

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 27 November 2019

PUBLIC PROTECTION COMMITTEE

The Members of the **PUBLIC PROTECTION COMMITTEE** are requested to meet in **Council Chamber - Town House** on **WEDNESDAY, 4 DECEMBER 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 10 October 2019 (Pages 7 - 16)

COMMITTEE PLANNER

- 6 Committee Planner (Pages 17 - 20)

NOTICES OF MOTION

- 7 No notices of motion have been received

POLICE AND FIRE AND RESCUE SERVICE

- 8 SFRS Thematic: Grenfell Tower - Post Incident Report (Pages 21 - 24)

CHILD AND ADULT PROTECTION

- 9 Chief Social Work Officer Annual Report (Pages 25 - 52)

- 10 Aberdeen City Joint Inspection Action Plan (Pages 53 - 66)

- 11 Significant Case Reviews - Aberdeen City Child Protection Committee (Pages 67 - 72)

- 12 Corporate Parenting Annual Report (Pages 73 - 134)

- 13 Child Poverty Action Report (Pages 135 - 140)

LOCAL RESILIENCE

- 14 Generic Emergency Plan (Pages 141 - 160)

- 15 Date of Next Meeting - 26 February 2020 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, 10 October 2019. Minute of Meeting of the PUBLIC PROTECTION COMMITTEE. Present:- Councillor Stewart, Convener; Councillor Lesley Dunbar, Vice-Convener; and Councillors Cameron, Duncan, Greig, Houghton, Wheeler and Nicoll (as substitute for Councillor Al-Samarai).

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.

INTRODUCTION

1. The Convener welcomed everyone to the meeting and indicated her appreciation for the continuing support and good work of the committee.

The Convener advised that it was Mental Health Day, a subject she was very aware of and had been fortunate to attend Child and Adolescence Mental Health Services (CAMHS) at the City Hospital. The Convener advised that it had been a very good visit and members were able to attend if they so wished.

DECLARATIONS OF INTEREST

2. There were no declarations of interest.

MINUTE OF PREVIOUS MEETING OF 13 JUNE 2019

3. The Committee had before it the minute of the previous meeting of 13 June 2019.

The Convener advised that since the last meeting, Sandy Stuart had sadly passed away and re-intimated her appreciation of his positive input to this Committee.

The Committee resolved:-

- (i) to pay tribute to Sandy Stuart, and to recognise his positive input as a former member of the Committee; and
- (ii) to otherwise approve the minute as a correct record.

COMMITTEE PLANNER

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4. The Committee had before it the Committee Planner presented by the Chief Officer - Governance.

The Committee commented on the continued delay to the presentation of Item 15 (Generic Emergency Plan) on the planner and sought explanation. They heard of the increase in the volume of material generated by officers which had not been anticipated. This was now being consolidated and the report would be presented to the December meeting.

The Committee resolved:-

- (i) to note that in regard to item 15 on the planner, (Generic Emergency Plan), that the report due to come to Committee next cycle would be a consolidated document, which would consolidate various different documents that officers were currently using;
- (ii) to agree to remove items 7 (Police Scotland Performance Report Full Year), 11 (Building Standards Activity Report), 12 (Child Protection Committee Annual Report), 13 (Scottish Fire and Rescue Strategic Plan 2019-22), 14 (Scottish Fire and Rescue Q1 Public Protection Report and 16 (Scottish Government Consultation Update; and
- (iii) to otherwise note the information contained within the business planner.

**SCOTTISH FIRE AND RESCUE SERVICE STRATEGIC PLAN 2019-2022
CONSULTATION UPDATE**

5. The Committee had before it the Strategic Plan presented by the Local Senior Fire Officer, Bruce Farquharson.

The Committee heard that the plan had been laid before the Scottish Parliament and identified the changing needs of the service.

The plan presented 4 Key Outcomes arising from feedback

- 1. Prevention – SFRS aimed for collaborative and targeted prevention and protection activities that would improve community safety and wellbeing and support sustainable economic growth.
- 2. Response – SFRS aimed for a flexible operational model which would provide an effective emergency response to meet diverse community risks across Scotland.
- 3. People – feedback indicated the fire service was a great place to work where people were safe, supported and empowered to deliver high performing innovative services; and
- 4. Public value – SFRS remained fully accountable and maximised their public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Mr Farquharson spoke in furtherance of the report and answered various questions from members. Mr Farquharson explained that the next steps would be for a review of the

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Local Plan which would involve Community Planning Aberdeen and this committee for approval.

The Committee resolved:-

to note the Scottish Fire and Rescue Service Strategic Plan 2019-22 Consultation Update.

SCOTTISH FIRE AND RESCUE SERVICE 2019/20 Q1 PUBLIC PROTECTION REPORT - SFR/19/389

6. The Committee had before it the Scottish Fire and Rescue Service Quarter 1 Performance Report presented by the Local Senior Fire Officer.

The report recommended:-

that the Committee consider and note the performance data provided in Appendix A in relation to the SFRS 2019/20 Performance Report.

The Committee received an overview from Mr Farquharson which included information on a downward trend in deliberate fire setting which had involved considerable amount of work with partners including schools for education and the council where combustible materials were known to be dumped. The partnership approach also assisted with low instances of non-domestic fires.

The rise in deliberate property fires indicated no apparent trend and the service remained vigilant to these.

The Committee heard that home fire prevention visits continue and that engagement with vulnerable individuals was ongoing.

The Committee also heard of the actions of Diesel, a service search and rescue dog who was to be recognised at the House of Lords.

The Committee resolved:-

- (i) to note that Diesel, one of the search and rescue dogs for the fire service, as well as his handler Gary Carroll, were due to be recognised at the House of Lords at the Animal Action Awards due to their specialist skills which had been used by the UK International Search and Rescue team in order to assist in disasters across the world; and
- (ii) to otherwise note the performance data provided in appendix A in relation to the SFRS 2019-20 Performance Report.

POLICE SCOTLAND PERFORMANCE REPORT FULL YEAR (APRIL 2018 - MARCH 2019) - POL/19/391

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7. The Committee had before it a report by the Local Commander, Police Scotland.

The report recommended:-

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

The Committee heard that the 'ask Angela' campaign was operating well and was being adopted throughout Europe where evidence of its use had been seen recently in Spain.

The Committee were provided with a summary of the report which resulted from the second year of the Local Police Plan. Tribute was given to police officers and staff but also acknowledged positive partnership working. The report outlined a percentage of the work carried out during a busy summer where many events had passed safely, thus enhancing the city as a place of safety.

Information on 'cuckooing', a national issue whereby drug and crime groups coerce vulnerable people to carry out their business, was presented to the Committee.

The Committee resolved:-

- (i) to request that a report be brought back to this Committee in regard to Cuckooing;
- (ii) to convey thanks to all staff throughout Police Scotland for their continued efforts and hard work; and
- (iii) to endorse the content of the report.

POLICE SCOTLAND - DIGITALLY ENABLED POLICING : A PRESENTATION BY INSPECTOR JON MILLAR

8. The Committee received a presentation from Inspector Jon Millar, Police Scotland regarding Digitally Enabled Policing.

The Committee heard an overview on the project journey, which indicated the time, cost and resources deployed to deliver approximately 10,000 devices to front line officers across Scotland. Inspector Millar advised that the intention was to provide officers with digital content without the need to return to offices to carry out such tasks. This would not diminish nor change the way in which local policing was delivered, but would make it more efficient.

The Committee were very impressed at this developing technology and looked forward to a progress update to a future meeting.

The Committee resolved:-

- (i) to request that an update presentation be provided to the Committee in regard to the progress on Digitally Enabled Policing, which would include details on the amount of police officers trained to use the device; and

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- (ii) to otherwise thank Inspector Jon Millar for this presentation and to note the information provided.

ABERDEEN CITY JOINT INSPECTION REPORT - OPE/19/238

9. The Committee had before it a report by the [Chief Officer - Integrated Children's Services](#), which presented the Aberdeen City Joint Inspection Report.

The report recommended:-
that the Committee:

- (a) 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), and
- (b) note the requirement on the Community Planning Partnership to prepare a plan detailing the action it intended to take in response to the Inspection Report, to submit this to the Care Inspectorate within 6 weeks of publication (15 October 2019) and for this to be shared with Members via a Service Update.

The Committee heard from the Chief Officer – Integrated Children's Services, who spoke in furtherance of the report. Mr Simpson explained that the report would also be submitted to the Chief Officer Group for approval and he would report back to the committee with a finalised version.

The Committee were provided with a summary of the report's findings which indicated positive partnership working with no significant areas for improvement that had not already been identified locally.

The Committee resolved:-

- (i) to approve the recommendations;
- (ii) to request that a finalised report be submitted to the December meeting for information; and
- (iii) to extend thanks to all staff involved with the Joint Inspection Report

ABERDEEN CITY CHILD PROTECTION COMMITTEE ANNUAL REPORT 2018/2019 - OPE/19/266

10. The Committee had before it a report by the [Chief Officer - Integrated Children's Services](#), which presented the Aberdeen Child Protection Committee's Annual report for 2018-19, in order to provide information and assurance.

The report recommended:-
that the Committee:

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- (a) note the content of the CPC's Annual Report 2018-19, including the Child Protection Improvement Programme for 2019 – 2021;
- (b) note the positive impact and effectiveness of child protection improvement initiatives;
- (c) note the effective working across child protection; and
- (d) note the use of statistical information to inform practice and improvement initiatives relating to child protection.

The Committee received a brief overview of the report from Kymme Fraser, Programme Development Manager, and heard that this was the first presentation of the Aberdeen City Child Protection Committee Annual Report which was very welcome.

The report contained the current improvement programme and objectives, and, in that respect, remained a live document.

The Committee resolved:-

- (i) to welcome the content of the Child Protection Committee's Annual Report 2018-19, including the Child Protection Improvement Programme for 2019-21;
- (ii) to endorse the positive impact and effectiveness of child protection improvement initiatives;
- (iii) to note the effective working across child protection; and
- (iv) to note the use of statistical information to inform practice and improvement initiatives relating to child protection.

GRAMPIAN JOINT HEALTH PROTECTION PLAN - IMPLEMENTATION UPDATE - OPE/19/385

11. The Committee had before it a report by the Chief Officer – Operations and Protective Services, which updated members on changes to the Grampian Joint Health Protection Plan, and highlighted achievements under the sections relevant to the council.

The report recommended:-

that the Committee:

- (a) note any updates and achievements in relation to the Grampian Joint Health Protection Plan; and
- (b) note that the Grampian Joint Health Protection Plan would be reviewed in 2020.

The Committee heard an overview of the report which highlighted that two Environmental Health Officer Trainees were progressing towards their final exams which would bring welcome additions to the team.

The Committee heard of Scottish Government guidance on caravan sites which would be circulated to all members.

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The Committee resolved:-

- (i) to request that Scottish Government guidance on caravan sites be circulated to members in due course;
- (ii) to note that an update report would continue to be submitted to this Committee, following the Scotland Public Health reform which was due in 2020; and
- (iii) to otherwise approve the recommendations contained in the report.

BUILDING STANDARDS ACTIVITY REPORT - PLA/19/382

12. The Committee had before it a report by the Chief Officer – Strategic Place Planning, which provided 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.

The report recommended:-

that the Committee:-

- (a) note the contents of the report and appendix; and
- (b) agree to 6 monthly assurance reporting – next update April 2020.

The Committee heard that the service was proactive in their activities which did see an increase in Notices served and highlighted the challenges to some of the enforcement work.

The Committee resolved:-

to approve the recommendations contained in the report.

**SCOTTISH GOVERNMENT UPDATE ON NEW BUILDING REGULATIONS-
PLA/19/383**

13. The Committee had before it a report by the Chief Officer – Strategic Place Planning, which provided an update on Scottish Government Ministerial Working Groups on Fire Safety and Compliance & Enforcement.

The report recommended:-

that the Committee note the contents of the report and agrees to receiving a future update in Autumn 2021.

The Committee heard an overview of the report, some of which arose from the publicly highlighted Grenfell Fire and school building issues, which included a synopsis of the main changes around cladding. It was intended to update this Committee as and when further developments occurred, and in the interim that the Scottish Government Update would be circulated to members. A link to this information could be found [here](#).

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The Committee resolved:-

- (i) to request that information on the Scottish Government Update on new Building Regulations be circulated to members which would include a summary of changes to Building Regulations; and
- (ii) to otherwise approve the recommendation contained in the report.

ASSURANCE WORKSHOP - DISCUSSION

14. The Committee discussed the continuing requirement to gain oversight of the Adult and Child Protection areas of work and the need to have an understanding to enable the committee to fulfil its Terms of Reference. The Committee noted that a workshop session would be arranged, and Members notified accordingly.

- COUNCILLOR JENNIFER STEWART, Convener

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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	12/12/2019 NOW 04/12/2019								
4	Police Scotland Thematic Reports	Multi agency input regarding Violence Against Women Partnership. Delayed from June 2019 Committee, then Delayed to 12 December meeting to allow presentation to COG in October.	for 26/02/2020	Campbell Thomson	Police Scotland	Police Scotland	5.7	D	Delayed until 26.02.2020 due to delay in presentation at COG (17.12.2019).
5	Police Scotland Thematic Report (as suggested by Member)	To present a report on the the recent (1 April 2019) implementation of the Coercive Control legislation enacted by the Scottish Parliament	for 26/02/2020	Campbell Thomson	Police Scotland	Police Scotland	5.7	D	Delayed until 26.02.2020 as aligned with Violence against Women report at 4.
6	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 26/02/2020	Campbell Thomson	Police Scotland	Police Scotland	5.7	D	Delayed until 26.02.2020 due to Committee being rescheduled.
7	Chief Social Work Officer's Report	To present the Chief Social Work Officer annual report. Delayed from October 2019, until to 12 December meeting to allow presentation to COG in October.	Report on this Agenda.	Graeme Simpson	Integrated Children's and Family Services	Operations	1.5		
8	Corporate Parenting Annual Report	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. Delayed from October 2019 to capture findings from Joint Inspection Report published on 03.09.2019 and will report to PPC on 12.12.2019.	Report on this Agenda	Andrea McGill	Integrated Children's and Family Services	Operations	1.2		

	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									
9	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. At its meeting on 10 October 2019, it was noted that that the report due to come to Committee next cycle would be a consolidated document, which would consolidate various different documents that officers were currently using.	Report on this Agenda	Vikki Cuthbert	Governance	Governance	2.1, 2.3		
10	Significant Case Reviews - Aberdeen City Child Protection Committee	To present a report on a SCR, once it has been approved via COG.	Report on this Agenda	Stuart Lambertson	Integrated Children's and Family Services	Operations	1.1.2		
11	Aberdeen City Joint Inspection Report	At its meeting on 10 October 2019, the Committee requested that a finalised report be submitted to the December meeting for information.	Report on this Agenda	Alison McAlpine	Integrated Children's and Family Services	Operations	1.1.1, 1.1.3		
12	SFRS Thematic Report: Grenfell Tower Fire - Post Incident Actions	A Thematic Report arising from the Grenfell Tower Fire.	Report on this Agenda	Bruce Farquharson	Scottish Fire and Rescue Service	Scottish Fire and Rescue Service	5.7		
13	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.	Report on this Agenda	Derek McGowan	Early Interventions and Community Empowerment	Customer	1.4		
14	26 February 2020								
15	Police Scotland Thematic Reports Contact, Command and Control	Representative from Contact, Command and Control Division to speak to data in most recent performance report and provide an input on the Contact Assessment Model (CAM).	Delayed from June 2019 Committee, then discussed on 10 October 2019 to include more relevant updates.	Campbell Thomson	Police Scotland	Police Scotland	5.7		
16	Police Scotland Thematic Report - Drugs & Vulnerable People	At its meeting on 10 October 2019, the Committee requested a Thematic Report on the subject of 'cuckooing'		Campbell Thomson	Police Scotland	Police Scotland	5.7		
17	Police Scotland Performance Report - April to September 2019	To present the annual performance report from Police Scotland.		Campbell Thomson	Police Scotland	Police Scotland	5.7		
18	13 May 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									
19	Resilience Annual Report	To present the Resilience Annual Report - 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. At its meeting on 10 October 2019, it was noted that the report due to come to Committee next cycle would be a consolidated document, which would consolidate various different documents that officers were currently using	May be presented as Generic Emergency Plan in December 2019	Vikki Cuthbert	Governance	Governance	2.5		
20	Police Scotland - Digitally Enabled Policing	At its meeting on 10 October 2019, the Committee requested that an update presentation be provided in regard to the progress on Digitally Enabled Policing, which would include details on the amount of police officers trained to use the device		Campbell Thomson	Police Scotland	Police Scotland	5.7		
21	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		
22	Grampian Joint Health Protection Plan - Review	At its meeting on 10 October 2019 the Committee noted that the Grampian Joint Health Protection Plan would be reviewed in 2020		Hazel Stevenson	Early Interventions and Community Empowerment	Customer	3.3		
23	Building Standards Activity Report	At its meeting on 10 October 2019, the Committee agreed to six monthly assurance reporting		Gordon Spence	Place	Governance	4.1		
24	Grampian Joint Health Protection Plan - Update Report	At its meeting on 10 October 2019 the Committee noted that an update report would continue to be submitted following the Scotland Public Health reform which was due in 2020		Hazel Stevenson	Early Interventions and Community Empowerment	Customer	3.3		
25	Annual Committee Effectiveness Report	To present the Report to Committee as agreed by Council	Dates to be confirmed	Fraser Bell	Governance	Governance	GD 7.4		
26	01 July 2020								
27	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		

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ABERDEEN CITY LOCAL SENIOR OFFICER AREA

SCOTTISH FIRE AND RESCUE SERVICE THEMATIC REPORT GRENFELL TOWER FIRE; POST-INCIDENT ACTIONS

Report Ref SFR/19/460

1 Recommendation

The Aberdeen Public Protection Committee is recommended to:

- 1.1 Consider and note the information provided in this report in relation to prevention and protection.

2 Introduction

- 2.1 The Grenfell Tower fire of 14 June 2017 saw the worst UK residential fire since the Second World War resulting in 72 deaths and more than 70 injuries.
- 2.2 This incident, understandably, resulted in heightened anxiety amongst the occupiers of residences within the 59 residential multi-storey buildings across Aberdeen City.
- 2.3 This report will summarise the actions taken by local Scottish Fire and Rescue Service (SFRS) personnel, with support from The SFRS Prevention and Protection National Directorate, alongside Aberdeen City Council (ACC) to ensure that all residential multi-storey buildings in Aberdeen provided the required levels of fire safety, at the same time providing reassurance to residents.

3 Initial Actions

- 3.1 Immediately following the Grenfell Tower fire ACC co-ordinated a series of resident engagement sessions where ACC Officers and SFRS representatives were present. Each of these partner agency personnel were subject matter experts providing assurances regarding the construction of the building and the materials used, the fire safety measures inherent in buildings of this type as well as education on how to prevent fires in residences and communal areas and actions to take in the event of fire.
- 3.2 These engagement sessions commenced on the 27 June 2017 and were completed on 2 August 2017. A total of 25 sessions were organised and delivered.

- 3.2 Scottish Government established a Ministerial Working Group (MWG) in June 2017 whose initial focus was on high-rise domestic buildings (but has since been expanded). This Group provided direction for local authorities and the SFRS to prioritise actions to ensure the ongoing safety of residents of multi-storey buildings.
- 3.3 ACC Multi-Storey Building Fire Safety Group, including SFRS and other partners, developed a 54-point action plan to address issues and risks raised by the MWG.

4 SFRS HIGH-RISE INSPECTIONS

- 4.1 Prior to the Grenfell Tower fire operational SFRS personnel undertook quarterly inspections of all residential multi-storey buildings reporting any identified deficiencies back to ACC to rectify.
- 4.2 These inspections involve the assessment of 30 different fire safety measures across the entire building to ensure the safety of both residents and firefighters in the event of any fire within these buildings.
- 4.3 This inspection regime has not changed post-Grenfell Tower Fire, however, operational crews across Aberdeen City undertook immediate inspections of all residential multi-storey buildings in the 6 week period following the incident, regardless of previous visit date, to ensure all previously highlighted deficiencies along with any new deficiencies were captured as part of ongoing ACC works that would provide further assurances to all residents that inspections were taking place and repairs progressed in a timely manner.

5 SFRS RESPONSE TO INCIDENTS IN HIGH RISE BUILDINGS

- 5.1 The SFRS has a pre-determined attendance (PDA) for all incident types it may attend. This information is based on extensive historical analysis of incidents.
- 5.2 Prior to the Grenfell incident the PDA for any fire incident in a high rise building was 3 fire appliances and 1 high reach (aerial) appliance. A review of this PDA was included in the initial, national response to the incident. Subsequently this PDA was increased to 4 fire appliances and 1 aerial appliance.
- 5.3 To provide an enhanced level of incident command at the earliest stages of any fire incident in high-rise buildings the PDA was also amended to ensure the nearest senior manager is mobilised in the first instance, providing immediate support to station-based operational personnel.

6 MULTI-STOREY BUILDING FIRE SAFETY GROUP

- 6.1 As mentioned in paragraph 3.3 the above group developed a 54-action plan as a response to issues and risks highlighted by the MWG.
- 6.2 The work of this group had provided evidence where ACC have been vigilant in their undertaking of appropriate fire risk assessments across all relevant buildings including cyclical reviews and inspections. Also worth highlighting is the early work the members of the group undertook in advance of any requirements and expectations established by the MWG and SFRS Prevention and Protection Directorate, in particular the assessment of all high-rise buildings and resident engagement sessions providing reassurance.
- 6.3 The group identified all high-rise properties along with their owners and assessed the external construction of these properties. This group identified properties with external cladding, properties without external cladding and properties whose external cladding was of ACM construction (a feature of Grenfell Tower).
- 6.4 The outcome of this assessment established that, while a number of ACC residential multi-storey buildings were externally clad, none were ACM type and all had been designed and installed appropriately ensuring that external fire spread was not an issue. 2 privately owned properties (hotels) were identified as having ACM cladding, however, both were of a higher rating than that used at Grenfell Tower. All multi-storey buildings in Aberdeen City are considered low risk.
- 6.5 The work of this group has provided evidence where ACC have been vigilant in their undertaking of appropriate fire risk assessments across all relevant buildings including cyclical reviews and inspections.
- 6.6 Additionally, the group has introduced a process of resident-led inspections that will empower residents to take a level of responsibility for ensuring communal areas are maintained free of any combustible materials.
- 6.7 While the action plan has been completed the group continue to meet to ensure issues arising are discussed and addressed at an early stage. The remit of the group has also extended to look at joint actions that will reduce the number of false alarms across ACC's multi-storey portfolio. This work has seen a significant investment by ACC that has resulted in a marked decrease in unwanted fire alarm system (UFAS) activations.
- 6.8 A key element of these improvements has been the continuation of multi-agency engagement events allowing direct access to various agencies should residents have any concerns or queries.

7 MINISTERIAL WORKING GROUP

- 7.1 The actions of the MWG has resulted in a number of outcomes. The more relevant of these (relevant to high-rise domestic buildings) are;
- New legislation regarding provision of heat and smoke detection in all domestic properties from February 2021.

- A change to fire safety standards. These include the cladding requirements on high-rise buildings over 11m (reduced from 18m), improved escape provision in buildings over 18m (all new high-rise buildings will be required to have 2 independent escape stairs) and the introduction of sprinklers to a wider range of housing (from 2021). NB these changes will only apply to new high-rise buildings and will not be applied retrospectively.
- Setting up a fire safety regime review advisory group to ensure comprehensive protection to residents of high-rise domestic buildings.
- Developing an inventory of high-rise domestic buildings in Scotland.

8 FUTURE WORK

- 8.1 The recently published report of the findings from Phase 1 of the Grenfell Tower Inquiry includes 46 recommendations. The SFRS has a cross-directorate working group established to assess its policies, procedures and training to identify any areas that require further review and action. This group will also assess the potential impact of these 46 recommendations aimed specifically at building owners.
- 8.2 It is anticipated that a draft action plan will be completed early in 2020. Local SFRS personnel will liaise with other members of the ACC Multi-Storey Building Safety Working Group to ensure appropriate actions are taken to address any actions relevant to any, and all, agencies.

ABERDEEN CITY COUNCIL

COMMITTEE	Public Protection Committee
DATE	4 December 2019
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Chief Social Work Officer Annual Report 2018/19
REPORT NUMBER	OPE/19/456
DIRECTOR	Rob Polkinghorne
CHIEF OFFICER	Graeme Simpson
REPORT AUTHOR	Graeme Simpson
TERMS OF REFERENCE	1.5

1. PURPOSE OF REPORT

- 1.1 To presents Elected Members the Chief Social Work Officer's Annual Report for year 2018/19. The report is to inform Members of the role and responsibilities exercised by the Chief Social Work Officer; to provide information on statutory decision making in the period; and to give a progress report on key areas of social work provision within Aberdeen City.

2. RECOMMENDATIONS

- 2.1 It is recommended that the Committee note the content of the Annual Report, as attached at Appendix 1.

3. BACKGROUND

- 3.1 The role of the Chief Social Work Officer (CSWO) is a statutory post in accordance with the Social Work (Scotland) Act 1968, as amended by the Local Government (Scotland) Act 1994. This requires Local Authorities to appoint a CSWO for the purposes of listed social work functions.
- 3.2 The required qualifications of the CSWO are set out in regulations and the post holder must be able to demonstrate senior strategic and operational experience. National Guidance on the role was published by the Scottish Government in 2009 and was revised in May 2017. It provides an overview of position, outlining the responsibility for values and standards, complex decision making, particularly in relation to deprivation of liberty decisions and

professional leadership. The guidance also covers accountability and reporting arrangements.

- 3.3 The CSWO provides advice to the Council on social work matters; undertakes decision making in respect of statutory functions and provides professional governance, leadership and accountability for the delivery of social work and social care services, whether they are provided by the Council or on behalf of the Council by another agency. In its 2016 report on Social Work in Scotland, Audit Scotland outlined the increased complexity of the role: *“With integration and other changes over recent years, the key role of the Chief Social Work Officer (CSWO) has become more complex and challenging. Councils need to ensure that CSWOs have the status and capacity to enable them to fulfil their statutory responsibilities effectively”*.
- 3.4 This report is consistent with the content and format guidance laid down by the Chief Social Work Adviser for Scottish Government. The annual report does not provide a complete account of social work activity over the year. Rather it provides an overview of the range of services and initiatives in social work and social care and to highlight key achievements and challenges.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications arising from 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	None for this report.		
Legal	None for this report		
Employee	This report reflects the impact of social work services delivered by the Council, the IJB and commissioned services. It provides a clear narrative as to the critical role social work staff undertake to assess and manage risk posed to and	L	Social work services are subject to the scrutiny of independent inspection via the Care Inspectorate. These inspections provide staff with the opportunity to reflect and learn from their practice and the outcomes they deliver.

	by vulnerable children and adults.		
Customer	This report provides assurance to the citizens of Aberdeen City on the quality of social work services delivered to those who meet the threshold for social work support and intervention.	L	Customers have the opportunity to complain about the quality of services both directly and via the SPSO. A learning approach is actively taken to all complaints. Customers also contribute to inspections via various feedback opportunities enabling them to know that their views are listened to and considered.
Environment	None for this report		
Technology	None for this report		
Reputational	The delivery of effective social work and social care services is critical to the protection and care of vulnerable children and adults. Failure to discharge our statutory responsibilities effectively can bring significant media interest and scrutiny.	L	The public can be assured that the Council ensures compliance with legal requirements and identified areas for improvement are addressed.

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	Not applicable
Prosperous People	Social work services have a significant contribution to make delivering on the LOIP outcomes for Children and Adults – Outcomes 3 to 12. These outcomes require agencies to work in partnership and the attached report sets out the extent to which social work services delivers on these.

Prosperous Place	Not applicable
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Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	None
Organisational Design	None
Governance	<p>There are clear and effective governance structures in place for both adult and children’s social work services which ensure the safe delivery of services.</p> <p>Both services are also independently inspected by the Care Inspectorate on a cyclical basis. The care inspectorate has the authority to impose ‘requirements’ or make ‘recommendations’ on areas improvement identified during the course of their inspection activity.</p>
Workforce	As an employer of scoil workers the Council/IJB has a statutory duty to provide learning and development opportunities to the workforce to enable them to meet their registration requirements.
Technology	Not applicable
Partnerships and Alliances	Services to children; young people and adults are delivered on a multi-agency basis and the scrutiny, challenge and learning requires all agencies to work in partnership with each other.

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

Appendix 1 – Chief Social Work Officer Report 2018/19

11. REPORT AUTHOR CONTACT DETAILS

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Chief Social Work Officer
ANNUAL REPORT 2018/19

Foreword

I am pleased to present the Chief Social Work Officer's Annual Report for Aberdeen City for 2018/19. Every local authority is required to have a professionally qualified Chief Social Work Officer (CSWO), as set out in Section 45 of the Local Government etc. (Scotland) Act 1994. The aim of the CSWO role is to ensure that the Council and the Aberdeen Health and Social Care Partnership receive effective, professional advice and guidance in the provision of all social work services, whether these are provided directly, in partnership with other agencies, or purchased on behalf of the local authority.

The CSWO has responsibility for performance improvement as well as the identification, management and reporting of corporate risks as these relate to social work services. To fulfil these responsibilities, the CSWO has access to elected members, reporting through various Committees and the IJB, the Chief Officer of the AHSCP and the Chief Executive of the Council. The CSWO provides professional leadership and promotes values and standards of professional practice, ensuring only Registered Social Workers undertake those functions reserved in legislation and meet the requirements of the SSSC Codes of Practice.

Only a CSWO can discharge certain duties and responsibilities. These primarily relate to decisions about the curtailment of individual freedom and the protection of individuals and the public. These decisions must be made by the CSWO or a senior, professionally qualified social worker to whom the responsibility has been delegated by the CSWO and for which the CSWO remains accountable. There must be CSWO cover 24 hours a day, every day of the year.

The CSWO has a crucial role in ensuring that financial decisions do not compromise the safety and wellbeing of people who use social work services. These pressures are felt not just by ourselves, but also by colleagues across the third and public sector. The City Council commissions high volumes of adult social care and the difficulty of securing this provision has continued over the past year. These are challenges that the Health and Social Care partnership are actively supporting through their commissioning approaches. In addition, all areas of the social work and social care sector continue to face recruitment challenges filling key posts.

In its 2016 report on Social Work in Scotland, Audit Scotland noted that the role of the CSWO had become increasingly complex with the introduction of Health and Social Care Partnerships. In Aberdeen, Children's Social Work is located within the City Council, whilst Adult and Criminal Justice Social Work resides within the AHSCP. This provides two challenges. Firstly, the CSWO has to retain oversight, professional leadership and provide assurance of safety and quality of all social work services across two large and complex organisations. Secondly, the CSWO has to step back from the role of Chief Officer to provide independent, professional oversight and challenge of Children's Social Work. This is not unique to Aberdeen and is an issue faced by a number of CSWOs across the country. To support my own development and delivery of these duties I have benefited from having a mentor and accessing leadership support while also linking in with colleagues nationally.

This report recognises the excellent work delivered day in day out by social work staff across Aberdeen City. These staff deliver high quality support and services to vulnerable adults and children ensuring their care and safety and working to improve their outcomes, promoting

independence whilst ensuring their safety, wellbeing and protection. This report attempts to reflect their work.

Children's Social Work

The Care Inspectorate intimated its intention to inspect services that care and protect children, young people in December 2018. The resulting self-evaluation and preparation for inspection has been pre-eminent in the work of children's social work staff during the final quarter of 2018/19. On-site inspection activity is planned for late March through to early May 2019. The final report is due to be published in September 2019.

The Integrated Children's Services Board and Child Protection Committee oversee the improvement activity supporting children, young people and their families as identified in the Local Outcome Improvement Plan (LOIP) and corresponding Integrated Children's Services Plan 2017-2020; Corporate Parenting Improvement Plan 2019-2021 and Child Protection Improvement Programme 2016-2019.

We have used performance management information, intelligence from quality assurance processes and feedback from staff, young people and families to update and develop our improvement plans that support the delivery of Child Protection and Corporate Parenting services. Delivery of these improvement plans requires the engagement of the multi-agency partnership across Aberdeen City that support children and young people. They set ambitious targets to drive forward improvement activity.

Our self-evaluation prepared for our forthcoming inspection, indicates significant strengths of services that support children and young people in need of care and protection. Areas of improvement have been identified across all aspects of the work delivered by children's social work but as a partnership we recognise a need for an emphasis in further improving the outcomes for care experienced young people.

Delivery of these priorities has been realistically timetabled to have regard to available resources and will be supported by the business intelligence hub and reported to the Integrated Children's Services Board and Child Protection Committee and ultimately the Aberdeen City Executive Group for Public Protection (COG).

The Aberdeen City Health & Social Care Partnership (ACHSCP)

Aberdeen City Health and Social Care Partnership has continued to work towards fulfilling the ambitions and priorities in this, the last year of its original Strategic Plan. Further progress has been made in the development of city-wide strategies for carers and people with Learning Disabilities and Autism, as well as ongoing development of transformation projects such as Link Workers, Acute Care at Home and the West Unscheduled Visiting Service. In terms of performance, we have continued to see a reduction in our Delayed Discharge figures. The number of days people aged 75 and over, spend in hospital when they are ready to be discharged (per 1,000 population) has shown a 48% reduction from 2017. The Aberdeen figure is 25% below the Scottish rate. There have also been reductions in admissions from Accident and Emergency, with these being 5.5% lower than 2017 and 23% below the Scottish rate.

Our aim remains to be one of the top performing partnerships in Scotland and one which attracts the best people to work with us. We welcomed our new Chief Officer, Sandra Ross in September 2018 and one of her first tasks was to refresh our Strategic Plan, which was approved by the Integrated Joint Board (IJB) in March 2019. The Strategic Plan 2019-2022 has five Aims – Prevention, Resilience, Personalisation, Connections and Communities, and there are a number of commitments and priorities against each of these. In addition, there are five Enablers – Empowered Workforce, Principled Commissioning, Digital Transformation, Sustainable Finance and Modern and Adaptable Infrastructure, which will help us deliver this plan. Our Leadership Team structure has been revised and the team’s objectives are linked to the Strategic Plan. Our first ever Workforce Plan has also been developed and this aims to ensure we have the right people, with the right skills, in the right roles, at the right time at the right cost.

In March 2019 the IJB also approved the move from four localities to three, and the closer alignment of these to Community Planning locality activity. This offers the opportunity for greater collaborative working with improved outcomes for citizens in our communities.

Partnership Working – Governance and Accountability Arrangements

The Health and Social Care Partnership

Aberdeen City Council has delegated a range of statutory functions in respect of social care services to the IJB. ACHSCP deliver these functions on behalf of the IJB. Legal responsibility remains with the City Council, under the direction of the IJB. The Chief Social Work Officer’s responsibilities, in relation to local authority social work provision continue to apply to functions which have been delegated under the integration arrangements.

A Clinical and Care Governance Group (C&CGG) and a Clinical and Care Governance Committee (C&CGC) have been established to oversee delivery of, and compliance with the national framework for clinical and care governance. The C&CG Committee provides assurance to the IJB in relation to the quality and safety of services planned and/or delivered by the IJB. Its key role is to ensure that there are effective structures, processes and systems of control in place. The role of the C&CG Group is to oversee and ensure provision of a coordinated approach to clinical and care governance issues within the partnership. The Group reports to the C&CG Committee and provides assurance that there are robust mechanisms in place for reporting clinical and care governance issues.

ACHSCP has appointed a Lead Social Work Officer, who links with the Chief Social Work Officer in Aberdeen City Council with regard to the governance arrangements, continuous improvement, quality assurance and management of adult social care services. The Lead Social Work Officer is a member of the C&CG Group and the Chief Social Work Officer sits on the Clinical & Care Committee and the IJB. These arrangements ensure the Chief Social Work Officer is aware of any issues in relation to the quality of adult social care services delivered and can direct remedial action if appropriate.

H&SCP Commissioning

Strategic Commissioning is fundamental to our ambition to work with partners across all sectors in reshaping the services that we deliver to address the common challenges that we face. A coherent commissioning approach is pivotal to the people who use our services having improved personal experiences and outcomes. Other anticipated benefits include a more resilient, local marketplace, innovative and effective care models and contractual arrangements that are fit for purpose.

As part of the Leadership Team restructure, a dedicated Lead Commissioning role has been established and that role is currently preparing a refreshed Commissioning Plan which will focus on co-production and commissioning for outcomes. In addition, commissioning arrangements are being progressed for Care at Home and Supported Living, Carers Support, and Dementia.

Social Services Delivery Landscape

About Aberdeen

Place: Aberdeen City covers an area of 186 square kilometres and in terms of population size, it is the 8th largest local authority in Scotland. The City is made up of 37 neighbourhoods – 8 of which have been recognised as deprived based on SIMD.

Population: In June 2018, the estimated population of Aberdeen City was 227,560. The estimated population in 2018 was 0.5% lower than the previous year's population and 1.2% lower than the population peak in 2015. The main contributor to this decrease has been negative net-migration, with more people moving out of the City than moving into it. Comparison of the age structure in Aberdeen and Scotland shows that, broadly speaking, the population of Aberdeen City is younger than that for Scotland as a whole.

Age structure: The median age in Aberdeen City is lower than that for Scotland (36 years compared to 42 years). This is consistent with the higher proportion of people of working age and lower proportion of people of pensionable age in Aberdeen City compared to Scotland.

Life expectancy: In 2015-2017 estimated life expectancy in Aberdeen City at birth was 81.1 years for females, and 76.9 years for males. The estimated life expectancy at birth for females is the same as that for Scotland (81.1 years), while for males it is slightly lower than for Scotland (77.0 years).

Estimated life expectancy by deprivation: In Aberdeen City there was a significant difference in estimated life expectancy by level of deprivation. Life expectancy for males in quintile 1 (most deprived) was 71.7 years compared to 81.4 years for males in quintile 5 (least deprived) – a difference of 9.7 years (compared to 9.4 years for Scotland). For females, the difference in estimated life expectancy was less marked, at 77.3 years for females in quintile 1 compared to 84.7 years for females in quintile 5 - a difference of 7.4 years (compared to 6.6 years for Scotland).

Deprivation (SIMD 2016): Based on overall rankings of deprivation (i.e. All Domains), Aberdeen performs relatively well in the SIMD with 113 (40%) of its data zones being in the 20% least deprived areas of Scotland. However, there are 22 (8%) data zones in the 20% most deprived areas of Scotland – equivalent to a population of 18,171.

Resources

Finance

The current Council 5 Year Business Plan lays out the net budget for social work services until 2023-24. These figures were part of the Council budget that was approved on the 5th March 2019.

SOCIAL WORK SERVICES	2018-19 (£'000)	2019-20 (£'000)	2020-21 (£'000)	2021-22 (£'000)	2022-23 (£'000)	2023-24 (£'000)
Total Budget	132,869	135,768	133,331	131,716	130,905	130,905
Adults	84,995	87,452	85,015	83,400	82,589	82,589
Children	47,874	48,316	48,316	48,316	48,316	48,316

Please note that the figures from 2020-21 may change during the current budgeting process and do not include any updates for 2019-20. The adult social care budget does not reflect how the Partnership might use additional capacity/transformational funding to pay for some adult social care services.

Children's Social Work

Children's social work is part of the wider Integrated Children and Family Services cluster. This cluster brings education and children's social work together and promotes the appropriate integration of services to improve outcomes for children and young people. The Transformation Multi-Agency Group has identified as a priority the wider integration of children's services across the city. This will bring health, police, 3rd Sector and local colleges and Universities together to explore how services can integrate and potentially collocate to deliver services to improve the outcomes for children young people and families.

The exploration of the wider integration will be a priority in the coming year to develop integrated services that are alert to identifying need early and responding with impact to reduce the demand for services.

The financial pressure generated by out of authority placements (residential and foster care) remains a challenge for children's social work. Rebalancing the care profile of our looked after children population is priority for the Children's Social Work both to manage the budget pressures but more critically to improve outcomes.

Aberdeen Health & Social Care Partnership

The ACHSCP has received additional funding through the grant settlement process in order to sustain services provided to adults in the city. This funding has been spent on delivering the commitment to pay the Scottish living wage for adult social care workers. During the last financial year there was additional spend on learning disabilities as a result of an increase in demand and the complexity of the clients being cared for. Work is progressing to review the learning disabilities service to help meet this demand going forward. It is forecast that demand

will increase in the majority of our social care services due to demographics and the IJB is developing strategies to manage this demand and sustain services.

Service Quality and Performance including delivery of statutory functions

Performance Frameworks

ACHSCP Performance Framework

Our performance framework was revised this year to align it to the refreshed Strategic Plan. Local and National Indicators have been assigned to each Strategic Aim and each set of strategic performance indicators are reported to either the Clinical and Care Governance, or Audit and Performance Systems committees with the IJB receiving reports of national interest i.e. the National Indicators, the Ministerial Steering Group (MSG) Indicators and the Annual Report.

Work is ongoing to consider operational performance needs to ensure the right information reaches the right people at the right time. We are operating in a constantly changing environment and what we measure now to assess performance is likely to develop, as we pool data between health and social care, particularly at locality and community level. In some cases, the data may be limited, and the measures may be imperfect, but we can still use it to understand where we are, and where we want to be. We are working with colleagues in both NHS Grampian Health Intelligence and Aberdeen City Council Business Intelligence to improve the quality and range of data available and our ability to analyse it and display it in a very visual and accessible way.

Risk

The IJB has in place a Board Assurance and Escalation Framework to provide the necessary assurance that the partnership has put in place the structures, behaviours and processes necessary for setting risk appetite, for delegating the identification of both significant events and trends, for assessment and mitigation of risk, and for putting in place effective controls and assurances, properly owned and actioned.

The Strategic Risk register is owned primarily by the Chief Officer, with individually identified risks assigned to different members of the Leadership Team as appropriate. It sets out those risks which may threaten achievement of the IJB's strategic priorities, in order for the board to monitor its progress, demonstrate its attention to key accountability issues, ensure that it debates the right issue, and that it takes remedial actions to reduce these. Importantly, it identifies the assurances and assurance routes against each risk and the associated mitigating actions.

The Strategic Risk Register is presented to the Audit and Performance Systems Committee (APS) on a quarterly basis and then presented, with appropriate APS comments included, to the following IJB meeting thus ensuring regular and robust scrutiny of the assessed risks and the mitigating activities and interventions.

Children's Social Work

The scrutiny of performance and outcomes for children and young people continues to be a strong focus of Children's Service Managers. Performance Data is reported to Committee on a quarterly basis. It is appreciated that to support continuous improvement and to

demonstrate improving outcomes, data for children and young people needs to be gathered and analysed on a multi-agency basis. A multi-agency Data Framework has been developed and colleagues in our Business Intelligence Unit are working with colleagues in partner agencies to develop this into a live and interactive format to further enhance our use of data.

Children's Social Work have invested in the Mind of My Own app and training to improve the gathering of young people's views. This is further enhancing our understanding of the impact of the services delivered to children and young people to improve their outcomes.

Child Protection

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

Aberdeen City has actively engaged with the Centre for Looked After Children in Scotland (CELCIS) in their work to develop a National Minimum data set for Child Protection. This will allow for the greater consistency of the collection of child protection data nationally and is complementary to the wider scrutiny framework. Aberdeen City's Child Protection Committee have already developed to understand the impact of services which identify and respond to the needs of children and young people at risk of significant harm.

The Child Protection Committee has an established Risk Register which it considers on a regular basis and reports to the Chief Officers Group. Following an audit undertaken by the Good Governance Review the COG have moved to appointment an independent joint chair of the Child and Adult Protection Committee's bringing further independent assurance to the assessment of risk. This move also strong close alignment to the strategic leadership of both Committee's.

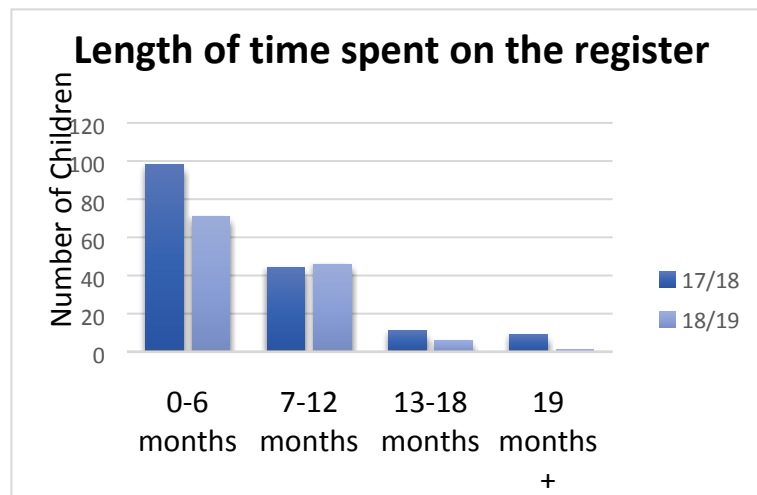
Children's Social Work are key contributors to the work of Aberdeen City Child Protection Committee. Its [Annual Report 2018-2019](#) provides details of the self-evaluation undertaken, improvements delivered and outlines the developments scheduled in the 2019-2021 improvement programme.

Child Protection Register

In 2018-2019:

- A total of 9848 referrals were made to the Children's Social Work intake team. This is an increase of 148% on last year, much of which can be accounted for by changes in the way data is extracted
- 51% of these referrals progressed to a level of social work assessment, ranging from initial triage to comprehensive assessment and intervention taking place.
- There were 154 Records of Investigation - the analytical write up following a child protection investigation, where children are deemed at risk of significant harm – 119 of these circumstances thereafter proceeded to initial child protection case conference.

- There was an average of 104 children on the Child Protection Register at any one time, a decrease from last year's figure of 114
- Across the year, there was a total of 208 children on the CPR
- The rate of registration in Aberdeen was 2.4 per 1000, the Scottish average is 3 per 1000
- Neglect and Domestic Abuse accounted for 58% of registrations
- 13 children were re-registered within 2 years of being taken off the register
- A total of 21 Child Protection Orders were granted in 2018-2019

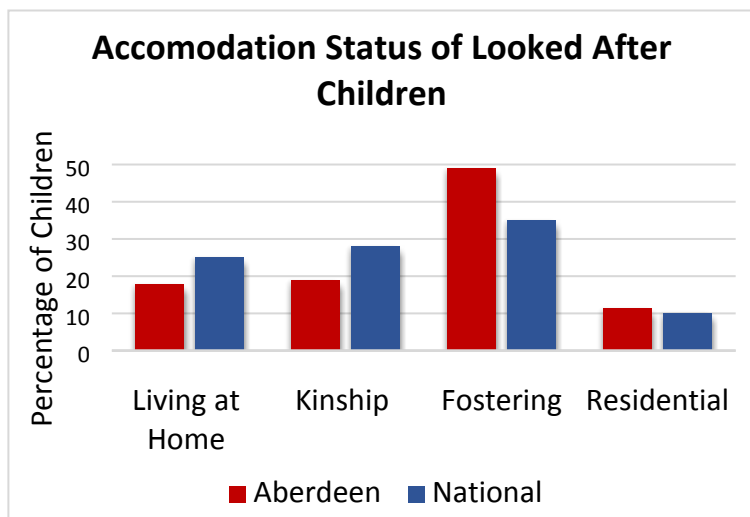


Children remain on the CPR for as long as necessary. 88% were de-registered within 12 months and 60% within 6 months, a total of 162 children in 2017 – 2018. 27 children who were registered over the year from 1st August 2017 to 31st July 2018 had previous registration history, with a range of time intervals between individual registrations. Aberdeen City's rate of re-registrations has fluctuated between 16% and 25% over the course of the year. This data is scrutinised on a quarterly basis by the CPC and informs ongoing work of the child protection improvement plan.

Looked After Children

In Aberdeen City between 2018-2019 there were:

- Around 550 Looked After Children at any one time
- 42% of Looked After Children cared for in a family setting
- 1.6 children per 1000 Looked After, the National average being 1.4 per 1000



This profile highlights that in many aspects Aberdeen City is out of step with the National position. In response Children’s Social Work has shifted resource and worked with partners to develop an enhanced support offer to kinship carers. This will:

- Drawing on best practice develop inhouse supports to ensure extensive independent examination of kinship options, to place and support more children within their extended family.
- Recognise the close connection between children who are placed on the CPR and those who are accommodated. A test of change, using the improvement methodology, will be developed to initiate an exploration of kinship options following the decision to bring a child to a case conference.

We have supported a number of kinship carers to apply for a Kinship Order. While the granting by the court of this Order can remove the child from being looked after, the partnership continues to support a significant number of informal kinship arrangements providing both financial and practical support. The impact of our current profile is that several children are placed a distance from their family making it difficult for them to maintain contact with their home communities. While parents are supported to attend contact, distance can be a challenge.

Recruiting foster carers in the city is a challenge. House prices and alternative employment options deter people from considering fostering. In collaboration with other agencies across Aberdeen City, we will expand our in-house fostering pool over the coming years. This will assist in rebalancing the number of children/young people placed out with the City. Our young people tell us being placed out with Aberdeen makes it harder to maintain family relationships and links to their local community.

We aim to reduce the number of children placed in residential settings out with Aberdeen City. While only slightly above the national picture, the cost of such placements are prohibitive and the outcomes for young people not always positive. We have commissioned Includem to work with in-house resources to provide intensive support to prevent children being placed out with the city but also to support young people to return to the city.

- The overall number of children in secure accommodation between 1st April 2018 and 31st March 2019 has remained low, at an average of 2.25 children in total over the course of the year. This is a decrease from 3.25 in the previous year
- 54 children had a permanence plan approved by the Agency Decision Maker
- 60 children had a permanent match approved by the Agency Decision Maker
- 3 children had their permanence plan changed as the original plan could not be achieved
- 34 new carers were recruited:
 - 10 foster carers
 - 15 adopters
 - 9 kinship carers

Despite recruitment efforts, the need for carers continues to outweigh the number of carers coming forward. Children's social work have actively supported to embed a culture which recognises the value to care experienced young people of continuing care. Approximately 40% of the young people in our residential care homes are 18+. While this supports these young people to move to an independent setting at a pace appropriate to their needs it restricts the availability of new placements for children and young people.

Significant emphasis has been placed on further developing a trauma informed workforce across children's social work. This has been well received with a strong focus on our foster and kinship carers. This approach has also contributed to a grading of good or very good for our register services - Residential; Foster Care and Adoption Services.

Adult Protection

As noted earlier the COG have appointed an independent joint chair of the Child and Adult Protection Committee's bringing further independent assurance to the assessment of risk. This move also strong close alignment to the strategic leadership of both Committee's.

Between 2018-2019:

- A total of 1367 adult protection referrals
- Increases in referrals from Police, NHS, GPs and Scottish Fire and Rescue, but most referrals (33%) continue to be made by other organisations
- 27% of all referrals led to an Adult Protection Investigation
- The largest number of investigations per client group continued to be for the over 65s
- No further action was taken in 32% of cases with either no risk being identified, no support required or support already in place
- A further 30% of cases resulted in further action out with the Adult Support and Protection (ASP) process e.g. a package of care or support being put in place
- Financial harm remains the most common type of harm reported overall with 100 referrals
- Physical harm is the second highest reported category with 85 referrals

Through the Financial Harm Sub-Group, we continue to raise awareness about the dangers of financial harm to help identify those adults who could be at risk from such crimes.

There were no protection orders used during the period of this report. Four Large Scale Investigations were conducted which involved multi-agency work and cooperation. The number is the same as last year and highlights that within the Partnership, we continue to develop a culture of awareness at provider forums and offer clarity on when adult protection procedures should be applied. This has resulted in early reporting, better efficiency in responding to reduce the likelihood of harm occurring.

Our local advocacy service in partnership with the adult protection unit has been gathering information from service users regarding their experience of the Adult Protection process. Feedback has resulted in steps being taken to communicate effectively regarding the process and the outcome of the investigation. We are developing a more systematic approach to getting feedback to improve practice and in turn experience of the person harmed, their families and carers.

We introduced a training programme for service users named 'Keeping Yourself Safe from Harm'. The programme raises awareness of adult support and protection to adults potentially at risk of harm and empowers them to protect themselves. The workshops were focused on adults with learning disability, but the programme has been adapted and will be rolled out to older adults and as many groups as possible.

We systematically carry out quality assurance checks of adult protection work and last year developed our own audit tool based on the model used by the Care Inspectorate. It was identified that 69% of adult protection work undertaken was of good quality and positive outcomes had been achieved, with 13% of cases rated as very good. We strive to improve significantly on these outcomes in the year ahead.

Our culture of learning and development continues as we work with health colleagues to identify Champions within NHS services with a view to implementing across partner agencies to ensure awareness and understanding of ASP is embedded within each service. So far this year we have trained 8 community nurses to work as second persons to encourage integration and a better understanding of different roles and responsibilities under the legislation.

A Grampian-wide Decision-Specific Screening Tool was developed to support practitioners to consider the various elements in the decision-making process, and to consider whether a more formal, health capacity assessment is required to pursue measures under the Adult with Incapacity (Scotland) Act 2000. The GP or relevant team is asked to consider referrals for assessment of capacity that are specific about a decision where there is uncertainty or complexity, and this has produced improved timescales for the return of capacity assessments and consistency of practice.

Our priority areas over the next 12 months, in addition to continuing our commitments above are:

- Our Adult Protection Programme 2019-2021 focuses on key adult protection activities, continuous improvement, strategic planning and best outcomes for our vulnerable adults and their carers
- Dissemination of learning from Initial Case Reviews (ICRs) and Significant case Reviews (SCRs).
- Development of self-neglect protocol and pathway for joint approach

- The role of health in the ASP process
- Performance Management Framework across all partners and improved data collection
- Review the issues surrounding every fatal fire in dwellings and put in place joint-agency interventions to prevent a similar event occurring

Justice Services

Aberdeen City Criminal Justice Social Work service continued to work in partnership with key statutory and third sector partners to reduce re-offending. Some of the key service developments during 2018/19 included:

- Problem Solving Approach - further development of the Problem-Solving Court by widening the criteria to enable earlier intervention particularly targeted to young people and women
- Diversion - Development of Diversion from Prosecution to increase numbers diverted and improve processes. We have recruited a Diversion Coordinator and contributed to the national discourse on the use of Direct Measures
- Domestic Abuse - the Caledonian System continues to deliver a high-quality service to those convicted of domestic abuse offences and to the women and children harmed. The Caledonian Men's Programme has been recently reaccredited, and the Women's and Children's Service accredited, following which all workers have completed the relevant training as well as workers who deliver training
- Women - The Connections Women's Centre continues to support women subject to statutory orders, on day release from HMP Grampian and on a voluntary basis
- Multi-Agency Public Protection Arrangements (MAPPA) – new Level 1 processes developed and working well
- Presumption Against Short Sentences – plans in development in anticipation of increase in workload

Young people

Criminal Justice Social Work now has responsibility for all young people in the adult Criminal Justice system who were not looked after by the Local Authority on their 16th birthday, so workers have been trained in the Start AV risk assessment tool. A Criminal Justice support worker visits Polmont monthly to develop relationships with young people in order to improve uptake of voluntary aftercare for this very vulnerable group.

Learning Disability

Following the successful launch of the Learning Disability strategy – 'A'thegither in Aberdeen' - work has continued at pace to embed the principles and values the strategy is founded upon.

Key Achievements

- A series of engagement sessions took place to develop the Learning Disability Action Plan, with around 100 delegates in attendance. Key focus points of the strategy and action plan development were Housing and Transitions

- A housing group continues to meet in order to progress aligned actions, including the mapping of the current accommodation estate used within the service. This work will continue to be of key focus in 2019-2020
- A group focussed on Transitions has met intermittently, but a renewed focus is now being taken on Transitions by way of an options appraisal of the best models to support young people in Aberdeen, with this work continuing into 2019-2020

The Scottish Commission for Learning Disabilities led on the establishment of the National Guidance for the development of local Learning Disability Strategies and ACHSCP were active partners to this national work. A report was launched to capture information on people placed out of authority area and those facing delayed transfers of care from hospital settings. The 'Coming Home' report sets a national picture and a vision to repatriate, where possible, people who may be placed inappropriately out of authority area. Work has commenced locally to review all out of authority area placements and delayed transfers of care. There is an identified gap in service and accommodation provision for people with the most complex needs and work to further scope the needs of this population and to create supply of appropriate services and accommodation will be of key focus in 2019-2020.

Commissioning of services from the new frameworks for Supported Living and Care at Home has taken place and included the first procurement process from the Supported Living framework. As a result of this:

- A new provider has been brought into Aberdeen City with the process delivering good outcomes for people requiring the service
- A successful full tender process was completed for an Intensive Support Service
- A new supported living service via provider capital investment in order to meet a key need within the service has been created

There continues to be a growing demand placed on Learning Disability services, with the population of people requiring formal social care support growing as well as the complexity of conditions and behaviour. Work to develop our commissioning plan for the service was postponed ensuring all relevant information was available, this work will be completed as a matter of importance during 2019-2020.

Challenges

Throughout 2018-2019, the Learning Disability service has faced several challenges in relation to an increasing population and complexity, resource pressures and staffing issues. Staff recruitment and retention remains an issue within social care services, including commissioned services and our own in-house services.

- A Service Review was undertaken in 2018 and subsequent periods of review have ensued, including the commencement of an external review in 2019
- Staffing issues have resulted in revised team structures in order to provide the relevant support structures for staff and to ensure Duty of Care is at the fore
- Senior Practitioner posts have been created and appointed to within the team, which is providing an enhanced management structure
- Staff within other service areas of the Health and Social Care Partnership continue to work in collaboration with the service, ensuring that development opportunities are acted upon and that the service continues to deliver good outcomes.

- Work has commenced to consider innovative practices to ensure a sufficient and skilled workforce is in place. This includes apprenticeship approaches and work with young people within schools to enhance the pool of people who may consider health and social care as a career path.

The service continues to work in collaboration with other areas of the ACHSCP, provider organisations, individuals and their families. Improving customer experience remains a key area of focus and will continue to be further progressed in 2019-20.

Autism

Work to deliver a revised Autism Strategy and Action Plan was progressed in 2018 and resulted in the new strategy and action plan being approved by both the IJB and Operational Delivery Committee in 2018-2019. An Autism Strategy Implementation Group has been formed in a multi-agency manner, including representation from ACHSCP services, Council services, NHS Grampian, the Third Sector and the autistic community.

Further work will be undertaken to enhance the voice of autistic people within this group. This group is responsible for the delivery of the strategic vision and the implementation of the action plan. Regular meetings are held to monitor progress and update reports will be provided regularly to the relevant governance structures. A successful bid was made to the Scottish Government to support the delivery of a key action within the strategy: the development of an adult assessment and diagnostic pathway. This work will be ongoing for the life of the strategy and is being undertaken in partnership with Aberdeenshire Health and Social Care Partnership. Once funding is received this will be used to support the development of a sustainable approach to this identified gap.

Mental Health

In 2018-2019, Social Work Delivery has contributed to local and national outcomes, national change programs and to the public sector reform agenda by:

- Providing a social work service in a time of reducing bed numbers in Royal Cornhill Hospital
- Working with the hospital staff to reduce delayed discharges and ensure flow of patients from the hospital service
- Working with our third sector partners to increase capacity in the community to respond to the reduction in bed numbers.

The ACHSCP Mental Health Strategic Plan, which is currently out for consultation, echoes the vision of the National Mental Health Strategy 2017-2027. The core aims of the local strategy include Prevention, Self-Management, Recovery, Dignity and Rights and Support for Carers. The support for carers is being further enhanced in mental health with the recruitment of a Carers Coordinator.

Key Areas of Work and Achievements

- A new outcome focused assessment format is being piloted.
- There is ongoing work with the Housing Section of the Local Authority in identifying future housing needs and ensuring these are accommodated in Housing developments to allow the use of mainstream housing for users of our services

- Social Work have been active in planning of Action 15 of the Scottish Mental Health Strategy 2017-2027 which sets out the aim of increasing the number of Mental Health Practitioners by 800 across Scotland
- Mental Health Social Work is involved in developing an enhanced care model for users of our older adult's mental health service which would provide a step up/ step down level of care for those leaving hospital
- Developing out of hours mental health support in particular at A & E and the Kittybrewster Custody Suite which will be developed into a Community Wellbeing Hub to deflect individuals from future reoffending, supporting them in a holistic manner with particular emphasis on mental wellbeing
- Mental Health and Substance Misuse Social Work and the ACHSCP have progressed with integration with all teams now being multi-disciplinary

As with many areas of Social Work, there have been difficulties maintaining full staffing, with the Mental Health Officer (MHO) service being an area of concern. There have been several people leave the service and the recruitment of MHOs is challenging, therefore we are currently operating with 4 Full Time Equivalent vacant posts.

	2013	2014	2015	2016	2017	2018	2019
No of MHOs	34	32	30	34	34	34	33
No of Trainees	0	4	4	4	4	3	1

Numbers of private Guardianship Assessments have increased, while those done for the Chief Social Work Officer remain relatively stable.

Year	Private Guardianship Assessments	CSWO Guardianships
2016/2017	312	110
2017/2018	335	98
2018/2019	362	109

The number of assessments and applications by MHOs for the Mental Health Care and Treatment Act is gradually increasing over the years, particularly in the number of Emergency Detention Certificates and Short-Term Detention Certificates.

	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19
Emergency Detention	20	30	36	36	28	40	50	53
Short Term Detention	156	186	180	157	170	241	203	205
Compulsory Treatment Order	49	65	56	52	62	82	53	61

Substance Misuse

The majority of people referred to Integrated Drug Service are seen and started on treatment within 21 days. From April 2019 – June 2019:

- 98.5% of referrals were seen within three weeks

- 135 people were seen, treated and supported with their drug issue within 21 days
- 100% of those referrals were seen within 5 weeks

Integrated Alcohol Service:

- 96% of those referred were seen within three weeks
- 124 people were seen and supported with their problematic alcohol use
- 99% of referrals were seen within 5 weeks

Areas of good practice

We are involved in several redesign areas such as looking at how we provide support to individuals in the community and how this can be more flexible and responsive with a move away from institutional care

- We are in the process of recruiting a Carers Coordinator who will be involved in developing the local strategy for carers of people with a mental illness and become a resource for staff on the support plans and emergency care plans
- Mental Health social work will be involved in providing post diagnostic support to people who receive a diagnosis of dementia. We are developing the training and commissioning appropriate support services to allow individuals and their carers to receive the correct information and support to assist with the diagnosis.
- The Integrated Drug Service social work team aim to issue locked boxes to parents on methadone treatment as part of a Standing Conference on Drug Abuse (SCODA) based risk assessment looking at how their drug use can impact on their children.

Older People and Physical Disability

Delivery of Social Work Services within Older People/Physical Disability continues to support people with increasingly complex needs, to live as independently as possible in their own communities. Staff at all levels within the care management teams continue to develop links within their localities through attendance at Locality Leadership Groups, as well as Partnership subgroups, exploring key issues affecting some of the City's most vulnerable people.

Capacity issues within the care at home market continue to present significant challenges, with ever increasing demand both in terms of volume and complexity of need. In the context of ward closures and overall reduction in bed base, we continue to shift the balance of care to enable people to remain in their own homes for longer.

- There has been a rise in the number of care at home hours delivered
- We deliver 70,355 hours of care at home per month, an average of 16,325 hours per week; our average figures for unmet need have also reduced on last year's data
- We have a range of care at home providers who work collaboratively, which enabled a cross system response to two significant episodes where providers were unable to provide commissioned care

Achievements and challenges

- We have entered into a new Service Level Agreement with our ALEO, Bon Accord Care with an outcome focussed approach which has enabled a more responsive person led

enablement model, with a focus on early intervention and prevention. This has been rolled out across all ACC Sheltered and Very Sheltered Housing units within the city. Early indications from service users and the provider highlight:

- A high level of satisfaction, underpinned by the ability to flexibly respond to changing needs without the need to seek authorisation from the commissioner
- A reduction in duplication between the local authority and the provider due to establishing shared documentation to support consistent assessment and review
- One care home has been subject to Large Scale Investigation under Adult Support and Protection processes, leading to closure of the home and the loss of 55 nursing home beds within the city
- Our Care Management Response Team has now been fully embedded and evaluated within the service
- The team has now expanded, having responded to 8892 calls over 2018/19, and has developed wider links within the Partnership

As the Carers (Scotland) Act 2016 is further embedded, we have engaged closely with our commissioned service to support local implementation, including joint training provided to all practitioners in relation to outcomes focussed conversations within the context of Adult Carers Support Plans. Throughout 2019 there have been 341 new referrals of unpaid carers to the service, 94 of which have come from Care Management, with 149 ACSPs completed by the commissioned service. Funding has been agreed to establish two Carers Practitioners posts. The creation of these posts will support the delivery of the LOIP.

Complaints About Social Work / Social Care Services

All Scottish Local Authorities process Social Work complaints using the Complaint Handling Procedure (CHP). The CHP was introduced for Social Work complaints in April 2017 by the Scottish Public Services Ombudsman (SPSO). This procedure has two stages; Frontline (Stage 1) and Investigation (Stage 2).

Straight-forward issues are usually dealt with at Stage 1 and should be responded to within 5 working days. Stage 2 complaints are for more complicated issues that require an in-depth investigation. A complainant may also escalate their complaint to Stage 2 if they are dissatisfied with the response to their Stage 1 complaint. The timescale for responding to Stage 2 complaints is 20 working days. Where an individual is dissatisfied with the handling of their Stage 2 complaint, they can approach the SPSO to request an external review. The SPSO may choose to review the handling of the complaint and make recommendations based on their findings.

Performance

In the period April 2018 to March 2019, there were:

- 170 total complaints recorded
- 37 Stage 1 complaints, 237 Stage 2 complaints and 4 Escalated Stage 2 complaints

- 73% of Stage 1 complaints were resolved within 5 working days
- 41.9% of Stage 2 complaints were resolved within 20 working days, with 25% of Escalated Stage 2 complaints resolved within this timescale

There has been a 32% reduction in the number of complaints received from 2017/18. Of the 170 complaints received in 2018/19, 114 related to Children’s Social Work and 56 related to Adult’s Social Work Services. Reasons for the reduction in the number of complaints received include:

- The new Complaints Handling Procedure was introduced in April 2017. Following implementation, the volume of complaints received doubled during the first quarter, likely due to a raised public awareness. Volumes have tailed off since.
- The Customer Feedback Team have adopted a new approach in relation to outlining Social Work complaints points. This has resulted in less repeat complaints from customers regarding the same issue
- The Customer Feedback Team have focussed on getting more information from complainants at the start of the process to better understand the complainant’s expectations and reduce the likelihood of complaints being escalated

The performance for complaints resolved within the statutory timescales is outlined in the following table:

	Overall	Children’s	Adult’s
Stage 1	73.0%	68.2%	80.0%
Stage 2	41.9%	43.8%	37.5%
Esc Stage 2	25.0%	33.3%	0%

The overall percentage of all complaints resolved within the statutory timescale was 48% for 2018/19, in comparison to 85% for 2017/18, therefore there has been a decline in compliance. The decline may be a result of the following:

- The Customer Feedback Team have focussed on the quality control of responses which in some circumstances has meant that Stage 2 responses have taken longer to be issued. There is more likelihood of resolving the complaint if it is thoroughly investigated and responded to appropriately
- The introduction of a revised complaint response template has taken time to embed. The new template has resulted in responses taking longer to draft than previously.
- Staff turnover within the Customer Feedback Team and elsewhere within the organisation has impacted response times. This is because it has taken time to upskill the new post holders in complaint handling

Every effort is made to meet the statutory timescales, however not all investigations are able to meet this deadline. When it is not possible to respond in full to a complaint within the statutory timescale, a revised timescale may be agreed. For Stage 1 complaints, an additional 10 working days is permitted, however there is no set timeframe for extensions to Stage 2 complaints.

When an extension has been organised, a response should be provided within the timeframe agreed. The performance for complaints resolved in both the statutory and revised timescales is outlined in the following table:

	Overall	Children's	Adult's
All Stages	75.9%	80.7%	66.1%
Stage 1	83.8%	81.8%	86.7%
Stage 2	62.0%	66.3%	52.5%
Esc Stage 2	25.0%	33.3%	0%

A complaint may refer to more than one matter and there is a requirement for a formal outcome to be recorded for each point of complaint. The outcomes are upheld or not upheld. In previous years, a decision may have been recorded as partially upheld or that no decision could be made. Following a review of complaint handling in 2018, these outcomes are no longer in use. Due to this, it is not possible to provide a comparison for previous years.

An overview of the 2018/19 outcomes for all complaint stages is provided in the following table:

	Overall	Children's	Adult's
Points Upheld	87 (23%)	60 (23%)	27 (23%)
Points Not Upheld	286 (77%)	196 (77%)	90 (77%)
Total Points	373	256	117

Complaints considered by SPSO

In 2018/19, 4 complaints were reviewed by the Scottish Public Services Ombudsman (SPSO). Of these, 3 were upheld. Recommendations were made for all 4 cases. These recommendations included issuing an apology to the complainants and identifying improvements, such as reflecting on how we manage user's expectations and communicate decisions.

It is useful to note that the complaints reviewed by the SPSO were historic and referred to complaints from the previous financial year, therefore the changes implemented to improve complaint handling were not yet in effect.

User and Carer Empowerment

Self-Directed Support (SDS)

The SDS Team continues to be the hub which gathers and coordinates all feedback in relation to SDS activity to ensure that action is taken to address new and emerging issues as and when they arise. The implementation of SDS continues to be overseen by the SDS Programme Board, which meets monthly and has representation from senior staff from Adult and Children's Social Care, Finance, the SDS Team and CareFirst. It receives updates on progress, considers any issues or innovations, and directs the appropriate staff to resolve or implement these.

We are now in the final phase of implementation whereby we are mainly monitoring the effectiveness of, and making minor improvements to, the information, processes and

procedures already in place. Significant progress has been made in the last 12 months towards the implementation of the SDS legislation to the point where it is fully embedded in our operational practice and all of our supported young people, adults and where appropriate their guardians or carers, have choice and control over the care received.

We have revised our Contributing to Your Care and Support Charging Policy, which is based on an Individual Budget setting process designed to ensure fairness in resource allocation regardless of which SDS option is chosen. We have also progressed the implementation of the pre-paid card which will streamline financial transactions for those using option 1 and reduce the burden of auditing for both individuals and finance staff.

Workforce

Planning and Development

Employees in Children's Social Work and Council employees working in the ACHSCP are eligible to access the full range of corporate learning and development whether online, through qualifications or workshops.

Over the last year, staff have accessed a wide range of opportunities from this corporate menu – including personal and professional development such as Facilitation Skills, customer service skills through workshops such as 'Behaviour Breeds Behaviour', digital skills through Microsoft Office courses and management development including Improvement Methodology.

Children's Social Work

The implementation of delivering a service where we work systemically using a trauma informed, strength based and relational practice model. Filling Consultant Social Work posts has remained a challenge. The Unit model has been adapted to mitigate this by having fewer units than originally intended with larger units with more Social Work posts.

Recruitment in the social care sector remains a challenge in the Northeast and "growing our own" is a key priority within our workforce planning.

Workforce

There continues to be significant difficulties in recruiting Social Workers (especially experienced Social Workers) and Consultant Social Workers / Team Managers across Children's Fieldwork and the service has utilised agency workers to supplement the core workforce. While this has ensured safe practices, it has resulted in higher than wanted changes in Social Worker for children and their families. Over the year our use of agency staff has reduced as we have built up our workforce. The position is similar in the Children's Residential Service where the vacancy rate remains high.

Supporting the workforce

The Staff Liaison Group continues to meet regularly, and through this forum, a revised back up system has been established to enable consistency for service users when staff are absent. Having identified patterns of staff sickness due to psychological reasons, combined with a

volume of newly qualified staff, a resilience working group has been established, which aims to enable experienced and newly qualified staff within a job that presents daily challenges to resilience. The group has agreed on a working definition of resilience, raising awareness across the service and encouraging staff to support each other by sharing their experiences. Positive mental health is encouraged and practical and proactive ways that individuals and the organisation can support this have been identified.

Learning and Development

There are proposals being written in a business case as to how to develop our learning and development framework integrated with our quality assurance framework.

Conclusion

Aberdeen City Council and its partners, like most areas, continue to face demand management and financial challenges. Having a strong social work vision and effective leadership is critical to ensuring that our approach to meeting these challenges utilises that services focus on up to date evidence-based models, research informed practice and a strength-based approaches that deliver improved outcomes. It is also critical that in integrating with partner agencies we don't lose sight of the need to retain a strong social work voice. Similarly, that we build on the strength of relationships that exist across the social work workforce to ensure that the outcomes of service users continue to improve and that the impact of services are effectively evidenced.



Graeme Simpson
Chief Social Work Officer
September 2019

ABERDEEN CITY COUNCIL

COMMITTEE	Public Protection Committee
DATE	4th December 2019
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Aberdeen City Joint Inspection Action Plan
REPORT NUMBER	OPE/19/444
DIRECTOR	Rob Polkinghorne
CHIEF OFFICER	Graeme Simpson
REPORT AUTHOR	Alison McAlpine
TERMS OF REFERENCE	1.1.1; 1.1.3

1. PURPOSE OF REPORT

At its last meeting the Public Protection Committee (10.10.19) noted the report on the **Joint Inspection of Services for Children and Young People in need of Care and Protection in Aberdeen City**, published 3 September 2019 and requested an updated report in relation to the actions submitted to the Care Inspectorate in response to this.

2. RECOMMENDATIONS

That the Committee:

- 2.1 note this report
- 2.2 note the action plan attached - Appendix A
- 2.3 instructs Graeme Simpson, Chief Officer, to provide a service update on progress made on the Action Plan Inspection Report, to the Public Protection Committee by October 2020.

3. BACKGROUND

- 3.1 A report on the Joint Inspection of Services for Children and Young People in need for Care and Protection in Aberdeen City was presented to the Public Protection Committee on 10 October 2019.

- 3.2** In response to the published report the Community Planning Partnership was required to submit an action plan to address the identified areas for improvement. The action plan was approved by the Chief Officer Group on 12th October 2019 and was endorsed by the Care Inspectorate and is attached as Appendix A, for committee's information and assurance.
- 3.3** Many of the areas of improvement 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.
- 3.4** The action plan lays out the identified areas for multi-agency improvement, is the shared responsibility of the partnership and quarterly progress reports will be provided to the Chief Officer Group and the Care Inspectorate.
- 3.5** The action plan will last for one year and the Care Inspectorate fully recognise that delivery of some of the areas of improvement will be part of longer-term improvement work for the partnership.
- 3.6** Due to the positive inspection report, the Care Inspectorate are unlikely to return for a follow up inspection for three years. Committee will be updated as to progress on the implementation of the action plan by way of a service update in 12 months time.

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	Aberdeen City Council has statutory responsibilities to children, young people and their families 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	Quality of care establishments for	L	The culture and ethos afforded within our

	<p>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>		<p>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.</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 Officer 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	Positive impact as a result of Action Plan, and impact assessment completed and sent to Equalities Team.
Data Protection Impact Assessment	Not required.
Duty of Due Regard / Fairer Scotland Duty	Not required.

9. BACKGROUND PAPERS

Aberdeen City Joint Inspection Report OPE 19/238 – submitted to PPC on 10.10.19

<https://committees.aberdeencity.gov.uk/ieListDocuments.aspx?CId=622&MId=6689&Ver=4>

10. APPENDICES (if applicable)

Appendix A - Action Plan following Report of a joint inspection of services for children and young people in need of care and protection in Aberdeen City, October 2019.

11. REPORT AUTHOR CONTACT DETAILS

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Action Plan
following
Report of a joint inspection of services for children and young people in need of care and protection in
Aberdeen City
October 2019

Methodology and Gradings

The direct inspection activity of the Care Inspectorate took place between January and May 2019 with the report being published on 3 September 2019. The Inspection Report demonstrates ongoing improvement across the range of services in Aberdeen city since the previous joint inspection in 2014-15. The Care Inspectorate sought to determine the effectiveness of the partnership against five 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 well 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?

The Care Inspectorate evaluated the partnership against four established quality indicators and found the partnership to be “**good**” in every category:

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

Key Strengths

The Report recognises that, throughout the inspection, the partnership demonstrated a clear and thorough evaluation of itself. In particular, the following key strengths were identified within the Report:

1. 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.
2. 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.
3. Staff recognition of signs of risk, effective information-sharing processes and responses to threats of significant harm.
4. The wide range of universal and targeted support services helping children, young people and their families to recover from cases of abuse and neglect.
5. The effectiveness of joint working and the collaborative approach, vision, values and aims promoted by leaders.

Priority Areas for Improvement

The Report notes the following 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 looked after children and young people, particularly those looked after at home and care leavers.
3. 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.

This action plan seeks to respond to these identified areas for improvement. All improvement priorities are a multi-agency responsibility and sit collectively with the agencies and members of the partnership. However, each area of priority will be led by one agency as indicated below. Where the identified areas for improvement are already included in strategic plans, signposts and links to those plans are provided.

Monitoring of this Action Plan

The project team and the chief officer group will receive quarterly progress updates from those with lead responsibility as identified in the action plan below.

PROSPEROUS PEOPLE: CHILDREN

Joint Inspection of services for children and young people in need of care and protection in Aberdeen City

Action Plan

October 2019 – October 2020

Stretch Outcome Aim	Key Drivers	Improvement project aim	Key Improvement Measures	Lead Responsibility	Progress update
At all times to recognise and respond when Children and Young People need protection from significant harm or abuse	There were no direct areas for improvement identified in the Joint Inspection report here. It recognised that continuous improvement is delivered through the Child Protection Improvement Programme.	N/A	N/A	N/A	N/A
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	The mental health and emotional wellbeing concerns of children and young people will be better addressed.	LOIP – Outcome 4	See LOIP – Outcome 4 https://communityplanningaberdeen.org.uk/wp-content/uploads/2019/02/Final-Draft-LOIP-2016-26-web-version.pdf	Integrated Children's Services Board Chair and Child Protection Committee Chair	
	Approaches to seeking and recording the views of children and young people who had been involved in child protection processes will be extended.	Child Protection Improvement Programme	See Child Protection Improvement Programme (p24-30 in document below) https://www.aberdeengettingitright.org.uk/wp-content/uploads/2019/06/child-protection-annual-report-2019.pdf	CPC Chair	

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Stretch Outcome Aim	Key Drivers	Improvement project aim	Key Improvement Measures	Lead Responsibility	Progress update
			*Please note that this is an iterative document which is being refreshed following the CPC Development Session on 1 October 2019.		
At all times to maximise the wellbeing of children and young people who are looked after	The impact of strategies to shift the balance of care and reduce the high number of out-of-area placements will be closely monitored to demonstrate improvement.	LOIP – Outcome 5	See LOIP – Outcome 5 https://communityplanningaberdeen.org.uk/wp-content/uploads/2019/02/Final-Draft-LOIP-2016-26-web-version.pdf	ICS Board Chair	
	Services will ‘close the gap’ between the outcomes for children and young people looked after at home compared to other care settings	LOIP – Outcome 5	See LOIP 5.1 https://communityplanningaberdeen.org.uk/wp-content/uploads/2019/02/Final-Draft-LOIP-2016-26-web-version.pdf	ICS Board Chair & Corp Parenting Improvement Group Chair	
	The health needs of looked after children and young people will be fully met and comprehensive assessments will be undertaken timeously.	By 30 September 2020 50% of LAC will have an initial health assessment undertaken within 4 weeks of their accommodation. By 30 September 2021 75% of LAC will have an initial health assessment undertaken within 4 weeks of their accommodation. By 30 September 2022 90% of LAC will have an initial health assessment	By 30 Nov 2019 a multi-agency workshop to address the lack of timeously completed health assessments will be held. An improvement charter will be developed on the output of the workshop and presented to the Corporate Parenting Improvement Group in December 2019.	ICS Board Chair & Corp Parenting Improvement Group Chair	

Stretch Outcome Aim	Key Drivers	Improvement project aim	Key Improvement Measures	Lead Responsibility	Progress update
		undertaken within 4 weeks of their accommodation.			
	Regular short breaks received by children with disabilities will meet the children's needs	By 30 September 2020, plans for 100% of children in receipt of regular short breaks will be reviewed	Data will evidence the necessary assessment, planning and review arrangements of regular short breaks received by children with disabilities	ICS Board Chair & Corp Parenting Improvement Group Chair	
At all times to enable care experienced young people to succeed in their transition to adulthood	The partnership will do more to maintain contact with young people after they leave care to improve their outcomes.	The partnership will further develop flexible and responsive support to care leavers that takes account of their individual needs.	Data will evidence improved outcomes and increased levels of engagement in services by care leavers. Feedback from care leavers will evidence the relevancy of service provision to meet their needs.	ICS Board Chair & Corp Parenting Improvement Group Chair	
	Young people with a disability will experience consistently positive transitions between children's and adults' services.	Integrated services will consistently evaluate the transitions between adult and children's services for young people with a disability	Data and feedback from children and families will evidence a positive transition between children and adult services	IJB Chief Officer and Chief Social Work Officer	
At all times to provide strong and effective collaborative leadership	Effective challenge by leaders to the variance in outcomes for particular groups of looked after children and young people, including those looked after at home will be demonstrated.	The partnership will on multi-agency basis consistently evaluate the outcomes for looked after children and young people	By 31 October 2019 a Quality Assurance Framework will be implemented	ICS Board Chair; CPC Chair & Chief Officer Group	
			Learning from QA activity will inform our continuous self-evaluation and L&D programme.		
			An annual report will be provided to COG on the partnerships self-evaluation of services for children and young people in need of care and protection.		

Stretch Outcome Aim	Key Drivers	Improvement project aim	Key Improvement Measures	Lead Responsibility	Progress update
		The Business Intelligence Unit will provide leaders with regular data reports on the outcomes for all groups of Looked After Children.	The Business Intelligence Unit will develop the Data Summary report to provide consistent updates on the outcomes for children and young people.	Chief Officer – Business Intelligence Unit	
		Leaders will ensure they are visible; communicate regularly and engage with and hear from staff across the partnership.	A Communication Strategy will be agreed by leaders by 31-10-19 Leaders will provide staff across the partnership with regular multi-agency staff briefings. Leaders will attend multi-agency engagement events with staff across the partnership.	ICS Board Chair; CPC Chair & COG	
	Strategic and routine data analysis was more sophisticated for children in need of protection than looked after children and young people.	The BIU will provide leaders with regular data reports on the outcomes for all groups of children including those who are LAC.	Updates to the Data Summary Report will be provided on a quarterly basis. The BIU will support the collection, analysis and reporting of data that demonstrates outcomes for children and young people.	Chief Officer – BIU	

ABERDEEN CITY COUNCIL

COMMITTEE	Public Protection Committee
DATE	4 December 2019
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Significant Case Reviews - Aberdeen City Child Protection Committee
REPORT NUMBER	OPE/19/401
DIRECTOR	Rob Polkinghorne
CHIEF OFFICER	Graeme Simpson
REPORT AUTHOR	Stuart Lamberton
TERMS OF REFERENCE	1.1, 1.2, 1.3

1. PURPOSE OF REPORT

To inform the committee of the conclusion of Aberdeen City Child Protection Committee's Significant Case Review (SCR) in relation to the circumstances of Child D and to provide a summary of the recently published Triennial Report on national SCRs from the Care Inspectorate.

2. RECOMMENDATION(S)

That the Committee:

- 2.1 notes the content of the Aberdeen City Child Protection Committees (CPC) update in relation to the SCR and that the learning from this case will be incorporated into the Child Protection Programme 2019-2021;
- 2.2 notes that the case in relation to the SCR is sub-judice and therefore no further information can be publicly shared at this time;
- 2.3 notes the next steps in relation to the SCR are to compile an Executive Summary which can be published once the case is no longer sub-judice and to produce a detailed analysis of the Welsh Methodology that was used to conduct the SCR;
- 2.4 notes the summary of the Triennial report on national SCRs from the Care Inspectorate.

3. BACKGROUND

3.1 The full SCR report for Child D is sub-judice and has already been approved by Aberdeen City's Chief Officer Group for Public Protection (COG). An Executive Summary will be published in due course when the matter is no longer sub-judice.

3.2 Brief Case Summary

3.2.1 Child D was admitted to hospital because of profound failure to thrive. A Child Protection Investigation was initiated which concluded a multi-agency response was required. As a result of identified concerns, a Significant Case Review was recommended by CPC and commissioned by Aberdeen City's COG.

3.3 The review process

3.3.1 This SCR adopted a systemic approach based on the Welsh methodology for conducting SCRs. A key feature of this approach is to bring together agencies and practitioners in a collective endeavour to reflect and learn from what has happened in order to improve practice for the future. The focus is on accountability not culpability, on learning and not blame.

3.3.2 A Case Review Panel was convened to steer the process and the review was led independently, by one of the original authors of the Welsh Methodology. The Panel and the Lead Reviewer began the learning process by clarifying the questions and areas to explore. They also identified the practitioners and Senior Managers to be invited to the learning events, explained the process to them and helped them with preparation.

3.3.3 Participants at the learning events reflected on Child D's situation, identified emerging themes; looked at what worked well and why; explored challenges and considered any changes that were needed as a result of the learning from this review. The independent reviewer and chair of the review panel also met with the family involved. A full report has been prepared by the lead reviewer with learning areas identified.

3.4 Next steps

3.4.1 This case is sub judice and as such no information about this case and SCR can be shared out with the remit of the SCR sub committee, CPC, and the COG.

3.4.2 An Executive Summary is being compiled and this summary will be published in due course. Where possible, without breach of the sub-judice nature of this matter, identified learning has been or is in the course of incorporation into the Child Protection Learning & Development Programme.

3.4.3 Work is already underway, in conjunction with Centre for Excellence for Children's Care and Protection (CELCIS) and at request of COG, to analyse the Welsh methodology that was applied in this SCR. This analysis will be presented to the CPC, COG and at National Child Protection Committees

Scotland when it becomes available. This will help inform local and national use of this methodology in any future SCRs.

3.5 Triennial Report

3.5.1 On 11 June 2019 the Care Inspectorate published their Triennial report on Learning from SCRs. This is a report looking at the learning themes identified from SCRs and also the methodologies used to conduct these reviews across Scotland.

3.5.2 There were 25 SCRs conducted in Scotland over between March 2015 and April 2018. Aberdeen City CPC had no SCRs in that period. The report highlights a number of similar themes dating back to 2012. These include information sharing, thresholds for intervening with families, particularly in relation to neglect, and working with resistance and disguised compliance. The quality and use of chronologies was highlighted as was the need for earlier intervention when children remain in neglectful and/or harmful situations despite being known to services. Another key area linked to this was hearing the voice of the child and involving them in key CP processes.

3.5.3 A total of 73 Initial Case Reviews (ICRs) were undertaken during this period, meaning 48 of those did not proceed to an SCR based on the current national criteria. Aberdeen CPC conducted three ICRs during that period which included Child D. A breakdown of the methodologies used for the 25 SCRs conducted can be found in the table below:

Systems Methodology	SCIE methodology	Hybrid model	No 'specific' methodology
4	7	5	9

3.5.4 SCR final reports ranged in length from 19 pages long to 150 pages long and there is a clear message to be less descriptive and more analytical when compiling final reports. There were wide ranging timescales for SCRs to be fully completed; from eight months to 3 years. Some of these longer ones were dependant on court proceedings.

3.5.5 By way of comparison, the report of the local SCR conducted in relation to Child D is 24 pages long and the review took seven months to conclude. The publication of the Executive Summary will however be delayed due to legal proceedings and will therefore extend the duration of the SCR as subsequently reported by the Care Inspectorate.

3.5.6 The variables highlighted above and lack of consistency across the country is highlighted as barrier to learning. The areas identified as being core to an effective review are:

- A sharp focus on what caused something to happen and how it can be prevented from happening again.
- A concise account of critical points in the management of a case (rather than a lengthy chronology of undifferentiated events).

- A detailed analysis of what went wrong and why, including individual errors and system failures.
- Clear learning points and recommendations addressed to named people or organisations locally and nationally, including adult services where appropriate.
- Measures should be included to follow up and see whether these recommendations have been accepted and implemented.
- A focus on what the lessons should be for the services concerned, rather than a blow-by-blow account of what happened to a child.
- Proportionate to the case being considered when applying the points above. This is far more important than a blind adherence to a specific methodology.
- Prepared to highlight relevant failings and good practice and policy at all levels, not just those at lower levels.

3.5.7 As highlighted in this report Aberdeen CPC sought to ensure the SCR met the criteria for an effective review having researched the Welsh methodology. The CPC will consider the key points highlighted by the Care Inspectorate when producing the analysis of the Welsh methodology and how it was applied in this case.

4. FINANCIAL IMPLICATIONS

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

5. LEGAL IMPLICATIONS

5.1 The case in relation to the SCR for Child D is sub-judice.

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Financial	None for this report		
Legal	The SCR for Child D is sub-judice.	M	No information is shared beyond the SCR sub committee, the CPC, and COG.
Employee	None for this report		
Customer	Required improvements and developments in practice are not identified and actioned.	L	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 to children and young people.	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 identified areas for improvement are addressed.

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.

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)

[Care Inspectorate - Learning from Significant Case Reviews 2015 to 2018](#)

11. REPORT AUTHOR CONTACT DETAILS

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ABERDEEN CITY COUNCIL

COMMITTEE	Public Protection Committee
DATE	4/12/2019
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Corporate Parenting Annual Report
REPORT NUMBER	OPE/19/346
DIRECTOR	Rob Polkinghorne
CHIEF OFFICER	Graeme Simpson
REPORT AUTHOR	Andrea McGill
TERMS OF REFERENCE	1.2

1. PURPOSE OF REPORT

The purpose of the report is to provide an annual update on the progress Aberdeen City Council are making in respect of Corporate Parenting responsibilities (outlined in part 9 of the Children and Young People (Scotland) Act 2014).

2. RECOMMENDATION(S)

It is recommended that Committee:

- 2.1. Note the Corporate Parenting Policy and Plan (appendix 1).
- 2.2. Note the Aberdeen Care Experience (ACE) six month report (appendix 2).
- 2.3. Instruct the Chief Officer Integrated Children and Family Services to bring Aberdeen City's refreshed Corporate Parenting Action plan to the Public Protection Committee in April 2021; and
- 2.4. Instruct the Chief Officer Integrated Children and Family Services to support Care experienced Young People to present a progress update on delivery of the Corporate Parenting Action Plan to the Public Protection Committee on 1 July 2020

3. BACKGROUND

- 3.1 At its meeting on 10 October 2018, the Committee requested an annual update on the Council's progress in meeting its corporate parenting responsibilities in the past year. This is the fourth annual report providing an overview of Corporate Parenting actions, activities and outcomes. Previous reporting to Committee has linked care experienced young people's inclusion and engagement with Champions Board development, to the broader attainment of Corporate Parenting Outcomes.
- 3.2 The Children and Young People (Scotland) Act 2014, legally embeds the concept of corporate parenting and defines the role and activities of corporate parents as, collectively 'designed to ensure that the attention and resources of various publicly funded organisations are explicitly focused on the task of safeguarding and promoting the wellbeing of looked after children and care leavers' (Centre for Excellence for Children's Care and Protection CELCIS, Corporate Parenting Implementation Notes, 2016).
- 3.3 Aberdeen City Council first developed its Corporate Parenting Strategy in 2009. This was refreshed in 2012, through development of a Corporate Parenting Policy and Action Plan 2012 – 2015. In recognition at this time, of changing priorities, that is, the benefits of approaches which champion co-production and participation, a bid was successfully submitted to the Life Changes Trust. This has brought co-production to our Champions Board and its associated activities. Examples of these are reflected in a 3-year Action Plan 2015-2018 subsequently updated and agreed with Life Changes Trust for 2019-2021.
- 3.4 Part 9 of the Children and Young People (Scotland) Act 2014 identifies the key objectives of the role of Corporate Parent:
- Providing safe, secure, stable and nurturing homes for looked after children and care leavers
 - Enabling looked after children and care leavers to develop and maintain positive relationships with their family, friends, professionals and other trusted adults
 - Upholding and promoting children's rights
 - Securing positive educational outcomes for looked after children and care leavers
 - Ensuring 'care' is an experience in which children are valued as individuals, and where support addresses their strengths as well as their needs
 - Ensuring physical or mental health concerns are identified early and addressed quickly
 - Increasing the number of care leavers in education, training and employment
 - Reducing the number of looked after children and care leavers who enter the youth and criminal justice systems

- 3.5 Our Local Outcome Improvement Plan (LOIP) (2019-2026) has Corporate Parenting embedded in stretch aim commitments and actions which embody the above eight priorities. The Corporate Parenting and Champions Board Action Plan(s) 2019-2021 have been aligned and similarly refreshed, setting out the above priorities and links to actions. These have been linked to the Life Changes Trust delivery plan for the remaining period of funding.
- 3.6 The Care Inspection Joint Inspection of Children’s Services reported their findings in Sept (2019). The report identifies positive areas where Corporate Parenting practice was well developed and effectively supporting care experienced people. The Care Inspectorate Report indicates that;
- 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
 - Young people enjoy sustained positive relationships with staff and carers
 - Most care leavers felt valued and respected and had experienced supportive relationships with staff and carers
 - 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
 - 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
 - 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
 - Almost all care experienced young people reported they felt settled and safe where they currently lived

Corporate Parenting Plan

- 3.7 Our refreshed and updated Corporate Parenting Plan, (February 2019) links directly to our LOIP priorities by setting out intentions which are congruent with these priorities. The vision of this Corporate Parenting Plan is that **‘our care experienced children, young people and care leavers have a right to participate in decision-making about their own lives and have their voices heard’ (Champions Board Action Plan 2019-2021).**
- 3.8 This vision intends to support improved outcomes for individual children, young people and care leavers alongside improved services for them, now and into the future. to achieve this, we continue to be committed to progressing the following;

- Improving education outcomes for care experienced children and young people;
- Supporting care experienced children and young people to sustain care placements which meet their needs and sense of identity;
- Supporting children and young people to understand and access multiagency throughcare and aftercare services;
- Improving physical and emotional health outcomes for care experienced young people within the Integrated Children's Services Partnership Structure;

Corporate Parenting Improvement Group

- 3.9 The Corporate Parenting Improvement Group (CPIG) became operational in April 2019 and is focusing on attaining the improvement aims indicated in the LOIP aim 5; 95% of care experienced children and young people will have the same levels of attainment in education, emotional wellbeing, and positive destinations as their peers by 2026. The CPIG will provide oversight of the Improvement project actions which will support this achievement
- 3.10 The above Improvement Projects are at an early stage of development and their success measured across a number of metrics will better inform both operational resource and leadership practice and actions.
- 3.11 In terms of balance of care, our locally held data for the period Sept 2018-Sept 2019 indicates that numbers of looked after children and young people remained fairly static at 548 – 560; with a 3% increase over this period in numbers of young people being looked after at home. Improvement Methodology is being utilised as an approach to increase the number of Kinship Care placements we have locally and consequently, aim to reduce the numbers of children and young people who may otherwise be placed with foster carers based out-with Aberdeen City.
- 3.12 The group have highlighted the positive outcomes which have been recorded following awareness raising, leading to practice change in the partnership approach between Police Scotland and local residential Children's Homes. These outcomes are demonstrated in data shared by Police Scotland Youth Justice Management Unit, Comparative Report on Juvenile Offenders 2018/19, which indicated the reduction in crime files recorded against local children's homes reducing from 122 in 2014/15 to 10 in 2018/19.

Virtual School

- 3.13 The Virtual Head is able to positively reflect in her report for 2018/19, that the gap between attainment of Looked After Children in Aberdeen City, compared nationally for SCQF level 4 in S4, for literacy and Numeracy combined, has decreased by 14.7%. It also shows that Looked After Children in Aberdeen City are performing above the National average for the first time in 3 years. The gap between the attainment of Looked After children compared to their peers has closed for the first time in the above period and reduced by 24.1%. The attainment level for Looked After children has remained the same nationally.

The national attainment level for Looked After Children has remained static for 3 years at SCQF Level 5, in S4 for literacy and numeracy combined. However, the gap between the percentage of Looked After Children in Aberdeen and Looked After children nationally has closed. In 2018/19 there is no gap. The gap between attainment of Looked After Children in Aberdeen City compared to their peers has decreased for the 3rd consecutive year.

- 3.14 The Youth Team support 30 young people who are in College or University in 2019, this has increased from 26 in 2018 and reflective of the pro-active approach offered to young people to access the Care Experienced Grant to enable them to access similar opportunities to peers.
- 3.15 Those with care experience have been highlighted as a group within our Workforce Development strategy where we are supporting their entry into the workforce. Recent collaboration with HR colleagues in August 2019 lead to a workshop session, supporting care experienced young people to apply for Modern Apprenticeships. Three candidates have been successful from this group.

Housing, Council Tax Exemption

- 3.16 Young people placed in alternatives to their family are being encouraged to stay put in stable placements on a Continuing Care basis, with a significant number of those in our local children's homes being aged 18 years and over. (30%). This is an investment in future capacity and is considered highly preventative in reducing future dependencies and demand. It also contributes to decreased homelessness and future avoidance of accommodation breakdown.
- 3.17 Young people leaving care in Aberdeen City are supported through our young person's Throughcare Housing Protocol. This recognises the need that, for care experienced young people they will benefit from an approach which recognises their circumstances and prevents them being considered within homelessness pathways. Our care leavers team, the Youth Team and Housing Access Team meet regularly to support forward planning and early identification of an accommodation need.

- 3.18 Housing Access report that 28 young people who identified as Care leavers were allocated permanent accommodation in 2018/19 with 64 being part of the data base recording permanent allocations.
- 3.19 The Youth Team have been part of a coordinated approach, promoting the uptake of Council Tax exemption for care experienced young people. In collaboration with Revenue and Benefits and Housing Access, processes have been improved which can identify eligible young people. This system is also utilised to identify young people who are eligible for the exemption of Council Tax. There are presently 88 exemptions and 10 accounts with a 25% discount applied in place a rise of 47 from 2018.

Champions Board

- 3.20 An updated Champions Board plan (appendix to Corporate Parenting Plan) was agreed by the Champions in early 2019, with the following being the commitment agreed by the Champions.
- Our care experienced children and young people have a right to participate in decision-making about their own lives and have their voices heard
 - Trust and positive relationships between children/young people and adults are key to effective participation
 - Build a culture which demands and values participation, using co-production
 - Strengthen practice by improving ways of engaging children and young people to support their participation individually and as a group
 - Develop structures to make sure that planning and service delivery takes account of children and young people's views
- 3.21 The Champions Board continues to meet on a regular quarterly basis and is well attended by multi agency partners. The Champions have agreed to monitor progress using a scorecard tool devised by care experienced young people, which links to the objectives outlined above. The tool identifies that there is a specific local focus by the Champions on supporting and improving, among other issues;
- Local administration of the care experienced bursary
 - Supporting care experienced young people sharing their experiences of CAMHS which will lead to improvements and need for mental health support to be reflected in service access and design
 - Supported the Celebrating Success Awards in August 2019 where CEYP achievements were acknowledged at an awards ceremony
 - Roll out of MCR Mentoring Programme in targeted schools, specifically, raising supporting positive destinations by reducing exclusions, improving attendance and raising attainment

Life Changes Trust Young People Grants

- 3.22 This is the fourth year of the grant fund, with the budget match funded by Aberdeen City Council. Grant applications are bi-annual and specifically for the benefit of Aberdeen care experienced young people and young adults, 14 – 26 years.
- 3.23 The Grants Panel is a mix of care experienced young adults and representatives from; ACVO, Children’s Rights Service, Who Cares? Scotland, Education, Sport Aberdeen and Kinship Team. At November 2018, 53 applications were funded, applications for sports equipment, horse-riding equipment, bus passes, laptops and driving lessons being characteristic. In May 2019, applications had increased to 97 this followed a targeted approach, to those children and young people living with kin who are viewed as a group where additional support should be concentrated.

Aberdeen Care Experienced (ACE)

- 3.24 The Ace Group 6 monthly report Jan-June 2019 (Appendix 2) demonstrates the range of participative activities and the engagement of CEYP. There have been 54 care experienced young people who have attended 196 sessions facilitated by the Development Worker. These have ranged from 5-26 year olds and have varied, from; thematic focus groups; social and sports opportunities; consultative and feedback sessions. Young people have been supported to attend the Who Cares Scotland? Summer camp, with a further residential Aberdeen City ‘Champs Camp’ planned for November 2019.
- 3.25 The above report, summarises how these have been progressed. *“developing a sense of belonging is the approach deployed for ongoing work of ACE. Activities and engagement seek to develop their sense of participation, capacity and belonging... Champions Board progression and involvement is central to the work of ACE. All activities, events and work conducted in ACE is directed toward participation, engagement and influencing at Champions board level. core part of this is the recruitment and development of young people to attend and participate in meaningful ways in the Champions Board. This often means spending time with young people to ensure that they understand the processes and feel confident to engage and be heard. This also means that young people who may have some additional support needs are fully included.” (ACE Group 6 monthly report).*
- 3.26 Examples of participatory activities and inclusive practice has ensured that ACE as the voice of CEYP, has been included at many stages of three transformational projects aimed at improving access to care records and improving professional case recording, in addition to consultation and service design contribution, including:

- Focus group on how records should be written, that fed directly into the review and the work being developed
- Co-produced training video of care experienced young people for social work training. Participants used their own words to describe the experience of being written about and how it affects them
- Focus group looking at developing a set of standards for record writing
- Meeting with Care Inspectorate both individually (and ACE) as part of Joint Inspection
- Care Day celebrations for February 2019, Aberdeen City Council held its first Care day celebrations in February. Young people and workers across the city baked cakes together and shared these at the main event
- Research has taken place using an enquiry model to seek direct feedback from young people to CAMHS, informing the development of their provision, including the inclusion of quiet spaces and a sensory sound post whereby potentially distressed young people can use sound to regain a sense of calm

Mind Of My Own

- 3.27 In March 2019 Children's Social Work, purchased Mind of My (<https://mindofmyown.org.uk/>) which is digital tool created to support CEYP to have their voice heard in a way which suits many of their stated preferences for communication. The software has been widely utilised and favourably evaluated by a number of comparator local authorities. Both, as an effective safeguarding tool and a real time opportunity to respond to looked after young people's views about among options, their care plan, contact arrangements, sense of safety, wellbeing and their placement. The app is the only digital tool that supports Article 12 of UNCRC.
- 3.28 At October 2019, we have 122 young people signed up to a Mind of My Own account; 352 worker accounts with 225 statements sent from the app. Aberdeen City have received three awards from the device creators, as outlined below;
- 3.29 In September 2019 awards were made to ACC for Greatest Media Activity; Greatest Use and Swiftest Implementation. Aberdeen City hosted a design workshop with Mind of My Own and care experienced young people in addition to one of our CEYP presenting at the National Mind of My Own conference in September 2019.

Children's rights and participatory practice

- 3.30 The Children's Rights Service has been undertaking a Functional Review of the service, specifically framed around; Provision, Protection and Participation
- 3.31 The 'voice' and participation of our children, young people and young adults is core to the ethos of the Children's Rights Service; from promoting their active involvement in their own plans, through to their contribution to informing and co-designing service delivery

- 3.32 The Children's Rights Service have had a key role in supporting young people to contribute to the Champions Board and actively promote a rights informed stance in the delivery of children's social work with colleagues and partners, to ensure inclusion of the UNCRC into daily practice as Corporate Parents. In recognition of the evolution of the definition we have applied to Children's Rights, the Functional Review has recognised the need for a name change for this service given, that the views of young adults over the age of 19 years are being sought to be supported by care experienced young people.

Life Changes Trust and Children's Rights Development Assistants

- 3.33 The Children's Rights Development Assistants role, match funded through the Life Changes Trust, supports a rights approach in promoting the needs of our care experienced children, young people and young adults. There are four care experienced people in post, with the explicit role of supporting those young people within and who have left the childcare system to share their experiences.
- 3.34 These posts provide a tangible employment opportunity for care experienced young adults, aimed at enhancing their knowledge, skills and experience and therefore their capacity and life chances. The CRDA role promotes and supports the inclusion, participation and 'voice' of Aberdeen's care experienced children, young people and young adults in service development.
- 3.35 Positively, the Care Inspection report on the Joint Inspection of Children's Services recognised and highlighted the partnership commitment to participation and within this, the role of the CRDA's as a good practice example.
- 3.36 The recently facilitated Young Leaders Programme (see Appendix 2) is one of a number of developments planned to improve the skills and capabilities of this team. As part of exit strategy planning from the Life Changes Trust funding, the evolution of both the Development Worker and Participation resource are being considered for option appraisal, capacity and investment.

4. FINANCIAL IMPLICATIONS

- 4.1 In order to support grant conditions, Aberdeen City Council have provided match funding to secure the Life Changes Trust Grant funding. This has been to the value of £50,000 and has been ongoing since 2015. The financial plan for the additional two years expenditure until 2021 was agreed and successfully awarded by Life Changes Trust in March 2019.

5. LEGAL IMPLICATIONS

- 5.1 The Corporate Parenting duties included in Part 9 of the Children and Young People (Scotland) Act 2014 are designed to ensure that the attention and resources of various organisations are explicitly focused on the task of safeguarding and promoting the wellbeing of looked after children, young people and care leavers. This part extends the duties of corporate parents and the reporting responsibilities of local authorities.
- 5.2 Aberdeen City Council has a duty to report to Scottish Government Ministers every three years on how it is meeting its corporate parenting responsibilities as detailed in the Children and Young People Act 2014. The first submission to the Scottish Government was provided in March 2018. The Council has a responsibility to continue to comply with its statutory obligations.

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Financial	If match funding were not available the outcomes and priorities set for Champions Board would be unable to be met. We would be unable to offer employment to the 4 Children's Rights Development assistants, employed on a fixed terms basis at 6 hrs per week each	H	The Public Protection Committee have given a commitment to continue funding at previous committees
Legal	Although no specific risk, the Council has responsibility to comply with its statutory corporate parenting responsibilities	L	Continue to monitor and report annually on corporate parenting to ensure that we mitigate any breach of our statutory responsibilities
Employee	Corporate Parenting training sessions have been delivered to key	M	Training helps inform personnel of their statutory Corporate Parenting responsibilities

	<p>personnel across the Council</p> <p>Fixed term contracts for Children's Rights Development Assistants and Development Officer could impact on future service delivery</p>		<p>Capacity building opportunities have been offered to the Children's Rights Development Assistants as part of Corporate Parenting investment in their future employability</p> <p>Scoping exit planning and funding to mainstream and secure these strands</p>
Customer	<p>Care Experienced Children and Young People are a vulnerable cohort whose needs require to be recognised and met</p>	M	<p>Training and compliance with corporate parenting responsibilities will help ensure improved outcomes for our care experienced young people</p>
Environment	N/A		
Technology	<p>Developing social media and similar platforms which facilitate effective communication with care experienced people</p>	L	<p>Purchase of app technology which is being made available to all looked after young people enabling them to share views and raise issues which are important to them</p>
Reputational	<p>A failure of Aberdeen City Council to comply and meet its Corporate Parenting responsibilities would reflect negatively on the Council</p>	L	<p>Positive media promotion and communication strategy have ensured local coverage of national event participation in eg National Care Day; Champs Camp to promote positive promotion of Corporate Parenting Role</p>

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	N/A
Prosperous People	<p>The proposals in the report have direct link specifically to the delivery and attainment of stretch outcome 5 and peripherally linked to outcomes 4 and 8; 95% of care experienced children and young people will have the same levels of attainment in education, emotional wellbeing, and positive destinations as their peers by 2026</p> <ul style="list-style-type: none"> • Increase the number of care experienced young people accessing a positive and sustained destination by 25% by 2022 • Increase in the number of inhouse foster and kinship placements by 2021 • Increase the number of care experienced people who receive appropriate support when accessing their records by 2022 • Increase the number of children and young people remaining in a placement between 16-18 years old by 2021 • Increase the number of care experienced young people receiving appropriate multiagency throughcare by 2021 • Increase the number of staff, including carers who report increased understanding and skills to respond to children who have adverse childhood experiences (ACE) by 20% by 2021 • Reduce the length of time that care experienced children and young people wait for an initial Child and Adolescent Mental Health Service (CAMHS) appointment to less than 4 weeks by 2021
Prosperous Place	N/A

Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	The principles and co-production approach being applied by the Champions Board are creating opportunities for care experienced customers to share their experiences of service design and impact. Seeking to identify opportunities which exist for capacity building with customers which is experienced by them as an investment, contributing to wider preventative approaches
Organisational Design	Corporate Parenting outcomes are both a core and explicit part of the Local outcome Improvement Plan and can be evidenced in aims within the LOIP
Governance	The Champions Board represents Chief Officers from Corporate Parents within the city. These Chief Officers are encouraged to make sustainable change to help improve the outcomes of our CEYP
Workforce	The suite of awareness raising and staff training opportunities is subject to ongoing development. All ACC staff have a role as Corporate Parents. Those with lived experience are in addition part of our workforce
Process Design	Outcomes for Corporate Parenting seek to reduce dependency demand and be preventative in approach
Technology	Developing communication platforms which are relevant to care experienced young people can be demonstrated in the use of the Mind of My Own app. Aberdeen City Council staff are account holders, have also trained and raised awareness of key partners in the utility of the app and are hopeful this will lead to a wider application of the soft wear. To date this has reduced process time for operational staff and moved from a poorly utilised paper based system
Partnerships and Alliances	The role of Corporate Parent is shared by a wide range of key partners who are demonstrating a capacity to work together to achieve a common set of outcomes. The Champions Board activity is a good example of collaboration around common goals

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	<i>EHRIA provided in 2017</i>
Data Protection Impact Assessment	<i>N/A</i>
Duty of Due Regard / Fairer Scotland Duty	<i>N/A</i>

1. BACKGROUND PAPERS

Children and Young People (Scotland) Act 2014
CELCIS; Corporate Parenting Background Notes (2016)

2. APPENDICES;

Appendix 1: Aberdeen City Council Corporate Parenting Plan

Appendix 2: ACE group 6 monthly report Jan-June 2019

11. REPORT AUTHOR CONTACT DETAILS

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Appendix 1

GETTING IT RIGHT FOR ABERDEEN'S CHILDREN AND FAMILIES

Aberdeen City

Corporate Parenting Policy and Plan

2019-2021



Striving to be the best Corporate Parents we can be

The concept of Corporate Parent has been one of evolution in understanding, approach and behaviours. The concept is evolving, but essentially covers our duty as an organisation to work together with partners to meet the needs of looked after children, young people and care leavers. As an attendee at a recent Corporate Parenting training event I was reminded of the role we all play as individual employees of a local authority – and underlined some of the most important aspects of the work we do in Aberdeen City Council does day in and day out. I came away with some very powerful and positive messages from this session. As a Council our aspirations for those young people should be no different from those as any good parent. We embrace the responsibility and make the needs of the individual children and young people a priority – and every single member of staff should be aware of that duty of care and see it as an opportunity to make a real difference to the lives of care experienced young people.



Angela Scott

Chief Executive Officer

Contents

- Who is this plan for?
- Why have a policy and plan?
- What is the vision for realising the plan?
- What is Corporate Parenting?
- Our local context
- Our Champions Board
- What are we going to do...now?

Foreword

Aberdeen City Integrated Children’s Services (ICS) has a clear vision, role and partner remit for the development and improvement of planning for children’s services. Within our Local Outcome Improvement Plan (2019-2026) we have set the following objectives for Corporate Parenting;

“All care experienced children and young people will have the same levels of attainment in education, emotional wellbeing and positive destinations as their peers by 2026”

To achieve this, Aberdeen City Integrated Children and Family Services, principally Children’s Social Work, will be responsible for evidencing improvement by progressing the following drivers relating to the Corporate Parenting stretch aim:

- Improving education outcomes for care experienced children and young people;
- Supporting care experienced children and young people who sustain care placements which meet their needs and sense of identity;
- Supporting children and young people to understand and access multiagency throughcare and aftercare services;
- Improving physical and emotional health outcomes for care experienced young people within the Integrated Children’s Services Partnership Structure.

Our Vision for realising our Integrated Children Service plan is outlined below:

- Over the next ten years we want to make Aberdeen a place where all children and young people can prosper
- Support every child, irrespective of their circumstances, to grow, develop and reach their full potential. We want Aberdeen to be a city where there is equality of outcomes and opportunities for all our children and young people. We will support families to provide the best care they can for their children. For our care experienced young people, we will ensure that they gain the same opportunities as their peers.
- Support equity of access to education for all our children and young people. For our care experienced young people and our other children at risk we will put addressing inequality in education and positive destinations at the forefront of our aims.
- Invest in the health and wellbeing, including mental health, of our children and young people. We will invest our shared resources to target early intervention and prevention for children and young people which is central to tackling inequality and improving life chances.
- Work collaboratively with our children and young people to shape strategic decision making and direction across Aberdeen City. We aim to be the first UNICEF Child Friendly City in Scotland.

- We also want our children to be safe and protected from harm. This agenda will be driven forward by the Child Protection Committee. The Child Protection Committee works in parallel with the Integrated Children’s Services Partnership Board and, through a reciprocal sharing of information, ensures improvement activity is aligned.

Appendices

Appendix 1 – Local Outcome Improvement Plan (2019-2026)

Appendix 2 - Aberdeen City Care Experienced Children and Young People Corporate Parenting Champions Board Action Plan 2019-2021 to be finalised on back of feedback received.



Representatives of ACE attending the Children and Young People Services award ceremony 2018

Who is the plan for?

This Policy and Improvement Plan is both our commitment to children and young people who are care experienced and for our partners in Aberdeen City who along with ourselves, have corporate parenting responsibilities. Collaboration and participation both with care experienced young people and partners are at the core of our actions if our vision for Corporate Parenting is to be realised.

There are 24 organisations who can be identified in the [Children and Young People \(Scotland\) Act 2014 Section 56](#) as having “Corporate Parent” status. In Aberdeen City, our representative members include:

Aberdeen City Council, NHS Grampian, Police Scotland, Scottish Fire and Rescue Service, North East Scotland College (NESCOL), Robert Gordon University and University of Aberdeen, Sport Aberdeen, Children’s Hearings Scotland, the Scottish Children’s Reporters Administration (SCRA) and third sector partners, represented by Aberdeen Council of Voluntary Organisations (ACVO).



Why do we have a Policy and Plan?

The [Children and Young People \(Scotland\) Act 2014](#) came into force on 1 April 2015. The duties in [Part 9](#) of the Act legally embed the concept of corporate parenting and collectively are ‘*designed to ensure that the attention and resources of various publicly funded organisations are explicitly focused on the task of safeguarding and promoting the wellbeing of looked after children and care leavers*’ ([CELGIS, Corporate Parenting Implementation Notes, 2016](#)).

The concept of Corporate Parenting is not new. These duties build upon previous commitments such ‘[These Are Our Bairns: A Guide for Community Planning Partnerships on Being a Good Corporate Parent](#)’ (Scottish Government, 2008).

Aberdeen City Council first developed its Corporate Parenting Strategy in 2009. This was refreshed in 2012 through development of a Corporate Parenting Policy and Action Plan 2012 – 2015. In recognition at this time, of changing priorities, particularly in relation to co-production and participation, a bid was successfully submitted to the Life Changes Trust to help further develop our [Champions Board](#) and associated activities, as reflected in a 3-year Action Plan 2015-2018.

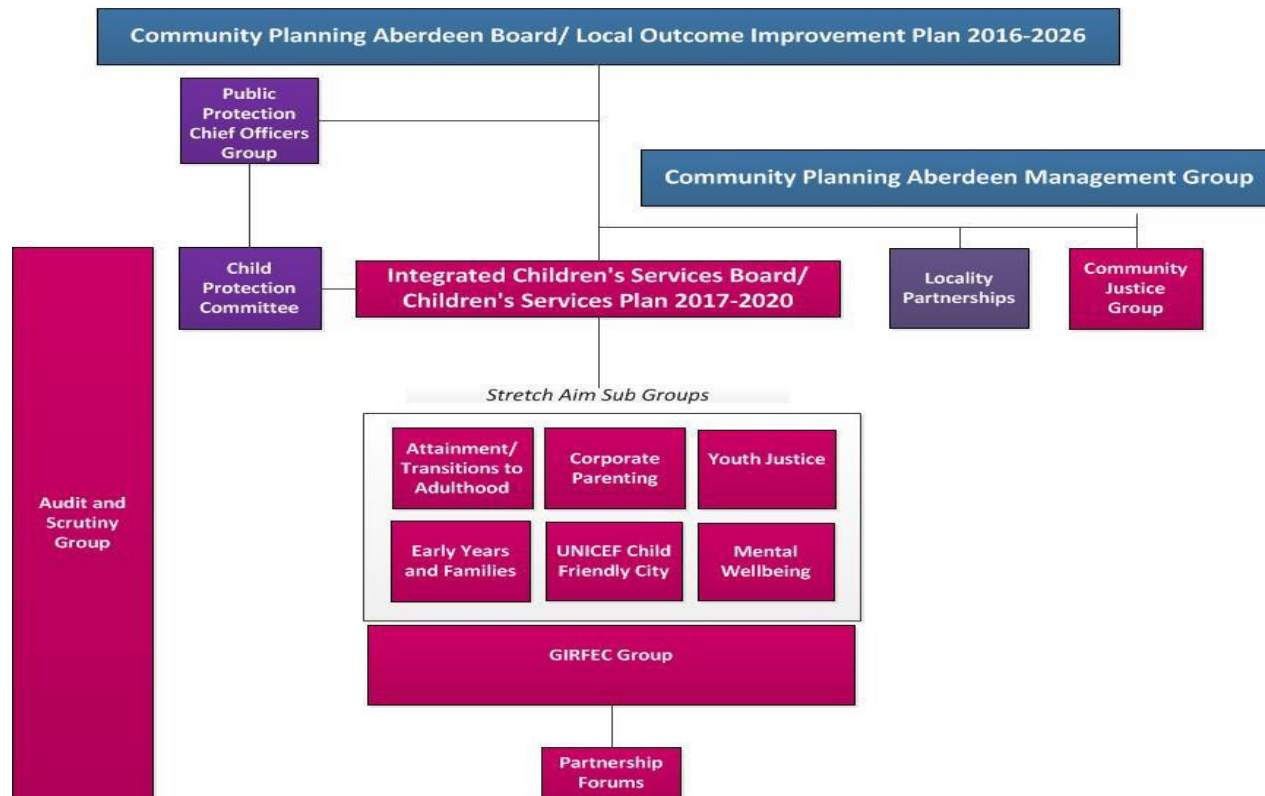
Our refreshed [Local Outcome Improvement Plan 2019-2026](#) has corporate parenting as one of its key priorities (*Figure 1*). Our Corporate Parenting Champions Board Action Plan 2019-2021 has been aligned and similarly refreshed, setting out priority areas for the next 2 years.

Figure 1



These serve to evidence the progress and developments we have made in this area in the last decade. These also illustrate the need to continually reflect and review in light of new information, duties and progressive understanding of the context that children and young people become looked after. We have had a Champion’s Board since 2013 with Corporate Parent objectives lead within Integrated Children’s Services planning well-embedded in the Governance structure (Figure 2).

Figure 2

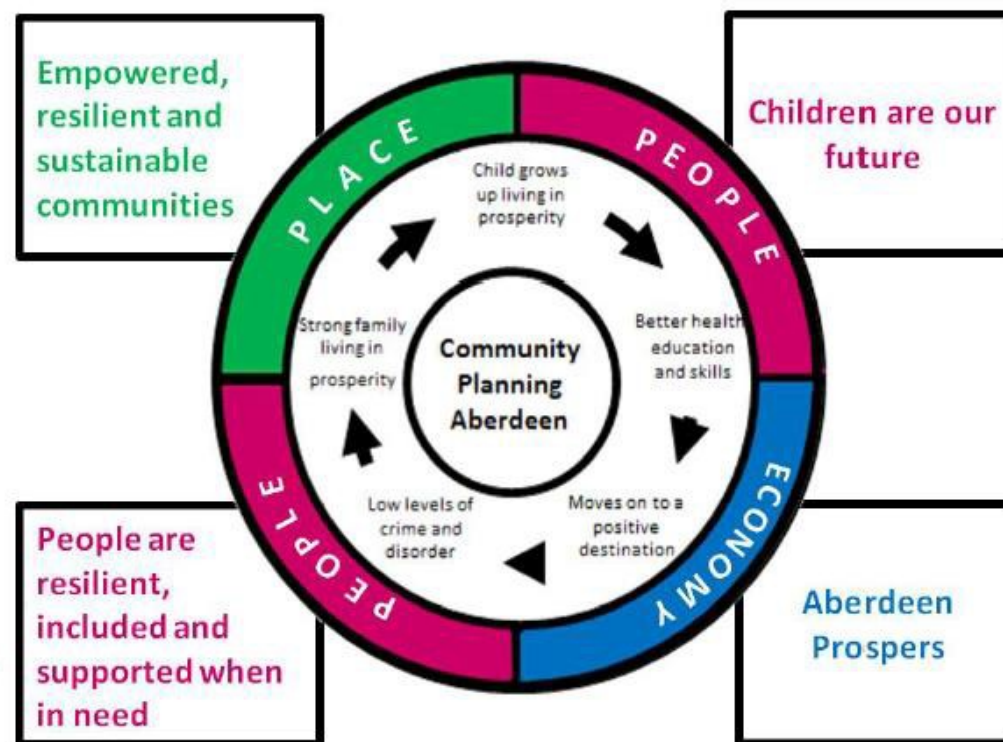


What is the Vision for realising the plan?

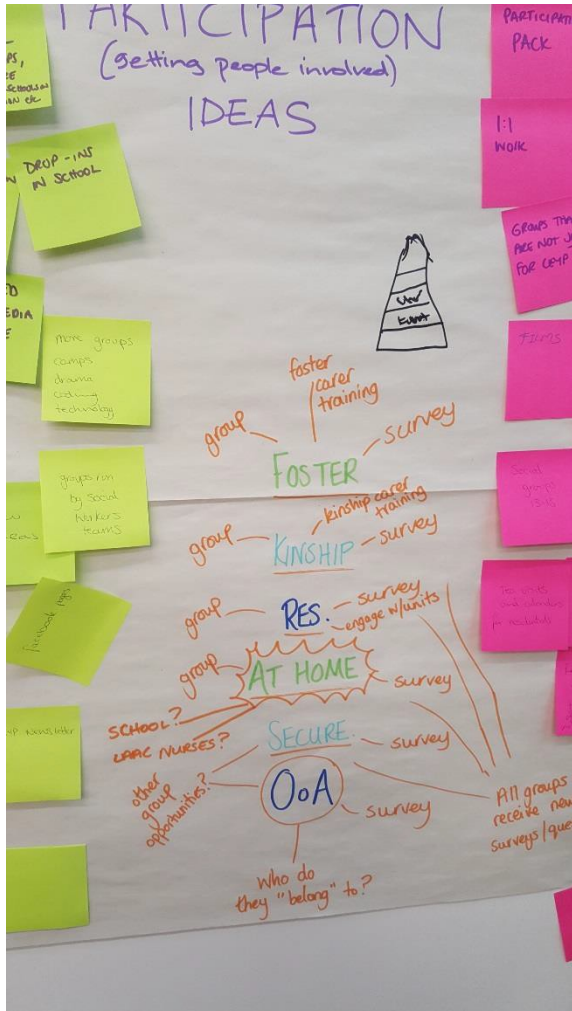
Our [Local Outcome Improvement Plan](#) has children, young people and families ‘front and centre’ in terms of its priorities (Figure 3). Its overarching vision is to ensure ‘that Aberdeen is a child friendly city where the voices, needs, priorities and rights of children are an integral part of public policy, programmes and decisions’.

The parallel vision of this Corporate Parenting Policy and Plan (Appendix 1) is that ‘our care experienced children, young people and care leavers have a right to participate in decision-making about their own lives and have their voices heard’ (Champions Board Action Plan 2018-2021). This vision intends to support improved outcomes for individual children, young people and care leavers alongside improved services for them, now and into the future.

Figure 3



What is 'Corporate Parenting'?



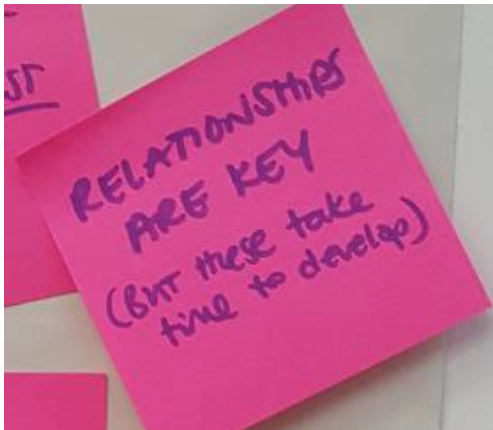
Our vision reflects a definition offered through the Scottish Government's first Report on Corporate Parenting Activity: ['Turning Legislation into Practice Together' \(2018\)](#); *'Corporate parenting is about listening to the needs, fears and wishes of children and young people, and being proactive and determined in our collective efforts to meet them'*.

The [Children and Young People \(Scotland\) 2014 Act](#) defines corporate parenting as *'the formal and local partnerships between all services responsible for working together to meet the needs of looked after children, young people and care leavers.'*



In looking at what a Corporate Parent is, the [Children and Young People's Commissioner Scotland](#) states that *'in simple terms, a corporate parent is intended to carry out many of the roles a loving parent should.*

While they may not be able to provide everything a parent can, but they should still be able to provide the children and young people they're responsible for with the best possible support and care'.



Corporate Parenting Duties

The Children and Young People's Commissioner Scotland sets out that *'corporate parent responsibilities are intended to encourage people and organisations to do as much as they can towards improving the lives of care experienced and looked after children, so that they feel in control of their lives, and are able to overcome the barriers they face'.*



[Section 58 of the 2014 Act](#) sets out these specific responsibilities as illustrated within the Scottish Government's first report on Corporate Parenting Activity (*Figure 4*):

Figure 4

Our Corporate Parenting Responsibilities for Looked After Children and Care Leavers



This report underlines the need to see these duties as *'part of a philosophy of care heavily reliant on building stable, supportive relationships. In this way, we encourage a much greater sense of belonging, help children and young people overcome adverse life experiences and encourage graduated transitions at a pace appropriate to individual needs.'*

[Part 9, Sections 59-65](#) outline a range of other responsibilities, including the requirement to publish and keep under review corporate parenting plans and reports and provide relevant information to Scottish Ministers.

Most of the larger organisations committed to this Policy and Plan also have their own plans for how they will fulfill their specific obligations.

A Rights-based approach to Corporate Parenting

Corporate Parenting will reflect our national approach to children's rights, ([United Nations Convention on the Rights of the Child \(UNCRC\)](#), [Getting it Right for Every Child \(GIRFEC\)](#)). *Figure 5*

[The Children and Young People's Commissioner Scotland](#) underlines the need to ensure that the rights of care experienced children and young people are respected through (*Figure 5*):

- *Considering their wellbeing, and being alert to anything which might affect this;*
- *Assessing their need for services and support;*
- *Promoting their interests;*
- *Making sure their voices and opinions are heard;*
- *Providing opportunities for them to promote their wellbeing, and taking action to help them access those opportunities;*
- *Providing advice and assistance when they're needed;*
- *Making sure services are easy to access for them.*



UNICEF Campaign for non-violent parenting

The Key Outcomes for Corporate Parents to work towards

Throughout, it is important that focus is kept on what corporate parents are working towards. The statutory guidance on [Part 9 of the 2014 Act](#) provides a critical frame of reference in relation to the fundamental outcomes we should be striving to achieve (Figure 6):

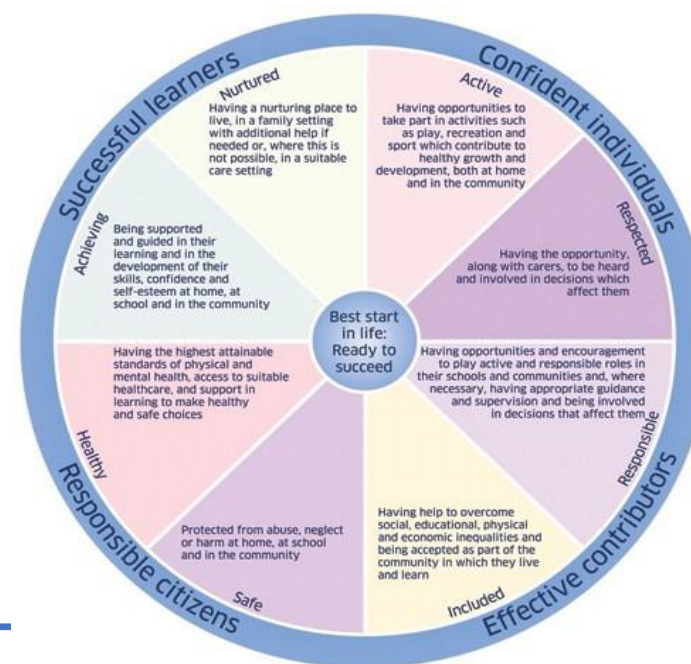


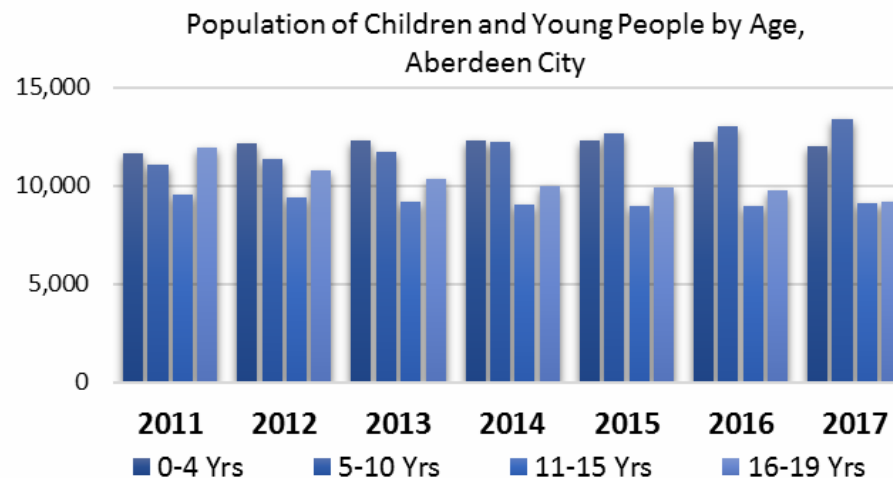
Figure 6

1. Providing safe, secure, stable and nurturing homes for looked after children and care leavers.
2. Enabling looked after children and care leavers to develop or maintain positive relationships with their family, friends, professionals and other trusted adults.
3. Upholding and promoting children's rights.
4. Securing positive educational outcomes for looked after children and care leavers.
5. Ensuring 'care' is an experience in which children are valued as individuals, and where support addresses their strengths as well as their needs.
6. Ensuring physical or mental health concerns are identified early and addressed quickly.
7. Increasing the number of care leavers in education, training and employment.
8. Reducing the number of looked after children and care leavers who enter the youth and criminal justice systems.

Our Local Context

In considering how we will address our Corporate Parenting responsibilities, it is important that the local context is understood. This is important given both the opportunities within Aberdeen City which has a diverse population and vibrant city culture and in acknowledgement of the challenges which the impact of negative social and economic change have on families, children and young people who have fewer resources to meet social and economic adversities. Aberdeen City is the third most populous city in Scotland, and seventh largest geographically. The estimated population of Aberdeen City's Children and Young People aged 0-25 was 68,321 in 2017. This is a decrease from its peak of 72,417 in 2013. Compared nationally, Aberdeen's youth population has decreased by 3.1% more than the rest of Scotland between 2011 and 2017. Although the overall population change for Aberdeen City has increased since 1997 by 5.3%, it is currently below the Scottish average of 6.7%. The older adult populations have continued to grow whilst the youth population has significantly declined. (Figure 7 Source: National Records of Scotland)

Figure 7



The latest Scottish Index of Multiple Deprivation (SIMD) 2016 demonstrates that the 22 Aberdeen City data zones in the most deprived 20% have a population of 18,055, this accounts for 7.9% of the City's total population. Although Aberdeen City has fewer deprived data zones in

the Income and Employment domain, the data may not accurately reflect the current economic situation in Aberdeen City, where unemployment is rising.

In July 2017, there were 590 children and young people, looked after, recent data from December 2018, indicates a reduction in these numbers to 550. Numbers of children and young people subject to Compulsory Measures made through the Children's Hearings continue to reduce from 2014 as (*Figure 8*) below. In addition, there has been both a reduction in the numbers of children referred to the Scottish Children's Reporters Administration (SCRA) and a strong indication that Getting It Right for Every Child (GIRFEC) is creating a well-informed preventative and early intervention approach taken to supporting children and young people where early help has been identified.

Figure 8

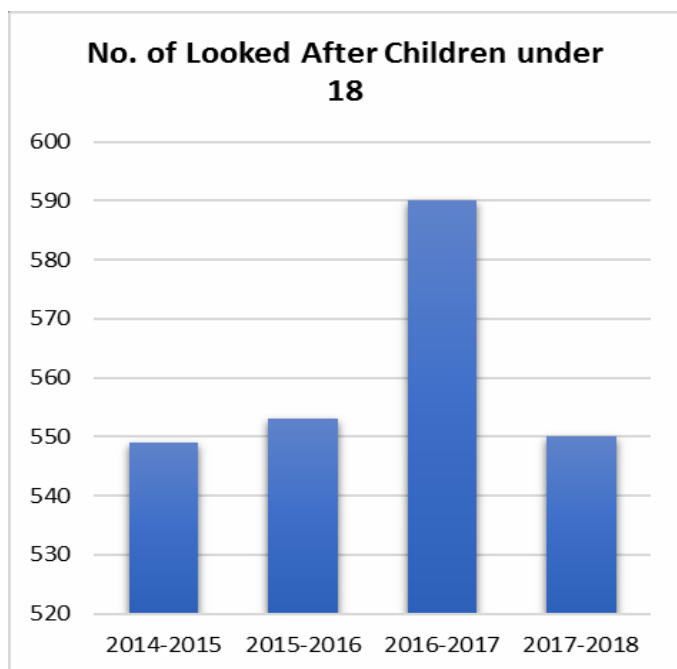
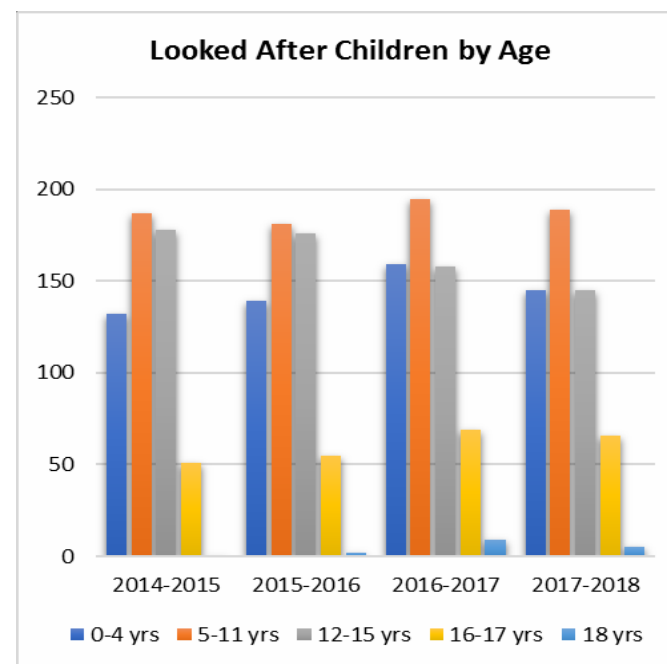


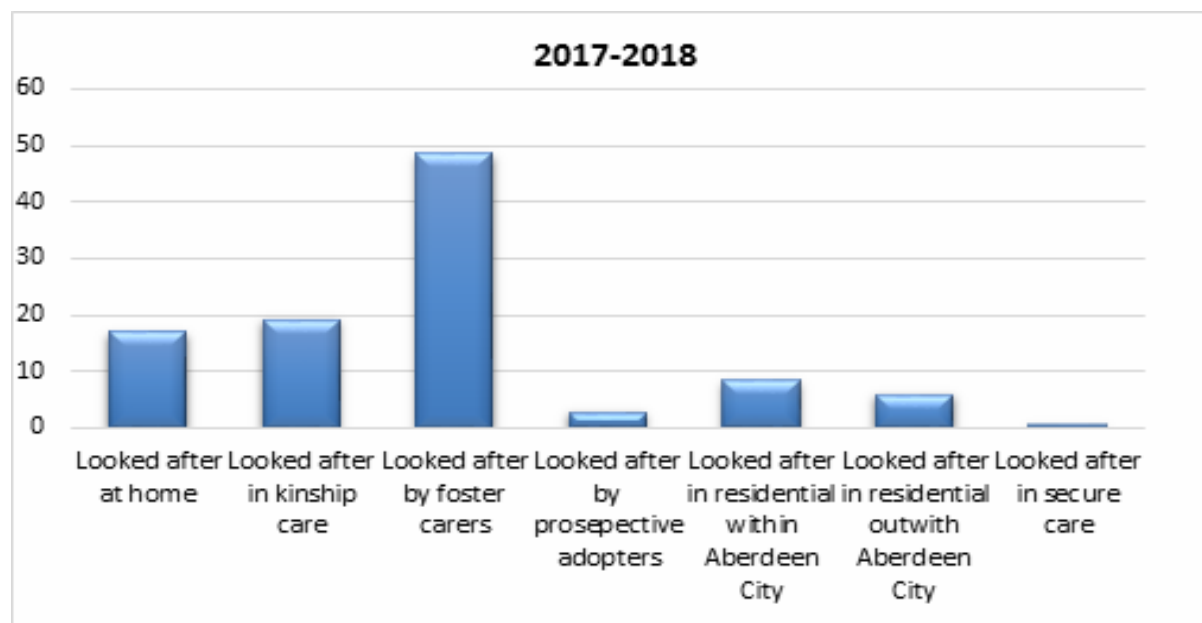
Figure 9



Where are Children and Young People Placed and How well?

Our data (*figure 9*) above, tells us that the majority of children we look after aged under 5 years has continued to increase and that the significant majority are aged under 11 years. The principals informing placement decision making and matching will always seek to prioritise and demonstrate how we best support a young person's sense of family and place identity; (*figure 10*) below shows the use of placement type by percentage of young people placed. As far as need and resource availability allows, children and young people will be matched to placement types which best meet their needs. We recognise that this is an area of ongoing improvement. So, for example, we are utilising Improvement Methodology as an approach to increase the number of Kinship Care placements we have locally and consequently, aim to reduce the numbers of children and young people who may otherwise be placed with foster carers based out-with Aberdeen City.

Figure 10

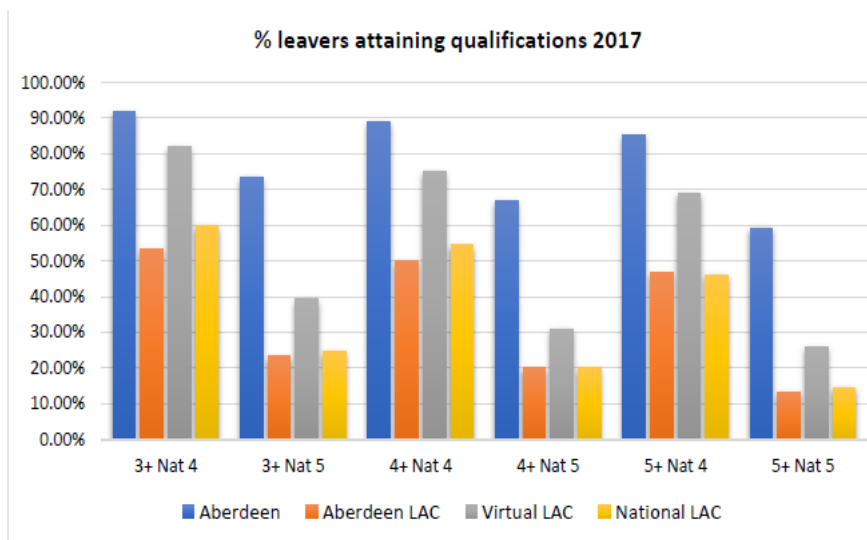


As of December 2018, there are 161 looked after children and young people who live and are educated in Aberdeen City with 83 in Primary and 78 in Secondary. Whilst 226 of our Looked After children and young people are educated and reside in another authority area. We have 142 girls and 245 boys who are young people assessed as having Literacy and Numeracy at SCQF Level 4 (*Figure 11*) and as such, are considered to have the necessary reading, writing, listening and talking and numeracy skills to support them in a variety of forms relevant for learning, life and work. In Aberdeen City as a whole, this has increased from 2013-2014 with 78.86% to 89.07% in 2017, which is higher than the Virtual Comparator at 88.48% and almost on par with the National figure of 89.15%. Looked After Children in Aberdeen have shown a significant increase from 2013-2014 with 13.33% to 56.67% in 2016-2017 which is higher than the National comparator (53.7%) but they are still quite far behind the Virtual Comparator (75%). Looked After. The high number of our children and young people who live out with the authority poses challenges in ensuring equity of provision.

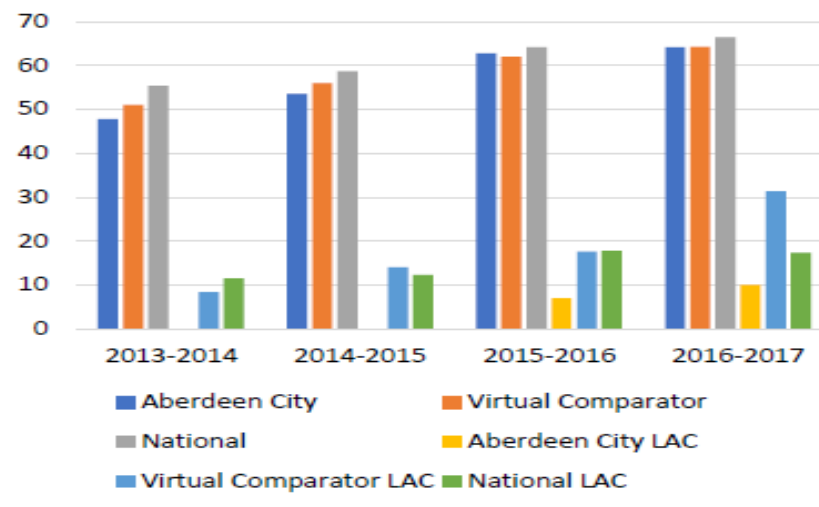
For Looked After Children, pupils started achieving Level 5 in 2015-2016, (6.9%) and this has increased to 10% in 2016-2017. Whilst this is considerably behind the Virtual comparator in 2016-2017, (31.33%), it is a vast improvement since 2013-2014 when there were no pupils attaining Level 5 (Figure 12).

Figure 12

Figure 11



% of pupils attaining Level 5 Literacy & Numeracy

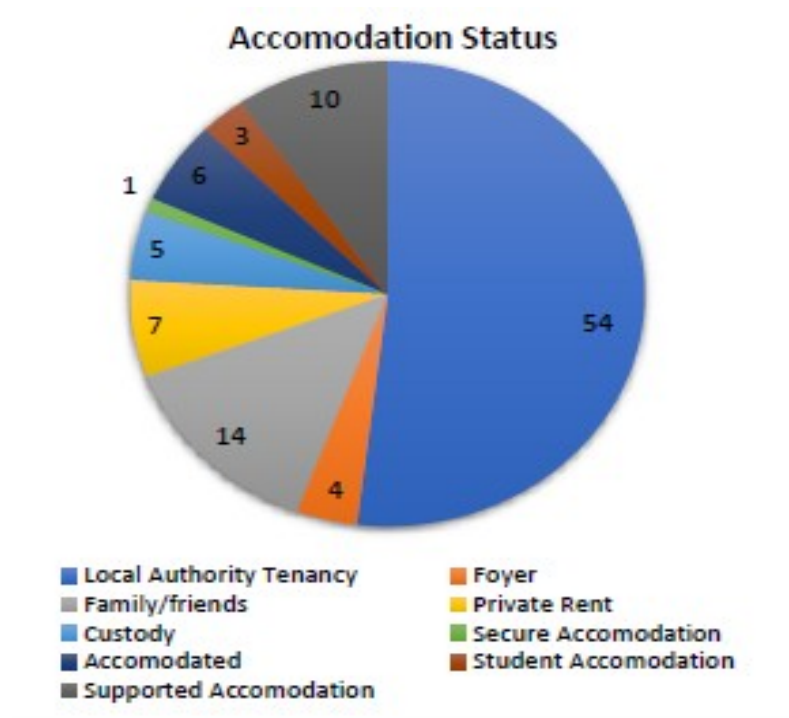


Having the majority of our looked after young people in placements out-with their City, creates varying challenges which need to have robust solutions. Issues such as how we effectively seek young people’s views and support them in maintaining contact with local participation and inclusive activities and; ensuring the voice of those young people placed at a distance can be clearly heard by us as Corporate Parents. The recent adoption and purchase of the MOMO <https://mindofmyown.org.uk/> app should serve us well as an example of a development in this area.

Our care leavers

Young people leaving care in Aberdeen City will be offered support through our young person’s Throughcare Housing Protocol. This recognises the need and recognition that for many young people they will benefit from an approach that recognises their need and prevents them being considered within Homelessness pathways. Our care leavers team the Youth Team and Housing Access meet regularly to support forward planning and early identification of an accommodation need. The stability and sustainability of accommodation is a significant partnership concern. The figure below shows that 51% of the young people allocated to Youth Team have local authority tenure. The Youth Team have been part of a coordinated approach promoting the uptake of Council Tax exemption for care experienced young people. In collaboration with Revenue and Benefits and Housing Access processes have been improved which can identify at an early stage when young people allocated through the Housing Access Protocol may be encountering rent arrears or similar. We are utilising the same system to identify young people who can apply for the exemption of Council Tax. The information below provides an indication of the destinations occupied by young people following them moving on and an indication of the areas we would seek to improve. So, we are seeking to improve supports to our care leavers which is increasingly joined up and

Figure 13



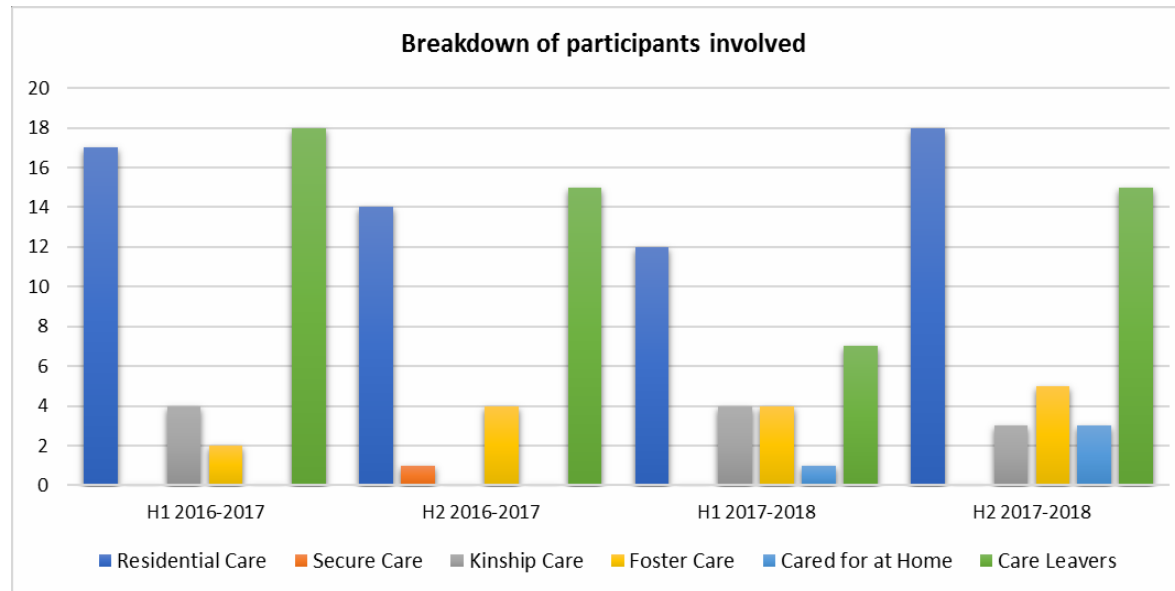
does not create any unnecessary delays or barriers to young people accessing support.

How are we making it happen?

Our Champions Board

The Champions Board meet four times per year and has sought to be sensitive and empathetic in the design and delivery of these sessions. Professional representation is targeted to invite a good fit to the aims of our Corporate Parenting Plan. Young people from a variety of care experiences are welcome to participate in the Champions Board, with the older age range most confident in the current model of participation, as highlighted in numbers outlined in Figure 14.

Figure 14



Our Champions Board has benefitted from targeted investment of resources from 2016-2019 having successfully applied for monies from Life Changes Trust. This award has been matched funded by Aberdeen City Council and has been focused on building the capacity of care experienced young people as key stakeholders, to be empowered to engage with Champions and to support the better development and impact of our Corporate Parenting Plan. Young people have been represented on the Champions Board as below, with a growing focus for 2019 to promote the inclusion of those young people looked after at home.

When asked what should ACE look like a group of care experienced young people?

**“Fun” “Chat” “Chill” “Catch-up”
“Charades” “Music” “Opportunity”
“Options” “Friendship” “A fun place
for kids to chill”**

The focus and impact of The Champions Board will continue to be supported by the award of the next stage of Life Changes Trust monies which will allow the continued employment of a Participation Development worker, whose role focuses on inclusion and personal capacity building to support the contribution and voice of the

diverse group of young people who are care experienced.



Aberdeen Care Experienced (ACE) young people group meet on a regular basis. This group includes but is not exclusive, to young people who are also active in their role with the Champions Board.

ACE has been facilitated by a combination of Aberdeen City Children’s Social Work, Sport Aberdeen and Who Cares Scotland? Staff.

Young people are encouraged to co-produce and be supported to develop the agenda and activities which the group progresses. Examples include two residential events, many and varied outdoor activity and themed sports events. In addition to those with a 'softer' focus including cinema, discussion and social themed activity at Halloween and Christmas.

The membership of the Champions Board has grown and developed since 2016, with core membership and attendance from National Partner organisations and consistent attendance from our local and third sector partners. Representation at the Champions Board is broken down in Figure 15.

Figure 15

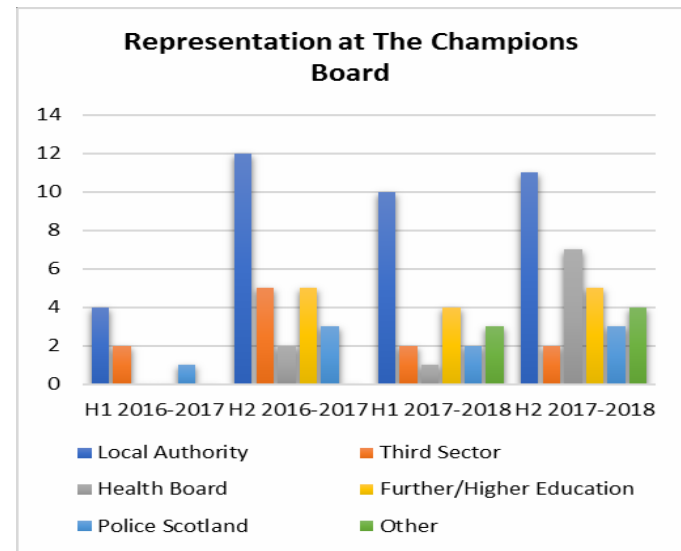
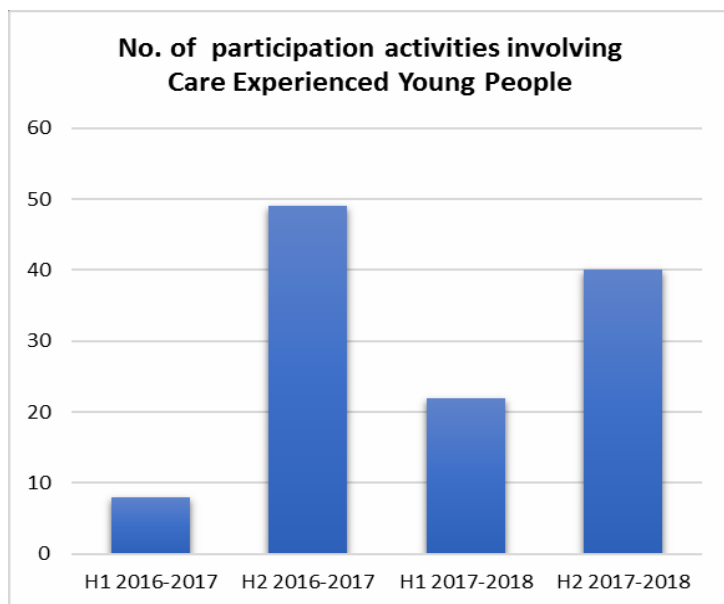


Figure 16



There has been planning and awareness applied to targeting partners who could best support the development of Champions Board and invest in its capacities. The aim is to be sensitive to having a smaller number of professionals as a proportion to care experienced young people who attend (Figure 16). This approach is being updated and reviewed as part of the Champion Board Action Plan for 2019-21.

Grants Project

One of the key aspects of the Life Changes Trust award has been the establishment of a funding source for grant applications, available for care experienced young people aged 14 to 26 years. The number of applications and awards is broken down in Figure 17.

The award panel is hosted by ACVO and members include care leavers and those engaging with care experienced young people. Over the last three years there has been improvement in both administration and clear evidence of beneficial impact on how the grant awards have created opportunities which have supported young people to make improvements in their quality of life.

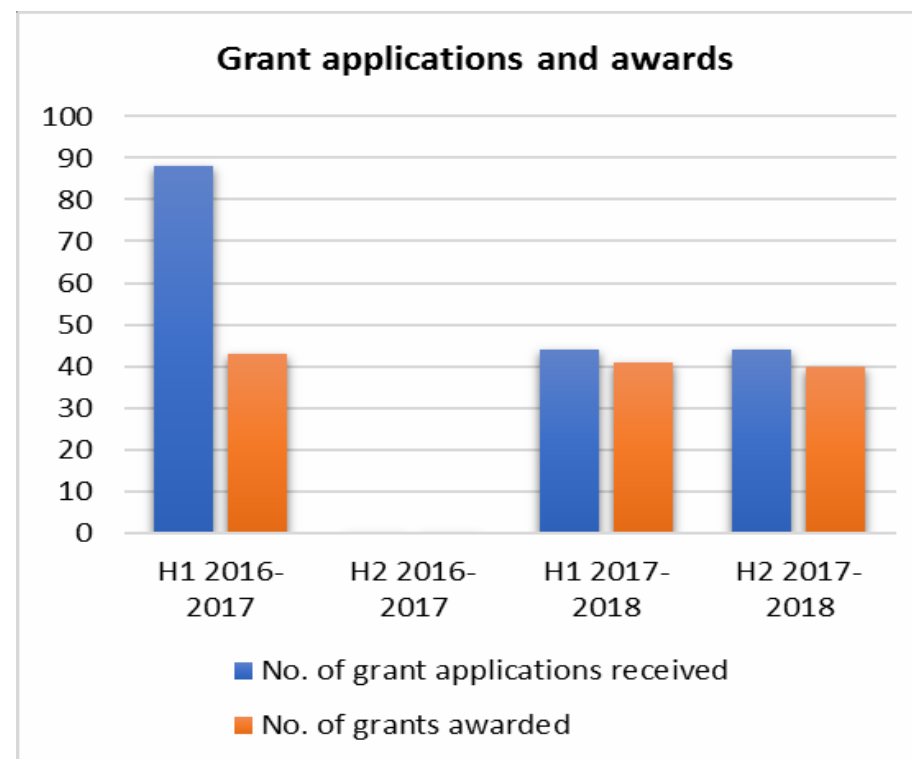
What young people, and others have said about the Grant Awards:

“The money helped the flat feel like my own and improved my confidence massively.”

“Yes, I now practice doing stunts and build on my BMX skills anytime as I now have my own BMX bike. I feel very proud to own this bike, a big thank you to Life Changes Trust.”

“It improved her life hugely. The money was spent on things to furnish her new flat. It made a huge difference and greatly improved her day to day life.”

Figure 17



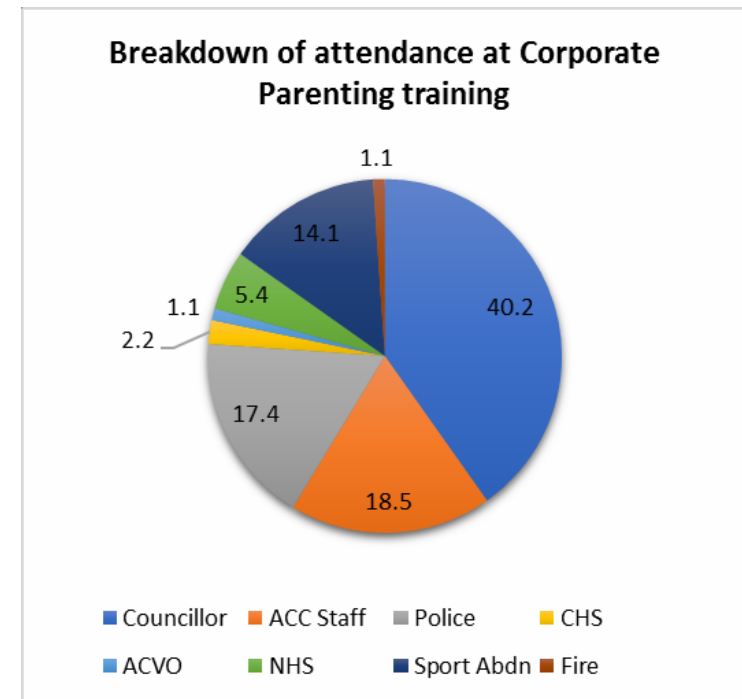
Corporate Parenting Training

There were eight Corporate Parenting training sessions in 2018; 5 of these were co-delivered by Care Experienced Young People. These sessions have developed in content and delivery model as we have become better aware of levels of knowledge, learning styles and the need to become increasingly targeted in ensuring those attending are in key roles. In going forward we have set an aim to have 100% of sessions supported by care experienced young people.



Extending the reach of Aberdeen City Council Corporate Parenting training is an implementation priority for our corporate parent and champions board action plan. A breakdown of attendance is found in Figure 18.

Figure 18



What we are going to do now...?

Between now and March 2021, we will continue with our partnership with Life Changes Trust and to utilise the resource they provide, to improve the effectiveness of our Champions Board and therefore on the impact of our Corporate Parenting activities. We recognise the need for sustained long term improvement in our multi-agency partnership, to reduce gaps for example, in education attainment and in the wider wellbeing opportunities which are experienced by Looked After young people and Care Leavers.

- We know, as young people tell us, that trusting relationships which can be sustained over time are associated with more successful outcomes, for example in sustaining accommodation and making informed choices. We will continue to;
- Monitor our progress against the targets set in our LOIP (Appendix 1) reducing the attainment and outcome gap
- Develop and expand the options for young people and younger children to participate and have their views represented in the Champions Board.
- Our Champions Board workplan, as attached, outlines our agreed targets and commitments over the next 2-year period.
- Our main priority is to support the ongoing involvement of those care experienced children and young people who are active in our City and services, to
- Utilise their experiences and invest with them in identifying and supporting children and young people, who are not yet engaging, to be aware of the Champions Board and its role in informing our approach to Corporate Parenting

We will take stock and review our progress again in 2021, and similarly, in the production of this Plan we have taken time to reflect and learn from the opportunities the Life Changes Trust funding has offered in broadening the reach of our engagement with care experienced young people, and the creative dynamic introduced by these additional resources. This learning and drive is reflected in the Champions Board Action Plan (2019-2021) (Appendix2) and in the priorities our refreshed Local Outcome Improvement Plan is committed to attaining within Integrated Children Services activities is attached below as (Appendix1). We aim to become better equipped to be inclusive in our thinking, better informed in hearing the views of a wider range of care experienced young people who have diverse experiences. We will use approaches to engagement and participation which work well and will include those informed by co production and link into the national lead for participation and all the opportunities presented by capacity building activities for care experienced people.

Appendix 1

Aberdeen's Local Outcomes and Improvements Plan (LOIP) - Corporate Parenting Outcomes			
Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
<p>5. 95% of care experienced children and young people will have the same levels of attainment in education, emotional wellbeing, and positive destinations as their peers by 2026</p> <p><i>(Baseline 2016/17: Positive Destinations- 63.3% 4 or more SCQF awards at Level 3 - 56.7%)</i></p> <p>Responsible Outcome Improvement Group: Integrated Children's Services Board</p>	<p>5.1 Improving education outcomes for care experienced children and young people</p>	<p>Increase the number of care experienced young people accessing a positive and sustained destination by 25% by 2022</p>	<p>% of care experienced young people (S4-6) who leave school and go to a sustained positive destination <i>(Baseline 2016/17: 63.33%)</i></p>
			<p>% of achievement in Curriculum for Excellence Levels for reading <i>(Baseline 2016/17: P1: 46.67%; P3: 46.15%; P7: 28.57%; S3: 40.91%)</i></p>
			<p>No. of complementary Tariff Points Aberdeen City (AC) compared to virtual comparator (VC): <i>(Baseline 2016/17: Lowest Attaining 20% - AC: 21/ VC: 87 Middle Attaining 60% - AC: 270/VC: 405 Highest Attaining 20% - AC: 804/VC: 977)</i></p>
			<p>% of care experienced school leavers attaining SCQF Level 3 in Literacy and Numeracy <i>(Baseline 2016/17: 63.33%)</i></p>
			<p>% of care experience young people leaving school with 4 or more SCQF awards at Level 3 <i>(Baseline 2016/17: 56.67%)</i></p>
			<p>No. of exclusions of care experienced young people <i>(Baseline 2016/17: Primary: 25;Secondary: 206)</i></p>
			<p>No. of care experienced pupils excluded <i>(Baseline 2016/17: Primary: 14; Secondary: 104)</i></p>
			<p>No. of care experienced children and young people attending school on a part time basis <i>(Baseline 2017: 7)</i></p>
			<p>% of care experienced pupil school attendance <i>(Baseline 2016/17: Primary: 89.2%; Secondary: 78.3%)</i></p>

5.2 Supporting care experienced children and young people who sustain care placements which meet their needs and sense of identity	Increase number of staff, including carers working with care experienced children and young people trained in trauma skills and knowledge, to 80% by 2021	No. of emergency admissions in to care
	Increase in the number of inhouse foster and kinship placements by 2021	No. of kinship placements <i>(Baseline 2018: 37% [of all care experienced children and young people])</i>
	Increase in the number of inhouse foster care placement by 2021	No. of care placement moves
	Increase the number of children and young people remaining in a placement between 16-18 year by 2021	No. of foster care placements
5.3 Supporting children and young people to understand and access multiagency throughcare and aftercare services	Increase the number of care experienced young people receiving appropriate multiagency throughcare by 2021	No. of children and young people remaining in care placement
		No. of care leavers with a pathway plan
		No. of care leavers who receive throughcare and aftercare support
5.4 Improving physical and emotional health outcomes for care experienced young people	Increase the number of carers who report increased understanding and skills to respond to children who have adverse childhood experiences by 20%, by 2021	No. of young people we offer targeted support linked to tenancy sustainment
		% of care leavers accessing their benefit entitlement
		No. of Placements on an unplanned basis
		No. of carers who self-report increased confidence and skill in meeting the needs of children who have adverse childhood experiences
		No. of children that report being happy in their care placement
		% of care experienced children and young people who report feeling mentally well
	Establish a baseline for care experienced children and young people who report feeling mentally well	
Reduce the length of time that care experienced children	No. of young people waiting longer than 4 weeks to have a CAMHS appointment	

		and young people wait for an initial Child and Adolescent Mental Health Service (CAMHS) appointment to less than 4 weeks by 2021	No. of children and young people being provided with individualised therapeutic intervention from a range of agencies No. of children and young people who have a health needs assessment undertaken within 4 weeks of being accommodated
<p>6. 95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026</p> <p><i>(Baseline: 83.57% in 16/17 [for most deprived 30%])</i></p> <p>Responsible Outcome Improvement Group: Integrated Children’s Services Board</p>	6.1 Improving pathways to education, employment and training for identified groups (including Care Experienced Young People and those with Additional Support Needs	Increase the no. young people who effectively transition from primary school to secondary school by 2021	% of pupils with a transition plan Attendance of pupils with a transition plan Exclusions of pupils with a transition plan
		Increase the range and number of accredited courses being provided by schools & partners by 25% by 2021	No. of courses presented per school No. of relevant work-related learning experiences for all secondary pupils % of S3-S5 pupils identified as ‘at risk’ of disengaging that stay on % of primary school attendance by areas of deprivation <i>(Baseline 2016/17: Quintiles 1,2 and 3 – 92.5 -94% Quintiles 4 and 5 – 95.7-96.5%)</i>
			% of secondary school attendance by areas of deprivation <i>(Baseline 2016/17: Quintiles 1,2 and 3 – 87.2 -91.1% Quintiles 4 and 5 – 92.8- 94.7%)</i>
			% difference between 30% most and least deprived for literacy and numeracy <i>(Baseline 2016/17: 30% Most Deprived - Literacy/Numeracy Level 4: 80.92% 30% Least Deprived - Literacy/Numeracy Level 4: 94.77% Variance: 13.85%)</i>
		Increase the number of partners supporting delivery of the Senior Phase by 10% by 2021	Mean no. of partners supporting delivery of the senior phase in each school
		Increase the number of young people taking up foundation apprenticeships to 142 by 2021	<i>No. of foundation apprenticeships</i>

		Reduce the number of winter leavers with no positive destination by 50% by 2021	<i>No. of winter leavers with no positive destination (Baseline: 50)</i>
		Increase the number of young people who leave school with a minimum of SVQ 3 in literacy and numeracy and 4 other qualifications to 98% 2021	% Attaining Literacy Level 3: <i>(Baseline 2016/17: Aberdeen City: 96.58% Virtual Comparator: 96.00%)</i>
			% Attaining Numeracy Level 3: <i>(Baseline 2016/17: Aberdeen City: 94.99% Virtual Comparator: 95.75%)</i>
			No. of young people leaving school with no qualifications
	6.2 Supporting young people, families, carers and communities to better understand the opportunities available to their children upon leaving school	Increase the number of young people living in Quintiles 1,2 and 3 who achieve a sustained positive destination by working with communities to 90% 2022	% Difference between the 30% most and least deprived school leavers in positive destinations [Aberdeen City (AC) compared to Virtual Comparator (VC)] <i>(Baseline 2016/17: Most Deprived 30%: Aberdeen City (AC):83.57% Virtual Comparator (VC):90.05% Middle 40% by Deprivation: AC: 88.65% VC: 90.05% Least Deprived 30%: AC: 96.08% VC: 95.96% Variance: AC: 12.51% VC: 5.91%)</i>
			No. of developing young workforce programmes available to young people
			% of young people engagement with Skills Development Scotland from S1
			No. of opportunities to further skills for life, learning and work across a community
			No. of community mentors available per 100 young people in our priority localities <i>(Baseline 2018: 0)</i>

		Increase the number of curricular offerings shaped by school communities by 20%, by 2021	No. of city-wide engagement opportunities for children, young people, parents, carers and families <i>(Baseline 2018: 0)</i>
			No. of local engagement opportunities for parents, carers and families
			Mean no. of opportunities for children and young people to shape the curricular offering in local school communities
			Mean no. of registration and usage of My World of Work in each secondary school
	6.3 Ensuring children, young people and families understand the pathways available to them and skills required for future.	Increase the number of opportunities to discuss and record skills for life, learning and work from S1 by 20%, by 2021	No. of staff trained to support young people and families to identify their preferred careers choices
			% school staff who report increased understanding of the routes into work
		Increase children, young people and families' awareness and understanding of future skill requirements by June 2021	No. of offers to Aberdeen Guarantees members per week <i>(Baseline 2018: Employment opportunities: 10 Apprenticeships: 5)</i>
			No. of employer engagement opportunities both face to face and virtually
			No. of face to face opportunities for parents, carers and the community
			No. of opportunities to engage with the city campus digitally <i>(Baseline 2018: 0)</i>
7. Achieve and retain UNICEF Child Friendly City Status by 2026	7.1 Secure required six UNICEF badges to gain Child Friendly City status Equality and Inclusiveness	Achieve badges in: Health Equality and Inclusiveness Participation And 3 more to be identified by 2022	No. of badges achieved

		Detailed improvement projects to be confirmed following feedback from UNICEF	
<p>8. 15% less young people (under 18) charged with an offence by 2026</p> <p><i>(Baseline data: 965 young people charged in 2015-16; 827 in 2016-17; 698 in 2017/18. A 15% reduction is 105 young people)</i></p> <p>Responsible Improvement Group: Community Justice Group/ Integrated Children's Services Board</p>	<p>8.1 Young people receive the right help at the right time through provision of a strong universal offer alongside availability of multi-disciplinary targeted interventions (using a trauma-informed approach) to improve outcomes for young people at risk of becoming involved in the Justice System</p>	Reduce the number of young people identified as having indicators of being at risk of being excluded from school by 2021	<p>% of young people identified as at risk who are receiving a targeted intervention to support participation and engagement</p> <p>No. of school exclusion incidents for 'General or persistent disobedience' <i>(Baseline data: 17/18: 206)</i></p>
		Reduce the number of young people referred to the Children's Reporter on offence grounds as a result of appropriate and effective interventions by 2021	<p>Unauthorised absence levels</p> <p>No. of young people referred to the Children's Reporter on offence grounds <i>(Baseline data: 16/17 – 90 17/18 – 81)</i></p>
		Increase by 10% the number of young people who are jointly reported to SCRA and COPFS who are offered robust alternatives to entering the statutory system by 2021	<p>No. of young people referred by SCRA to relevant services</p> <p>No. of residential care home workers who are aware of the Police Scotland Protocol in relation to responses to care-experienced young people.</p>
		Increase by 20% the number of young people identified as being at risk of becoming involved in offending behaviour who are engaged in targeted community-based activities by 2021	<p>No. of care experienced children and young people appropriately diverted from the adult Criminal Justice System.</p>
			<p>No. of young people engaged in activity programmes aimed at diverting away from offending behaviour</p> <p>No. of offences committed by 8-15 year olds:</p> <p>i) Group 3 offences - e.g. shoplifting, housebreaking, theft of motor vehicles. <i>(Baseline data: 16/17 – 367 17/18 – 260)</i></p>

			<p>ii) Group 6 offences - e.g. common assaults and breach of peace (Baseline data: 16/17 – 465 17/18 – 254)</p>
			<p>No. of offences committed by 16 & 17 year olds:</p> <p>i) Group 3 offences - e.g. shoplifting, housebreaking, theft of motor vehicles. (Baseline data: 16/17 – 293 17/18 – 167)</p> <p>ii) Group 6 offences - e.g. common assaults and breach of peace. (Baseline data: 16/17 – 234 17/18 – 192)</p>
			<p>No. of young people involved in three or more Police CrimeFiles (Baseline data: 16/17 – 100 17/18 – 71)</p>
		<p>i) Increase the number of awareness-raising events relating to ‘digital’ offending by 2021, and then ii) reduce the number of ‘digital’ offences from 2021 – 2026</p>	<p>No. of awareness-raising events regarding ‘digital’ offending e.g. sexting (Baseline data: 16/17 – 105 17/18 - 128)</p>
			<p>No. of ‘digital’ offences committed by under 18s (Baseline data: 16/17 – 40 17/18 – 65)</p>

Appendix 2

Champions Board Aberdeen City Action Plan 2019 - 2021

What do we want to do and by When?	How are we going to do it?
<p><u>LISTEN TO AND LEARN FROM OUR CHILDREN AND YOUNG PEOPLE</u></p> <p>When children and young people make their contribution to champions they will be listened to, understood and be able to hold champions to account for their follow up actions.</p> <ol style="list-style-type: none"> 1. By 2019, the MOMO App (https://mindofmyown.org.uk/) will help us to more widely gather the views of our children and young people. 2. By 2019, we will have worked with our children and young people to consider the best models to establish a Young Persons’ Forum or Board. 3. By 2020, we will have had two co-production sessions with Champions and our Young Persons’ Forum or Board. 4. By 2021, we will use the LCT monies to establish a Development Worker post to support and sustain our children and young people’s engagement with champions. 	<p>All ‘how’s’ relate to each of the noted areas.</p> <ul style="list-style-type: none"> • Champions will be mindful and responsive to findings from national inquiries and reviews such as the Scottish Child Abuse Inquiry and the Independent Care Review. • Consider how being trauma informed may benefit models of co-production and information sharing. • Who Cares? Development Worker will co-create an activity plan with our children and young people and champions. • We will use a range of communication methods to ensure that everyone understands what has been agreed and who’s doing what.

What do we want to do and by When?	How are we going to do it?
<p>5. By 2020, Champions will report on the take up of Corporate Parenting Training/awareness raising in their own respective service/work area and seek to improve 2019 baseline by 20%.</p>	<ul style="list-style-type: none"> • Agree a participation plan which communicates with ALL our children and young people. • Support the delivery of a range of face to face and online corporate parenting training across all ACC and partners. • Understand better the experiences of our children and young people and seek to share this understanding to improve their outcomes. We will find out if research in the above could be carried out by champions.
<p><u>OUR CHILDREN AND YOUNG PEOPLE HAVE THE SAME LIFE OPPORTUNITIES AS THEIR PEERS</u></p> <ol style="list-style-type: none"> 1. By October 2019, champions will be familiar with a baseline dataset which allows comparisons to be made regarding the outcomes for care experienced children and young people with their peers. 2. Each champion will be accountable for how their service, area or ward promotes our children and young people's access to and understanding of 'what's out there'. 	<ul style="list-style-type: none"> • Revisit a Family Firm Policy. • Champions will identify and promote employment, training and work experience opportunities for our children and young people. • Consider options for recruitment which recognises looked after status as a pathway to interview for vacancies.

What do we want to do and by When?	How are we going to do it?
<ol style="list-style-type: none"> 3. By 2020, we want to ensure that all our children and young people, regardless of where they live, are aware of and included in opportunities for play, connectedness and belonging. 4. By 2021, we want to establish a range of participatory groups for our children and young people of all ages and stages. This would include younger children e.g. a 'mini champs' group as well as extending the reach of our ACE and Sports Group. 5. By 2019, we will have in place a multi-agency co-located workspace based at 116 Westburn Rd. 	<ul style="list-style-type: none"> • Promote that our children and young people are a key group in developing young workforce activities. • Introduce a mentor scheme matching care experienced children and young people with champions and key officers. • Establish access to free/supplemented travel concessions within the city which helps our children and young people maintain relationships with important others and so promote their emotional health and well-being. • Establish ways of working to ensure that different services with corporate parenting duties can talk to each other to seek quicker solutions for young people both planned eg to secure good quality accommodation and access to housing and in crisis; e.g. know when young people require housing support, are exempt from council tax and where debt and arrears are identified.
<p>EMBED A CHILDREN'S RIGHTS APPROACH INTO SERVICES</p> <ol style="list-style-type: none"> 1. Policy and procedures update will be compliant with and informed by children's rights in realising our Corporate Parenting responsibilities. 	<ul style="list-style-type: none"> • Policy and Procedures being updated will reflect and be influenced by both international and national convention.

What do we want to do and by When?	How are we going to do it?
	<ul style="list-style-type: none"> <li data-bbox="1196 288 2051 395">• A Young Person’s Recruitment panel should be developed and deployed to support recruitment by Champions of managers with resources responsibilities.

The statutory guidance on Part 9 of the Children and Young People (Scotland) 2014 Act provides a critical frame of reference in relation to the fundamental outcomes we should be striving to achieve:

1. *Providing safe, secure, stable and nurturing homes for looked after children and care leavers.*
 2. *Enabling looked after children and care leavers to develop or maintain positive relationships with their family, friends, professionals and other trusted adults.*
 3. *Upholding and promoting children's rights.*
 4. *Securing positive educational outcomes for looked after children and care leavers.*
 5. *Ensuring 'care' is an experience in which children are valued as individuals, and where support addresses their strengths as well as their needs.*
 6. *Ensuring physical or mental health concerns are identified early and addressed quickly.*
 7. *Increasing the number of care leavers in education, training and employment.*
 8. *Reducing the number of looked after children and care leavers who enter the youth and criminal justice systems.*
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Overview

Welcome to the first six monthly Development Officer, Participation and Engagement report.

Activities are highlighted throughout that fit with and meet the below criteria and this is noted for each example:

	Activity	Outcome
1	Youth engagement and participation	Care experienced young people will have opportunities to share their views across a range of media.
2	Young people development	There will be examples of young people making contributions to Aberdeen City Champions Board.
3	Partnership working	Core partners will engage in Champions Board and each will demonstrate and impact.
4	Information, awareness-raising and promotion	Co-produce events which highlight corporate parenting role.
5	Monitoring and evaluation	Gather, hold evaluate information concerning core activities impact on young people and investment in exit planning strategies.

This report highlights many (but not all) of the activities we have been doing from January 2019, to June 2019. For information about all the activities, the workplan should also be viewed.

Prior to December 2018

The new post for the role of Development Officer, Participation and Engagement, commenced on December 10, 2018. Prior to this the role was filled by a worker from Aberdeen City Council, seconded across to Who Cares? Scotland.

During this time, the ACE (Aberdeen Care Experienced) group was developed and young people would meet once a fortnight at Westburn for support and discussion and activities. In addition, there was a Sports Group run in partnership with Sport Aberdeen.

After this person left the role, it remained vacant for a number of months. A number of other people stepped in to assist in maintaining contact with young people and occasional activities. However, this meant that the role became an additional part of other people’s work and required a great deal of effort on their behalf to maintain the group as it was.

December 2018 to January 2019

This month was spent settling into the role and meeting key people.

An ACE Christmas party was held that was attended by around 15 people, primarily staff supporting around 5 young people. There was also an ACE group meeting which no one attended.

January 2019 to June 2019

Meetings were held immediately after Christmas with young people to establish what they wanted from ACE and what they would be interested in. This was also to re-establish links and connections with young people, many of which had waned over the period when the post was vacant.

Young people said that they would attend fortnightly but also acknowledged that they were not able to commit to this on a regular basis, and they added that while they enjoyed the social aspect of this, they were not really engaged in any 'voice' activities whereby they had access to policy makers and felt that could make a difference. They expressed need for young people to feel that they had a social connection, but also were engaged in development work as a key theme from many discussions in large and small groups and one to one with young people throughout January. Meetings were held with 24 young people in various locations, including their own homes to establish what they wanted from their group, and on the 31st January, 2019, with a further 10 young people, the first ACE meeting was held to discuss in full, these issues.

At the meeting, young people agreed that a fortnightly social meeting no longer met their needs. They noted that the previous groups would be attended by up to 3-5 young people, often the same people and that also, other times no one would attend due to other commitments. Importantly, however, they also said that they wanted to feel more engaged in a range of issues that they felt strongly about. They added that they could not always come to a meeting, and often did not wish to for numerous reasons, but that this should not impact on their ability to be engaged.

ACE; no longer a group, but a gathering for belonging

Outcomes: 1, 2

Based on feedback from young people, and their capacities, as well as the need to develop a sustainable engagement, the ACE group was moved from fortnightly to monthly, with the express agreement with young people to hold other meetings throughout the month. The ACE group as it stood was a social gathering and this would be maintained, but more focussed work, such as forums, meetings, focus groups would occur out of this meeting time.

This meant that young people could now attend to meet their needs for social activity, and also meet at other times in more focussed and specific groups.

The ACE meetings have continued to change as young people continue to attend as they like. The meetings are now a social gathering and belonging event, held monthly and include regular social activities, but through which, they can express needs and issues which are then turned into other group or meeting activities.



Learning through belonging

Developing a sense of belonging is a major strategy for the ongoing work of ACE. This often means spending time with young people in small and large groups and one to one developing their sense of participation, capacity and belonging.

“I would not always go to ACE in the past... I am not confident with people and felt like it was hard to talk to people... I would get left out. It’s different now, I come to the group more often and (the Development Officer) makes me feel part of it now. I know I am part of the Vulnerable Adults group and we are talking about issues to go to the Champions Board about what life is like for us... in our own words. I feel more confident to come to the social things we do as well... I feel accepted”.

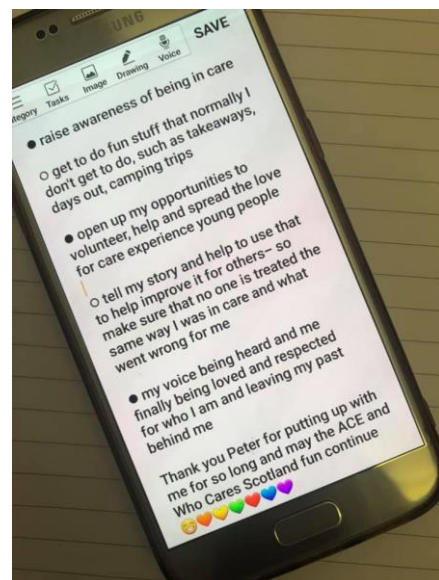
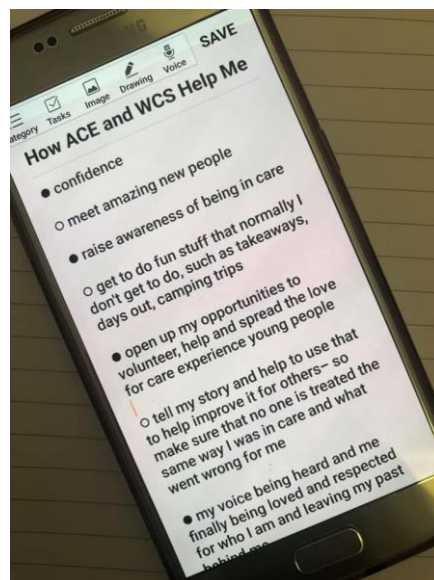


In his own words: Connor told the Development Officer this soon after he also made the beautiful cheesecake as a gift. Connor often drops in for a chat and is working towards attending the Champions Board in person in 2020.

Redefining participation.

Based on what young people had said, and their expressed needs ACE moved from an *attendance based model*, to *virtual participation model*. This meant that groups and discussions could occur at meetings, but also and with equal weight, in the home of the young person (ACE @ Home), online (via social media), via telephone, or any other means that worked for the young person. Their views would be included and be just as powerful as if they had been in a room together. This means that far more information and views can be canvassed, in environment where young people feel comfortable.

In her own words:
Tanera sent this to the Development Officer recently, not as part of the report, but because she wanted to.



- **Example, CAMHS services feedback from consultations with young people and service users.**
- **Outcomes: 1, 2, 3 and 4**

This report is the first example of his model in action. The Development Officer was asked to canvass views from young people on Child and Adolescent Mental Health Services in Aberdeen; this was from a Champions Board meeting in December and there was no further briefing information.

This report required individual and small group meetings with young people who wanted to remain anonymous but still wanted to participate. Importantly, all young people (and some professional staff who supported them) agreed to participate in the strict condition of their anonymity being protected. This meant going to where they were comfortable and interviewing them individually.

“This was such a great thing to be part of, I really felt like I could get my experience to make a difference, even though (they) aren’t going as fast as we need, it is still out there now and they have to make a change”

(anonymous participant in the report – permission given to include their statement)

- **Key results**

Report produced in February 2019. Ongoing discussions have occurred and direct feedback from young people to CAMHS into the development of the new CAMHS services has been adopted, including the inclusion of quiet spaces and a sensory sound post whereby potentially distressed young people can use sound to regain a sense of calm.

In August 2019, young people participated in Step Up - a Leadership program facilitated by Who Cares? Scotland. During an exercise in this program, young people discussed an issues related to access to responsive mental health services for Care Experienced people. This has been further developed by the Development Officer in consultation with young people and on their behalf and meetings are scheduled for planning around this and involving Champions Board members.

Champions Board

Outcomes: 1,2,3,4 5



There have been three Champions Board meetings since the Development Officer took up the post. The first was in December 2018, where there was a discussion about Christmas Cards and the Development Officer as tasked with discussing mental health issues with young people (noted above). Two young people were presents at that meeting.

The next was held at the Royal Infirmary and was attended by 8 young people, each of whom was approached by the Development Officer and asked if they wanted to participate and their issues regarding the Champions Board were addressed. This meeting saw challenges with

regard to making decisions and carrying responsibilities forward as Champions. Nevertheless, progress was made, and members felt that it was a productive meeting.

The third meeting was held in June at Westburn after an initial venue fell through and young people told the Development Officer that they felt it would be a good idea to hold it there. This was attended by eight young people and considered a very successful meeting by young people and champions. Young people have noted that all further meetings should be held at Westburn as they are comfortable with the venue, and they are able to easily get there.

Champions Board progress and involvement is central to the work of ACE. All activities, events and work conducted in ACE is directed toward participation, engagement and influencing at Champions board level.



A core part of this is the recruitment and development of young people to attend and participate in meaningful ways in the Champions Board. This often means spending time with young people to ensure that they understand the processes and feel confident to engage and be heard. This also means that young people who may have some additional support needs are fully included.

Records and Writing project

Outcomes: 1,2,3,4,5

A major piece of work has been working with Aberdeen City Council on its project looking at improving records and writing of records. ACE has ensured that the voice of Care Experienced young people has been included at many stages of this work, including:

- A focus group on how records should be written, that fed directly into the review and the work moving forward
- A co-produced training video of Care experienced young people for social work training. Participants used their own words to describe the experience of being written about and how it affects them. This was not scripted and has received very good feedback for those who have seen it. A second version of this video will be uploaded through Who Cares? Scotland to be shared nationally.
- A focus group looking at developing a set of standards for record writing

Children Rights Service Functional Review

Outcomes: 1,2,3,4,5

The voice and participation of young people has been actively included in a major review of the Children Rights Service. Young people have co-design survey for Care experienced young people and they have also co-facilitated the engagement of other young people, and participated in meetings.

National events

As well as all the local events and work, ACE participated in some national events for young people from Aberdeen. These are vital opportunities for young people from Aberdeen to participate in wider work related to Care Experienced people.

“I feel like Scotland is starting to listen to us in Aberdeen more now. It’s so great that we get to go to things like this and be part of it all”

Care Day: February 2019



Outcomes: 1,2,3,4

Soon after commencing in the role, the development Officer began planning the Care Day celebrations for February 2019. In partnership with the Aberdeen City Council. Aberdeen City Council held its first Care day celebrations in February. Young people and workers across the city baked cakes together and shared these at the main event at the Townhouse on the day. Feedback was that this was a very successful day and many people enjoyed participating in it.



“everyone notices how positive the changes are”

Kiltwalk: June 2019

Outcomes: 1,2,3

Kiltwalk is a fundraising event for Who Cares? Scotland. In 2019, the Development Officer used this event as a way to bring the Champions and city together around Care Experienced people. While this was not the first Kiltwalk people had participated in for Care Experience people, it was the



largest. Just over 65 people, including Police Scotland, Fire and Emergency, NHS, Universities, Children’s Homes, Social Work teams, Sport Aberdeen, and of course children and young people, walked with Who Cares? Scotland and raised over £7,500. The most significant impact was that it was a real opportunity to walk along side and engage with young people and



for them to spend time in a relaxed way with champions and workers.

A significant amount of positive feedback was received for people who participated, and many said that not only would they do it again next year, but that they will bring more people along. The event was well supported by Who Cares? Scotland and with registration fees paid and resources provided.



Lifetime of rights and respect: June

Outcomes: 1, 2, 4, 5

Young people and Council staff travelled together to attend the Lifetime of rights and respects event hosted by Who Cares? Scotland.



This event was real opportunity for Aberdeen young people and staff to engage in a broader, national agenda and to actively participate in national conversation about rights and respect for Care experienced people moving forward.



Summer Camp: June

Outcomes: 1,2,4,5

The Who Cares? Scotland Summer Camp is a significant event for Care Experienced young people and Aberdeen was represented with 7 young people, the most that Aberdeen has sent on Summer camp. Summer Camp represents a key moment for many young people whereby they have new and sometimes challenging experiences and can participate in a range of national discussions with other young people, build networks and support each other.



All those who attended from Aberdeen said that they had a fantastic time.

“I am so surprised at myself for the things I achieved on Sumer Camp... I was anxious at first, but I met so many people and feel like I achieved so much”.

Data

01 January to 30 June 2019

Activity	No. of time Activity has run	Total number of attendances
ACE meeting	6	40
ACE@Home	9	19
ACEsport	5	21,
ACEtogether (wellbeing and relationships)	12	42
Focus Groups & Feedback sessions	31	74
TOTAL	63	196

Age	Total
0-5	6
5-12	3
12-16	5
16 +	40
TOTAL	54

Male	Female	Non-binary	Total number of individuals
26	28	0	54

ABERDEEN CITY COUNCIL

COMMITTEE	Public Protection Committee
DATE	4 December 2019
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Assurance on Child Poverty Action Plan
REPORT NUMBER	CUS/19/393
DIRECTOR	Andy MacDonald
CHIEF OFFICER	Derek McGowan
REPORT AUTHOR	Derek McGowan
TERMS OF REFERENCE	1.4

1. PURPOSE OF REPORT

To provide assurance to the Committee that the Child Poverty Action Plan 2019-22 has been agreed by Operational Delivery Committee.

2. RECOMMENDATION(S)

That Committee:-

- 2.1 Notes that Operational Delivery Committee has approved the Local Outcome Improvement Plan as the Child Poverty Action Plan for 2019-22.

3. BACKGROUND

- 3.1 The Child Poverty (Scotland) Act 2017 (the Act) received Royal Assent on the 17th December 2017. The Act sets out steps required by the Scottish Government, Local Authorities and Health Boards to tackle child poverty.

- 3.2 Section 1 of the Act sets out targets that the Scottish Ministers must meet by 2030. These are that, of children living in households in Scotland:

- (a) less than 10% fall within relative poverty
- (b) less than 5% fall within absolute poverty

(c) less than 5% fall within section 5 combined low income and material deprivation

(d) less than 5% fall within section 6 persistent poverty

- 3.3 To achieve these targets, The Scottish Government's Tackling Child Poverty Delivery Plan 2018-22: Every Child, Every Chance, a legal requirement under Section 9 of the Act, was published on the 28th March 2018, and is aimed at increasing family incomes through a variety of measures.
- 3.4 The Child Poverty (Scotland) Act 2017 (the Act) requires each Local Authority and NHS Board to publish a Child Poverty Action Report (CPAR) and undertake annual monitoring and reporting to demonstrate progress against agreed targets.
- 3.5 The most recent Population Needs Assessment identifies that around 5500 children in Aberdeen are living in poverty. A standard definition of child poverty means growing up in families without the resources to 'obtain the type of diet, participate in the activities and have the living conditions and amenities' which are the norm in 21st century Scotland.
- 3.6 Existing strategies to tackle poverty in Aberdeen include 'Towards a Fairer Aberdeen that Prospers for All 2017-2020'. This identifies a number of priorities that we have been tackling along with partners, placing an emphasis on a partnership approach..
- 3.7 On the 17th September 2019, Operational Delivery Committee approved the Local Outcome Improvement Plan 2016-2026 as the Child Poverty Action Plan 2019/22

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	Risk relates to non-achievement of targets long term, and failing to reduce demand through early intervention in key	M	Community Planning Aberdeen scrutiny of progress on outcomes at regular intervals;

	drivers. Failure to achieve the outcomes desired will mean residents requiring support from public agencies for longer.		commissioning intentions approved by Council
Legal	Risk relates to failure to comply with statutory requirements.	L	Provision of the LOIP as Aberdeen City Child Poverty Action Plan
Employee	None.	L	
Customer	Failure to meet statutory targets as outlined above.	L	This work will improve outcomes for children and families across the City.
Environment	Risk as opportunity.	L	Meeting the LOIP outcomes will improve the environment for children.
Technology	None.	L	
Reputational	Risk relates to failure to meet the statutory targets.	L	Meeting the LOIP outcomes.

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	This report proposes to use the LOIP as the CPAR, meaning that all measures included in the LOIP under this heading are relevant and will have a direct, positive impact on those living in the City.
Prosperous People	This report proposes to use the LOIP as the CPAR, meaning that all measures included in the LOIP under this heading are relevant and will have a direct, positive impact on those living in the City.
Prosperous Place	This report proposes to use the LOIP as the CPAR, meaning that all measures included in the LOIP under this heading are relevant and will have a direct, positive impact on those living in the City.
Enabling Technology	This report proposes to use the LOIP as the CPAR, meaning that all measures included in the LOIP under this heading are relevant and will have a direct, positive impact on those living in the City.

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Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	This report places children at the heart of service planning and design. Children are our current and future customers and improvement made here will impact on their whole lives.
Organisational Design	The TOM design allows for work on child poverty to be delivered in a number of Clusters, as well as through strategic work such as the LOIP, Local Development Plan and Local Housing Plan. There is a focus on Early Intervention in tackling poverty and this is likely to be most evident in Early Intervention and Community Empowerment; Integrated Children and Family Services and Place Planning.
Governance	This relates to the tracking of the outcomes, which will be undertaken through existing scrutiny of the LOIP, and through Council governance structures at annual intervals.
Workforce	As we move to the final Target Operating Model in March 2020, roles and responsibilities will be checked to ensure work around poverty is relevant.
Process Design	As new methods of undertaking work are identified processes will be updated and normalised to ensure children and families in poverty benefit.
Technology	As new methods of undertaking work are identified processes will be updated and normalised to ensure children and families in poverty benefit.
Partnerships and Alliances	As we are presenting the LOIP as the Child Poverty Action Plan, we are confident that partners across the City have been involved in the creation of this plan, and will be involved in delivering the outcomes identified.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	<p>This will impact positively upon protected characteristics of age in that it will improve outcomes for children.</p> <p>A full EHRIA is not requested. The report seeks to notify the Committee that Operational Delivery Committee has approved the Local Outcome Improvement Plan as the Child Poverty Action Plan for 2019-22.</p> <p>A Full EHRIA has been carried out on the LOIP and it showed a positive impact on Age and intersectionality as it will improve outcomes for All children.</p>

Data Protection Impact Assessment	Not required
Duty of Due Regard / Fairer Scotland Duty	Agreeing the use of the LOIP to act as the CPAR will be a positive move in addressing socio-economic disadvantage. There is no disadvantage foreseen to any protected characteristics, and the aim of the LOIP is to improve outcomes for all.

9. BACKGROUND PAPERS

Operational Delivery Committee Report – Agenda Item 11 September 2019

10. APPENDICES (if applicable)

None

11. REPORT AUTHOR CONTACT DETAILS

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ABERDEEN CITY COUNCIL

COMMITTEE	Public Protection Committee
DATE	4 th December 2019
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Generic Emergency Plan
REPORT NUMBER	GOV/19/459
CHIEF OFFICER	Fraser Bell, Chief Officer - Governance
REPORT AUTHOR	Vikki Cuthbert, Assurance Manager
TERMS OF REFERENCE	2.1

1. PURPOSE OF REPORT

To present for approval a generic emergency plan for Aberdeen City Council.

2. RECOMMENDATION(S)

That the Committee notes the Generic Emergency Plan which will become effective from 31st January 2020 and agrees to receive an update on implementation of the Plan at its April meeting as part of the Resilience Annual Report.

3. BACKGROUND

3.1 The Public Protection Committee's purpose is "to provide assurance on the statutory regulatory duties placed on the Council for: . . . civil contingency responsibilities for local resilience and prevention". The Resilience Annual Report was presented in April 2019, describing the ways in which the Council fulfils its duties as a Category 1 responder under the Civil Contingencies Act 2004. The report explained the ways in which these obligations are being met, including the use of Guidance for Incident Management which is a tool for the organisation to respond to emergencies. Committee was advised that this would be reviewed and presented as a Generic Emergency Plan consolidating the Council's resilience arrangements.

3.2 The summer period was a busy one with efforts focused on preparations for the opening of P&J Live and Aberdeen Art Gallery, particularly with Offshore

Europe taking place at P&J Live in the week after opening. This proved to be a valuable opportunity to test our organisational resilience arrangements and preparedness for opening high capacity, high profile venues to the public. Emergency Planning input was provided in the run up to these openings, through training and exercising of Chief Officers and third tier managers, as well as operational staff. These were extensive exercises and ensured that officers in all the relevant operational areas, as well as the extended Corporate Management Team (CMT), were well prepared. The Council has since participated in a multi-agency debrief and lessons identified are being taken forward within each Cluster area.

- 3.3 Over the same period, officers have responded to a number of incidents requiring some form of strategic, co-ordinated, response. Following each incident, and as per standard practice, a debrief was held to identify what worked well, what could have worked better and any lessons to be learned. CMT has had oversight of these emergency responses through the Organisational Resilience Group, and the learning from each incident is shared with Duty Emergency Response Co-ordinators. It is intended that learning from future incidents will be reported to the Public Protection Committee.
- 3.4 The Council's levels of preparedness and exposure to resilience procedures over this time has proved valuable and has informed the approach taken in building the Generic Emergency Plan.
- 3.5 The Plan establishes a three-tier emergency response structure for the Council to support it in meeting its obligations as a Category 1 Responder. This requires roles and responsibilities to be clearly defined, both within the Council and in relation to partner agencies. This is set out within section 6 of the Plan.
- 3.6 The Plan defines the role of other statutory responders (categories 1 and 2) and the Grampian Local Resilience Partnership. It is important to recognise that in responding to an emergency, the Council is often one piece of a larger picture, depending on the nature of the emergency. Clarity on the roles and responsibilities of each partner is vital. Hazard specific emergency plans are listed within the Generic Emergency Plan and these will be activated where necessary. The generic response structure will be adapted depending on the circumstances.
- 3.7 Work continues to build the supporting documentation for the Plan and this is being overseen by CMT. The relevant supporting documentation and training schedule will be in place by 31st January 2020 when the plan will take effect.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications arising from the recommendations of this report. The report introduces an emergency response structure that will manage the risks associated with incidents requiring strategic response and will ensure that controls and assurances are in place to manage finances properly.

5. LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications arising from the recommendations of this report. The Plan outlines the Council's roles and responsibilities as a Category 1 Responder as defined under the Civil Contingencies Act 2004 and accompanying amended Regulations for Scotland (2005 and 2013) and other compliance legislation.

6. MANAGEMENT OF RISK

- 6.1 The Emergency Plan and its supporting plans and procedures will support the Council in managing the risks associated with an incident requiring a strategic response. The emergency response structure dictates that an early assessment is made by the Duty Emergency Response Co-ordinator to determine the level of incident and resources, if any, to be deployed, and sets out a process for the subsequent deployment. Roles and responsibilities are clearly set out to ensure that all responders are clear on the decisions expected of, and allowed by, them.

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Financial	Risk that during emergency response there are not adequate controls over associated spend.	L	The Plan manages the risks associated with incidents to ensure that controls and assurances are in place to manage finances properly.
Legal	Risk that the Council is not compliant with its responsibilities as a Category 1 responder.	L	The Plan will help to facilitate compliance with legal responsibilities.
Employee	Risk to responding staff that they are not equipped to support an emergency response.	L	Training and development for all staff likely to form part of a strategic response.
Customer	Risk to delivery of Council's critical functions in the event of an emergency requiring strategic response.	M	The Plan is designed to ensure that a response structure is in place to ensure delivery of critical functions.
Environment	Impacts of climate change increase the	M	The Plan manages the risk through implementation of

	likelihood of an emergency response.		an emergency response structure.
Technology	Management of risk of cyber security attack is not sufficiently managed.	L	The Plan manages the risk through implementation of an emergency response structure.
Reputational	If any or all of the above risks come to fruition, there is an impact on the Council's reputation.	M	The Plan supports partnership arrangements which work to manage the reputational impact of an emergency.

7. OUTCOMES

- 7.1** The emergency response structure and partnership arrangements are aligned to each of the themes within Local Outcome Improvement Plan, ensuring that the Council is equipped to protect the economy, people and place in responding to incidents and emergencies.

Design Principles of Target Operating Model	
	Impact of Report
Organisational Design	The Generic Emergency Plan can be aligned to current and future structures as the roles are generic.
Governance	Reporting to Committee on the Plan provides members with assurance that risks around emergency response are being managed.
Process Design	The processes which support the plan have been carefully scrutinised to ensure their effectiveness.
Technology	The Plan will be supported by an online Resilience Hub to ensure that emergency response is as efficient as possible.
Partnerships and Alliances	The Plan is built around strong partnerships with other category 1 and 2 responders as well as the Local Resilience Partnership.

8. IMPACT ASSESSMENTS

Assessment	Outcome
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Equality & Human Rights Impact Assessment	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 A – Generic Emergency Plan

11. REPORT AUTHOR CONTACT DETAILS

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Generic Emergency Plan

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Document Control

Approval Date	4 th December 2019
Implementation Date	31 st January 2020
Author(s) and Owner	Fraser Bell, Chief Officer - Governance
Approval Authority	Public Protection Committee
Scheduled Review	January 2021
Amendments	

1. Introduction

1.1 Purpose of Plan

This Generic Emergency Plan (“the Plan”) has been created to document the Aberdeen City Council (“the Council”) emergency response structure. The Plan also outlines the roles and responsibilities of the Council as required as a Category 1 Responder as defined under the Civil Contingencies Act 2004 and accompanying amended Regulations for Scotland (2005 and 2013) and other compliance legislation. The Plan facilitates an appropriate, integrated and proportionate response by the Council to meet the needs of any incident or emergency, contributes to the prevention of escalation and disruption caused by such incidents, and enables the Council to maintain delivery of normal services as far as is reasonably practicable as well as compliance with statutory requirements.

1.2 Objectives of Plan

- Define the Council’s responsibilities in an emergency, in accordance with the Civil Contingencies Act 2004 and other relevant legislation and guidance;
- Outline the Council’s emergency response capabilities;
- Define the roles and responsibilities of the Council in incident response;
- Describe how and when the Plan will be activated;
- Detail the roles and responsibilities of Incident Management Teams and process for activating and deploying services;
- Outline the Command and Control structure for the Grampian Local Resilience Partnership (GLRP) and;
- Provide a generic plan linking emergency and business continuity plans and frameworks within the Council and the GLRP.

2. Scope

- 2.1 This Plan applies to all emergencies which could occur and which may affect or threaten the Council’s ability to deliver critical functions. The Plan also acts as a guide for managing incidents which are not serious enough to require a strategic response. This Plan can be scaled up or down in relation to any incident which the Council could face. The Plan is not intended to operate as a procedural guide and is supported by a number of supplementary procedures and plans, as set out in section 4.

3. Legislation and Guidance

3.1 Civil Contingencies Act 2004

The Civil Contingencies Act 2004 (“the Act”) and its accompanying amended Regulations for Scotland (2005 and 2013) (“the Regulations”) place statutory obligations on Category 1 Responders to prepare for emergencies.

An emergency is defined under the Civil Contingencies Act 2004, Part 1, Section 1 as:

An event or situation which threatens serious damage to human welfare or the environment in a place in the United Kingdom, or war, or terrorism, which threatens serious damage to the security of the United Kingdom and which requires special arrangements to be implemented by one or more Category 1 Responder.

The Act delivers a single framework for civil protection in the United Kingdom by setting out:

Part 1 - Local arrangements for civil protection

Part 2 - Emergency Powers for UK Government and devolved administrations

Under the terms of the Act, seven duties are placed on Category 1 Responders:

- Duty to assess the risk of emergencies occurring and use this to inform contingency planning;
- Duty to maintain Emergency Plans;
- Duty to maintain Business Continuity Plans;
- Duty to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency;
- Duty to share information with other local responders to enhance coordination;
- Duty to cooperate with other local responders to enhance co-ordination and efficiency; and
- Duty to promote Business Continuity by providing advice and assistance to businesses and voluntary organisations on Business Continuity Management.

The full Civil Contingencies Act 2004 can be viewed at:

<https://www.legislation.gov.uk/ukpga/2004/36/contents>

The Regulations and Guidance can be viewed at:

<https://www.gov.uk/government/publications/emergency-preparedness>

3.2 Preparing Scotland

Following the introduction of the Civil Contingencies Act 2004 and its amended Regulations for Scotland, the Scottish Government launched 'Preparing Scotland'.

Preparing Scotland is not intended to be an operation manual, but is instead guidance to responders assisting them assess, plan, respond and recover. It establishes good practice based on professional expertise, legislation and lessons learned from planning for and dealing with major emergencies at all levels.

It reflects a process which prepares for emergencies from the identification of a risk to the completion of the recovery process. It is intended to be a flexible and responsive document, able to respond to new hazards and threats. The guidance is designed to be able to integrate new practices established through innovative thinking or the incorporation of lessons learned. It encourages training and development of those involved and lays out structures to assist in this. Whilst some development is in response to legislative duties, other programmes are continuously launched in response to stakeholder requirements.

The full Preparing Scotland Guidance can be viewed at:

<https://www.readyscotland.org/media/1166/preparing-scotland-philosophy-principles-structures-and-regulatory-duties-20-july-2016.pdf>

4. Supporting Procedures and Documentation

4.1 This Plan is designed to act as a foundation to the Council's response to an emergency and will ensure that it interlinks with a number of supporting procedures and documents, including:

- Supporting procedures and documents for Duty Emergency Response Co-Ordinator;
- Operational procedures which support delivery of the Council's statutory obligations as a Local Authority;
- Grampian Local Resilience Partnership Generic Response Arrangements;
- Grampian Local Resilience Partnership Generic Recovery Arrangements;
- Relevant Grampian Local Resilience Partnership Site and Hazard Specific Plans;
- Relevant Aberdeen City Council Hazard Specific plans; and
- National and Regional plans.

5. Partnership Structure

5.1 Resilience Partnership Structure

In the North of Scotland (Tayside, Grampian, Highland and Islands) the North of Scotland Resilience Partnership provides a strategic forum for the co-ordination of emergency planning

and response. Within Grampian the local level of planning and response is co-ordinated by the Grampian Local Resilience Partnership (GLRP). There are two tiers of the GLRP:

- Strategic;
- Tactical.

The Strategic tier is made up of the Strategic Leads of each Category 1 Responder agencies who ensure that Regional requests are implemented, and to agree local resilience priorities. The Strategic Local Resilience Partnership meets twice a year.

The Tactical tier is made up of the Tactical Leads from each of the Category 1 Responder agencies who implement the requests of the Strategic tier and work collaboratively on multi-agency plans. The Tactical Leads make up the GLRP Working Group that meets every 6 weeks. Category 2 Responders are also routinely invited to participate in the GLRP meetings.

The main purpose of the GLRP and Working Group at local level is to ensure that all Category 1 Responders are able to effectively and efficiently discharge their duties as defined under the Civil Contingencies Act 2004. The GLRP routinely activates at the Tactical tier as the primary forum for multi-agency emergency response, with Tactical Leads providing regular updates to Strategic Leads. The GLRP would activate at Strategic tier in the event of a Regional or National wide emergency which was out with the capability of the Tactical tier response.

5.2 Category 1 and 2 Responders

The Category 1 Responders as defined under the Civil Contingencies Act 2004 are:

- Local Authorities;
- Police Scotland;
- Scottish Fire and Rescue Service;
- Scottish Ambulance Service;
- National Health Service Grampian;
- Maritime Coastguard Agency (MCA); and
- Scottish Environmental Protection Agency.

The Category 2 Responders as defined under the Civil Contingencies Act 2004 are:

- Utilities Companies;
- Transport Authorities; and
- The Health and Safety Executive.

There are several organisations who may have a role in responding to an emergency that do not have specific duties as defined under the Civil Contingencies Act 2004. These organisations may be represented at any or all the Strategic, Tactical or Operational levels of an emergency response. These organisations may be involved in relevant sub-groups established during an emergency response, such as Scientific and Technical Advice Cell, Care for People or Committees established to provide specific capabilities or co-ordinate specific

elements of an emergency response. The following list acknowledges some of the common response organisations not defined under the Civil Contingencies Act 2004:

- Her Majesty's Armed Forces;
- Voluntary Organisations;
- Animal Health Agency;
- Food Standards Scotland;
- Faith Organisations;
- Scottish Natural Heritage;
- Crown Office and Procurator Fiscal Service; and
- Commercial Organisations.

The Scottish Government is not classified as a Category 1 or 2 Responder under the Civil Contingencies Act 2004. This is to ensure that in the event of an emergency occurring which should impact Scotland nationally, there remains one neutral overall coordinator. Any emergency deemed as requiring the Scottish Government to take primary lead will be coordinated via the Scottish Government Resilience Room with instruction being provided to Local Resilience Partnerships regionally via the North of Scotland Regional Resilience Co-Ordinator.

5.3 Roles and Responsibilities of Category 1 Responders

Police Scotland

- Co-ordinate the activities of local responders and others acting in support at the scene of an incident except when MCA co-ordinate search and rescue in a maritime incident;
- Treat the affected area as a crime scene, the requirements for which must be considered in parallel to the general response, unless it is obvious that the emergency is caused by a natural event;
- Act under the direction of the Procurator Fiscal and, where appropriate;
- Facilitate the inquiries carried out by bodies such as the Health and Safety Executive, Rail, Air or Marine Accident Investigation Branches of the Department for Transport;
- Process casualty information including the identification of deceased; and
- Removal of the dead on behalf of the Procurator Fiscal who has the legal responsibility for investigating the cause and circumstances of deaths in Scotland; and
- As host force, co-ordinates the response to, and investigation of major accidents on the rail network in Scotland.

Scottish Fire and Rescue Service

- The saving of life through search and rescue;
- Firefighting and prevention of fire spread;
- Rendering humanitarian assistance;
- Protection of property and the environment;
- Management within the inner cordon;
- Managing incidents involving hazardous materials; and

- Qualified scientific advice in relation to HAZMAT (hazardous materials) incidents and damage control; and mass decontamination of casualties following a Chemical, Biological, Radioactive, Nuclear incident.

Scottish Ambulance Service (SAS)

- Save life and provide immediate care for patients at the scene of the incident and in transit to hospital;
- Alert hospital services and other relevant NHS agencies;
- Manage decontamination of people affected by hazardous substances prior to evacuation from the scene;
- Evacuate the injured from the scene in order of medical priority;
- Arrange and ensure the most appropriate transport for the injured to the receiving hospital;
- Supply patient care equipment to the scene of an emergency;
- Transport vital medical staff and their equipment to the scene of an emergency;
- Alert the Red Cross and St Andrew's Ambulance Association and coordinate their work in support of SAS; and
- Provide and maintain communications equipment for medical staff and voluntary organisations at the scene of an emergency; and restore normality.

National Health Service Grampian

- The National Health Service may provide a role at the scene of an incident in addition to its role of receiving sick and injured persons at its hospitals.

Maritime Coastguard Agency (MCA)

- Directorate of Operations includes HM Coastguard (responsible for civil maritime search and rescue) and Counter Pollution and Response Branch;
- Initiates and co-ordinate civil maritime search and rescue by mobilising, organising and dispatching resources to assist people in distress at sea, in danger on cliffs or shoreline and in certain inland areas;
- National co-ordinator of all civil maritime Search and Rescue activities by utilising its own facilities and those made available by others (e.g. military helicopters and Royal National Lifeboat Institute lifeboats) but will also seek assistance from any source likely to make an effective contribution;
- MCA may, if specifically requested, assist emergency services and local authorities during emergencies, such as flooding;
- The Counter Pollution and Response Branch deals with pollution at sea and assists local authorities with shoreline clean-up and; and
- The Secretary of State for Transport's Representative (SOSREP) is collocated with the MCA. The SOSREP is empowered to intervene on behalf of the Secretary of State for purposes relating to the safety of ships or pollution from ships, offshore oil or gas installations. SOSREP has the power to give directions.

Scottish Environment Protection Agency

- Responsible for environmental protection in Scotland;
- Powers to prevent, minimise and reduce pollution and enforce environmental legislation;

- Advise the emergency services on the protection of water, land and air environment; and
- Responsible for regulating and monitoring discharges to water, the storage of waste and emissions to air.

Aberdeen City Council's Roles and Responsibilities as a Category 1 Responder:

- Support the emergency services and those assisting them;
- Provide a variety of support services for the local and wider community;
- Maintain normal services at an appropriate level;
- Provide a wide range of social care and welfare services, working alone or with public, private and voluntary organisations. Services include care for people, rest centres, temporary accommodation, re-housing and practical support for victims;
- Access a wide variety of specialist, scientific, environmental and communications expertise;
- Represent the diverse interests of local people and, in so doing, maintain close links with communities through elected members, Community Councils, Community Planning and other formal partnerships;
- Have powers to take action to preserve community wellbeing; and
- Lead the longer-term recovery and regeneration of affected communities.

6. Aberdeen City Council Emergency Response Structure

6.1 Emergency Response Structure

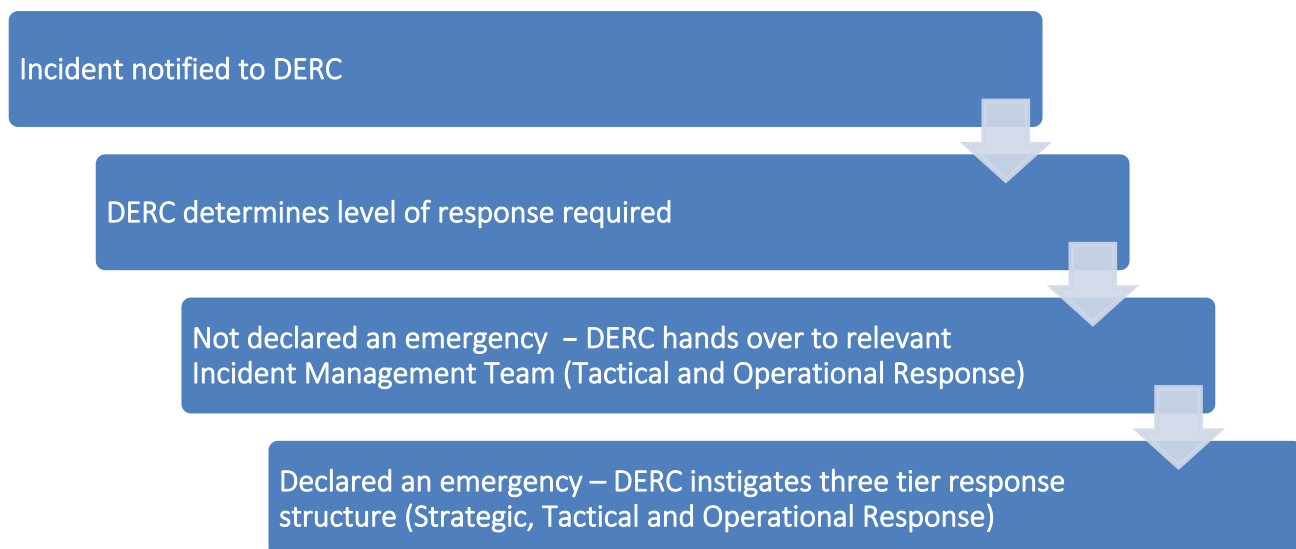
A Duty Emergency Response Co-Ordinator (DERC) will co-ordinate the response to an emergency on behalf of the Council. Directors and Chief Officers of the Council operate as DERCs on a rota basis. In this capacity, they act on behalf of the Chief Executive in accordance with the Council's Scheme of Governance.

The Council operates a three-tier emergency response structure: Strategic, Tactical and Operational:

- **Strategic:** The Strategic level applies to all emergencies that could affect or threaten the Council's ability to deliver critical functions.
- **Tactical:** The Tactical level is activated for more complex incidents where Operational resources need co-ordination in order to achieve maximum effectiveness and efficiency. At this level, the relevant Incident Management Team will lead the response ("Incident Management Team" is described below).
- **Operational:** The Operational level manages the immediate 'hands-on' work that is undertaken at the scene of the incident. At this level the response is service led.

The response to any emergency that could affect or threaten the Council's ability to deliver critical functions will be coordinated by the DERC in the first instance. In such circumstances, the DERC will lead the response and chair the relevant Incident Management Team. If the

DERC deems that the incident is not an emergency that could affect or threaten the Council's ability to deliver critical functions, and does not require Strategic co-ordination, the response will be coordinated at Tactical and/or Operational levels by the relevant Incident Management Team, or via a service-led response.



Aberdeen City Council has a number of pre-established Incident Management Teams which are made up of third-tier managers from the relevant services across the organisation who may be involved in the response. These Incident Management Teams are trained and exercised regularly by the Emergency Planning and Resilience Lead.

6.2 Aberdeen City Council Emergency Response Roles and Responsibilities

The DERC will provide **Strategic** response to an emergency by:

- Activating the Aberdeen City Council response;
- Considering the emergency in its wider context;
- Deciding whether to activate an Incident Management Team;
- Determining whether to request activation of the Local Resilience Partnership should the response to an emergency be out with the capability of the Council;
- If there is no appropriate Incident Management Team, will consider establishing one, and lead the incident response until such time;
- Determine long term and wider impacts and risk with Strategic implications;
- Define and communicate the overarching strategy and objectives for the emergency response;
- Establish the parameters for Tactical and Operational tiers to operate in the management of an emergency;
- Monitor risks, impacts and progress towards defined objectives;
- Prioritise the requirements of the Tactical tier and allocate personnel and resources to manage the incident accordingly;

- Formulate and implement media handling and public communication plans, potentially delegating this to Corporate Comms or to another Category 1 responder agency if appropriate;
- Assess the need to adjust normal business priorities in the light of competing resource demand created by the incident;
- Direct planning and operations beyond the immediate response in order to facilitate the recovery process before the incident stands down and is handed over to the Recovery Manager (if appointed) to co-ordinate;
- Ensure the Chief Executive and elected members of Aberdeen City Council are informed, and regularly updated as appropriate; and
- Operate with the powers of the Chief Executive under the Powers Delegated to Officers, including the authorising of spend.

The Incident Management Team will provide the **Tactical** response to an emergency by:

- Determining the extent of the emergency;
- Deem if there is an existing emergency response plan appropriate for the handling of the incident and advice implementing;
- Ensure a continuous flow of information between the DERC, Tactical, Operational teams and multi-agency partners;
- Ensure actions taken at the operational level are co-ordinated, coherent and integrated in order to maximise effectiveness and efficiency;
- Plan and co-ordinate how and when tasks will be undertaken in partnership with the DERC and Local Resilience Partnership partners;
- Determine priorities for allocating available resources in partnership with the DERC and Local Resilience Partnership partners;
- Obtain additional resources if required with approval from the DERC and in partnership with relevant Local Resilience Partnership partners, community groups and suppliers;
- Assess significant risks and use this to inform tasking of operational responders;
- Mitigate risks to the Health and Safety of the public and personnel;
- Activate incident specific plan, scaling up or down to fit with the scale of the incident;
- Advise on DERC strategy and implement;
- Initiate response, agreeing local actions and monitor response in partnership with the Civil Contingencies Advisor;
- Prepare to take over the emergency response co-ordination role after the on-scene responders have concluded their part in the incident response;
- Provide regular briefings to DERC, requesting authorisation to spend;
- Maintain log of events of the incident response (specific to Loggist); and
- Record all costs associated to the incident response.

The Incident Management Team will co-ordinate the **Operational** response to an emergency by directing on the ground Aberdeen City Council responders to:

- Take immediate steps to assess the nature and extent of the problem;
- Feed information into the Emergency Planning and Resilience Lead;

- Cooperate and share information with LRP partner agencies;
- Concentrate efforts and resources on specific tasks within areas of responsibility;
- Ensure an integrated effort by allowing temporary transfer of one LRP organisation's personnel or assets to the control of another in order to mitigate the effects of the incident;
- Implement the Tactical response requests; and
- Co-ordinate health and safety requirements on-scene.

The Council's Emergency Planning and Resilience Lead will provide Civil Contingencies advice to all three tiers of the response structure during an emergency where available.

6.3 De-briefing Process

In order for emergency planning and response to evolve within the Council, the organisation conducts internal de-briefing and produces incident reports following every emergency. The purpose of debriefing is to assess which elements of the emergency response worked well, and to identify lessons from elements of the emergency response which could have been improved.

De-briefs and incident reports are conducted by the Emergency Planning and Resilience team. Incident reports and recommendations are reported to the Organisational Resilience Group who oversee the implementation of any agreed actions within the organisation. Any identified gaps which required additional mitigation or pose risk to Aberdeen City Council are escalated to the Corporate Management Team.

It is important to note that this process should not be confused with psychological de-briefing, and that all Council staff involved in an emergency response will be offered access to support services.

7. Generic Emergency Plan Performance

- 7.1 The effectiveness of the Plan and supporting procedures will be determined by the reduction or elimination of the negative impacts of unplanned incidents which could damage citizens, staff, assets, finances, reputation or service delivery. Data will be collected from the debriefing process.

8. Housekeeping and Maintenance

- 8.1 The Plan and supporting procedures and documentation specified within this plan will be reviewed and updated after any emergency.
- 8.2 Unless otherwise required, the Plan will be subject to a planned annual review.

- 8.3 This Plan and its supporting documentation replace the Council's existing Guidance for Emergency and Incident Planning and Response document.

9. Communication and Distribution

- 9.1 This Plan and supporting documentation will be shared directly with the Chief Executive, Extended Corporate Management Team, Incident Management Teams, and relevant external agencies.
- 9.2 The Plan will be available for review on the Council's shared areas on the network.

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