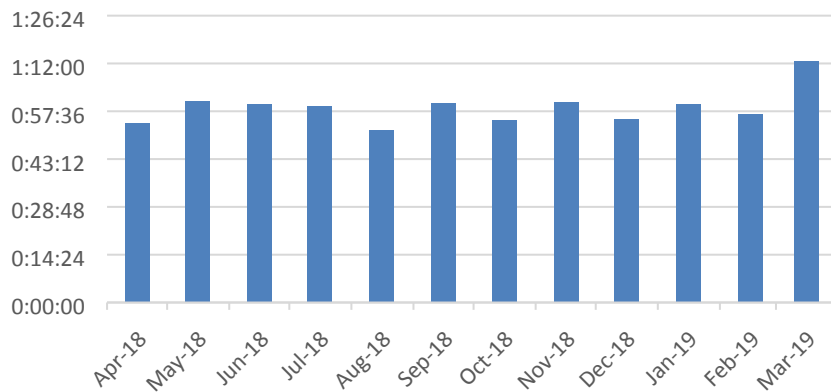
**Grade 3 - Incident Handling - Service Centre
(monthly avg. time)**



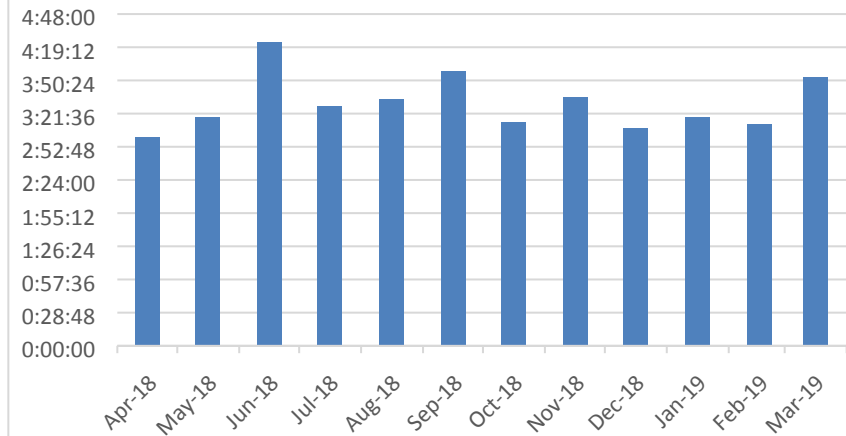
Incident Dispatch - Area Control Room (monthly avg. time)



Resource Deployment - Local Division (monthly avg. time)

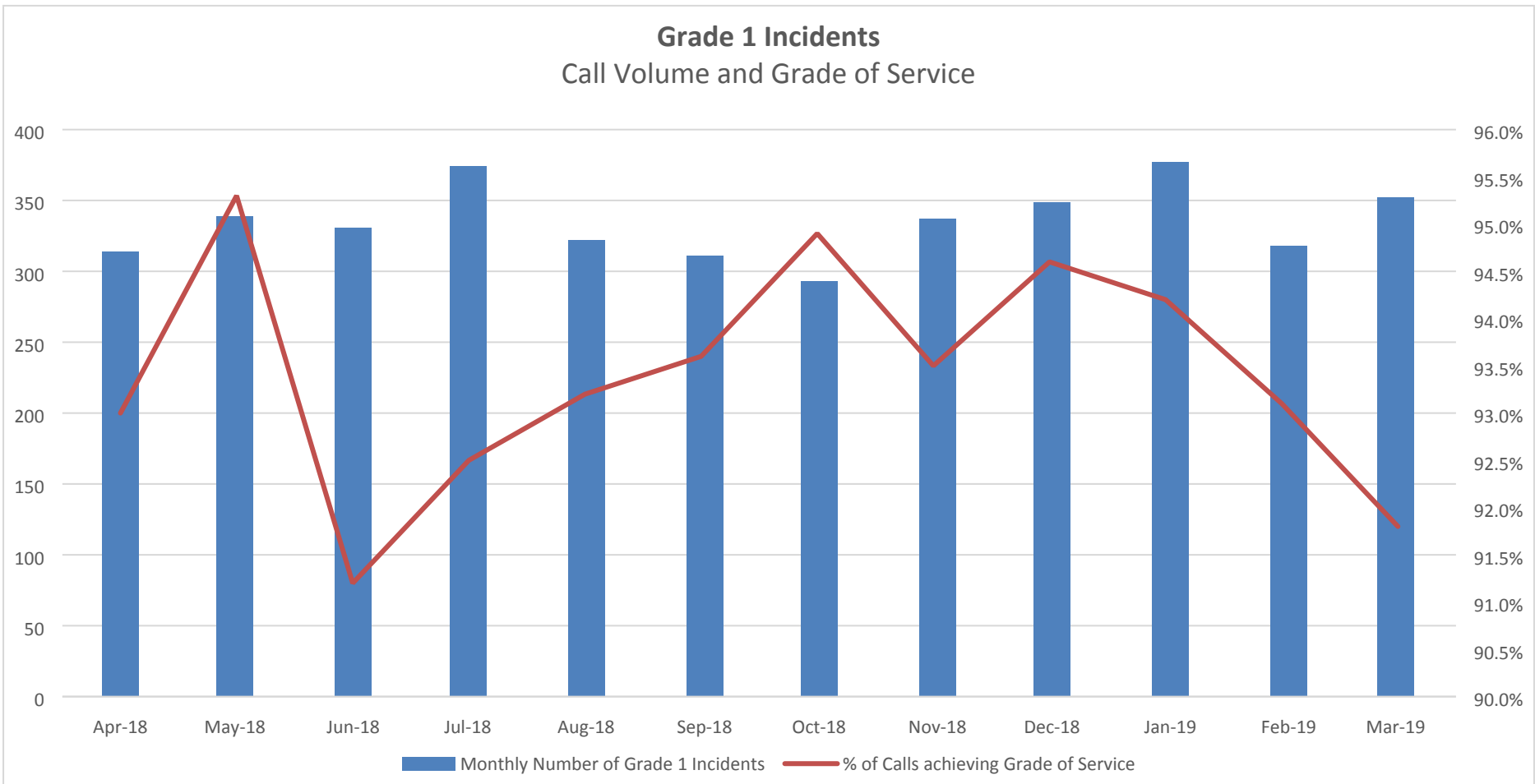


Overall Response Time (monthly avg. time)



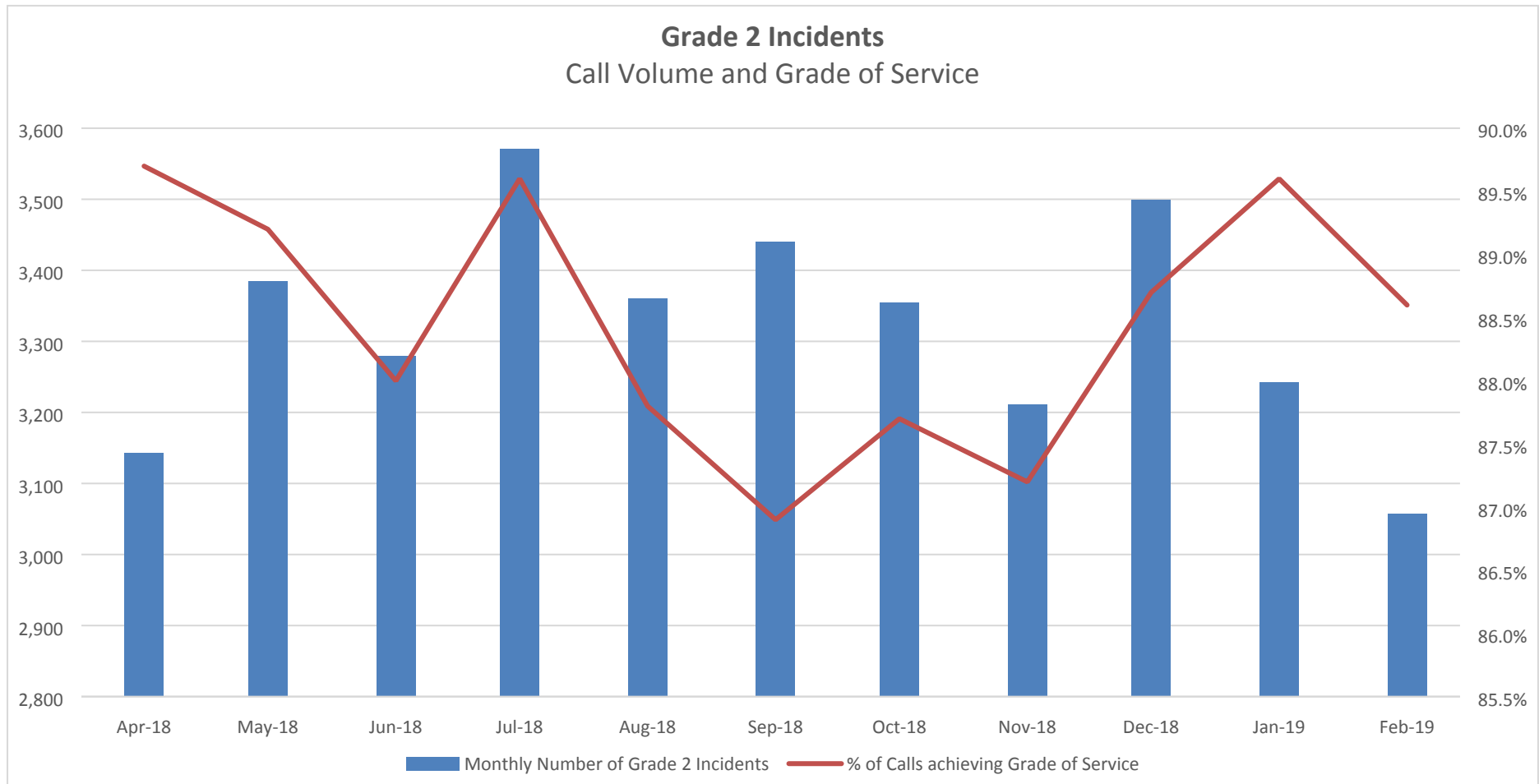


Grade 1 Incidents Call Volume and Grade of Service



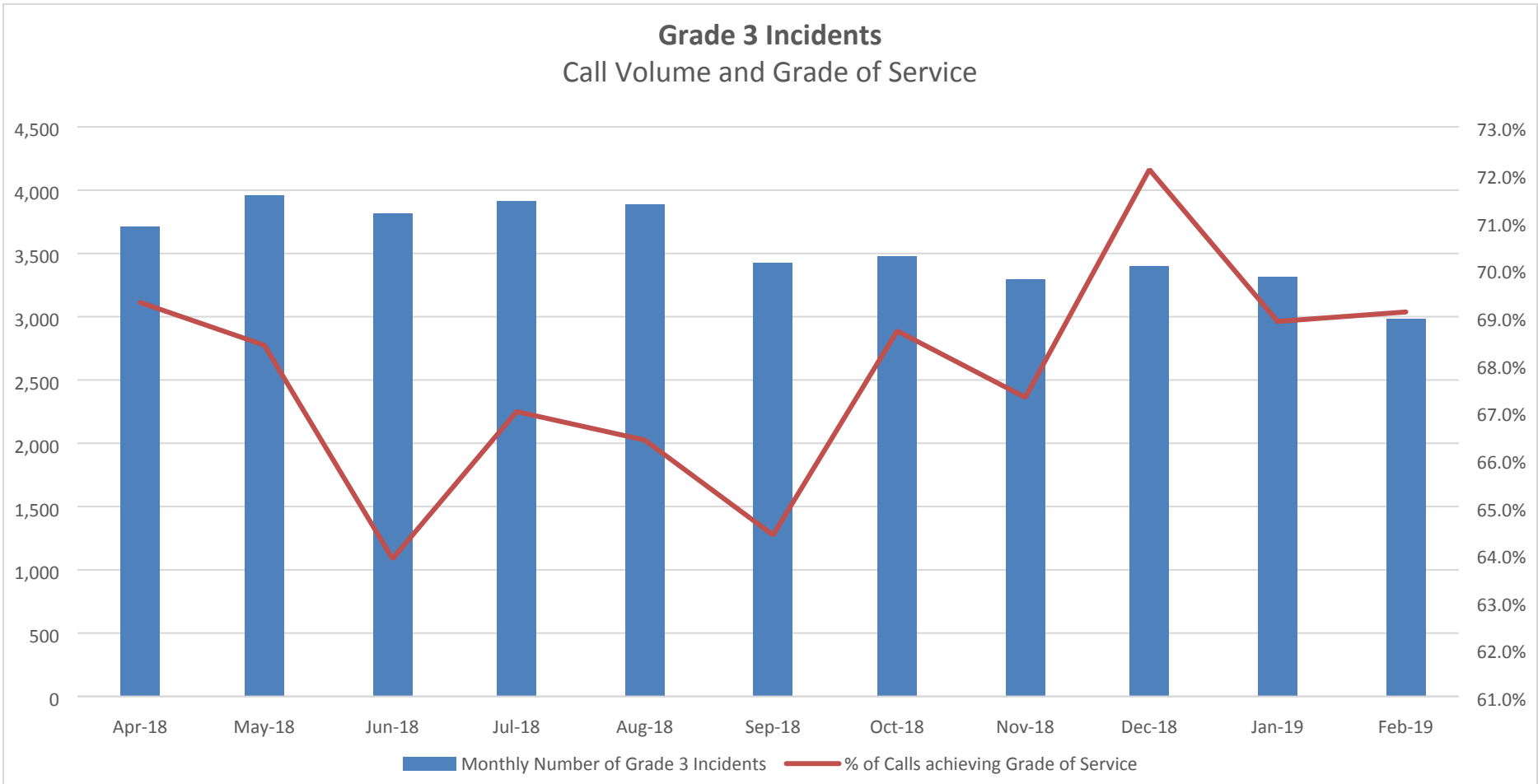


Grade 2 Incidents Call Volume and Grade of Service



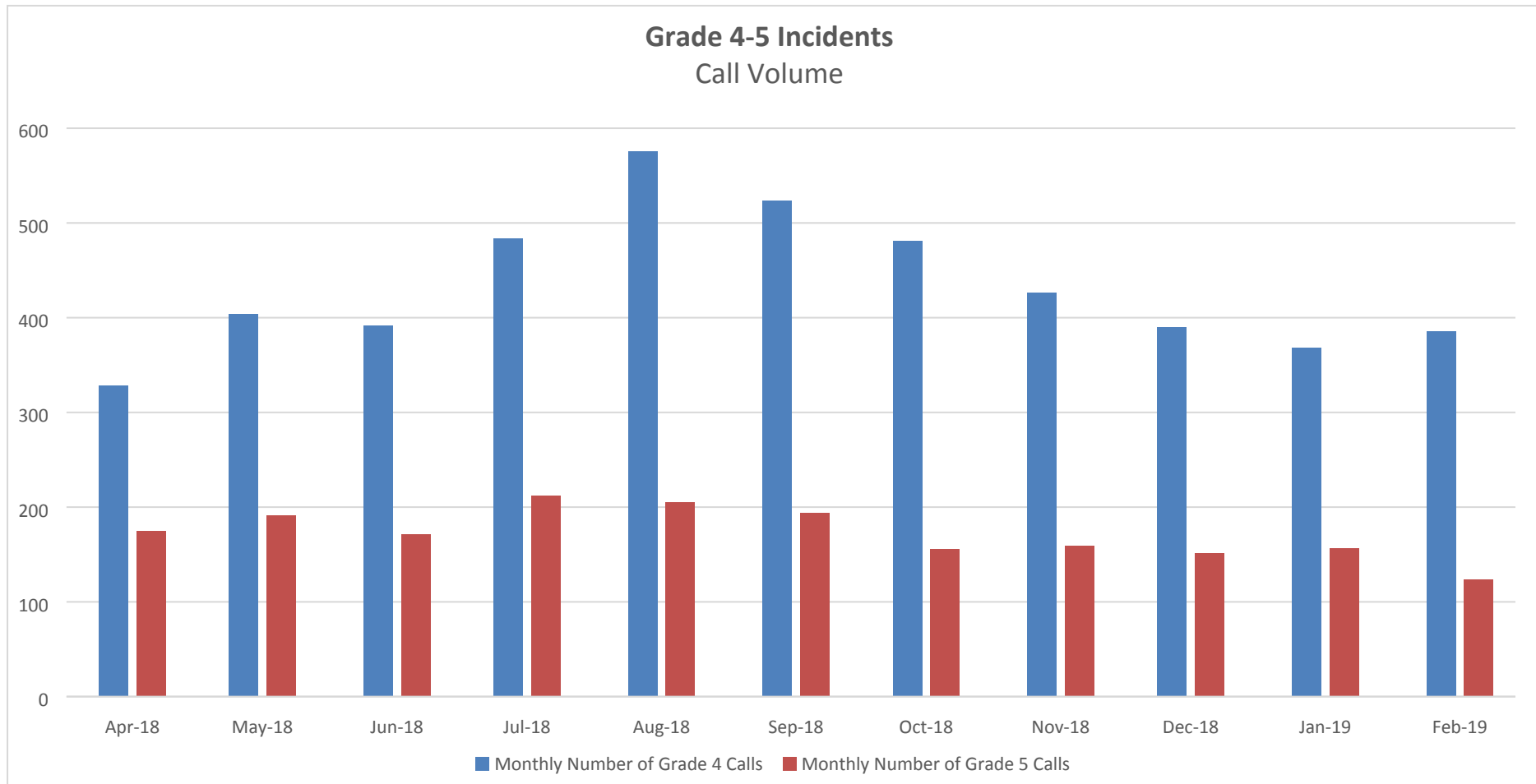


Grade 3 Incidents Call Volume and Grade of Service





Grade 4-5 Incidents Call Volume





ABERDEEN CITY COUNCIL

COMMITTEE	Public Protection
DATE	10 th October 2019
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Aberdeen City Joint Inspection Report
REPORT NUMBER	OPE-19/238
DIRECTOR	Rob Polkinghorne
CHIEF OFFICER	Graeme Simpson
REPORT AUTHOR	Alison McAlpine
TERMS OF REFERENCE	1.1 and 1.2

1. PURPOSE OF REPORT

To share the Report - **Joint Inspection of Services for Children and Young People in need of Care and Protection in Aberdeen City**, published 3 September 2019, which provides the Committee with independent external assurance as a result of Inspectorate's independent examination of the systems, processes and practices in place across the multi agency partnership.

To remind the committee of the work being undertaken across Children's Services, and how, in our view, the associated actions arising from this inspection are already included in existing strategic improvement plans such as our LOIP, our Child Protection Improvement Plan and our Corporate Parenting Action Plan.

2. RECOMMENDATIONS

That the Committee:

- 2.1 note the findings of the 'Report of a joint inspection of services for children and young people in need of care and protection in Aberdeen' – September 2019 (Appendix A).
- 2.2 note the requirement on the Community Planning Partnership to prepare a plan detailing the action it intends to take in response to the Inspection Report, to submit this to the Care Inspectorate within 6 weeks of publication (15th October 2019) and for this to be shared with Members via a Service Update.

3. BACKGROUND

3.1 The Care Inspectorate are independent regulators who lead joint strategic inspections of services for children and young people in need of care and protection across Scotland.

3.1.1 In discharging their regulatory and scrutiny functions the Care Inspectorate works in partnership with Healthcare Improvement Scotland (HIS), Education Scotland and Her Majesty's Inspectorate of Constabulary for Scotland (HMICS) to independently undertake strategic inspections to determine the effectiveness of community planning partnerships to improve the lives of children and young people in need of care and protection and for whom community planning partnerships have corporate parenting responsibilities.

3.1.2 The role of the Care Inspectorate is to ensure that existing strategic improvement plans accurately reflect areas where improvement is required.

3.1.3 This included scrutiny of the Child Protection Improvement Plan, which is an iterative plan which is also in front of committee today.

3.1.4 Following a Scottish Government Review into child protection in 2017, a recommendation was made to review the method for strategic inspection of children's services.

3.1.5 As a result of this, the Care Inspectorate introduced a new methodology in July 2018 and Aberdeen City was the 4th Authority to be inspected under this new format.

3.1.6 Where previous inspections looked at all services delivered to children, the new methodology focusses on services that aim to care and protect children. As a result of this, it is difficult to make exact comparisons between this and the previous inspection undertaken in 2014/2015.

3.2 Work to prepare for inspection commenced across the partnership in Autumn 2018, with this focussing on evaluating the quality of services which were being provided to children and their families. As a result, partners were well placed to respond with evidence of our self-evaluation activity, when notice was served on the partnership regarding the inspection, on 22.12.18

3.3 A variety of types of activity took place to prepare staff across the partnership in advance of the inspectors arriving on site, including:

- 7 Community Planning Partnership briefings issued between Oct 2018 – March 2019
- 2 critical friend sessions
- 2 Chief Officer Group Sessions
- 2 Multi agency partnership events for all staff
- Weekly project team meetings

3.4 Direct inspection activity from the Care Inspectorate took place between January and May 2019 and encompassed interrogating information via a variety of fora including:

- Detailed inspection of 105 files of the most vulnerable children and young people in the City, selected at random by the Care Inspectorate
- Observation of a range of different types of meetings (5) held in respect of children where multi agency planning has been necessary
- Interviews with a large number of staff from across the partnership, individually or in larger focus groups (between 40 and 50)
- Reviewing a wide range of documents and joint self-evaluation materials provided by the partnership (300+)
- Meeting directly with children and young people (70) and their parents (36),
- Analysing the responses from surveys completed by children, young people, parents and carers (117)
- Analysing the responses from the survey of 718 staff from across the partnership (84% response rate)

3.5 The Care Inspectorate through their inspection seeks to determine the effectiveness of the partnership against five questions:

- i. How good is the partnership at recognising and responding when children and young people need protection?
- ii. How good is the partnership at helping children and young people who have experienced abuse and neglect stay safe, healthy and well and recover from their experiences?
- iii. How good is the partnership at maximising the wellbeing of children and young people who are looked after?
- iv. How good is the partnership at enabling care experienced young people to succeed in their transition to adulthood?
- v. How good is collaborative leadership?

3.6 The Care Inspectorate then evaluated the partnership against four indicators:

- i. Leadership and direction
- ii. Impact on families
- iii. Impact on children and young people
- iv. Improvements in the safety, wellbeing and life chances of vulnerable children and young people.

For each of these indicators the partnership was evaluated as '**Good**'. The grading scale is Unsatisfactory; Weak; Adequate; Good; Very Good and Excellent. The improved gradings reflects well on the efforts of staff across the partnership to care for and protect our most vulnerable children.

3.7 The following key strengths were identified within the Report:

- i. The quality and stability of the care provided by staff working with children and young people with an emphasis on building on strengths in families.
- ii. The robustness of multi-agency pre-birth assessment and planning processes and the early stage help these provide to vulnerable women and their unborn babies.
- iii. Staff recognition of signs of risk, effective information-sharing processes and responses to threats of significant harm.
- iv. The wide range of universal and targeted support services helping children, young people and their families to recover from cases of abuse and neglect.
- v. The effectiveness of joint working and the collaborative approach, vision, values and aims promoted by leaders.

3.8 The Report notes the following priority areas for improvement:

- i. Strategic oversight of corporate parenting was not as robust as that for child protection.
- ii. There were limitations in outcomes data with which the partners were able to demonstrate improving trends for looked after children and young people, particularly those looked after at home and care leavers.
- iii. Children and young people in need of care and protection were not benefitting from timeous assessments of their health needs while there were also gaps in some services in terms of addressing emotional health and well-being.

3.9 The draft report with gradings was shared with the Chief Officers Group (COG), who met with the inspection team. In response to this meeting, COG elected to follow the CI appeal process in relation to the evaluation scores for ***Impact of Services on Children and Young People*** and on ***Leadership and Direction***. Communication was subsequently received from the CI advising that we had been unsuccessful in our appeal. The Care Inspectorate recognised within their Report that the partnership's self-evaluation demonstrated a clear and thorough evaluation of itself. Given the fact that the Care Inspectorate did not identify any significant or new areas of improvement, it is disappointing that at least one Very Good grade was not awarded. However, feedback from the Care Inspectors indicates that the partnership is well on its way to achieving higher gradings and our existing improvement plans will hopefully achieve such in future inspections.

3.10 Gradings as awarded to the four local authorities who have underdone strategic inspection under Care Inspectorate's new methodology as follows:

Local Authority	Indicator 9 ¹	Indicator 2.2 ²	Indicator 2.1 ³	Indicator 1.1 ⁴
Aberdeen City	Good	Good	Good	Good
Argyll & Bute	Good	Good	Good	Adequate
City of Edinburgh	Good	Good	Very Good	Adequate
Fife	Good	Good	Good	Good

¹ 9 Leadership and direction

² 2.2 Impact on families

³ 2.1 Impact on children and young people

⁴ 1.1 Improvements in the safety, wellbeing and life chances of vulnerable children and young people

3.11 Areas for improvement and development cited by the Care Inspectorate had already been identified by the Community Planning Partnership within existing strategic planning documents (the LOIP, the Child Protection Improvement Plan and the Corporate Parenting Action Plan), a fact that is recognised within the Care Inspectorate's Report. As a result, we are confident that our strategic documents address the points raised by the Care Inspectorate hence no separate documents will require to be compiled. Committee Members will be provided with a copy of this agreed action plan as taken from our existing documentation, via a Service Update once this has been agreed by the Community Planning Partnership and the Chief Officers Group.

3.12 In light of this positive inspection from the Care Inspectorate there will be no follow up inspection. The next inspection of Children's Services is therefore unlikely to be for another three years.

3.13 In line with our continuous improvement agenda, a **lessons learned** workshop was held across the partnership, to consider what elements of our inspection preparation we would wish to develop in advance of future inspections. Feedback from this was fed back to the Adult Protection Committee, to inform their respective inspection preparation.

4. FINANCIAL IMPLICATIONS

4.1 There are no financial implications arising from the recommendations of this report.

5. LEGAL IMPLICATIONS

5.1 The Care Inspectorate are responsible for the scrutiny of children's services as set out in the Public Services Reform (Scotland) Act 2010, and therefore Aberdeen City Council in conjunction with the partnership fulfils its statutory responsibilities by participating in Inspection activity.

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Financial	Officer time will not be dedicated to the progression of inspection findings.	L	The implications of Inspection findings are commensurate with the ongoing learning and development approaches

			already embedded in child care and protection work across the city on a multi-agency basis.
Legal	We have statutory responsibilities to children, young people and their families in Aberdeen which if we failed to adhere to would render us in breach of these.	L	This Inspection Report has evaluated services for children and young people in Aberdeen as good in all four focus areas. They conclude that they have confidence in our continual improvement and scope to address the areas requiring improvement.
Employee	Officer time is not afforded to retain current standards of practice and to progress areas for development	L	The multi-agency nature of work to support children, young people and their families already relies on a collaborative approach where continual improvement and learning has been embedded. This work is shaped via the Chief Officer's Group, and the strategic plans in place, in line with stretch aims contained in the LOIP.
Customer	Required improvements and areas for development in practice are not actioned.	L	<p>Actions in line with Inspection Findings had already been identified within Aberdeen City's self evaluation hence work to make improvement is already underway.</p> <p>Children, young people and their families in Aberdeen can be assured that services in Aberdeen City are subject to continual quality assurance, in line with the Child Protection Improvement Programme, the Corporate Parenting Strategy, in line with this years' refreshed LOIP.</p>

Environment	<p>Quality of care establishments for children who are required to be accommodated away from their families might become compromised.</p> <p>Working environments may become compromised for staff and for children, young people and their families.</p>	L	<p>The culture and ethos afforded within our residential establishments has been recognised as positive as was intervention with children, young people and their families due to embedding of strength-based practice and our relational approaches, within the Inspection Report.</p>
Technology	<p>If we do not continue to progress our use of advances in technology we will fail to sustain our improvements.</p>	L	<p>Use of improved data collation was recognised within the Inspection Report. We are collaborating across the partnership as well as using microsoft cloud to mitigate against this risk.</p>
Reputational	<p>Findings of Inspection Reports in relation to Child Care and Protection can bring significant media interest and scrutiny of services delivered to children and young people in Aberdeen.</p>	L	<p>The public can be assured by the fact that this inspection report has graded child care and protection services as 'good' across all areas, showing marked improvement since the period of the last inspection carried out in 2015.</p> <p>Aberdeen City Council ensures compliance with action plans following inspection findings, as well as with legal requirements, national standards and guidance; partners respond to self and external scrutiny; and identified areas for improvement are addressed.</p>

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	No significant impact.
Prosperous People	<p>This Inspection Report acknowledges the role that the Chief Officers Group and the Child Protection Committee play in supporting and assuring that the multi-agency partnership in Aberdeen City delivers on the outcomes of the LOIP – Prosperous People – Children are our Future and that they have the ‘best start in life,’ they are ‘safe and responsible’ and that they are ‘protected from harm.’</p> <p>Children who are protected from threats to their health, safety and economic wellbeing are more likely to prosper than those who are not.</p>
Prosperous Place	Recognition has been given to the benefits to maximising scope for children to remain within their own communities and work to this effect is recognised in the Inspection Report.

Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	The service is in process of redesigning in line with Target Operating Model. Findings of the Inspection Report will be taken into consideration.
Organisational Design	The service is in the process of redesigning in line with Target Operating Model. Findings of the Inspection Report will be taken into consideration.
Governance	<p>Appropriate oversight of services delivering public protection provides assurance to both the organisation and the public in terms of meeting the council’s statutory duties and contributes to compliance with agreed standards.</p> <p>The partnership’s joint action plan activity will be supported via the Corporate Parenting Strategy and the Child Protection Committee under the endorsement of the Chief Officers’ Group.</p>

Workforce	Through Aberdeen City's Performance and Quality Assurance Sub Committee to the Child Protection Committee, a shared learning approach is adopted, to ensure staff across the partnership are appropriately supported via workshops and training events to understand the range and complexity of child care and protection issues both locally and nationally and this is recognised within the Care Inspectorate Report.
Process Design	n/a
Technology	We will continue to utilise emerging technology, such as the Mind of My Own app, a means of gathering views of young people through a medium and at a time most suitable to their needs, in order to improve quality and efficiency of services.
Partnerships and Alliances	The scope of the inspection spanned all services to children and their families within Aberdeen City, and hence the partnership must acknowledge the strengths identified as well as ensuring compliance with identified areas for improvement.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	S 1,8,9 complete and sent to the Equalities Team.
Data Protection Impact Assessment	Not required.
Duty of Due Regard / Fairer Scotland Duty	Not required.

9. BACKGROUND PAPERS

None

10. APPENDICES (if applicable)

Appendix A - Joint Inspection Report for Children and Young People in need of care and protection in Aberdeen.

11. REPORT AUTHOR CONTACT DETAILS

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Report of a joint inspection of services for children and young people in need of care and protection in Aberdeen City

Prepared by the Care Inspectorate in partnership with Education Scotland, Healthcare Improvement Scotland and HMICS

September 2019



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The cover image for this report is the competition winning photo by a young person in Aberdeen City.

Aberdeen City

Key facts: children and young people in need of protection



Key facts: children and young people who are looked after



Introduction

At the request of Scottish Ministers, the Care Inspectorate is leading joint inspections of services for children and young people in need of care and protection across Scotland. When we say 'children and young people' in this report, we mean young people under the age of 18 years or up to 21 years and beyond, if they have been looked after.

These inspections look at the differences community planning partnerships are making to:

- the lives of children and young people in need of care and protection
- the lives of the children and young people for whom community planning partnerships have corporate parenting responsibilities

The inspections take account of the full range of work with children, young people in need of care and protection and their families within a community planning partnership area.

When we say 'partners' in this report, we mean leaders of services who contribute to community planning, including representatives from Aberdeen City council, NHS Grampian, Police Scotland and the Scottish Fire and Rescue Service.

When we say 'staff' in this report we mean any combination of people employed to work with children, young people and families, including health visitors, school nurses, doctors, teachers, social workers, police officers, and people who work in the voluntary sector. Where we make a comment which refers to particular groups of staff, we mention them specifically, for example health visitors or social workers.

Our five inspection questions

These inspections focus on answering five key questions:

1. How good is the partnership at recognising and responding when children and young people need protection?
2. How good is the partnership at helping children and young people who have experienced abuse and neglect stay safe, healthy and recover from their experiences?
3. How good is the partnership at maximising the wellbeing of children and young people who are looked after?
4. How good is the partnership at enabling care experienced young people to succeed in their transition to adulthood?
5. How good is collaborative leadership?

Our quality improvement framework

In August 2018, the Care Inspectorate published a quality framework for children and young people in need of care and protection. This framework is used by inspection teams to reach evaluations of the quality and effectiveness of services. Inspectors collect and review evidence against all of the

indicators in the framework and use this to answer the five inspection questions. The evaluative answers to each question take account of evidence against up to 17 quality indicators from across the framework. In addition to answering the inspection questions we use the six-point scale below to evaluate three quality indicators and the domain of leadership:

- 1.1 - Improvements in the safety, wellbeing and life chances of vulnerable children and young people.
- 2.1 - Impact on children and young people.
- 2.2 - Impact on families.
- 9.1 – 9.4 – Leadership.

Our inspection teams

Our inspection teams are made up of inspectors from the Care Inspectorate, Healthcare Improvement Scotland, Her Majesty's Inspectorate of Constabulary for Scotland and Education Scotland. Teams include young inspection volunteers, who are young people with direct experience of care or child protection services. They receive training and support to contribute their knowledge and experience to help us evaluate the quality and impact of partners' work. Local file readers are also involved. These are individuals from the community planning partnership area which we are inspecting who support us in reviewing practice through reading case records. Not only does this support the inspection, but it also supports the partnership area in joint self-evaluation following inspection.

How we conducted this inspection

The joint inspection of services for children and young people in the Aberdeen community planning partnership area took place between January and May 2019. It covered the range of partners in the area that have a role in providing services for children, young people and families.

- We met with 70 children and young people and 36 parents and carers in order to hear from them about their experiences of services.
- We offered children, young people, parents and carers the opportunity to complete a survey about their views of services and received 75 responses from children and young people and 47 responses from parents and carers.
- We reviewed a wide range of documents and joint self-evaluation materials provided by the partnership.
- We spoke to staff with leadership and management responsibilities.
- We carried out a staff survey and received 746 responses.
- We talked to large numbers of staff who work directly with children, young people and families.
- We observed a range of different types of meetings.
- We reviewed practice by reading a sample of records held by services for 105 of the most vulnerable children and young people.

We are very grateful to everyone who talked to us as part of this inspection.

As the findings in this joint inspection are based on a sample of children and young people, we cannot assure the quality of service received by every single child in Aberdeen in need of care and protection.

Summary – strengths and priority areas for improvement

Key strengths

1. Staff were having a positive impact on the quality and stability of care and support experienced by children and young people and their families by emphasising and building on strengths in families.
2. Multi-agency pre-birth assessment and planning processes were robust. These enabled vulnerable women and their unborn babies to receive the help they needed at an early stage.
3. Staff were confident at recognising the signs of risk, which was supported by good information sharing processes and early discussions. Responses to immediate risk of significant harm were effective.
4. There was a wide range of universal and targeted support services available that helped children, young people and their families to recover from their experiences of abuse and neglect.
5. Joint working was effectively promoted by leaders who collaborated and shared a clear vision, values and aims.

Priority areas for improvement

1. Strategic oversight of corporate parenting was not as robust as that for child protection.
2. There were limitations in outcomes data with which the partners were able to demonstrate improving trends for children and young people who were looked after and, in particular, those looked after at home and care leavers.
3. Children and young people in need of care and protection were not benefitting from a timely assessment of their health needs and there were gaps in some services to address their emotional health and wellbeing.

Aberdeen City in context

Geography and demography

Aberdeen, on the north east coast, is Scotland's third most populous city. Aberdeen has two universities and remains a competitive city with gross value added (GVA) per head of population the highest in Scotland. It retains a strong oil and gas industry presence, despite the recent industry downturn.

Aberdeen council area is one of the most densely populated local authority areas in Scotland and extends over 186 square kilometres, with a population of 228 000.

Aberdeen's population has increased by 9% since 2008 while Scotland's population has increased by 5%. From 2016 projections, Aberdeen's population will increase by 3% by 2026 and by 6% by 2041. The equivalent figures for Scotland are a 3% increase by 2026 and a 5% increase by 2041.

In 2017, Aberdeen had an estimated 68,321 young people aged 0-25 years. Approximately 34,495 were 0-15 year olds. Almost 15% of Aberdeen's population are under 16 years old, compared with Scotland's under 16 population of 17%. Aberdeen's under-16 population is projected to increase by 7% by 2026 and by 1% by 2041. The equivalent Scotland figures are an increase of 2% by 2026 and a decrease of 2% by 2041, demonstrating a challenge for Aberdeen in its significantly higher projected figures for 0-15 year olds.

Social and economic

Aberdeen is divided into 283 data zones, nine (3%) of which fall within the 15% most deprived data zones in Scotland, a decrease from 13% in 2012. No data zones fall within the 5% most deprived data zones in Scotland, compared with three (1%) in 2012. Eight per cent of Aberdeen's population are income deprived, while 6% are employment deprived, both lower than the national average.

The partnership

Community Planning Aberdeen (CPA) has responsibility for improving outcomes for the people and communities of Aberdeen. The CPA board provides strategic leadership, supported by the CPA management group and seven themed outcome improvement groups.

The local outcomes improvement plan (LOIP) 2016 – 2026 was refreshed in 2018 and its aim is for Aberdeen to be 'a place where all people can prosper' and to become Scotland's first UNICEF child-friendly city. CPA has responsibility for scrutinising overall delivery of progress against the LOIP.

Related strategic plans for which the partnership has responsibility include the integrated children's services plan 2017 – 2020; the youth justice strategy; the community justice outcome improvement plan and the current child protection committee improvement programme 2019-2022.

The integrated children’s services partnership (ICSP), which reports to the integrated children’s services board, oversees progress towards meeting outcomes within the integrated children’s services plan. Locally, delivery plans are taken forward by locality partnership boards.

The public protection chief officers group has responsibility for public protection. The child protection committee and other relevant strategic groups report to the public protection chief officers group. The Aberdeen public protection chief officers group is also aligned to the North East of Scotland Leaders Group for Public Protection.

The political context

In recent years, the policy and practice landscapes have undergone significant changes. Local authorities and health boards are operating in increasingly complex legislative and policy environments. The pace of public service reform has accelerated as the Scottish Government continues to implement legislation converging around the policy drivers of early intervention, preventative spending and greater integration of services. Partners have been required to adjust to a range of new and challenging requirements and expectations. These changes, while welcomed in strengthening the commitment to deliver excellent services to children, young people and families, have impacted on practice and practitioners. Leaders have had to direct a shift in the balance of resources in response to evolving and dynamic environments while also supporting staff to remain competent and confident to support vulnerable children and young people. It is within this evolving context that this joint inspection of services for children and young people in need of care and protection took place.

Table 1: Children in need of care and protection: key strategic groups and plans in Aberdeen.

Children in need of care and protection: key strategic groups and plans featuring in this inspection	
Groups	Strategic plans/programmes
<ul style="list-style-type: none"> • Public protection chief officers group • Integrated children’s services board • Child protection committee • Corporate parenting improvement group • Champions board 	<ul style="list-style-type: none"> • Local outcomes improvement Plan 2016-2026 • Integrated children’s services plan 2017-2020 • Corporate parenting and champions board action plan 2016-2019 • Child protection improvement programme 2016-2019

The five inspection questions

1. How good is the partnership at recognising and responding when children and young people need protection?

Key messages

1. Recognition of, and responses to, children and young people at immediate risk of harm were very effective and staff were confident in their role, leading to a positive impact on children's and young people's safety.
2. Improvements had been made in **interagency referral discussions** (IRDs) which were impacting positively on the safety of children and young people.
3. Vulnerable mothers and their unborn babies were supported by robust and effective multi agency pre-birth assessment, information sharing and decision making.
4. Legal measures were appropriately considered and used where necessary to secure the immediate safety of the child.
5. Initial assessment, management and planning to address risk and need were effective in most cases.

Recognition and response

Children and young people at risk of immediate harm were being kept safe as a result of effective recognition and response and increased staff confidence. In our review of children's records, we evaluated the quality of response to immediate risk as good or above for most records. In a few cases, immediate response to concerns was evaluated as excellent. There was an assessment of risk in almost all records. The majority of these were evaluated as good or very good.

Pre-birth assessment and planning to support vulnerable mothers and their unborn babies were robust. The percentage of births affected by maternal drug use during pregnancy in Aberdeen has remained consistently higher than the Scottish average for the last six years, while the rest of Scotland has seen a decrease. The partnership had responded by implementing additional support measures through the pre-birth pathway and other initiatives. One initiative was the child protection clinic that monitored and reviewed the health needs of children with neonatal abstinence syndrome, foetal alcohol syndrome, historical abuse or neglect. Robust multi-agency planning arrangements helped to ensure that risks to the unborn baby, particularly where parental substance misuse was a factor, were regularly reviewed. Groups of multi-agency staff working across children's and adults' services were effectively co-ordinating support to families prior to, and in some cases up to two years after, the baby's birth.

This pre-birth pathway helpfully identified additional support from a range of services, including family support. Vulnerable pregnant women were supported from 25 weeks pregnant or earlier, if additional support was required. There was positive multi-agency collaboration between health, social work and family support services based at Aberdeen Maternity Hospital. These services provided timely and effective help. Specialist midwives also attended pre-birth case conferences. The role of the multi-agency team had expanded to offer contraception and other advice to vulnerable women before they were discharged from hospital.

The Aberdeen Intake Service, comprising the joint child protection team, Aberdeen Maternity Hospital units and the children's social work reception team had received an increasing number of child protection referrals over the last five years. The partnership believed this increase was due to greater awareness by staff of risks to children and young people and greater confidence in addressing these risks. We also found this to be the case. Additionally, there had been a change in data collection methods and Police Scotland vulnerable persons database records had been included in referrals, where these had previously been collated separately. The most frequently recorded concern was domestic abuse, followed by alcohol and drug misuse.

There had been 40 child protection referrals in relation to child sexual exploitation (CSE) in 2014. This had since almost halved and remained stable in subsequent years (24 on average). The higher number in 2014 was attributed by the partnership to greater awareness of child sexual exploitation following the publication of the Independent Inquiry into Child Sexual Exploitation in Rotherham (2014) and retrospective work undertaken on historic child protection referrals. The partnership had helpfully produced guidance for staff on CSE and supported staff through multi-agency training events. We could see the impact of this investment in multi-agency training and clear procedures on the increased identification of CSE in referrals.

The response to children at risk from domestic abuse was managed appropriately within the police concern hub process and through **multi-agency risk assessment conferences (MARAC)**. Domestic abuse remained a consistently high category for registration on the child protection register. The partnership had supported staff by developing training in this area. There was also a young women's service for those at risk of, or who had experienced, CSE. The child protection committee and Aberdeen Violence Against Women partnership were working collaboratively on multi-agency guidance on child protection and domestic abuse.

Risk management

Staff were confident in recognising the signs of potential risk of harm and used a variety of tools to support their assessments. The **Getting it right for every child (GIRFEC)** approach was well embedded across agencies and supported staff to share information, identify and analyse risk. Clear child protection processes and procedures were in place to support initial identification of risk.

The interagency referral discussion (IRD) process had been reviewed and was more collaborative. Quality assurance of the IRD process had been in place since 2018. This was beginning to address some of the challenges such as variability in attendance of health and education, delays in circulating decisions and improvements required in multi-agency risk assessments.

Support for children and young people who needed it at an early stage and through formal child protection systems was appropriately targeted. There had been an increase in the number of IRDs, a reducing trend in the number of child protection investigations and joint investigative interviews between 2014/15 and 2016/17. There had been a corresponding reduction in the numbers of records of investigation – the template used to record the child protection investigation. The conversion rate from the record of investigation to the decision to proceed to a pre-birth or an initial child protection case conference was aligned well. There had also been a reducing trend in the numbers of children and young people being placed on the child protection register. Partners attributed this to better and earlier intervention to offer early support to families where it was needed. We saw effective examples of this support. There had been a reduction in the number of **child protection orders** being sought between 2016/17 and 2017/18. The **child protection committee** monitored applications for child protection orders and reviewed cases to ensure that applications were appropriate and proportionate.

In almost all cases where legal measures were used, they were used appropriately and effectively to secure the immediate safety of the child.

Involvement of children, young people and parents/carers

In our review of case records, staff effectiveness at involving parents/carers and families in key processes was evaluated as good or better in most cases. In just over half of children's records, the quality of support given to the child or young person to understand and exercise their rights, comment on services or complain was evaluated as good or very good.

While independent advocacy support was made available for some families, it had not been offered or available to any child whose name was on the child protection register in the last 12 months. Similarly, in that time, only one child whose name was removed from the register was offered it. Some families told us that, although they understood the reasons why services were involved to keep children safe, they felt overwhelmed at the volume and pace of service involvement as an initial response to harm. These families may have benefitted from an offer of independent advocacy or other independent means of helping them to understand what was happening at this point.

Staff confidence and competence in protecting children

In most cases, the lead professional or named person had regular opportunities to discuss their work with a supervisor or manager.

Updated child protection guidance in 2018 and a programme of multi-agency training events had helped staff to feel more confident at recognising and responding to cumulative harm and neglect. Almost all staff responding to our survey said they had an up-to-date knowledge of child protection policies and were confident at recognising the signs of risk of harm. Much investment had been made in multi-agency training, led by the child protection committee, to ensure staff could better recognise and respond to signs of cumulative harm and neglect. Multi-agency training had made a positive difference to agencies gaining a common understanding of the thresholds of risk of harm. Staff across agencies had trust and confidence in each other to discuss concerns and come to an understanding

about thresholds of risk and how best to protect children. Staff were better supported to recognise risk to children and young people from domestic abuse, child sexual exploitation and child trafficking.

2. How good is the partnership at helping children and young people who have experienced abuse and neglect stay safe, healthy and recover from their experiences?

Key messages

1. There was an effective culture of collaborative working across all disciplines, which was having a positive impact on work with families.
2. Strengths-based approaches and relationship-based practice models were having a positive impact on helping to build trusting and respectful relationships between staff and families.
3. There was a wide range of universal and targeted support provided by statutory and third sector partners to help parents and support children and young people in their recovery from abuse and neglect.
4. The child protection committee was using data effectively to inform improvements in child protection practice and monitor these improvements to ensure they were sustained.
5. The mental health and emotional wellbeing concerns of children and young people were not being addressed well enough.
6. Approaches to seeking and recording the views of children and young people who had been involved in child protection processes were limited.

Collaborative working

Staff told us of a significant shift in culture and practice towards greater joint working. This was evident throughout the inspection. Collaborative working was underpinned by GIRFEC principles, joint training, a greater appreciation of others' roles and responsibilities, and improved use of joint guidance and shared tools. There was a helpful staff culture of resolution through appropriate discussion and challenge. The co-location of some groups of staff, for example those working with vulnerable unborn babies, supported joint working. Effective partnership working was also evident from our reading of children's records: in most cases in which children had been at risk of significant harm, staff demonstrated effective collaborative working.

Developing relationships and engagement in key child protection processes

There was a strong culture and ethos of relationship-based practice. This meant that staff sought to develop positive relationships with families as a basis for engagement and supporting them to keep children and young people safe. Many young people and their families had been helped to build trusting relationships with key staff through regular and meaningful contact. They were being helped to focus on important strengths in their circumstances and to make positive changes in their lives. For a small number of children and families, frequent staff changes had disrupted these relationships.

Staff worked hard to ensure that the views of children, young people, and parents were being heard and reflected in their assessments, reports and at many important decision-making meetings. Our review of records of children who had been at immediate risk of significant harm in the last two years found that most parents had been involved well in planning to keep their child safe. New approaches were being tested to further strengthen parents' participation in child protection case conferences and improve their experiences of these. While small in scale, early indications, including feedback from parents, were positive.

Most children and young people felt that they had some involvement in agreeing their plan. Our review of records showed more variability in how well staff were involving children and young people who had been at risk of significant harm in child protection processes. We evaluated just over half as good or better, with a further third evaluated as adequate. Independent advocacy was not routinely considered for children and young people whose names were on the child protection register.

Partners recognised that more needed to be done to record children's views in their plan. The online tool Mind of My Own had been very recently introduced to help capture the views of looked after children however, this had yet to be extended to include those on the child protection register. Success in capturing feedback from parents and carers about their experiences of the child protection system was limited, despite the range of approaches tested. This was an area for improvement by the child protection committee.

Children, young people and families are enabled to make change and supported to sustain improvements

From our review of children's records, most children and young people experienced at least some improvement in their wellbeing as a result of the help they received. Outcomes for children whose names were removed from the child protection register within the last 12 months had improved to some extent in most cases, with considerable improvement for one in four children. Over three-quarters of parents who responded to our survey felt that the help they received had made their and their children's lives better.

Most children and young people who had experienced abuse or neglect received the support they needed to help them recover from their experiences. Practical help and therapeutic support, through both universal and targeted provision, were helping to improve the safety and wellbeing of children and young people. For instance, the Intensive Family Intervention Team (IFIT) provided short-term, intensive practical and emotional support to families and children and young people who needed it.

Clear referral pathways ensured that children and their families received the help they needed quickly.

A range of effective, universally available community-based supports were in place. There had been a decrease in the use of structured, evidence-based parenting programmes. A few staff we met identified this as a gap in provision. Notwithstanding this, tailored support packages, using strengths-based approaches and trauma-informed practice, were helping parents to better understand their children's needs and make the changes needed to improve their circumstances. Strengths-based approaches meant that staff started their relationships with families by examining the strengths within the family. Trauma-informed practice meant that staff were trained to recognise the impact of trauma on the lives of children and young people and took account of this in their work.

Nurturing approaches in nurseries and schools facilitated a supportive, caring environment in which vulnerable children were helped to learn and develop. Creative use of **pupil equity funding** was enabling some schools to provide practical help and support to children and families and to bridge the gap between school and home. **RAFT (Reaching Aberdeen Families Together)**, a consortium of five third-sector services working together as a single service, was providing a whole-family approach to help build resilience for families with a range of support needs. This included families affected by substance misuse, mental health difficulties and domestic abuse. RAFT helpfully provided support at times when families often needed this most, such as evenings and weekends.

Families affected by domestic abuse were supported through structured, evidence-based programmes such as the **Caledonian programme** and therapeutic support provided by Women's Aid. **Multi-agency tasking and co-ordinating (MATAC)** and MARAC meetings, attended by staff from children's, adult and justice services, were increasingly used to review risks and coordinate safety plans. Targeted support provided by Barnardo's RISE (Reducing the Impact of Sexual Exploitation) and the Green Light project both provided help and advice to vulnerable young people at risk of sexual exploitation to make sense of their experiences.

Health managers and the wider partnership through the local outcome improvement plan were working hard to improve mental health support for children and young people who needed this. While some services were in place to help improve wellbeing and build resilience, staff expressed concern about the insufficient number of services to support those with lower-level emotional wellbeing or mental health concerns. A redesign of the Grampian-wide child and adolescent mental health service (CAMHS) had led to renewed referral criteria and the implementation of a choice and partnership approach (CAPA) to support capacity. The partnership reported that children were seen more quickly and signposted to other services where appropriate, although the service still held a waiting list. This new approach, however, was not well understood by some staff and young people. The CAMHS improvement plan also noted the need to develop a minimum data set to improve outcomes measurement.

Assessments and plans to reduce risk and meet needs

The child protection committee maintained a helpful overview of child protection practice across Aberdeen. A revised data framework with key proxy measures that indirectly demonstrated outcomes was helping the committee monitor the effectiveness of child protection practice and implement

change where necessary. This had led to improvements such as a significant reduction in the number of children whose names were on the child protection register for longer than 12 months and a reduction in numbers of children being re-registered.

In the main, assessment and planning was making a positive difference in supporting the recovery of children and young people who had experienced abuse and neglect. We reviewed the records of 57 children and young people who had been at immediate risk of significant harm in the last two years. In most cases, the quality of risk assessments was evaluated as good or very good. Children's plans to address risks showed more variability. We evaluated almost one-quarter as adequate and a few as weak. In almost three-quarters of cases, assessments and plans to address need were evaluated as good or very good. A few plans were not sufficiently SMART (specific, measurable, achievable, realistic, timebound) and lacked contingency measures to be applied when progress was not in line with expectations. This included cases in which long-standing issues such as parental substance misuse or domestic abuse were a risk factor to the child.

In just over half of children's records that we read, children's assessments benefitted from the use of chronologies of significant events to help inform decision making. While most staff understood how to use chronologies as an analytical tool to support assessment and risk management, almost one-quarter of respondents to our staff survey said they had not received training on this. Staff identified the lack of cohesion across ICT systems as a barrier to the development of integrated chronologies.

Staff were using a range of tools to support risk assessments. The social work service had recently commissioned Insight, a specialist service, to undertake parenting capacity assessments for children identified as being on the edge of care due to compromised parental capacity. This was a two-year pilot project co-delivered by two voluntary sector partners – Aberlour Childcare Trust and VSA. It was too soon to see the impact of these assessments, although this was an encouraging development.

Individual children's plans were being reviewed at intervals appropriate to the child's circumstances. We evaluated the quality of reviewing as good or very good in most cases that we read. While staff prioritised attendance at child protection meetings, capacity issues and staff vacancies meant that attendance was not always possible. Arrangements to involve education services in child protection meetings during holiday periods had been strengthened. Appropriate consideration was given to the need for statutory measures at child protection case conferences. Staff also offered additional support for parents whose child was being adopted. Parents were encouraged to be involved in life-story work to support the child's future placement.

The child protection committee had worked hard to improve the quality of assessments of risks and children's plans. Annual audits demonstrated a picture of improving performance. There remained scope for reviewing officers, independent of line management responsibility, to build on this work as part of their quality assurance role to develop greater oversight of practice standards.

Staff supervision

Staff across all agencies experienced routine opportunities to discuss their work with a manager through some form of supervision or professional discussion. Most staff benefitted from regular, high quality support from their manager that helped them to develop through constructive challenge and regular feedback. The **Reclaiming social work unit model** within the children's social work service supported shared caseloads and greater opportunities for reflective group discussions. Staff felt this helped them to focus more on managing risk. This model had been independently and positively evaluated and was welcomed by parents involved.

Good practice example: strengths-based and relationship-based practice

Strengths-based and relationship-based practices were embedded throughout interactions between professionals from all agencies and children, young people and their families. Relationships were characterised by trust, warmth and compassion and staff demonstrated a genuine desire to support families to the best of their abilities. The values of strengths and relationship-based practice were evident from all staff we spoke to and reflected by almost all children, young people, their parents and carers.

3. How good is the partnership at maximising the wellbeing of children and young people who are looked after?

Key messages

1. Staff across the partnership had developed strong and meaningful relationships that were having a positive impact on the experience and wellbeing of looked after children and young people.
2. Services for children and young people at risk of becoming looked after or experiencing difficulties in their placements were well-planned and effectively delivered.
3. The impact of strategies to shift the balance of care and reduce the high number of out-of-area placements for looked after children and young people was yet to be seen, but the partnership was closely monitoring this.
4. Children and young people who were looked after at home were experiencing poorer wellbeing and educational outcomes than those looked after in other care settings.
5. The health needs of children and young people who were looked after were not being fully met and comprehensive assessments were not being undertaken timeously.
6. The recently established corporate parenting improvement group had significant work to do to ensure that the partnership's ambition for looked after children was matched by real change.

Children and young people experience caring, consistent and trusting relationships

Looked after children and young people were benefitting from caring and nurturing relationships with staff. Almost all children and young people that we spoke with told us that staff listened to them and that they trusted staff. In most cases, children and young people had experienced consistent support from at least one key person over the previous two years. However, some children and young people had experienced frequent changes of social worker that had impacted on building trusting relationships. The impact of the relatively recently established role of the external residential childcare manager had been very positive in supporting staff engagement with children and young people. The capacity of social workers to better develop their relationships with children and young people had improved through the embedding of strengths-based and relationship-based practices. Children's panel members told us they had seen improvements in relationships between staff and young people and that young people were now more involved in hearings.

The partnership was committed to ensuring staff had a range of skills to develop relationships with children and work in a way that was trauma informed. There was a wide range of high-quality multi-agency training available to both staff and carers. The ethos of care had made a significant impact on reducing the numbers of young people reported missing and being charged with offences. This had been achieved through more effective joint working between police, social work and staff in children's houses. Although small in number, young people who had been trafficked into Scotland were being sensitively supported and their needs met well in Aberdeen.

Plans to maximise wellbeing

The plans for most looked after children were reviewed regularly and well by the independent reviewing service. Children's panel members had confidence in the assessments provided by all agencies and this was helping them to make informed decisions. There was trust and collaboration across the partnership at all levels in planning for children. Decisions were made about permanence in a timely way and three-quarters of permanence plans were progressing well.

There was some variability in the delivery of assessment and planning between children and young people in different types of care placements. Young people in residential care experienced a high standard of practice in assessment, planning and review. In the files of children looked after at home, practice was not as good across these processes. The practice of involving children in care planning was inconsistent. The partnership was aware of the need to improve this and had invested in the Mind of My Own app to improve the gathering of young people's views.

The majority of looked after children and young people were supported to maintain or re-establish contact with brothers and sisters. Assessments of contact were valued and used by decision makers. A few children and young people said they would like to have more support to maintain connections with family.

Improvements in wellbeing

Looked after children and young people benefitted from a wide range of high-quality services that were put in place at the right time for them. Most of the children and young people who completed our survey told us they felt safe and felt they were in the right place to get the help they needed. Almost all said that things had improved for them as a result of the help they received. Most parents or carers agreed with this and said that the help their child received had made their life better.

As a result of the help they received, most children and young people experienced at least some improvement in their wellbeing or circumstances. However, for children looked after at home, the degree of improvement was much less than for those in other community-based placements, such as kinship or foster care.

Looked after children and young people, those at risk of becoming looked after and those who were experiencing difficulties in their placements benefitted from a wide range of effective intensive support services. Through the proactive, creative and collaborative help from these services, children and young people were getting the assistance they needed when they needed it. When intensive support was no longer required, services ensured children, young people and their families maintained the right level of targeted help from family support teams or the youth team. Looked after children and young people were also successfully encouraged to take part in sport or volunteering opportunities with the support of Sport Aberdeen.

As of March 2018, the partnership had responsibility for approximately 550 looked after children and young people, with approximately half of these placed out with Aberdeen. This was a decrease of approximately 40 looked after young people from the previous year. In contrast to the overall Scottish picture, there had been an increase in numbers of children in residential and foster placements and a decrease in numbers with kinship carers and those looked after at home.

Where a child had been identified as needing permanent substitute family care, this had progressed well in almost three-quarters of cases. Foster carers were helped to understand and respond to the needs of looked after children and young people through the high-quality training they received from the alternative family care team. Kinship carers told us they had not received good or consistent support in the past. However, a team had recently been put in place to provide support to kinship carers and this was already improving their confidence.

The numbers of looked after children and young people reported missing had decreased. The partnership had adopted new policies and procedures that emphasised the importance of listening to children and young people who had been missing. A dedicated police officer, child sexual exploitation advisor and other staff worked well together to coordinate good practice in return home interviews and tailored interventions.

Through the **Virtual School**, Aberdeen had a designated headteacher whose role was to support improvement in the educational progress, attainment and achievement of all children and young people looked after by the local authority, including those that were educated in other local authorities. The initiative had improved the tracking and monitoring of progress of looked after

children and young people in schools and had ensured school procedures took account of their needs. Better joint working with the two universities in the city and North East Scotland College was also supporting the needs of looked after young people in further education. Initiatives such as the emerging literacy programme and a mentoring programme delivered in collaboration with Wood Group, a local energy company, were beginning to show a positive impact.

There was a slight increase in the school attendance of looked after children over 2017-18 from the previous year however, their attendance rate remained lower than their non-looked after peers. Those looked after at home had the lowest rate of attendance.

There had been a small reduction in exclusions for looked after children and young people in the last year. There was no real difference in exclusions between those looked after in a community placement and those looked after in a residential setting. Of those who were excluded from secondary schools, almost half were accommodated in children's homes. In terms of literacy, there was a decrease in the gap between looked after children and their peers. In relation to numeracy, this gap had increased. Overall, there remained a gap in attainment between looked after children and young people and their non-looked after peers. Children and young people who were looked after at home experienced the poorest attainment levels. For looked after school leavers, attainment was below the national average but had increased slightly in 2017-18.

The partnership had established ASPIRE, a new service to work on a multiagency basis to improve educational outcomes for children not in school full time. A quality assurance framework that would support better impact analysis of all programmes of work was also in development.

There were challenges in evidencing that the health needs of children and young people becoming looked after in Aberdeen were being met consistently and comprehensive health assessments were not being completed within the nationally recommended four-week timescale. Partners were working on some specific improvement actions. The dedicated nurse for looked after children was regularly tracking the progress of health assessments and was proactive in following up on the health needs of children who had been assessed, including those placed out of Aberdeen. This nurse was gathering data regarding the reasons for lack of completion of health assessments to better understand the challenges. Health visitors and school nurses also assessed the emotional health of looked after children and young people using recognised tools. Foster carers and residential care staff valued being able to access specialist consultation from CAMHS for young people in their care. This service, however, was underused by those supporting children and young people looked after at home or in kinship care and some staff supporting these groups of children and young people were unaware this could be accessed by them. Better access to a wider range of emotional health and wellbeing services would support work being done to improve outcomes for looked after children and young people.

Corporate parenting responsibilities

ACE (**Aberdeen Care Experienced**) provided opportunities for care experienced children and young people to express their views about services and set the agenda of the **champions board**. Following some initial successes in influencing policy and services, the champions board needed to improve its effectiveness by refocusing on its refreshed action plan. A lack of clear strategic oversight of

corporate parenting had limited the impact of the champions board. Some children and young people were not aware of ACE or the champions board. The appointment of a new Who Cares? Scotland development worker had given renewed impetus to this work and a wider group of care experienced young people was now engaged. The recent establishment of the corporate parenting improvement group meant there were better opportunities for strategic oversight to align the partnership's vision for corporate parenting with its delivery.

The children's specialist services forum monitored plans to place children and young people outwith and within Aberdeen however, the balance of care had not changed significantly. The use of purchased foster placements had increased. There was no overall evaluation of the impact services had in successfully keeping children and young people in Aberdeen or the impact of strategic efforts to shift the balance of care.

Children and young people in residential care had consistent access to independent advocacy through the children's rights service. In contrast, only a few looked after children and young people living in the community benefitted from using this service. The partnership was committed to addressing this and was undertaking a comprehensive review of children's rights in Aberdeen with the involvement of care experienced young people.

4. How good is the partnership at enabling care experienced young people to succeed in their transition to adulthood?

Key messages

1. Many care experienced young people were benefitting from strong and supportive relationships with staff.
2. Care experienced young people were supported to remain in care placements for longer and move towards independence at a pace that was right for them.
3. The partnership needs to do more to maintain contact with young people after they leave care in order to better understand the needs of all care leavers and improve their outcomes.
4. Young people with a disability were not experiencing consistently positive transitions between children's and adults' services.
5. There was much variance in the experiences and outcomes for care leavers.
6. Care experienced young people had been enabled to influence some service developments.

Young people enjoy sustained positive relationships with staff and carers

Most care leavers told us that they felt valued and respected and had experienced supportive relationships with staff and carers. Many care leavers were being supported by and had positive relationships with, staff in the youth team, which was a single-agency social work team. The youth team was successfully providing a dedicated service to care leavers with higher needs or risks to manage and recover from their adverse childhood experiences using trauma informed approaches. Some staff in other teams, including residential workers, had also remained involved with some care leavers, providing continuity in key relationships. However, there was a small number of care leavers who were not experiencing positive relationships with staff and felt isolated and unsupported.

The partnership had invested in training to support staff working in a trauma-informed way, for instance through **dyadic developmental psychotherapy**. This was having a positive impact on the relationship between staff and care leavers and the transition of young people into adulthood, as well as the confidence of staff.

Moves between children's and adults' services

Children and young people with disabilities who are in receipt of regular short breaks are entitled to the assessment, planning and review arrangements provided in law for looked after children and young people. This includes entitlements as care leavers. Aberdeen City does not include children and young people with disabilities in receipt of regular short breaks among their looked after children and young people population.

These children and young people were benefitting from regular reviewing arrangements. For children and young people with disabilities, supporting a successful transition from children's to adults' services was a challenge for the partnership. During this stage, there were mixed experiences and outcomes for this group of young people.

Parents of children and young people with disabilities described the wraparound care and support they received for their child while involved in children's services as excellent. A few parents told us, that the transition of their child to adult services had been a very stressful experience characterised by a lack of information and lack of clarity about the different processes and eligibility criteria involved. This message was reiterated in discussions with groups of staff. As the partnership was not routinely carrying out looked after reviews or pathways planning for young people with disabilities in receipt of short breaks, planning for transitioning to adult services was not taking place in a timely manner. There was an issue with connecting processes and communication between children's services and adult's services, which the partnership recognised as needing improvement. Some parents we spoke with were unaware of their entitlements to continue self-directed support as their child moved into adult services. A group had been recently established to identify and address issues in relation to this, but it was too early to see any impact from this work.

Continuing care

The partnership was actively promoting young people staying in their care placements for longer and considering moving on at a pace that was right for them. While remaining committed to supporting this Staying Put agenda, the partnership recognised the challenge this brought in relation to bringing young people back to Aberdeen from placements outside the local authority area. The impact of strategies to address these challenges was not yet being seen.

Positively, there had been an increase in the numbers of young people over the age of 16 remaining in residential placements. There had also been an increase in the numbers of young people remaining looked after until the age of 18 and a small but rising number of young people in continuing care placements. However, some looked after young people had limited knowledge of their continuing care entitlements. Almost all care experienced young people we spoke to felt settled and safe where they currently lived.

Supporting young people to live independently

While some care leavers had made good progress in their transition to adulthood, there were gaps in key areas of support for others, such as access to specialist health services or addressing homelessness.

The partnership was confident that it was doing everything possible to support looked after young people into adulthood, however, their housing, health outcomes and employment opportunities were variable. Wellbeing had improved for the majority of care leavers but for a significant number there was little or no improvement demonstrated. Care leavers generally found the nature of the support they received as beneficial to them, however, questions concerning the impact of support resulted in more mixed responses when we spoke to care leavers. Gaps in specialist health support for care leavers meant that some found it difficult to access or use support for particular services, including emotional wellbeing and mental health, sexual health support or addictions services.

A few young people told us about difficulties they had experienced returning to Aberdeen from being in care placements outwith the area and the negative impact these difficulties had had on their family relationships, social supports and overall emotional wellbeing.

The partnership had made specific policy arrangements for looked after young people to ensure they did not become homeless after leaving care. As a result, there had been an increase in care leavers sustaining their own tenancies over the past two years.

We heard from a few care leavers and staff that some care experienced young people had continued to experience homelessness over the past few years. The housing system relied on care experienced young people self-identifying or being directly asked if they were care experienced in order to receive support as a care leaver. Some felt unable to discuss their care status and so did not benefit from the policy arrangements in place to support them. Staff agreed that improved monitoring arrangements for care leavers would support better tailored support to meet all their needs, including housing.

The youth team remained the lead service if care leavers became involved in offending and staff provided tailored support when considering supervision of community-based orders. Staff stated that more could be done to increase the use of diversion and structured deferred sentencing to try to stop further progression through the criminal justice system for young people.

The partnership had employed five care experienced young people as children's rights development assistants on a part-time basis using Life Changes Trust funding. This gave these care experienced young people tangible employment opportunities, enhanced their own skills to reach their potential and supported other looked after children and young people to express their views and shape services.

Corporate parenting responsibilities

Staff were involving care leavers in planning in the majority of cases and almost all young people told us they had been involved in agreeing their plan. However, the quality of pathways assessments, plans and reviews for care leavers was variable. Less than half of plans to meet the needs for this group of young people that we read were evaluated as good or above and the reviewing of these plans was evaluated as weak in a small but significant number of young people's records. The partnership was performing well below the national average in relation to the completion of pathways plans and having a nominated pathways co-ordinator.

Positive destinations

The partnership had made improvements in supporting care experienced young people leaving school and entering further or higher education, training or employment. Accessing grants for further and higher education had contributed to this improvement. Skills Development Scotland and Opportunities for All were offering additional support to some young people in preparation for leaving school. The partnership also had some well-established links with local colleges to support care leavers into further and higher education. The number of looked after young people entering positive destinations had increased, remaining higher than the national average.

The percentage of looked after young people with one or more qualifications at SCQF level four had also increased. The percentage of care leavers with known economic activity in Aberdeen had increased in the last year. The partnership was supporting the development of a multi-agency hub at the Westburn Centre to provide co-ordinated support and greater accessibility to a range of specific services for young people, including care leavers.

Participation and involvement

The partnership was committed to hearing the voices of care leavers and involving them in decision making about service delivery. The recent employment of a development worker from Who Cares? Scotland and the establishment of a corporate parenting improvement group meant that the partnership was in a stronger position to support the participation and involvement of care experienced young people.

Good practice example: children's rights development assistants

Five children's rights development assistants had been employed by the partnership through Life Changes Trust funding on a part-time basis to support the children's rights service. Not only did this provide these young people with employment opportunities but it also enabled them to support looked after children and young people to become more involved in the development of services and planning.

The children's rights development assistants told us that the experience of carrying out paid work helped to give them confidence and develop new skills. They were involved in chairing the champions board, carrying out training and awareness raising, co-ordinating social media for care experienced young people and assisting children's rights officers in involving other looked after or care experienced young people.

5. How good is collaborative leadership?

Key messages

1. The partnership demonstrated a clear, shared vision and was aspirational in its aims to support the improvement of outcomes for children and young people in need of care and protection.
2. There were clear governance, reporting and accountability arrangements in place for senior leaders to assure themselves they were meeting their obligations in relation to children and young people in need of protection.
3. Leaders were successfully developing a joint approach to the transformation of services in order to manage an environment of increasing demands and decreasing resources.
4. There was less evidence of effective challenge by leaders to the variance in health, wellbeing and educational outcomes for particular groups of looked after children and young people, including those looked after at home.
5. Strategic and routine data analysis was more sophisticated for children in need of protection than children and young people for whom partners shared corporate parenting responsibilities.

Vision, values and aims

Leaders at all levels demonstrated a common purpose and a determination to drive improvements for children and young people in need of care and protection.

The partnership had a strong, shared vision of an Aberdeen 'where all people can prosper', which was threaded throughout all strategic plans and realised through its four priority areas and ambitious stretch aims. The local outcomes improvement plan (LOIP) was overseen by Community Planning Aberdeen and drove all multi-agency services. Staff very clearly identified with the LOIP and demonstrated a good understanding of its aims.

The partnership had taken the opportunity to constructively refocus on looked after and care experienced children and young people in a refresh of the LOIP stretch aims following a series of the multi-agency Taking Stock events in 2018.

The partnership's vision was delivered through a commitment to strengths-based practice based on demonstrable compassion and care from leaders who promoted a positive, values-based culture. This strengths-based approach was evident across agencies and created an empowering culture for staff. Almost 80% of staff agreed that their organisations' vision, values and aims were ambitious and challenging.

Leadership of strategy and direction: child protection

Leaders had a strong commitment to their responsibilities in relation to public protection and governance and reporting arrangements were in place to provide leaders with the relevant assurance that children and young people remained safe. Members of the chief officers group had long-standing professional relationships that had enabled them to develop professional trust and operate as a connected unit.

The group had clear monitoring and governance arrangements for the child protection committee, which shared the vision of chief officers and routinely sought assurance through robust reporting and audit mechanisms. Chief officers demonstrated appropriate challenge and influence over the work of the child protection committee and were confident about the ways in which they sought assurance about the safety of children and young people. They demonstrated a good understanding of the issues facing young people in need of protection. Chief officers made use of learning from Grampian-wide and national strategic groups, including the North East Leaders Group for Public Protection – a collaborative strategic group for public protection with partners from Aberdeenshire and Moray. Just over half of staff were confident that the chief officers group and the child protection committee provided strong leadership and direction to improve the quality of child protection services.

Leadership of strategy and direction: corporate parenting

Leaders demonstrated strong motivation to deliver their corporate parenting responsibilities. They showed care and compassion and talked about the importance of love in supporting children and young people in need of care and protection. There was less evidence of effective challenge by leaders as a collaborative group to the variance in health, wellbeing and educational outcomes of particular groups of looked after children and young people, including those looked after at home and care leavers. While there was explicit commitment to corporate parenting throughout strategic plans, leaders were less able to demonstrate assurances around these responsibilities in comparison to those

of child protection. In our staff survey, less than half of respondents felt that corporate parenting was progressing well due to strong leadership and direction.

Leaders faced challenges in aspects of corporate parenting such as the drive of the champions board, no tangible reduction in the high number of care placements outwith the local area, and variability in attendance, attainment and outcomes across and between different groups of looked after children and young people. Although a corporate parenting improvement group had been recently established to deliver more strategic oversight, it was too early to see the impact of its work.

Leadership of people and partnerships

There was strong commitment to collaborative working at a strategic leadership level. Strategic groups had good multi-agency representation from the right people with the right level of knowledge and authority to make relevant decisions. Staff told us about strong collaborative approaches to multi-agency working, positive professional relationships and effective challenge at a practitioner level. This joint working was further supported by co-location among many professionals. Most staff stated in our survey that they felt supported to be professionally curious and take bold decisions.

Just over half of staff surveyed felt that leaders were visible enough. Leaders tried to remain visible to staff and acknowledged that they needed to continue to prioritise and develop the ways in which they communicated with staff, particularly at a time when transformational change was happening at a quick pace. A communication strategy was being developed.

There was a positive learning culture led by chief officers. Most staff were enthusiastic about the impact of the variety of multi-agency training they had received. Leaders encouraged delegated leadership by promoting shared responsibility and supporting staff to work creatively to improve outcomes.

Leadership of improvement and change

Leaders had begun the difficult process of leading transformational change across services in order to address an environment of increasing demand and decreasing resources. The investment in alternatives to care and intensive family support services was effective in targeting support and early intervention for those children and young people at risk of becoming looked after.

There were workforce challenges in some areas, resulting in some high vacancy levels and use of agency staff. Leaders encouraged approaches to address these challenges and mitigate their impact on children and young people in need of care and protection. The impact of this could be seen in the 'grow your own' approach to developing staff internally, recruitment campaigns to attract new candidates and in work to support social work students to consider a career with their host placement.

The partnership demonstrated a collaborative multi agency approach to improvement and change from locality management groups up through governance routes to Community Planning Aberdeen. The joint self-evaluation showed that the partnership had a realistic understanding of its strengths

and areas for improvement. A quality assurance framework for children's services had been agreed however, this was not in place at the time of inspection.

The regular auditing activity undertaken by the child protection committee influenced service delivery and had resulted in tangible improvements in practice. Chief officers had led learning from reviews of cases.

The partnership had undertaken a population needs assessment that resulted in a comprehensive data summary report, enabling better identification of priority areas and shaping of strategic planning.

The Business Intelligence Unit, although less than a year in implementation, had the potential to support leaders to make data-informed decisions. Other than at the child protection committee, less attention had been given to qualitative or outcomes-based data. Information was focused on processes and organisational activity rather than reporting the difference interventions had made to the lives of children and young people. Although feedback from children, young people and families was collected at an individual service level, further work was required to ensure the wider involvement of children and young people in need of care and protection, and their families, in influencing service development.

Already, data had been used effectively to secure improvements in progress against targets in the local outcomes improvement plan. There had been reductions in the numbers of looked after children and young people reported as missing and reductions in the numbers of young people referred to the youth justice management unit or the children's reporter on offending grounds.

Leaders were committed to continuing to implement the reclaiming social work model in order to embed systemic practice. Evaluations of the model's implementation and impact were largely positive.

Leaders demonstrated a commitment to transformational change by pooling resources in order to address some of the challenges they faced as a partnership: they had established a 'managing demand' group led by the chief executive of the council. Leaders were clear that the services for which they were individually and collectively responsible must adapt to meet a changing need. The impact of some of these changes was yet to be felt, although early indications were positive in relation to the development of services to meet need.

Good practice example: effective use of data

The Business Intelligence Unit, although a relatively recent development, has the potential to support leaders make better data-driven and data-informed decisions. Already the unit was helping to embed the analysis of data in service planning through its production of the data summary report, which included disaggregated data on different care groups of children and young people. It will build on the established work of the child protection committee in reviewing performance measures. The children's forum of the unit works with service areas to identify business priorities and translate that into the data needed to support this function. The partnership has a clear vision about the purposeful use of data to drive service planning and improvement and the Business Intelligence Unit will provide the strategic and technical expertise in realising this ambition.

Conclusion

The Care Inspectorate and its partners are confident that Aberdeen community planning partnership can continue to improve and to address the points for action highlighted in this report.

This is based on:

- the robust frameworks in place to ensure that Aberdeen's children and young people at immediate risk of harm are, and remain, safe
- improvements in the collection and analysis of performance data linked to the strategic aims outlined in the local outcomes improvement plan
- the potential for the effective analysis of data and the work of the Business Intelligence Unit to support leaders make better data-informed decisions to target resources at the areas of greatest need
- the range of improvements already demonstrated in the wellbeing and life chances of many children and young people in need of care and protection
- the community planning partnership's own joint self-evaluation which identified strengths and areas for development reflected in this inspection report.

Careful attention to the governance and oversight of child protection has paid dividends in supporting improvements. Partners will now need to ensure they pay equal attention to governance arrangements for looked after children and young people and those who are care experienced in order to achieve similar results.

What happens next?

The Care Inspectorate will request that a joint action plan is provided that clearly details how the partnership will make improvements in the key areas identified by inspectors. The Care Inspectorate and other bodies taking part in this inspection will continue to offer support for improvement through their linking arrangements. They will also work with the partnership to monitor their progress in taking forward their joint action plan.

Appendix 1: Summary of evaluations

How good is our leadership?

Good

9. Leadership and direction

- Vision, values and aims
- Leadership of strategy and direction
- Leadership of people and partnerships
- Leadership of improvement and change

Rationale for the evaluation

Collaborative leadership and strategic direction demonstrated important strengths, particularly in relation to child protection. This was let down by less well-developed processes in the strategic oversight of corporate parenting.

The robust governance, which allowed partners to assure themselves about the safety and protection of children and young people was not as effective in relation to all care experienced young people, in particular, those looked after at home and care leavers.

The vision, values and aims of the partnership were coherent, shared and embedded throughout strategic plans, and supported improved outcomes for most children and young people in need of care and protection. Chief officers were committed to their wider public protection remit and leaders provided clear direction to, and oversight of, the child protection committee which resulted in very effective monitoring of child protection practice. Chief officers made use of learning from Grampian-wide and other national strategic groups, including the North East Leaders Group for Public Protection.

While leaders demonstrated commitment, care and compassion for corporate parenting responsibilities, greater attention and strategic oversight was necessary to reduce inequalities in attainment, attendance and wellbeing across this group of young people, despite some improvements. A corporate parenting improvement group had been established recently that had the potential to provide key strategic oversight and support better outcomes for those who were looked after and care leavers however, its impact had yet to be seen.

Leaders at all levels demonstrated professional trust, accountability and constructive challenge. They led a learning culture that built capacity, supported staff to be professionally curious and enabled them to work collaboratively and feel empowered. Despite the investment in training, there remained areas of practice that were evaluated less well or in which there was more variability in quality, requiring further strategic oversight. A quality assurance framework had been agreed but was not yet implemented.

Leaders demonstrated a shared commitment to pooling resources and funding to support transformational change and service redesign. While early days, the partnership had reviewed and refined priorities, outcomes and outcome measures to ensure the needs of children and young people were met.

How well do we meet the needs of stakeholders?

Good

2.2 Impact on families

Rationale for the evaluation

Parents and carers were benefitting from the help they received from services, which were making their lives better however, not all parents were experiencing the same consistent degree of support.

Almost all parents and carers understood why services were involved with them and the majority felt staff were trying to improve things for them. Relationship-based practice was contributing to this and parents' experiences reflected trusting relationships with staff that built confidence. They benefitted from timely and early intervention. Targeted and intensive services and the robust multi-agency work with vulnerable pregnant women were having a positive impact. Alternatives to care and intensive family support services targeted at families with children and young people at risk of becoming looked after were effective in their support.

However, a few parents and carers felt judged and were not able to build relationships, particularly when there were child protection concerns. Some were also overwhelmed at the point at which services became involved. A high turnover of staff, particularly social workers, had impacted negatively on some parents' ability to develop trusting relationships.

Tailored parenting support was meeting parents' individual needs. Where parents were initially wary of services, this approach helped to build their capacity to change. Parents benefitted from a wide range of community-based resources. In some localities, parents were actively involved in planning at community level and the partners were putting in place resources that were increasing parental confidence and resilience.

In most cases, staff were effective at involving the child's parents and carers and seeking their views. A few parents and carers, however, felt they were not listened to or did not have their views taken seriously. Independent advocacy was not routinely offered to parents.

Some kinship carers told us they had historically found it difficult to get support and advice. Kinship carers who had been supported by the new kinship care team had valued better communication and felt more confident as carers.

In most cases where a child had been separated from family members, the support given to maintain appropriate parental relationships was mostly effective. For some, the support continued after their children had returned home.

Self-directed support arrangements were having a positive impact for some families. Its effectiveness was compromised in some instances by delays in putting it in place and difficulties for some families in recruiting personal assistants. A few parents and carers wanted greater access to respite and had experienced a lack of clarity about the ways in which this could be accessed.

How well do we meet the needs of stakeholders?

Good

2.1 Impact on children and young people

Rationale for the evaluation

Many children and young people were experiencing positive outcomes from the intervention of services however, this was not the case consistently across the lives of all children and young people in need of care and protection.

Children and young people in need of protection were being kept safe as a result of timely intervention. Strong pre-birth planning processes and focused multi-agency working were contributing to the safety of unborn and vulnerable babies. Improvements in the interagency referral discussion process had led to timely decision making and effective risk assessment for most children and young people.

The outcomes of looked after children and young people were more variable. Despite positive improvements in attendance and attainment and a reduction in exclusion rates for this group, those who were looked after at home experienced poorer outcomes than their looked after peers. Health outcomes for looked after children and young people remained variable. Out-of-authority placements remained high, while kinship care placements and the numbers of children and young people looked after at home remained low. The impact of approaches to address the balance of care had not yet been seen.

Where the child or young person had been identified as needing permanent substitute family care, this had mostly been progressing well. Where children and young people had been separated from their families, they were encouraged to maintain appropriate contact with their parents and carers in over 80% of cases and with their brothers and sisters in just over half of cases.

Children and young people with disabilities and in receipt of regular short breaks were not included within the looked after children and young people population and their entitlement as care leavers was not apparent. They were benefitting from regular reviewing arrangements. In the transition stage, there were mixed experiences and outcomes for this group of children and young people.

The life chances of some care leavers were enhanced by an increased uptake of college placements and increased numbers of care leavers sustaining their own tenancies. A few care experienced young people had experienced homelessness despite the partnership's approach to address their housing needs. The partnership needs to do more to maintain contact with young people after they leave care.

Young people were encouraged and supported to remain in their placements until they were ready for independence, at a pace that was right for them. Very good support to foster carers and a new focus on supporting kinship carers were helping to improve the stability of existing placements. A small number of young people returning to Aberdeen from out-of-authority placements faced challenges in accessing services.

Children and young people were benefitting from consistent, strong, supportive and trusting relationships with staff however, not all children and young people experienced the same degree of support. The use of perceptual data about children's, young people's and their parents' experiences of the child protection system was limited. The partnership had identified this as an area for improvement.

While we saw evidence of staff advocating for children and young people in two-thirds of case records, extending this would provide even greater support for those in need of care and protection and ensure the inclusion of their views in all decision-making processes.

What outcomes have we achieved?

Good

1.1 Improvements in the safety, wellbeing and life chances of vulnerable children and young people

Rationale for the evaluation

The partnership demonstrated encouraging progress in processes, improvements and outcomes for children and young people in need of protection, more so than for those who were looked after or care experienced.

Effective recognition and response to immediate risk of harm and increased staff confidence was keeping children and young people safe. The child protection committee had appropriately reviewed and refined the amount of data they gathered. Through their data framework and renamed performance and quality subgroup, the committee had formed relevant proxy measures to help them answer 13 key questions. This enabled them to review trends over time and make regional and national comparisons.

Good use of reliable data measures was seen through the work of the child protection committee. Partners were beginning to link proxy measures to demonstrate outcomes for children and young people in need of protection. Reducing trends in the length of time children were on the child protection register and re-registration rates were attributed to improvements in the quality of children's assessments and more effective plans. Partners had successfully reduced the number of young people going missing from their care placements, attributed to better collaborative working and stronger relationships between young people and staff. The use of emergency measures to keep children, including newborn babies, safe had fallen. Improved multi agency arrangements for pre-birth planning for vulnerable women and their unborn babies had contributed to this. There had been a reducing trend, in line with the national trend, of young people committing offences. The partnership had also met its **Permanence and Care Excellence (PACE)** targets.

The virtual school was monitoring and tracking the educational progress of all looked after children and young people. Partners were beginning to see improvements in areas such as school attendance and exclusions and the percentage of children attaining SCQF level four literacy and numeracy was increasing. The improved analysis of data meant that the partnership had good disaggregated information across different care categories.

Despite these improvements, there remained areas of challenge in relation to some children and young people who were looked after and care leavers. Outcomes for those looked after at home were poorer than for those accommodated. Limited health and wellbeing outcomes data meant that the partnership did not have a comprehensive oversight of the holistic needs of all children and young people in need of care and protection. We saw much variance in the experiences and outcomes for care leavers.

These issues notwithstanding, the partnership had made encouraging progress in demonstrating improvements for many children and young people in need of care and protection.

Appendix 2: The quality indicator framework and the six-point evaluation scale

The six-point evaluation scale

The six-point scale is used when evaluating the quality of performance across quality indicators.

6 Excellent	Outstanding or sector leading
5 Very Good	Major strengths
4 Good	Important strengths, with some areas for improvement
3 Adequate	Strengths just outweigh weaknesses
2 Weak	Important weaknesses – priority action required
1 Unsatisfactory	Major weaknesses – urgent remedial action required

An evaluation of **excellent** describes performance which is sector leading and supports experiences and outcomes for people which are of outstandingly high quality. There is a demonstrable track record of innovative, effective practice and/or very high quality performance across a wide range of its activities and from which others could learn. We can be confident that excellent performance is sustainable and that it will be maintained.

An evaluation of **very good** will apply to performance that demonstrates major strengths in supporting positive outcomes for people. There are very few areas for improvement. Those that do exist will have minimal adverse impact on people's experiences and outcomes. While opportunities are taken to strive for excellence within a culture of continuous improvement, performance evaluated as very good does not require significant adjustment.

An evaluation of **good** applies to performance where there is a number of important strengths which, taken together, clearly outweigh areas for improvement. The strengths will have a significant positive impact on people's experiences and outcomes. However improvements are required to maximise wellbeing and ensure that people consistently have experiences and outcomes which are as positive as possible.

An evaluation of **adequate** applies where there are some strengths but these just outweigh weaknesses. Strengths may still have a positive impact but the likelihood of achieving positive experiences and outcomes for people is reduced significantly because key areas of performance need to improve. Performance which is evaluated as adequate may be tolerable in particular circumstances, such as where a service or partnership is not yet fully established, or in the midst of major transition. However, continued performance at adequate level is not acceptable. Improvements must be made by building on strengths while addressing those elements that are not contributing to positive experiences and outcomes for people.

An evaluation of **weak** will apply to performance in which strengths can be identified but these are outweighed or compromised by significant weaknesses. The weaknesses, either individually or when added together, substantially affect peoples' experiences or outcomes. Without improvement as a matter of priority, the welfare or safety of people may be compromised, or their critical needs not met. Weak performance requires action in the form of structured and planned improvement by the provider or partnership with a mechanism to demonstrate clearly that sustainable improvements have been made.

An evaluation of **unsatisfactory** will apply when there are major weaknesses in critical aspects of performance which require immediate remedial action to improve experiences and outcomes for people. It is likely that people's welfare or safety will be compromised by risks which cannot be tolerated. Those accountable for carrying out the necessary actions for improvement must do so as a matter of urgency, to ensure that people are protected and their wellbeing improves without delay.

Appendix 3: The terms we use in this report

Aberdeen Care Experienced (ACE)

A website and group offering information to looked after and care experienced young people in Aberdeen and supporting them to influence the agenda of the champions board.

Caledonian programme

An integrated approach to addressing domestic abuse. It combines a court-ordered programme for men aimed at changing their behaviour, with support services for women and children.

Champions board

A forum intended to create a unique space for care experienced young people to meet with key decision-makers, service leads and elected members to influence the design and delivery of services that directly affect them and to hold corporate parents to account.

Child protection committee

A forum that brings together all the organisations involved in protecting children in the area. Its purpose is to make sure that local services work together to protect children from abuse and keep them safe.

Child protection order

An order issued by a sheriff in an emergency which removes the child to, or keeps them in, a place of safety.

Community planning partnership

The multi-agency arrangement in which public agencies work in partnership locally with communities, the private and third sectors to plan and deliver better services.

Dyadic developmental psychotherapy

An approach to support families and professionals work together to support children and young people who have experienced trauma and adverse childhood experiences.

Getting it right for every child (GIRFEC)

Getting it right for every child is the national approach in Scotland to improving outcomes and supporting the wellbeing of children and young people by offering the right help at the right time from the right people. It supports them and their parents to work in partnership with the services that can help them.

Inter-agency referral discussion (IRD)

The inter-agency referral discussion is the process of joint information sharing, assessment and decision-making about child protection concerns. The IRD is not a single event but takes the form of a process or a series of discussions.

Lead professional

A professional who co-ordinates assessment and planning to meet the needs of a child or young person when two or more agencies work together.

Multi-agency risk assessment conference (MARAC)

A meeting in which agencies identify and talk about the risk of future harm to people experiencing domestic abuse and, if necessary, their children, and draw up an action plan to help manage that risk.

Multi-agency tasking and co-ordinating (MATAC)

A multi-agency process to tackle domestic abuse. The process involves the perpetrator and the victim, to address behaviours and make changes to protect victims, including children.

Permanence and Care Excellence (PACE)

A programme delivered by the Centre for Excellence for Looked After Children in Scotland (CELCIS). It is a whole-systems approach to improving permanence for looked after children, working with all agencies involved in their welfare.

Pupil Equity Funding:

Scottish Government funding for schools to support them to close the poverty-related attainment gap.

RAFT (Reaching Aberdeen Families Together)

A service which brings together five local and national charities (Barnardo's, ADA, Foyer, Apex and Homestart) in a single service in Aberdeen. The service is funded by Aberdeen City council to provide short-term, early help to children, young people and families considered vulnerable and in need of support services in Aberdeen.

Reclaiming social work unit model

A redesign of social work services into small units with key staff working with children and families. The aim is to reduce the number of children in care and deliver more positive outcomes for children and families.

Staying Put

The Staying Put Scotland guidance was published by Scottish Government in October 2013, the result of work undertaken on behalf of its looked after children strategic implementation group. The guidance is intended to improve care planning and achieve positive outcomes for care experienced young people.

Virtual School

An Aberdeen resource designed to support improvements in the educational progress, attainment and achievement of all children and young people looked after by the local authority, including those that are educated in other local authorities. The Virtual School is led by the virtual school head teacher with support from colleagues in social work, the educational psychology service, the third sector, the central education team and a looked after children nurse.

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ABERDEEN CITY COUNCIL

COMMITTEE	Public Protection
DATE	10 October 2019
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Aberdeen City Child Protection Committee Annual Report 2018-19
REPORT NUMBER	OPE/19/266
DIRECTOR	Rob Polkinghorne
CHIEF OFFICER	Graeme Simpson
REPORT AUTHOR	Kymme Fraser
TERMS OF REFERENCE	1.1, 1.2, 1.3 and “Joint Working with Non-Council Bodies”

1. PURPOSE OF REPORT

To share Aberdeen City Child Protection Committee’s (CPC) Annual Report 2018-19 which provides the Committee with information and assurance on the work of the CPC.

2. RECOMMENDATION(S)

That the Committee:

- 2.1 notes the content of the CPC’s Annual Report 2018-19, including the Child Protection Improvement Programme for 2019 – 2021;
- 2.2 notes the positive impact and effectiveness of child protection improvement initiatives;
- 2.3 notes the effective working across child protection; and
- 2.4 notes the use of statistical information to inform practice and improvement initiatives relating to child protection.

3. BACKGROUND

3.1 The CPC Annual Report, attached, details the work of the CPC in the period January 2018 through to end of March 2019. It demonstrates effective multi agency working in Aberdeen City across a range of partners who all fully participate in the improvement work undertaken through the CPC. The improvement initiatives are data informed, something which has been commended by the Care Inspectorate in their Report of a joint inspection of services for children and young people in need of care and protection in Aberdeen City, September 2019. The Annual Report illustrates:

- the delivery of national initiatives and local implications;
- learning from significant case reviews;
- quality assurance processes;
- training and development; and
- local evidence based initiatives.

3.2 The CPC Annual Report also details the Child Protection Improvement Programme for the forthcoming period 2019 – 2021. The initiatives are aligned with the aims of the Local Outcome Improvement Plan (LOIP) and are informed by national expectations as well as local requirements. The findings of the Care Inspectorate in their joint inspection report, September 2019 will also be considered and, where required, incorporated into the Programme.

The focus of the Child Protection Improvement Programme 2019-21 is:

- To adopt a strength based and participatory approach to child protection practice across the partnership in Aberdeen City;
- To improve multi-agency recognition and response to indicators of cumulative neglect;
- To improve professional, family and young people's awareness, knowledge and skills to safeguard and protect from the abuse and harm of on-line safety, child sexual exploitation and child trafficking;
- To improve multi agency recognition and response to child protection implications of domestic abuse;
- To improve the partnership's processes and responses to the vulnerabilities of 16-17 year olds and all young people who go missing;

- To improve multi-agency recognition and response to child protection implications of emotional abuse;
- To improve multi-agency recognition and response to Cultural Issues (including Female Genital Mutilation (FGM), ethnicity, LGBT+, Prevent, Forced Marriage) in the field of child protection; and
- To improve multi-agency recognition and response to child protection issues arising among children with disabilities and complex needs.

4. FINANCIAL IMPLICATIONS

4.1 There are no financial matters arising from the recommendations of this report.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications arising from the recommendations of this report.

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Financial	None for this report		
Legal	None for this report		
Employee	None for this report		
Customer	Required improvements and developments in practice are not identified and actioned.	M	Children, young people and their families can be assured that services in Aberdeen City are continually appraised in order to improve the quality of locally delivered services.
Environment	None for this report		
Technology	None for this report		
Reputational	Organisational failings in relation to child protection can bring significant media interest and scrutiny of services delivered	M	The public can be assured that: the Council ensures compliance with legal requirements, national standards and guidance; partners respond to self and external scrutiny; and

	to children and young people.		identified areas for improvement are addressed.
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7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	None
Prosperous People	The functions of the Child Protection Committee are central to supporting and assuring that the multi-agency Children's Services partners deliver on the outcomes of the LOIP Prosperous People - Children are our Future and that they have "the best start in life"; they are "safe and responsible" and "protected from harm". Children who are adequately protected from threats to their health, safety and economic wellbeing are more likely to prosper than those who are not.
Prosperous Place	None

Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	None
Organisational Design	None
Governance	Appropriate oversight of services delivering public protection provides assurance to both the organisation and the public in terms of meeting the council's statutory duties, and also contributes to compliance with agreed standards.
Workforce	A proactive learning approach is taken to support staff understanding of the range of child protection issues identified locally and nationally.
Process Design	None
Technology	None

Partnerships and Alliances	Services to children and young people are delivered on a multi-agency basis and the scrutiny, challenge and learning requires all agencies to work in partnership with each other.
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8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	Not required
Data Protection Impact Assessment	Not required
Duty of Due Regard / Fairer Scotland Duty	Not required

9. BACKGROUND PAPERS

None

10. APPENDICES (if applicable)

Aberdeen City Child Protection Committee Annual Report 2018 – 19

11. REPORT AUTHOR CONTACT DETAILS

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Aberdeen City Child Protection Committee

Annual Report 2018-19





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Preface from Chief Officers

This is the fifth Annual Report of Aberdeen City Child Protection Committee. Ensuring that all children in Aberdeen are safeguarded and protected from harm and abuse is taken very seriously by all involved. The commitment of all agencies is apparent in the day to day delivery of child protection services. It can also be seen in those agencies' extensive contribution to the strategic improvements and developments carried out in 2018-19.

Aberdeen City Child Protection Committee covers the Aberdeen City local government area. The Child Protection Committee works with child protection agencies locally and nationally and, more widely, with colleagues across Integrated Children's Services in this City. It aims to support the multi-agency workforce and members of the public to ensure Aberdeen is the best place in Scotland to grow up, to promote the care and welfare of our children and to protect them from abuse and harm.

We are committed to partnership working to ensure the protection and safety of the City's children and young people. We are committed to understanding the child protection concerns which arise in our City and to

making improvements together to address these. We are committed to recognising the strengths within our families in Aberdeen and to including parents, carers and young people in the ongoing development of our child protection processes. The Child Protection Committee has representatives from Social Work, Police, Health, Education, Housing, Children's Reporter and the third sector. Their achievements are highlighted in this report and include improving outcomes in the areas of child sexual exploitation, child trafficking, on-line safety, cumulative neglect, the impact of domestic abuse, the provision of consistent child protection services and making the best use of our data.

The work of the Child Protection Committee could not have been delivered without the commitment and support of many practitioners. We thank them for the contribution of their time, experience and insight towards the safeguarding of our children and young people. In particular, we would like to recognise and thank Heather MacRae for her commitment to the role of Chair over the last 3 years and to welcome Sheena Gault as independent Chair as we move forward.



Angela Scott, Chief Executive,
Aberdeen City Council



Chief Superintendent Campbell
Thomson, *Police Scotland*



Amanda Croft, Chief Executive
NHS Grampian

Introduction to the Child Protection Committee

What is the role of the Child Protection Committee?

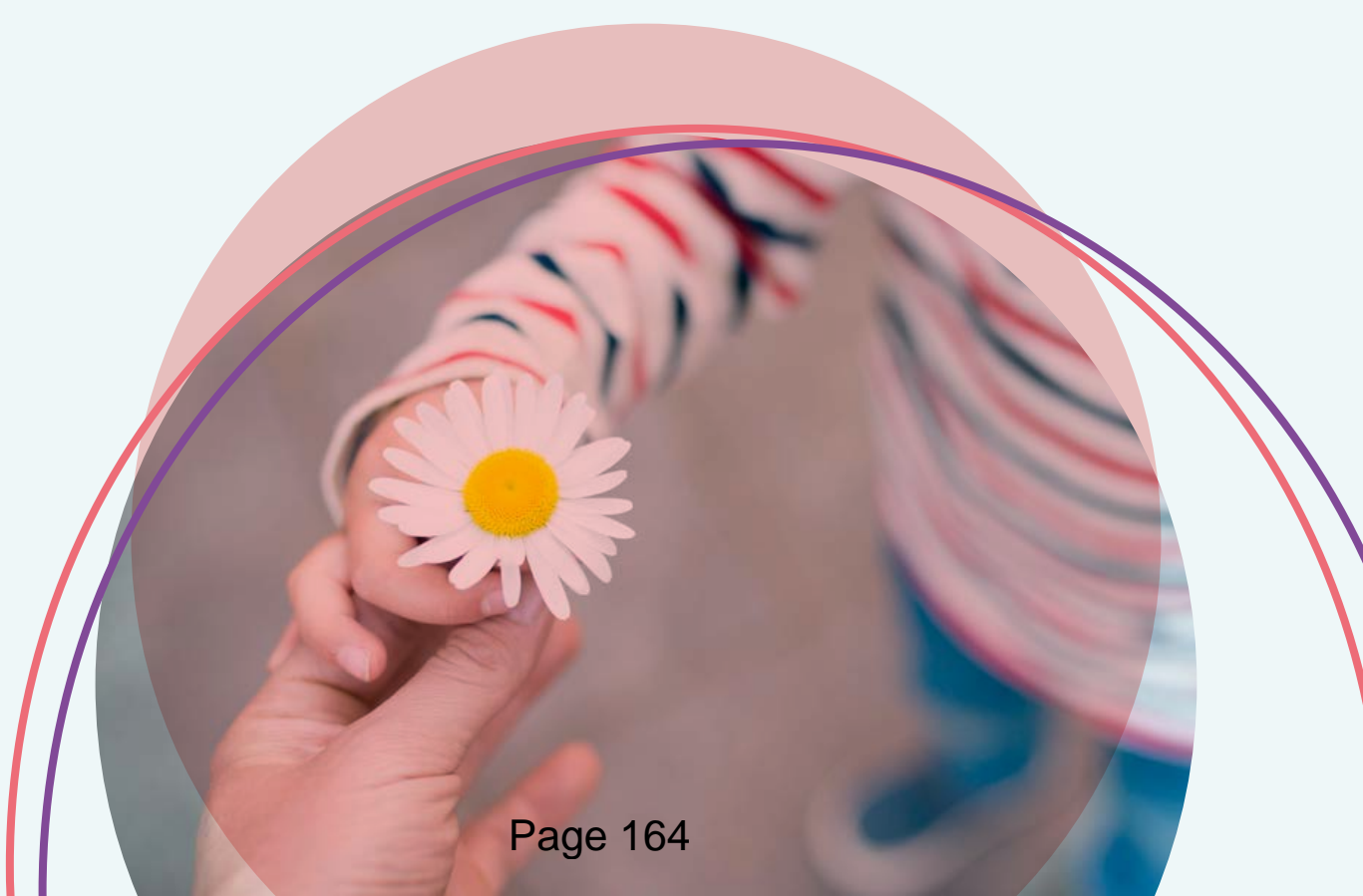
The Aberdeen City Child Protection Committee (CPC) is a locally based, multi-agency strategic partnership responsible for the design, development, publication, distribution, dissemination, implementation and evaluation of child protection policy and practice across Aberdeen City. The CPC are also responsible for the quality assurance of multi-agency practice and ensuring that the performance measures put in place ultimately lead to improving outcomes for children and young people.

Child protection means preventing a child suffering significant harm from abuse or neglect. The CPC is committed to its responsibility to keep all children in Aberdeen City safe from harm whether abuse or neglect has already taken place or looks likely to take place.

In working to achieve that, the functions of the CPC are continuous improvement, strategic planning, public information and communication. Professional and public bodies work collaboratively to promote and improve child protection across all areas of their agencies and services.

Who are the members of the Child Protection Committee?

The CPC has senior membership across the full range of agencies and services with child protection responsibility including Aberdeen City Council (Social Work, Education and Housing), Police Scotland, NHS Grampian, the Reporter to the Children's Hearing, Aberdeen Violence against Women Partnership and the third sector. The CPC has been chaired by Heather MacRae, Lead Nurse, Aberdeen City Community Health from June 2015 until February 2019. The CPC has now appointed an Independent Chair, Sheena Gault, who assumed the role in February 2019. The CPC is vice-chaired by Graeme Simpson, Chief Social Work Officer and Chief Officer for Integrated Children & Family Services. The CPC appointed a new Lead Officer, Stuart Lambertson, in March 2019. All members aim to consistently improve upon the delivery of robust child protection practices across the public, private and wider third sectors.



Who is responsible for and to the CPC?

The National Guidance for Child Protection in Scotland 2014, requires that each CPC be governed by a Chief Officer Group. The Local Police Commander and the Chief Executives of NHS Grampian and Aberdeen City Council are the Chief Officers responsible for the leadership, direction and scrutiny of the local child protection services and they have strategic responsibility for the CPC.

Aberdeen City CPC works collaboratively with other strategic partners; in particular, the Integrated Children's Services Board, Violence against Women Partnership, Adult Protection Committee and the Alcohol & Drugs Partnership. This means that child protection is seen alongside the wider context of supporting families and meeting children's needs. It ensures that partners are aligned in their aims, priorities and delivery of improvements as set out in the Child Protection Programme and the Local Outcome Improvement Plan (LOIP). We are committed to Getting It Right For Every Child. GIRFEC is the national practice model which aims to ensure children and young people are safe, healthy, achieving, nurtured, active, respected responsible and included.

Some areas of child protection activity are shared across Aberdeen City, Aberdeenshire and Moray local authority areas. These are delivered under the identity of the Child Protection Partnership. These activities are the Child Protection Register (CPR) and the delivery of child protection learning and development opportunities to the multi-agency workforce, including Joint Investigative Interview training.

The CPC also works in partnership with the Scottish Government and other CPC's nationally to take forward child protection policy and practice across the local area and across Scotland.

How does the CPC work?

Aberdeen City CPC meets four times each year as well as having an annual development day. All the members have child protection skills and knowledge. They consider information from a variety of sources such as the local Child Protection Register, Children's Reporter, significant case reviews, formal inspections of Children's Services, case file audits and national developments. Identified areas for improvement and emerging trends in relation to child protection are then incorporated into the Child Protection Programme, which is detailed in this report.

The CPC has three permanent Sub Committees, each reporting directly to the CPC. The **Performance and Quality Assurance Sub Committee** (formerly the Operational Sub-Committee), has been established to focus on the monitoring and measuring of improvements in child protection practice. The **Significant Case Review (SCR) Sub Committee** progresses any SCRs locally and ensures that the learning from SCRs around the country is disseminated across the Aberdeen City area. The **Learning & Development Sub Committee** identifies and has oversight of the delivery of multi-agency child protection learning.

The CPC also has short life Thematic Groups which are established to take forward key areas of improvement activity. These now also report directly to the CPC and are currently:

The **Child Sexual Exploitation, Child Trafficking and On-line Safety group**. Although originally established as a short life group in relation to CSE, it's remit has extended to include the inter-related areas of child trafficking and on-line safety.

The **Child Protection & Domestic Abuse group** has worked collaboratively with the Aberdeen Violence Against Women Partnership (AVAWP) in the development of multi-agency guidance on this topic.

The **Missing Children group** has been established to ensure single agency guidance on missing children is consistent and to produce multi-agency guidance if necessary.

The **16/17 Year Old group** is aiming to produce multi-agency guidance to support this particularly vulnerable group of young people.

The **Neglect group** has worked on auditing the effectiveness of Child's Plans in addressing cumulative neglect and on a developing a multi-agency Neglect Strategy.

The **Strength Based Practice group** is utilising Quality Improvement Methodology and tests of change to roll out this approach across the City, particularly at Case conferences.

The structure is illustrated in **Appendix 1** to this report.

The Child Protection Programme 2016-19

What are the key themes of the Child Protection Programme?

This Annual Report focusses on the work delivered in 2018-19 by the Child Protection Programme (CP Programme). The programme, running from August 2016, was concluded in January 2019. The CP Programme has developed and evolved over that period to ensure that the CPC functions are fulfilled. The core functions of all Scottish Child Protection Committees are specified by the Scottish Government in national guidance as **continuous improvement, strategic planning, public information and communication**. Those functions have been incorporated into the multi-agency CP Programme.

The three key themes of the CP Programme are linked to the Quality Indicators as outlined in the Care Inspectorate document [“How Well Are We Improving the Lives of Children and Young People?”](#) as follows:

- How well are the lives of children and young people improving?
- How well are partners working together to improve the lives of children, young people and families?
- How good is the leadership and direction of services for children and young people?

The new CP Programme 2019-21 has adopted the themes of the Care Inspectorates’ revised [Quality Indicator Framework July 2018](#).

How is the Child Protection Programme informed?

In the CP Programme, we make sure national priorities are addressed as well as work required by local strategic plans, such as the Children’s Services Plan and the Local Outcome Improvement Plan (LOIP) which recognises that ‘Children Are Our Future’ and need to be safe and responsible as well as protected from harm.

We also incorporate other local work identified through various self-evaluation strands such as case file auditing, significant case reviews, inspection findings, statistics, data analysis and practitioners’ knowledge. The programme is reviewed at the annual CPC Development Day and routinely at quarterly CPC meetings.

We have carefully considered and contributed to the Scottish Government’s National Child Protection Improvement Programme (CPIP) which was initiated in March 2017. The key themes identified are

- the CPC governance structure and links with Chief Officer Groups
- the operation of Child Protection Registers and Child Protection Case Conferences
- learning from Significant Case Reviews
- children’s and families’ experiences of the child protection process.

The current CP programme has concentrated on child sexual exploitation, child trafficking, on-line safety, learning from SCRs particularly in relation to cumulative neglect, the provision of consistent child protection services and making the best use of data. We have continued to build on that to include child protection and domestic abuse, strength based practice, better participation of parents, carers and young people and the quality assurance of our processes.

The CPC is committed to improving links with other public protection partnerships in the City such as the Adult Protection Committee, AVAWP and the Alcohol and Drugs Partnership (ADP); the work of all these other partnerships impacting on vulnerable children in the City.

The CPC has also committed to the establishment of a Learning & Development Sub Committee to ensure local training issues are addressed and learning from SCRs is disseminated.

What has the Child Protection Programme delivered in 2018?

There follows a flavour of some of the work carried out under the programme throughout 2018 and to its conclusion in January 2019.

Making Best Use of Data

- Child Protection data including information from the Child Protection Register (CPR), SCRA and Child Protection Case Conference Performance Reports are reviewed and analysed at the CPC and Operational Sub Committee meetings. This enables us to review performance, benchmark with other authorities, identify trends and areas for improvement. We recognise the ongoing importance of this and have reformed the Operational Sub Committee, with new Terms of Reference and some new membership, as the Performance and Quality Assurance Sub Committee. This had its inaugural meeting in March 2019.
- In 2018, the CPC refreshed its data and performance framework. This is a suite of scrutiny questions which provides analysis of the available data and ensures that the outcomes of the CP Programme are being met. We continue to work collaboratively with CELCIS as they implement the data and performance elements of the Scottish Government's Improvement Programme.
- This area of focus has been extended in 2018 into the quality assurance of our processes and procedures; in particular, inter-agency referral discussions (IRDs), joint investigative interviews, records of child protection investigations, child's plans and re-registration trends.



Child Protection Register

- A significant source of information about categories of concerns and emerging trends comes from the management information compiled by the Child Protection Register team. The CPR has been modernised in this last year to reflect the increasing use of statistical information in the planning and delivery of child protection services. The sharing of the Register with our neighbours in Aberdeenshire and Moray enables the CPC to consider issues in its own geographical area and to compare trends across Grampian. The annual figures are taken at 31 July each year and reported to the Scottish Government. As can be seen from the performance information provided later in this report, the predominant risk factors across Aberdeen City remain domestic abuse, parental drug and alcohol misuse, emotional abuse and neglect, with increasing evidence of concerns around parental mental health.

Child Sexual Exploitation, Child Trafficking and On-Line Safety

- There is now widespread professional understanding of CSE and an ever-increasing understanding of the link with other child protection issues, namely child trafficking and on-line safety. For that reason, the work of the original CSE group has been extended to cover these other issues as well. As a pilot area for Barnardo's RISE project, Aberdeen City is one of the two areas in Scotland with an allocated CSE adviser. The success of this project has seen recent proposals for it to be extended nationally. The CSE adviser has worked alongside other key professionals in the Child Protection Committee's CSE Group and with the Comic Relief funded Green Light Project. This has enabled extensive and specialist learning of CSE, child trafficking and on-line safety to be disseminated across professionals, families, young people and the wider public.
- The CPC has worked in partnership with the regional Human Trafficking police expert who has supported the development of our multi agency guidance on child trafficking. This sits alongside established guidance in relation to CSE.
- Key to the success of this work is the engagement of young people who have responded well to social media events, to small group sessions in residential homes and to the opportunity to become CSE Ambassadors at Harlaw Academy. Cybersafe Scotland is represented on the CPC thematic group and is developing materials for use in local schools on on-line safety, with an expectation that these will be rolled out nationally. Direct work in schools is raising awareness of grooming and internet safety and covers legislation relating to the sharing of indecent images. This has led to disclosures as well as many, many young people reviewing their privacy settings on electronic devices. A total of 2057 school pupils of primary and secondary school age were reached in 2018 (cf 403 in 2017). One to one support is available through the CSE Adviser, Green Light Project, Young Women's Service and Includem.

- Learning, development and awareness raising opportunities continue. A multi-agency Child Trafficking and CSE event was held in January 2018 in conjunction with Robert Gordon University, with 131 multi agency representatives in attendance. On-line offending has been the subject of a session in September 2018 with colleagues in Stop it Now! and our criminal justice services. A Facebook multi agency live chat event took place in March 2018 and attracted 44,000 views. The total number reached through this series of events in 2017 and 2018 is over 102,000 people. A twitter campaign in October 2018 coincided with national Child Trafficking Awareness month. The CPC also participated in the national CSE workshop via video-link in February 2019, with 31 local practitioners in attendance.
- The frequency of Strategy and Care & Risk Management meetings involving groups of young people potentially at risk of CSE, child trafficking and associated vulnerabilities led to the improvement of these procedures in 2018. The number of these meetings has increased from 3 in 2017 to 31 in 2018 which indicates significantly increased professional awareness. Data collection is still in course of development and is a priority for improvement, although the gathering of intelligence continues to grow.
- Ongoing work includes the preparation of information for parents and carers in the form of an electronic leaflet as their attendance at PTA events has not been significant.



Multi -agency Learning and Development

- The Learning & Development Sub Committee has oversight here. Learning and development opportunities have been made available through commissioned core child protection training from Aberlour Trust, the Child Protection Partnership and national initiatives. Significant awareness raising and training has been delivered through the CSE, Child Trafficking and Online Safety group as noted above.
- The Aberlour Trust has a programme covering core child protection training. Their courses include: an Introduction to Safeguarding and Protecting Children & Young People; Assessing & Planning with Children and Young People; Managing Information, Recording, Chronologies & Single Plans; and Neglect.
- The Child Protection Partnership (Aberdeen City, Aberdeenshire and Moray CPCs) have held awareness raising events in 2018 on Child Trafficking (January) Interagency Referral Discussions (April), and a series of events in relation to Cumulative Neglect in October, November 2018 and January 2019. These are co-ordinated by the three CPCs in conjunction with Robert Gordon University, with specialist speakers on the various topics.
- The National CSE Workshop in February 2019 was hosted in Elgin and teleconferenced to Aberdeen City. We aim to extend this approach to enable learning & development opportunities to be widely available across the Grampian area, whilst reducing the impact on resources.
- Continuous improvement, including training and staff development, is one of the three key functions of the CPC. Whilst we have utilised the resources available advantageously, the absence of a multi-agency training coordinator is noted.

Significant Case Reviews

- The SCR sub committee meets regularly to consider local and national cases which require scrutiny.
- An Initial Case Review (ICR) originally notified in October 2017 was considered in detail and at length by the SCR Sub Committee through 2018. The findings focussed on Cumulative Neglect and led to an action plan to address this issue. The series of three conferences from October 2018 – January 2019 detailed the current theory and practice in relation to Neglect, the findings this ICR, and an opportunity for all staff to contribute to the strategic planning to address the issue.
- Two further ICRs were received in 2018. One, relating to the issue of Fabricated and Induced Illness, is proceeding to a Significant Case Review, utilising the Welsh Methodology and supported by colleagues in CELCIS. The other ICR is currently being considered by the SCR Sub Committee.
- National SCRs are also considered and local learning intimated to agencies.



Child Protection and Domestic Abuse

- Work continues to develop multi agency practice guidance on child protection and domestic abuse. Expertise is drawn from practitioners in this field, the AVAWP, Grampian Women’s Aid, Caledonian Project and Criminal Justice. It will be based on the Scottish Government “Safe and Together” Strategy. The issue of the guidance will be followed up with local (Aberdeen) awareness raising and monitoring of use and impact of the Equally Safe approach.

Neglect

- We have been developing a strategy and Practitioners Guide in relation to Neglect which nears completion and will be rolled out in 2019.
- The findings of the M Family case review led to agencies taking particularly proactive approaches to addressing Neglect; from staff sessions to larger scale multi-agency events, such as the Neglect Conference series in 2018-19.
- This continues to be one of the main areas of focus of the local child protection improvement programme.



Strength - Based Practice

- Consistent with the CPIP aims, we aim to adopt a strength based practice approach across all agencies and services in Aberdeen City. There are many areas across agencies where this approach is already embedded such as in the use of systemic practice in the children's social work service, Family Nurse Partnership and the Educational Psychology Service. We have been utilising the improvement methodology to extend this approach to the child protection case conferences and in particular their physical environment, supporting paperwork, style of conference itself and in gaining the feedback from families. Early indications are that this approach is well received by families and promotes their participation and involvement in the child protection process.

Missing Children and Vulnerable 16 - 17 year olds

- Work has commenced in 2018 to consider the single agency processes in relation to missing children, to ensure they are consistent with each other and to produce multi agency guidance if needed.
- This work is aligned with the development of a multi agency protocol in relation to vulnerable 16-17 year olds who do not meet a child or adult protection threshold but who are none the less vulnerable. We aim to "get it right for every child" and to draw on the value of this embedded multi agency approach for younger children.



Child Protection Partnership

Aberdeen City CPC participates in the joint activities of the Child Protection Partnership. The three separate CPCs for Aberdeen City, Aberdeenshire and Moray have worked together under the banner of the Child Protection Partnership in relation to the Child Protection Register, Joint Investigative Interview training and some bespoke child protection training, such as conferences. As well as a resource for professional staff across agencies, valuable management information is drawn from the Child Protection Register and, as part of the CPC's self-evaluation activity, assists in the identification of emerging gaps and trends.

Conferences

In 2018-19, conferences focussed on Child Trafficking, Inter Agency Referral Discussions, the series of three Neglect Conferences and the national CSE Workshop. The Partnership, works with The Robert Gordon University in the coordination and hosting of these events. These are available free of charge to relevant professionals across all agencies and services.

Joint Investigative Interview training

Joint Investigative Interview training is coordinated by the Grampian Joint Investigative Interview Group which is chaired by Police Scotland. This group ensures that select staff in Police and Social Work are adequately trained to deliver this essential element of child protection in Aberdeen City. Coordination meetings are held quarterly as well as an annual business meeting. The Grampian Joint Investigative Interview Group report to the Child Protection Partnership and are currently working on establishing a standard process for quality assuring these interviews.



Child Protection Register

The CPR enables agencies to be aware of the children at greatest risk of abuse or harm and to intervene to minimise those risks appropriately.

The areas of concern are identified at a case conference and recorded on the CPR. These can be one or more of the following categories

1.	neglect
3.	parental mental health problems
5.	domestic abuse
7.	physical abuse
9.	child placing themselves at risk
11.	child sexual exploitation

2.	parental substance misuse
4.	non-engaging family
6.	sexual abuse
8.	emotional abuse
10.	forced or dangerous labour
12.	child trafficking

Statistical information from the CPR is intimated to the Scottish Government, annually with figures as at 31 July. Useful management information flowing from the CPR is produced by the Child Protection Partnership office and assists in informing the CP Programme. Some more detailed performance management information is considered below. This information has been drawn from the CPR.



Performance Management

The suite of performance management information considered by Aberdeen City CPC includes the following; comprehensive quarterly reports from the Child Protection Register, SCRA Child Protection Committee reports, numbers of Child Protection Orders from Legal Services, administrative information from Child Protection Admin (Aberdeen City Council), and other annual statistical information from others such as the Scottish Government and Social Work Scotland. These reports are analysed by the Operational Sub-Committee and reported upon, in accordance with the data framework, to the CPC. The extension of this area of work has led to the reframing, in early 2019, of the Operational Sub Committee as the Performance and Quality Assurance Sub Committee with refreshed Terms of Reference and membership.

A significant source of information about categories of concerns and emerging trends comes from the management information compiled by the CPR team. This enables the CPC to consider issues in its own geographical area and to compare trends across the Grampian area. The annual figures are taken at 31 July each year and reported to the Scottish Government. The statistics used in this report are therefore consistent with the return to the Scottish Government. We have also, where possible, illustrated the figures right up to the end of March 2019.

Throughout 2018, Aberdeen City applied for and were granted 18 Child Protection Orders in court for the purpose of the immediate protection of a child from the risk of significant harm. Most work is, however, conducted with parents and families without the need for a court order. Case Conferences involve families and multi-agency professionals in the making of a child protection plan.

As at 31 March 2019, in Aberdeen City there were 82 children on the Child Protection Register. The greatest percentage (at 52%) of the children was in the pre-school age group of 0-4 years. Registration does not substantially vary according to gender.

Compared to March 2018, registrations in the City have increased from 61 to 82 children (2.4 per 1000 population). These numbers are comparable to the national average rate which is 3.0 per 1000 children.

33 of the 150 children registered over the year to end July 2018 in Aberdeen City, had previous registration history, although only 7 of those children had been on the CPR within the previous 2 years. In the same period, there were 162 de-registrations in Aberdeen City area.

The CPR is a well utilised resource with a total of 1,335 enquiries in the period from January 2018 – March 2019. From the Aberdeen City area, there were 455 direct and web-based enquiries during that period. The main referrers continue to be Police, Education and internal Social Work.

Key areas of risk are identified and recorded on the CPR. A number of risk factors are therefore likely to be recorded in each case. The identification of risk factors enables focussed work with families through the child's plan on these identified areas. It also allows for a strategic focus on in the predominant areas of risk. The CPC, through the CP Programme, will continue to focus on those issues.

The most recent figures from the CPR indicate that the predominant risk factors across Aberdeen City remain domestic abuse, parental drug and alcohol misuse, emotional abuse and neglect, with increasing evidence of concerns around parental mental health.

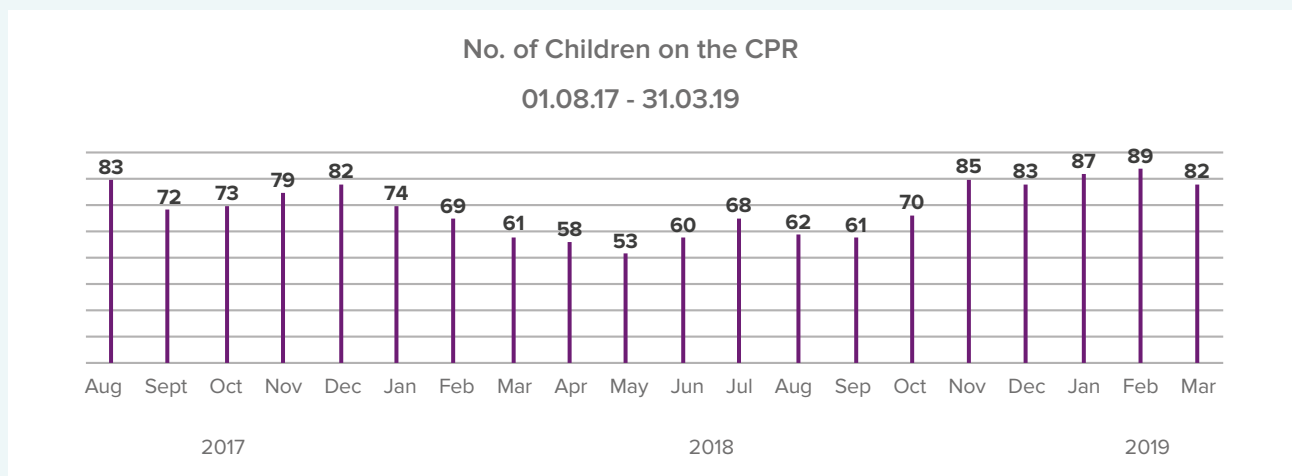
The ages of the children on the CPR also assist in recognising, and planning for, the most vulnerable. Unborn babies in Aberdeen City accounted for 5% of total registrations, the pre-school age group for 52%, the 5-10 age group for 29%, the 11–15 age group for 14% of total registrations. There are no registrations in the 16+ age group.

The following tables detailing information relating to Aberdeen city are extracted from the statistical return to the Scottish Government submitted for the year to 31 July 2018, with some extended to include data to the 31 March 2019.

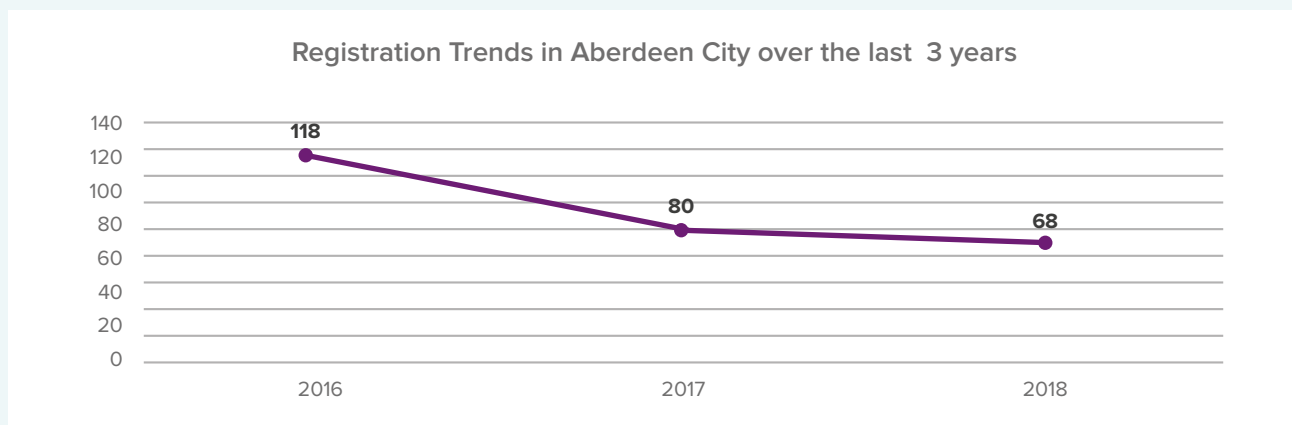
Registrations in the North East

As at 31.03.19, there were 82 children in the Aberdeen City area on the North East Scotland Child Protection Register.

Registration Trends in Aberdeen City to 31.03.19



Registration Trends in Aberdeen City over the last 3 years (as at 31.07)



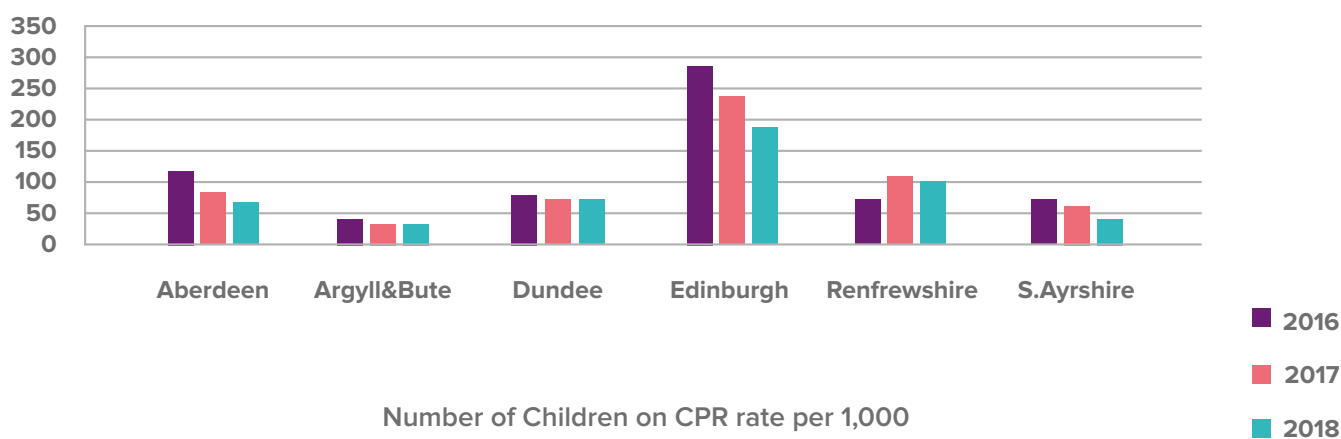
Re-Registrations

In relation to Aberdeen City, in the period 1 August 2017 – 31 July 2018, 33 children had a previous registration history:

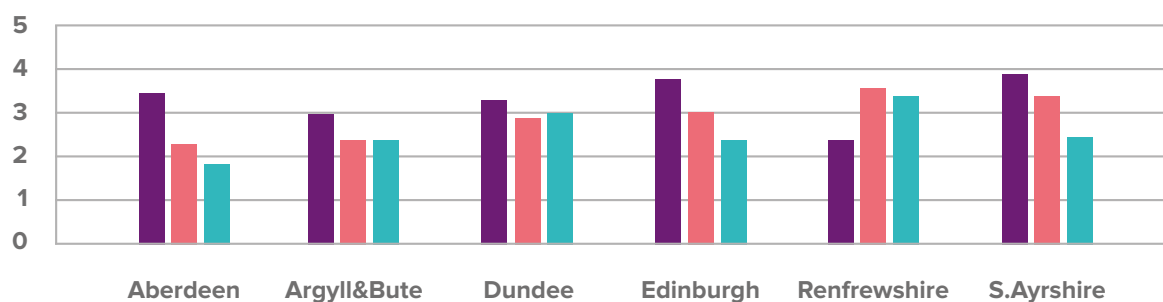
- 33 children out of 150 (22%) registered over the year had previous registration history
- 33 children involving 23 families
- The longest time interval between individual registrations was 9 years 1 months and the shortest 1 year 1 month
- 33 children had previous registrations compared to 47 in 2016/17
- Only 7 children (5%) had been on the CPR within the previous 2 years
- Nationally 18% of children had been previously registered

Registrations per Comparative Local Authority Areas

No. of children on the CPR
Comparative Local Authorities



Number of Children on CPR rate per 1,000
population aged 0-15



Case Conferences

Number of scheduled Case Conferences between 01.08.17 - 31.07.18

Authority	*Initial/Pre-Birth			Reviews			Total		
	2015/16	2016/17	2017/18	2015/16	2016/17	2017/18	2015/16	2016/17	2017/18
City	132	152	123	277	291	198	409	443	321

*Initial Case Conference include any Transfer in and Reviews include any transfer out Case Conferences involved singular and multi-sibling families.

In the most recent period of available annual statistics, 2017/18, the conversion rate from case conference to registration is 87%. This reflects a recent improvement work in this respect; an increase from 81% in period 2016/17.

De-registrations

In the period 1 August 2017 - 31 July 2018, Aberdeen City had 162 de-registrations

Duration	Number	Comparator Local Authorities 31.07.17	
0 - 1 month	3	Edinburgh	353
2 - 6 months	95	Dundee	152
7 - 12 months	44	South Ayrshire	109
13 - 18 months	11	Argyll & Bute	82
19 - 24 months	7	Renfrewshire	159
24 months +	2		
Total	162		

Risk Factors

Of the children registered in Aberdeen City

% 31.03.19

% 31.07.18

Domestic Abuse	30%	31%
Parental Drug Use	23%	25%
Parental Alcohol Use	16%	9%
Parental Mental Health	28%	23.5%
Sexual Abuse	5%	3%
Physical Abuse	22%	10%
Emotional Abuse	28%	37%
Non-engaging family	16%	19%
Neglect	33%	32%
Child placing Self at Risk	2%	0%
Child Sexual Exploitation	0%	0%
Forced & Dangerous Labour	0%	0%
Trafficking	0%	0%
Other	10%	6%



Aberdeen City	2018											
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec
No. on CPR	74	69	61	58	53	60	68	62	61	70	85	83
Affected by Neglect	22	13	12	17	19	20	22	21	15	16	23	19
Physical Abuse	13	11	7	4	0	5	7	7	10	14	15	15
Sex Abuse	2	1	1	1	1	0	2	2	20	2	2	2
Emotional Abuse	38	34	34	25	21	24	25	20	18	20	26	25
Domestic Abuse	19	17	12	12	13	18	21	17	19	26	29	26
Parental Drug Abuse	17	11	16	19	21	17	17	17	14	20	22	20
Parental Alcohol Abuse	5	6	6	6	6	6	6	6	6	8	15	15
Parental Mental Health	12	16	15	16	13	17	16	10	9	14	22	21
Non-engaging Family	3	2	3	4	5	11	13	12	14	13	13	16
Child placing Self at Risk	0	0	0	0	0	0	0	1	1	2	3	3
Danger & Forced Labour	0	0	0	0	0	0	0	0	0	0	0	0
Child Sexual Exploitation	0	0	0	0	0	0	0	0	0	0	0	0
Trafficking	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	1	1	1	1	5	4	6	8	7	11	11

Aberdeen City	2019		
	Jan	Feb	Mar
No. on CPR	87	89	82
Affected by Neglect	25	33	37
Physical Abuse	20	19	18
Sex Abuse	6	4	4
Emotional Abuse	31	35	23
Domestic Abuse	28	25	25
Parental Drug Abuse	18	21	19
Parental Alcohol Abuse	15	15	13
Parental Mental Health	21	26	23
Non-engaging Family	14	15	13
Child placing Self at Risk	1	2	2
Danger & Forced Labour	0	0	0
Child Sexual Exploitation	0	0	0
Trafficking	0	0	0
Other	11	8	8

Financial Implications

The shared north east activities (Child Protection Partnership) are funded by Aberdeen City Council, Aberdeenshire Council and NHS Grampian each contributing 26%, and Police Scotland and the Moray Council each contributing 11% of the total annual cost. The total for the year 2018-19, was £89,532, with an estimated cost for 2019-20 of £111,234. Staffing consists of the Child Protection Admin Officer (who also fulfils the role of Keeper of the Child Protection Register) and 2 part-time admin support assistants. Aberdeen City Council provides the management and employment support for the staff of the Child Protection Partnership.

In relation to Joint Investigative Interviews in Grampian, the budget is administered by the Child Protection Partnership and continues to be is £24,000 for 2019-20.

Aberdeen City Chief Officers Group comprising the statutory agencies (ACC, NHS and Police Scotland) determine the budget for the ongoing work of the City CPC. This is required to meet staff costs, child protection partnership contribution costs and anticipated local expenditure such as in relation to significant case reviews. The staffing complement for Aberdeen City CPC is the Independent Chair, Lead Officer, and a Learning and Development Co-ordinator.

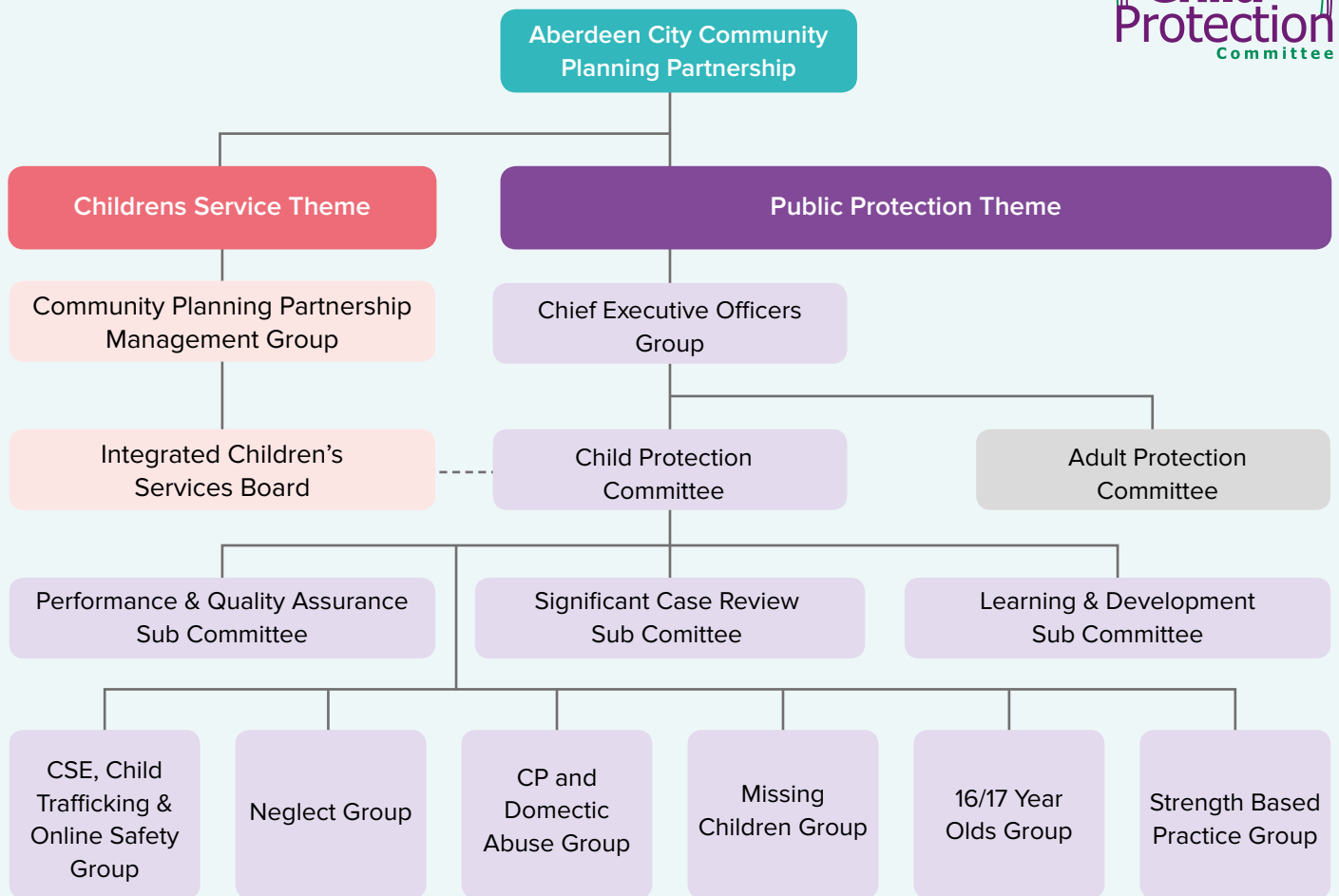
Conclusion

This fifth annual report of Aberdeen City Child Protection Committee highlights the developments and improvements over 2018 and early 2019. It demonstrates the commitment of agencies and services to address current and emerging issues in order to continue to improve services for the protection of children and young people from all forms of abuse, neglect or exploitation. The CPC aims to make sure that professionals are supported through improvement opportunities, evidence-led strategic planning and up-to-date learning and materials to safeguard and promote Aberdeen's children's health, welfare and development.

The aims and priorities of the CPC for the year ahead are outlined in the programme (appendix 2). This also describes how and when these improvements will be achieved.



Aberdeen City Child Protection Committee Governance Structure 2019



Child Protection Programme January 2019 - December 2021

Aberdeen City Child Protection Committee

Aberdeen City Child Protection Committee (CPC) is a multi-agency strategic partnership governed by the Chief Executive Officers of Aberdeen City Council, NHS Grampian and the Police Commander for the area. It is committed to providing individual and collective leadership and direction for the management of child protection services in the Aberdeen City area. Improvements are driven through the Child Protection Programme.

The CPC works alongside Integrated Children's Services in Aberdeen to ensure that improvement areas are aligned. In this way we ensure the best and most effective use of resources. The CPC also aims to work collaboratively with other strategic partnerships in the City such as Aberdeen Violence Against Women Partnership (particularly in relation to child protection and domestic abuse), Adult Protection Committee, Multi Agency Public Protection Arrangements (MAPPA) and the Alcohol and Drugs Partnership.

Improvement activity is reported to and monitored by the CPC and an Annual Report is made widely available across agencies.

Our Aims

The Child Protection Programme aims to improve the safety, wellbeing and life chances of vulnerable children and young people. As a partnership we achieve this by

- recognising and responding when children and young people need protection
- helping children and young people stay safe, healthy and, for those who have experienced abuse and neglect, to recover from their experiences and
- providing strong and effective collaborative leadership to deliver the Child Protection Programme

The Child Protection Programme includes the improvement activity identified by

- Local self-evaluation through data analysis, case file auditing and the collaboration of multi agency professionals in the City,
- National initiatives driven by legislation and other Scottish Government priorities and
- Local priorities identified in the Local Outcomes Improvement Plan.

Our Priorities in the Programme 2019 - 2021

- Strength Based Practice and Participation of children, young people and families in child protection processes
- Cumulative Neglect
- On-line Safety, Child Sexual Exploitation and Child Trafficking
- Child Protection and Domestic Abuse
- Vulnerable 16-17 Year Olds and Missing Children
- Emotional Abuse
- Cultural Issues (including Female Genital Mutilation, Ethnicity, LGBT+, Prevent, Forced Marriage) and Disability in the field of Child Protection

This programme will be delivered on a phased basis as this ensures better embedding of improvements in practice as well as realistically enabling us to deliver on the programme with the resources available. It is acknowledged that, whilst this is a comprehensive programme, it requires to be sufficiently flexible to be adjusted as needs arise, such as from the findings of case reviews, audits, joint inspections as well as developing areas identified in the LOIP or by Integrated Children's Services.

Priorities	Responsible	Start	Finish	Duration	2018				2019				2020				2021			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Strength Based Practice and Participation	Children's SW	01/01/2018	31/12/2020	156w 4d	[Teal bar spanning from Q1 2018 to Q4 2020]															
Cumulative Neglect	NHS Grampian	01/01/2018	31/12/2020	156w 4d	[Teal bar spanning from Q1 2018 to Q4 2020]															
Online Safety, CSE and Child Trafficking	Education Services	01/01/2018	31/12/2020	156w 4d	[Teal bar spanning from Q1 2018 to Q4 2020]															
Vulnerable 16-17 year olds and Missing Children	Third Sector	01/01/2018	31/12/2019	104w 2d	[Teal bar spanning from Q1 2018 to Q4 2019]															
Emotional Abuse	Children's SW	01/10/2019	31/12/2020	65w 3d	[Teal bar spanning from Q4 2019 to Q4 2020]															
Child Protection and Domestic Abuse	Police Scotland	01/10/2019	31/12/2021	117w 4d	[Teal bar spanning from Q4 2019 to Q4 2021]															
Cultural Issues (including FGM, ethnicity, LGBT+, Prevent and Forced Marriage) and Disability in the field of Child Protection	SCRA	01/01/2020	31/12/2021	104w 3d	[Teal bar spanning from Q1 2020 to Q4 2021]															

All improvement priorities are a multi-agency responsibility and sit collectively with the agencies and members of the CPC. However, each area of priority will be led by one agency as indicated above.

Prosperous People: Children

Child Protection Programme • January 2019 - 2021

Stretch Outcome Aim	Key Drivers	Improvement project aim	Key Improvement Measures	Responsibility	Progress update
At all times to recognise and respond when Children and Young People need protection from significant harm or abuse	By 2020, to have improved multi agency recognition and response to indicators of cumulative neglect . Source: <i>Local Initial Case Reviews</i> <i>National SCRs</i> <i>CPR data</i> <i>CPIP</i> <i>CPC Dev Day 2017 Priority 1</i> <i>Case File Audit 2017</i> <i>LOIP</i>	To develop and disseminate multi-agency Neglect Strategy and Practice Guidance To increase professional understanding and confidence of the current theory and practice around Neglect through multi agency Learning & Development Conferences	Numbers on the Child Protection Register (CPR) under the category of Neglect Reregistration of children on the CPR where Neglect remains a concern Numbers of multi agency meetings where Neglect is the predominant issue	Children’s Social Work (CSW): Keeper of the CPR CSW: Keeper of the CPR ICSB: GIRFEC group	
	Led on behalf of the CPC by: Lead Nurse, Child Protection, NHS Grampian	To involve multi agency practitioners in the identification and development of outcome measures	Numbers of Notifications for ICR/ SCRs where Cumulative Neglect is the predominant cause for referral	CPC: Chair of the SCR Sub Committee	
		To further develop single and multi agency Learning & Development on Cumulative Neglect with a focus on impact and outcomes for children	Percentage of files where Child’s Plans and Chronologies effectively identify and address cumulative Neglect	CSW: Lead Service Manager	
			To ascertain that professionals better recognise and respond to indicators of cumulative neglect in accordance with local child protection procedures and guidance	CPC: Chair of Performance & QA Sub Committee	

Stretch Outcome Aim	Key Drivers	Improvement project aim	Key Improvement Measures	Responsibility	Progress update
	<p>By 2021, to have improved multi agency recognition and response to the child protection implications of domestic abuse and coercive control</p> <p>Source: CPR data SCRA data Dev Day 2017 Priority 4 Multi-agency File auditing CPIP LOIP</p> <p>Led on behalf of the CPC by: DCI, Public Protection Unit, Police Scotland</p>	<p>To develop and disseminate multi-agency Child Protection and Domestic Abuse & Coercive Control Practice Guidance reflecting the Safe & Together approach</p> <p>To increase professional understanding and confidence of the current theory, practice and legislation around Domestic Abuse and Coercive Control</p> <p>To further develop single and multi agency L&D on Domestic Abuse and Coercive Control with a focus on impact and outcomes for children</p>	<p>Numbers on the CPR under category of domestic abuse and coercive control</p> <p>Numbers of Reregistration of children on the CPR where domestic abuse and coercive control remains a concern</p> <p>Numbers of multi agency meetings where domestic abuse and coercive control is the predominant issue</p> <p>Numbers of referrals to SCRA where domestic abuse is a ground for referral</p> <p>Percentage of files where Child's Plans and Chronologies effectively identify and address domestic abuse and coercive control</p> <p>Reduce numbers of children removed from parental care where domestic abuse and coercive control is a significant concern (reflecting Safe & Together approach)</p> <p>To ascertain that professionals better recognise and respond to the child protection implications of domestic abuse and coercive control in accordance with local child protection procedures and guidance</p> <p>Numbers of cases involving children considered in MARAC, MATAC and MAPPA processes</p> <p>Numbers of individuals with a court disposal requiring participation in the Caledonian project</p>	<p>CSW: Keeper of the CPR</p> <p>CSW: Keeper of the CPR</p> <p>GIRFEC group</p> <p>SCRA: Area Reporter Manager</p> <p>CPC: Chair of Performance & QA Sub Committee</p> <p>CSW: Lead Service Manager</p> <p>CPC: Chair of Performance & QA Sub Committee</p> <p>Police Scotland: DCI rep on CPC</p> <p>Police Scotland: DCI rep on CPC</p>	

Stretch Outcome Aim	Key Drivers	Improvement project aim	Key Improvement Measures	Responsibility	Progress update
	<p>By 2020, to have improved multi agency recognition and response to the child protection implications of emotional abuse</p> <p>Source: <i>CPR</i> <i>M-A Audit 2017</i></p> <p>Led on behalf of the CPC by: Lead Service Manager, Children's Social Work</p>	<p>To develop a consistent professional understanding of Emotional Abuse across the partnership in Aberdeen City commencing with L&D event April 2019</p> <p>To address Emotional Abuse in all Child's Plans where registration has included this category</p> <p>To routinely QA the effectiveness of interventions outlined in Child's Plans to address emotional abuse</p>	<p>Numbers on the CPR under category of Emotional Abuse</p> <p>Reregistration of children on the CPR where Emotional Abuse remains a concern</p> <p>Numbers of multi agency meetings where Emotional Abuse is the predominant issue</p> <p>Percentage of files where Child's Plans and Chronologies effectively identify and address Emotional Abuse</p>	<p>CSW: Keeper of the CPR</p> <p>CSW: Keeper of the CPR</p> <p>GIRFEC Group</p> <p>CSW: Lead Service Manager</p>	
	<p>By 2021, to have improved multi agency recognition and response to cultural issues (including FGM, ethnicity, LGBT+, Prevent and Forced Marriage) and Disability in the field of child Protection</p> <p>Source: <i>SCR</i> <i>CPR data</i> <i>Dev Day priorities 8, 9</i> <i>National priority</i></p> <p>Led on behalf of the CPC by: Area Reporter Manager, SCRA</p>	<p>To ascertain the local statistical picture in comparison to national data in relation to the various cultural issues identified</p> <p>To increase professional understanding and confidence of the current theory, practice and legislation around CP and Disability</p> <p>To draw upon the national consultation on the FGM statutory position</p> <p>To research the approach of other LA areas in relation to Prevent</p> <p>To ensure that child protection procedures are followed equally and consistently across all children and young people regardless of gender, ethnicity, sexuality, disability, religion or culture</p>	<p>Numbers on the CPR identifying disability, FGM, ethnicity, LGBT+, Prevent or Forced Marriage</p> <p>Numbers of multi agency meetings where child protection concerns relate to disability, FGM, ethnicity, LGBT+, Prevent or Forced Marriage</p> <p>To ascertain that professionals better recognise and respond to indicators of disability, FGM, ethnicity, LGBT+, Prevent and Forced Marriage in accordance with local child protection procedures and guidance</p>	<p>CSW: Keeper of the CPR</p> <p>ICSB: GIRFEC Group</p> <p>CPC: Chair of Performance & QA Sub Committee</p>	

Stretch Outcome Aim	Key Drivers	Improvement project aim	Key Improvement Measures	Responsibility	Progress update
<p>At all times to help children and young people stay safe, healthy and, for those who have experienced abuse and neglect, to recover from their experiences</p>	<p>By 2019, to have improved professional, family and young people's awareness, knowledge and skills to safeguard and protect from the abuse and harm of Online Safety, CSE and child trafficking</p> <p>Source: <i>National priority (CPIP)</i> <i>Legislative priority</i> <i>Local CSE action plan</i> <i>Dev day priorities 5 and 10</i></p> <p>Led on behalf of the CPC by: Chief Education Officer, Aberdeen City Council</p>	<p>To develop and disseminate multi-agency Practice Guidance in relation to Child Trafficking</p> <p>To signpost professionals, families and young people to key messages in relation to Online Safety</p> <p>To increase young people's knowledge and confidence in keeping themselves safe on line</p> <p>To improve our single agency reporting and multi-agency analysis of data in relation to CSE, child trafficking, on- line safety</p>	<p>Numbers on the CPR under categories of CSE, Trafficking, Sexual Abuse and Child Placing Self at Risk</p> <p>Reregistration of children on the CPR where CSE, Trafficking, Sexual Abuse or Child Placing Self at Risk remains a concern</p> <p>Numbers of multi agency meetings where CSE, Trafficking, Sexual Abuse or Child Placing Self at Risk is the predominant issue</p> <p>Numbers of Notifications for ICR/SCRs where CSE, Trafficking, Sexual Abuse or Child Placing Self at Risk is the predominant cause for referral</p> <p>Numbers of VPDs where CSE, child trafficking or online abuse is an identified concern</p> <p>Numbers for convictions or other disposals for offences against children for CSE, child trafficking or online abuse</p> <p>To ascertain that professionals better recognise and respond to indicators of CSE, Trafficking, Sexual Abuse or Child Placing Self at Risk in accordance with local child protection procedures and guidance</p> <p>Note - Ask CSE group to consider this section of the programme and revise where needed</p>	<p>CSW: Keeper of the CPR</p> <p>CSW: Keeper of the CPR</p> <p>ICSB: GIRFEC Group</p> <p>CPC: Chair of the SCR Sub Committee</p> <p>Police Scotland: DCI rep on CPC</p> <p>Police Scotland: DCI rep on CPC</p> <p>CPC: Chair of Performance & QA Sub Committee</p>	

Stretch Outcome Aim	Key Drivers	Improvement project aim	Key Improvement Measures	Responsibility	Progress update
	<p>By 2019, to have improved partnership processes and responses to the vulnerabilities of 16-17 year olds and all young people who go missing</p> <p>Source: National priority CPIP Local data National SCRs</p> <p>Led on behalf of the CPC by: Assistant Director, Barnardo's</p>	<p>To issue and embed multi agency guidance for all agencies in relation to vulnerable 16-17 Year Olds</p> <p>To issue and embed multi agency guidance to supplement existing provision where Young People go missing</p>	<p>Professionals report an awareness and understanding of their role and responsibilities in relation to -Vulnerable 16-17 year olds and -Young people who go missing</p> <p>Responsible CPC Thematic groups will identify data sets to demonstrate implementation of these Guidance documents</p>	CPC: Chair of Performance & QA Sub Committee	
At all times to provide strong and effective collaborative leadership to deliver the Child Protection Programme	<p>By 2021, to have adopted a strength based and participatory approach to child protection practice across the partnership in Aberdeen City</p> <p>Source: CPIP M-A Audit 2017 Local ICRs</p> <p>Led on behalf of the CPC by: CSWO, Aberdeen City Council</p>	<p>Further develop a model of child protection case conference which is strength based and participatory</p> <p>All services to have a consistent understanding of strength based practice in Aberdeen City in relation to working with families</p> <p>All professionals to adopt a strength based approach to information sharing, risk assessment and professional challenge</p> <p>All services to have a consistent understanding and application of participatory practice in working with children, young people and families involved in child protection processes</p> <p>To routinely Quality Assure child protection case files</p>	<p>Number of child protection case conferences utilising a strength based approach</p> <p>Increase parental attendance at case conferences</p> <p>Increased participation by families in the planning and implementation of the child's plan to reduce risk</p> <p>Increased feedback from children, young people, families and carers involved in the child protection process</p> <p>Increased understanding and confidence across the multi agency workforce to delivering a strength-based approach to practice including information sharing, risk assessment and professional challenge</p>	<p>CSW: CP Admin</p> <p>CSW: CP Admin</p> <p>CSW: CP Admin</p> <p>CPC: Chair of Performance & QA Sub Committee</p>	

Stretch Outcome Aim	Key Drivers	Improvement project aim	Key Improvement Measures	Responsibility	Progress update
			<p>Quality Assurance of case conferences Percentage of files which demonstrate a strength based and participatory approach with children, young people and families</p> <p>To ascertain that families have been included in the child protection processes involving them</p>	<p>CSW: Lead Service Manager</p> <p>CPC: Chair of Performance & QA Sub Committee</p>	
	<p>To have learning and development opportunities available to all professionals in order to support the aims of this programme</p> <p>Source: <i>National Guidance</i></p> <p>Led on behalf of the CPC by: Chair of the L&D Sub Committee</p>	<p>Ensuring appropriate multi agency child protection Learning and Development opportunities are available to all professionals</p>	<p>Training Needs Analysis and L&D programme overseen by CPC Learning & Development Sub Committee</p> <p>Annual report to CPC</p>	<p>CPC: Chair of L&D Sub Committee</p> <p>CPC: Chair of L&D Sub Committee</p>	
	<p>Throughout this programme, 2019 to 2021 (and beyond), to work collaboratively with other strategic partners in order to ensure ongoing strategic development and continuous improvement of our child protection services.</p> <p>Source: <i>Scottish Govt CPIP</i> <i>National Guidance</i></p> <p>Led on behalf of the CPC by: Chair of the CPC</p>	<p>Ensuring proactive engagement with</p> <ul style="list-style-type: none"> the Scottish Government's Child Protection Improvement Programme CELCIS programme of child protection improvement, including data set, neglect and case review model CPC Scotland and other national groups <p>Ensuring this programme is understood and annually reviewed by strategic leaders across agencies with responsibility for child protection</p> <p>Ensuring effective links with ADP, APC, AVAWP, MAPPA and ICSB</p>	<p>Demonstrable links between Aberdeen City's improvement programme and current and emerging</p> <ul style="list-style-type: none"> legislative changes policy changes National improvement programme <p>Demonstrable interface with the other strategic partnerships through</p> <ul style="list-style-type: none"> The COG Joint Independent Chair of CPC and APC Membership links Multi agency attendance at CPC events <p>Annual CPC Development Day and CPC Annual Report</p>	<p>CPC: Chair of CPC</p> <p>CPC: Chair of CPC</p> <p>CPC: Chair of CPC</p>	



If you are concerned about the safety of a child in Aberdeen, call

- 01224 306877 (Joint Child Protection Team)
- 101 (Police Scotland)
- 0800 731 5520 (Reception Team and Emergency Out of Hours)

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ABERDEEN CITY COUNCIL

COMMITTEE	Public Protection
DATE	10th October 2019
REPORT TITLE	Grampian Joint Health Protection Plan Update
REPORT NUMBER	OPE/19/385
DIRECTOR	Rob Polkinghorne
CHIEF OFFICER	Mark Reilly
REPORT AUTHOR	Hazel Stevenson
TERMS OF REFERENCE	3.3

1. PURPOSE OF REPORT

This report seeks to update the committee on any changes to the Grampian Joint health Protection Plan and any achievements under the sections relevant to Aberdeen City Council.

2. RECOMMENDATION(S)

That the Committee :-

- 2.1 Notes any updates and achievements in relation to the Grampian Joint Health Protection Plan;
- 2.2 Note that the Grampian Joint Health Protection Plan will be reviewed in 2020.

3. BACKGROUND

- 3.1 Aberdeen City Council works closely with partners in National Health Service Grampian (NHSG), Aberdeenshire Council, Moray Council, and other agencies to deliver services to protect the health of the Grampian population. Health Protection is now the accepted term to describe the work that encompasses the surveillance, investigation, control and prevention of communicable disease

and environmental hazards to human health. The Public Health etc.(Scotland) Act 2008 places a duty on Health Boards and Local Authorities to co-operate on health protection matters and produce a local joint health protection plan. In terms of Public Health, the plan covers the activities carried out by Environmental Health such as air quality, contaminated land, private sector housing, food safety. This area of public health does not cover issues such as addiction to alcohol and drugs or tackling obesity.

3.2 The activities presented and the various aspects of work highlighted in the plan have been undertaken by the relevant services as a matter of normal business, however, there have been a number changes, improvements or achievements to a number of these areas. This report seeks to give an update on these matters, and they are detailed within this report. This was requested by the Public Protection Committee when the was presented for approval in 2018.

3.2.1 Monitoring and Improving Air Quality

The Scottish Government, in their 2017/18 Programme for Government, announced that Low Emission Zones (LEZs) would be introduced in Scotland's four biggest cities by 2020 and to all Air Quality Management Areas (AQMAs) by 2023.

A Steering Group lead by Aberdeen City Council and with representation from Transport Scotland, Scottish Environment Protection Agency (SEPA), Aberdeenshire Council, North East Sustainable Transport (NESTRAN) and partners was formed in 2018 to progress the development and implementation of a LEZ in Aberdeen City Centre.

Following a detailed traffic count in 2017, the Council's air quality model was updated in 2018 to enable the source apportionment of road traffic emissions to vehicle classifications on key City Centre routes and undertake basic scenario testing of potential LEZ interventions. Following the full opening of the Aberdeen Western Peripheral Route in early 2019, additional traffic counts were carried out in May 2019 to update the model and enable more comprehensive modelling of future concentrations and potential interventions.

A contractor was subsequently appointed in August 2019 to undertake the LEZ Feasibility Study, including a comprehensive stakeholder consultation on the various options being considered. It is anticipated the updated model will be available early in November 2019 and the feasibility study completed by summer 2020.

3.2.2 Controlling environmental noise/antisocial behaviour noise

Aberdeen came under the scope of the Environmental Noise Directive (END) in 2013 when the City's transportation network was mapped for noise. Strategic noise maps are produced every 5 years. In 2018 round 3 strategic maps were used to identify Candidate Noise Management Areas (CNMAs) and Candidate Quiet Areas (CQAs). Five Noise Management Areas and one Quiet Areas went forward. An updated Aberdeen Noise Action Plan was submitted to the Scottish Government in November 2018.

3.2.3 Identify and Address Sub-Standard Housing and Improve Living Conditions

Aberdeen City has finalized its Third Party Reporting Policy to report potential breaches of the Repairing Standard to the Housing and Property Chamber of the First Tier Tribunal. The Private Sector Housing Unit has implemented this policy with it being operational from April 2018. This will open a further avenue to deal with Repairing Standard issues within the private rented sector. To date no Third Party Reports have been made by Aberdeen City Council.

3.2.4 Protecting Consumer Health In relation to Water supplies through Monitoring, Promotion of the Private Water Supplies Grant Scheme, provision of advice and Enforcement Activities.

Scottish Water have completed sampling for lead in public water supplies to private educational establishments. Three establishments exceeded the prescribed concentration value for lead in Aberdeen. Environmental Health is currently investigating and working with premises to rectify the issue.

3.2.5 Minimising the risk of environmental tobacco smoke/ secondary exposure through inspection, enforcement, awareness raising of smoking in public places legislation. Regulate the supply of tobacco/tobacco products to ensure compliance with various statutes through business advice, age-restricted sales test purchasing programmes and enforcement action against the illegal supply of genuine and counterfeit tobacco/tobacco products.

20% of tobacco retailers have been visited to provide advice on tobacco law (and now Nicotine Vaping product(NVP)), focusing on newly registered retailers and those who have failed test purchasing exercises before. We carry out test purchasing operations covering at least 10% of registered tobacco retailers, issuing Fixed Penalty Notices (FPN) to those retailers who continue to flout the law on the age-restriction in respect of tobacco and NVP products. We issued 4 FPNs in 2018-19 and 3 already in 2019-20. All have been paid. Failure to pay would result in a report to the Procurator Fiscal (PF); civil recovery does not apply under the Tobacco and Primary Medical Services (Scotland) Act 2010.

These are Scottish Government Performance Indicators (PI) requirements and reported annually through the Society of Chief Officers in Trading Standards in Scotland (SCOTSS). They are also reported quarterly to committee.

As and when we received complaints or intelligence, the illicit sale of genuine and counterfeit tobacco are investigated and reported appropriately.

3.2.6 Training of students to ensure continuing supply of qualified staff

There is currently one student Environmental Health Officer and two Authorised Officers undertaking training to sit professional exams. One of the

Authorised officers and the student Environmental Health Officer intend to undertake their exams in October this year. There is currently one trainee Trading Standards officer working towards their professional qualification.

3.2.7 Other Changes Not Listed in Current Plan

Licensing of Relevant Permanent Sites (Scotland) Regulations 2016 requires any residential caravan site to apply for a new licence. This a more stringent licensing regime than previously and should ensure that residents on these sites are afforded the same security as those within the private rented housing sector. Environmental Health are in the process of inspecting all sites within the city with a view to issuing licences.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications from the recommendations of this report

5. LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications arising from the recommendations of this report

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Financial	No Financial Risk	L	Resource already in place for delivery
Legal	The Public Health etc. (Scotland) Act 2008 places a statutory duty on the Local authority to co-operate on health protection matters	L	Process already in place to deliver statutory duty
Employee	Competency of staff to carry out required duties under plan	L	Staff already competent through professional qualifications and Continual

			Professional development training
Customer	Public Health of the Grampian population not adequately protected	L	Plans outline how NHS Grampian and Local Authorities will co-operate to ensure public health protection
Environment	n/a		
Technology	n/a		
Reputational	Failure to carry out the duties and action specified in the plan may result in reputational damage and may require emergency measures to be put in place to rectify any failings	M	Ensure co-operation on the protection of public health as per the Grampian Health Protection Plan

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	In addition to protecting the public health of the consumer, the plan will ensure that businesses comply with legislation and therefore reduces the risk of prosecution for them. This will result in a more prosperous economy as a whole.
Prosperous People	People who are adequately protected from threats to their health, safety, mental and economic wellbeing are more likely to prosper than those who are not.
Prosperous Place	The Grampian Joint health Protection Plan will contribute to a more sustainable place to live and visit,

Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	N/A

Organisational Design	N/A
Governance	Appropriate oversight of services delivering public protection provides assurance to both the organisation and the public in terms of meeting the Council's statutory duties and contributes to compliance with agreed standards.
Workforce	Employees are aware of responsibility towards health protection and how they are to be delivered. Employees may be able to use this as a tool to identify any areas of professional development.
Process Design	N/A
Technology	N/A
Partnerships and Alliances	Working with neighbouring Local Authorities and NHS Grampian to ensure that the health of the Grampian population is protected.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	Not required as the Joint Health protection Plan is intended to have an overall positive effect on inequalities in health which it seeks to address through targeted interventions aimed at protecting those most at risk from a variety of communicable diseases and environmental hazards. It does not have a negative effect on Human Rights
Data Protection Impact Assessment	Not required as the Joint Health Protection Plan does not require the gathering of personal data
Duty of Due Regard / Fairer Scotland Duty	Not applicable as the Joint health Protection Plan does not make any decisions which would fall within the remit of the legislation.

9. BACKGROUND PAPERS

10. APPENDICES (if applicable)

1.1 Grampian Joint health protection Plan 2019 - 20
[JHPP 2018-2020 .docx](#)

11. REPORT AUTHOR CONTACT DETAILS

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ABERDEEN CITY COUNCIL

COMMITTEE	Public Protection Committee
DATE	10 th October 2019
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Building Standards Activity Report
REPORT NUMBER	PLA/19/382
DIRECTOR	Angela Scott
CHIEF OFFICER	Gale Beattie
REPORT AUTHOR	Gordon Spence
TERMS OF REFERENCE	4.2 & 4.3

1. PURPOSE OF REPORT

- 1.1 To provide assurance and an overview of Council responsibilities in relation to securing dangerous buildings and protecting public safety, as well as activity on unauthorised building work and unauthorised occupation of buildings.

2. RECOMMENDATION(S)

The Committee:-

- 2.1 Notes the contents of the report and appendix and agrees to 6 monthly assurance reporting – next update April 2020.

3. BACKGROUND

- 3.1 Aberdeen City Council act as verifier to administer the Building (Scotland) Act 2003 which is intended to secure the health, safety, welfare and convenience of persons in or about buildings and of others who may be affected by buildings or matters connected with buildings. In addition, the Building Standards team complete enforcement duties under the above Act with the objective of

protecting the public from harm caused by buildings. This report provides an update to the committee report of 5th December 2018 which covered the reporting period of Jan to Oct 2018. Moving forward, the intention is to provide 6 monthly assurance reporting to the committee.

3.2 Details of formal and non-formal enforcement activity can be found in Appendix 1 relating to:

- Public Safety and dangerous buildings
- Unauthorised building work
- Unauthorised occupation of buildings without a completion certificate

3.3 It should be noted that these activities do not have targets or performance measures as each case is dealt with in accordance with the Regulators Code of Conduct supported by the Building Standards Enforcement Charter.

4. FINANCIAL IMPLICATIONS

4.1 The costs of verification and enforcement activities undertaken are included in the Building Standards revenue budget. There are no increased financial implications in relation to on-going activities.

5. LEGAL IMPLICATIONS

5.1 Occasional legal input required for enforcement action.

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Financial	Potential increase in work completed by Building Standards	L	Legislation permits monies to be retrieved from owners of buildings
Legal	Increased legal input	L	Any cost resulting from the increase in activity will be actively monitored and will be met through existing service budgets.
Employee	Potential increase in enforcement activity	L	Any cost resulting from the increase in activity will be actively monitored and will be met through existing service budgets.

Customer	Delay in processing building warrant applications	M	Management of resources
Environment	None		
Technology	None		
Reputational	Delay in processing building warrant applications	M	Management of resources

7. OUTCOMES

The proposals in this report have no impact on the LOIP.

Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	The Building Standards activity reduce demand on partner organisations. For example, engaging with owners to ensure security of vacant buildings or carrying out security works where owners are absent. This reduces the risk of wilful fire raising or other illegal activity
Organisational Design	None
Governance	None
Workforce	None
Process Design	None
Technology	None
Partnerships and Alliances	The Building Standards activity reduce demand on partner organisations. For example, ensuring security to vacant buildings reduces the risk of wilful fire raising or other illegal activity

8. IMPACT ASSESSMENTS

Assessment	Outcome
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Equality & Human Rights Impact Assessment	Full EHRIA not required
Data Protection Impact Assessment	Not required
Duty of Due Regard / Fairer Scotland Duty	Not applicable

9. BACKGROUND PAPERS

None

10. APPENDICES (if applicable)

Appendix 1 – Building Standards Activity

11. REPORT AUTHOR CONTACT DETAILS

Name Gordon Spence
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Tel 01224 522436

Appendix 1 – Building Standards Activity

Period	Live Notices at start of period	Notices Served during period	Notices Closed during period	Live Notices at end of period
31/10/18 – 31/07/19				
Public Safety and Dangerous Buildings	2	15	0	17
Unauthorised Building Work	5	4	4	5
Unauthorised Occupation of Buildings	1	0	0	1

Number of visits resulting in formal or informal action	65 visits
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For information – once a Notice is served, there is a statutory period of 21 days to allow an owner to appeal the notice. Thereafter, there is an expiry date by which the terms of the Notice must be met.

Position at the start of the period showed 8 live notices, as a result of the activity in this period there are now 23 live notices. The activity breakdown of the notices is;

11 notices are currently live and within the expiry period.

5 notices where the time period has been stopped to discuss options with owner.

4 notices the Council are making safe the building, (3 of these notices have been served on the same building).

2 notices where the time period has expired, further action being considered.

1 notice is pending approval of building warrant application to regularise the work and is therefore in the process of being closed

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ABERDEEN CITY COUNCIL

COMMITTEE	Public Protection Committee
DATE	10 th October 2019
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Scottish Government update on new Building Regulations
REPORT NUMBER	PLA/19/383
DIRECTOR	Angela Scott
CHIEF OFFICER	Gale Beattie
REPORT AUTHOR	Gordon Spence
TERMS OF REFERENCE	4.1

1. PURPOSE OF REPORT

- 1.1 To provide an update on Scottish Government Ministerial Working Groups on Fire Safety and Compliance & Enforcement.

2. RECOMMENDATION(S)

The Committee:-

- 2.1 Notes the contents of the report and agrees to receiving a future update Autumn 2021.

3. BACKGROUND

- 3.1 As a result of the tragic events of Grenfell and separately, the Cole report of the Independent Inquiry into the Construction of Edinburgh Schools, Scottish Government commissioned two Ministerial Working Groups to review Building Regulation Fire Safety and secondly, Building Standards Compliance and Enforcement. The findings of these two working groups resulted in a formal consultation titled "Building Standards Compliance and Fire Safety – a consultation on making Scotland's buildings safer for people". At the

Committee of 5th Dec 2018, an assurance was provided to report back to committee after Scottish Government released details of changes to legislation or guidance resulting from the Ministerial Working Groups recommendations.

- 3.2 Fire Safety consultation reviewed current standards of cladding related to different risk categories and heights of buildings; the number of escape stairs in high rise buildings; need for evacuation alert systems; the need for automatic fire suppression in new build flats, care facilities and large houses in multiple occupation.
- 3.3 The Compliance and Enforcement consultation reviewed roles and responsibilities of all parties involved in the delivery of buildings; review of critical safety elements of buildings and the need for a strong focus on high risk and complex design buildings.
- 3.4 Fire Safety outcomes – the outcome of the consultation has resulted in revised Technical Handbooks in force from 1st Oct 2019. The Technical Handbooks provide practical guidance for designers as a method of showing compliance against the mandatory building regulations. These pertain principally to high rise buildings and include more stringent fire safety provisions for:
 - external wall cladding systems,
 - minimum of 2 escape stairs and
 - evacuation alert system to aid fire fighting and rescue services
- 3.5 These changes will place some higher costs on the development of these types of buildings. This will only affect Aberdeen City Council should the Council consider building high rise buildings. The provision of automatic fire suppression systems within dwellings has been deferred until 2021 to concur with new legislation by Scottish Government to introduce suppression in new build social housing.
- 3.6 Compliance and Enforcement outcomes - guidance contained in the Building Standards Procedural Handbook has been updated to strengthen and clarify the roles and responsibilities of those involved from pre-application discussion, approval of a building warrant application, inspection and testing during construction and the types of information to show compliance throughout and at completion. This includes improved guidance on the inspection of large complex buildings and the need for inspections of key safety critical elements. The revised handbook was published on 1st Oct 2019.
- 3.7 In addition, Scottish Government are developing a national building standards verification workforce strategy aimed at improving resourcing/competence and establishing a Professional Development Framework. The strategy is expected to launch in March 2020.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no increased financial implications in relation to the updated regulations. The costs of existing activities are funded from the Building Standards revenue budget. Any additional resourcing resulting from changes to roles and responsibilities will be assessed and considered as part of verification fee recovery mechanism.

5. LEGAL IMPLICATIONS

- 5.1 None.

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Financial	Potential increase in work completed by Building Standards	L	Any cost resulting from the additional responsibilities will be actively monitored and met through existing service budgets.
Legal	None		
Employee	Potential need for additional resources	L	Any cost resulting from the increase in activity will be actively monitored and met through existing service budgets.
Customer	Customer awareness of new roles and responsibilities	M	Communication strategy through Customer Service Excellence
Environment	None		
Technology	None		
Reputational	None		

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	Future changes to legislation or guidance may bring higher building costs.
Prosperous People	Future changes to legislation or guidance may bring higher building costs. Increased enforcement activity will make a safer environment.
Prosperous Place	Future changes to legislation or guidance may bring higher building costs. Increased enforcement activity will make a safer environment.

Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	Customer communication strategy required for awareness of new roles and responsibilities resulting to changes in guidance
Organisational Design	Customer communication strategy required for awareness of new roles and responsibilities resulting to changes in guidance
Governance	None
Workforce	Review workforce competency against new guidance
Process Design	None
Technology	None
Partnerships and Alliances	None

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	Full EHRIA not required
Data Protection Impact Assessment	Not required
Duty of Due Regard / Fairer Scotland Duty	Not applicable

9. BACKGROUND PAPERS

None

10. APPENDICES (if applicable)

None

11. REPORT AUTHOR CONTACT DETAILS

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