

ABERDEEN CITY COUNCIL

COMMITTEE	Public Protection Committee
DATE	24 th April 2019
REPORT TITLE	Resilience Annual Report
REPORT NUMBER	GOV/19/233
CHIEF OFFICER	Fraser Bell/Derek McGowan
REPORT AUTHOR(S)	Vikki Cuthbert/Mark Wilson
TERMS OF REFERENCE	2.5

1. PURPOSE OF REPORT

To provide an update on the Council's organisational resilience arrangements.

2. RECOMMENDATIONS

That the Committee –

- a) notes the progress made with implementing the recommendations of the PREVENT peer review; and
- b) instruct the Chief Officer – Governance to submit a further report to the October Committee consolidating the Council's resilience arrangements within a single generic emergency plan.

3. BACKGROUND

3.1 The Council has emergency planning responsibilities to fulfil as a Category 1 responder, as defined by the Civil Contingencies Act 2004. These responsibilities are discharged through the following means:

- The Assurance Team within Governance which includes emergency planning, health and safety, business continuity and corporate risk management;
- Organisational Resilience Working Group (chaired by the Chief Officer – Governance) with representation from relevant services in the Council as well as the Health and Social Care Partnership. This Group is responsible for progressing the outcomes of a resilience self-assessment exercise conducted in 2017. It also has oversight of a consolidated improvement plan for actions identified during the Council's

response to emergencies or incidents and the PREVENT peer review action plan.

- Duty Emergency Response Coordinators (DERC) at Chief Officer level with a role to coordinate the Council's response to an emergency or incident. Training and support is provided by the Assurance Team.
- Membership of and active participation in the Local Resilience Partnership (LRP) and LRP Working Group. There are multi-agency forums which have a reporting relationship with the Regional Resilience Partnership. The Chief Executive is Chair of the LRP whilst the Working Group is chaired by the Chief Officer – Governance.

3.2 The Council also has responsibilities under the Counter Terrorism and Security Act 2015 (CONTEST) to help prevent people from being drawn into terrorism. This is implemented locally through the North East Multi-Agency CONTEST Group which is currently chaired by Police Scotland. One of the four pillars of the Strategy is PREVENT, a programme of work designed to stop people becoming terrorists or supporting terrorism. The main themes of PREVENT, as listed below, are accompanied by a set of outcomes in which the Council has a key role:

1. Tackle the Cause:

Promote a community-led approach to building stronger communities and response to the issues that affect them.

2. Safeguard and Support:

Engage with a wide range of sectors and institutions and ensure people who may be drawn into terrorism are safeguarded and offered appropriate advice and support.

3. Enable Rehabilitation:

Enable radicalised and high-risk individuals to reach their full potential and successfully reintegrate into society.

3.3 In May 2018 the Committee noted the results of a self-assessment of our organisational resilience arrangements and agreed to receive periodic performance reports on progress. Separately reported in December 2018 was an update on the PREVENT action plan, which followed our participation in a peer review, to ensure that the Council is well placed in preventing the radicalisation of people within Aberdeen. This report provides an update on both pieces of work.

4 SELF-ASSESSMENT OF RESILIENCE ARRANGEMENTS

4.1 The self-assessment led to a series of actions being developed to improve the Council's levels of preparedness to respond to incidents and emergencies.

4.2 In addition, the emergency planning team have led a number of structured debriefs in the immediate aftermath of incidents which require a coordinated

response from the Council. Each time, lessons are learned about the process followed and improvements which can be made.

- 4.3 As noted above, the emergency planning remit now sits within the Governance Function and the team has been restructured following the departure of the Emergency Planning Manager in November 2018. Staff changes have been managed as carefully as possible to ensure that support to DERCs is maintained during the transition phase, recognising that the resilience and protection of the Place is entirely consistent with the design principles of the Target Operating Model as well as our statutory obligations as a Category 1 responder.
- 4.4 Incident debriefs demonstrate that individuals in services across the Council consistently demonstrate a willingness to find solutions to the issues arising from incidents and each service has procedures in place to take appropriate action. However there is scope to improve a more integrated approach to incidents and to raise awareness of guidance documents in place to help staff support the Council's response to an incident.
- 4.5 The role of the DERC provides a Chief Officer with the power to take, or arrange for the taking of, any action on behalf of the Council which s/he considers necessary in certain circumstances. The DERC is responsible for coordinating the organisation's response, often involving multiple services and teams. The DERC is supported in their role by the Council's approved Guidance for Incident Management. This sets out roles and responsibilities, process for responding to different types of incidents, training requirements etc. Whilst not lacking in accuracy, it has become clear that this guidance requires a comprehensive update with a few key outcomes, including but not limited to:
- Activation procedures for all foreseeable incidents, regardless of scale or complexity;
 - Emergency contacts within and beyond the Council to be integrated;
 - Clear procedures to be followed when setting up a rest centre in the event of evacuation on any scale; and
 - Linkages with supplementary plans, some of which may involve a multi-agency response.
- 4.7 It is proposed that a full report be presented to the Public Protection Committee meeting in October, consolidating all actions from incidents and the self-assessment and presenting these along with revised guidance. The intention at this stage is for the revised guidance to form a Generic Emergency Plan for Aberdeen City Council.

5 CONTEST/ PREVENT

- 5.1 On 28th and 29th March 2018 Aberdeen City Council participated in a PREVENT peer review process which highlighted the excellent leadership and collaborative partnership approach to PREVENT delivery in the city amongst many other key strengths. In total, the peer review highlighted 18 recommendations.

5.2 The 18 recommendations were approved by the Committee on 9th May, and a follow up report provided an update on 5th December. Progress made against all 18 recommendations is set out in Appendix B. This shows that 11 of the actions identified are fully complete, with the remaining 7 due for completion by July 2019. Actions to be completed by then relate to community engagement and training, and updating of ACC systems to identify trained personnel.

6. FINANCIAL IMPLICATIONS

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

7. LEGAL IMPLICATIONS

7.1 The legal framework is set out in the body of the report.

8. MANAGEMENT OF RISK

8.1 Action plans are in place to manage the risks around PREVENT as well as our organisational resilience measures. The Council also plays a key leadership role through the Chief Executive and Chief Officer – Governance taking lead roles in chairing the Local Resilience Partnership and the Local Resilience Partnership Working Group respectfully. This provides the Council with enhanced oversight of external factors which could impact the Council and the wider area.

9. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous People	Progress against the actions identified from the resilience self-assessment will help ensure that people are more resilient, included and supported. The 'notice, check, share' process will help protect them from harm and support vulnerable people in our communities from being drawn into terrorism or supporting terrorism. Prevent is an early intervention tool. No matter the ideology or idea which sits behind vulnerability, the collective focus for Prevent is always the early identification of risk to an individual in order to safeguard them. Where a vulnerable individual has been identified, appropriate partner agencies will work together to provide support to reduce the risk of any crime being committed.

Prosperous Place	Progress to implement the recommendations from our Prevent peer review will enable us to build empowered, resilient and sustainable communities Prevent aims to safeguard people and communities from the threat of terrorism. It is one of four work streams which make up CONTEST, the UK Government's overarching counter-terrorism strategy.
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Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	All parts of the organisation are responsible for compliance with the Prevent duty and this will need to be reflected in customer service design
Organisational Design	All parts of the organisation are responsible for compliance with the Prevent duty and this will need to be reflected in organisational design
Governance	Supported to identify signs of radicalisation and protect customers from harm
Workforce	Prevent will be strengthened as an aspect of organisational and City resilience
Process Design	All parts of the organisation are responsible for compliance with the Prevent duty and this will need to be reflected in design
Technology	Prevent duties will need to be incorporated into our use of ICT internally and outwith the organisation
Partnerships and Alliances	Duties are imposed on ALEOS and partners. We will need to work together to comply with the Prevent duties related to the community

10. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	Full EHRIA not required
Data Protection Impact Assessment	Not required

Duty of Due Regard / Fairer Scotland Duty	Not applicable

11. BACKGROUND PAPERS

Committee Report – Resilience Self-Assessment – May 2018
Committee Report - Prevent Peer Review - December 2018

12. APPENDICES

PREVENT Peer Review Action Plan

13. REPORT AUTHOR CONTACT DETAILS

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PREVENT Peer Review Action Plan

	RECOMMENDATION	PROGRESS	STATUS
1.	Strong CONTEST governance should ensure that Prevent is as incorporated and visible as other strands	Updated and strengthened CONTEST strategy launched Monday 4 th June. Governance scrutinised with input from Ali Mackenzie, Counter Terrorism Liaison Sergeant. Concluded that Prevent has prominent representation within CONTEST.	COMPLETE
2.	Organisational change presents opportunity to review and refresh internal/external Prevent messages (Communications Plan)	Importing paper training records into the corporate employee training database (PSe) to allow PREVENT lead to clarify trained staff, and identify which Chief Officers, and Elected Members are awaiting training, before implementing a new training schedule.	PARTIALLY COMPLETE Expected completion by end of April 2019.
3.	Consider creation of internal working group to review Prevent delivery, peer review findings and identify early priorities	Organisational Resilience Group overseeing implementation of recommendations.	COMPLETE
4.	Review resources available for Prevent delivery to ensure appropriate contingencies	Permanent Single Point of Contact (SPOC) identified and in post, continually horizon scanning for resources which could support PREVENT delivery within ACC. A deputy SPOC has also been appointed to ensure continuity of service.	COMPLETE
5.	Referral process established and published – would benefit from being refreshed to reflect role of different stakeholders	Agreed new process with Chief Officer - Integrated Children's and Family Services to fit existing safeguarding framework. Discussions also held with Chief Officer Education	PARTIALLY COMPLETE Expected completion end of July 2019
6.	Internal referral process could be evaluated to	All facilitators have been consulted and self-evaluation	COMPLETE

	RECOMMENDATION	PROGRESS	STATUS
	establish confidence of staff and management	conducted. 78% of those responding felt confident carrying out training and explaining referral process. 57% advised they require no further training input. Refresher training exercise held on 25 th October.	
7.	Consider reviewing and formalising internal Prevent Professional Concern (PPC) process to clearly identify chair and adopting table-top exercise	<p>Agreed new process with Chief Officer - Integrated Children's and Family Services.</p> <p>PPC process has since been tested.</p> <p>Agreed at Prevent Delivery meeting on 23rd October 2018 that a North East case review of PPCs will be completed and learning developed into best practice guide.</p>	COMPLETE
8.	Carry out stocktake and evaluation of current training to establish effectiveness and target future training appropriately	<p>Scottish Government are in the process of procuring a new supplier to support the delivery of the PREVENT training strategy over the next three years. The priority is to provide a new suite of training resources to replace WRAP. An update will be provided in the coming months.</p>	COMPLETE
9.	Use organisational change as opportunity to refresh relevant policies to include Prevent (venue hire, Arm's Length External Organisations (ALEOs), procurement, etc	<p>ALEO Assurance Hub has reviewed terms of reference to include PREVENT and ALEOs will be asked to provide assurance on this during the next cycle of meetings.</p> <p>Assurance Team is reviewing all corporate policies and putting in place a corporate template which will include reference to PREVENT.</p> <p>Venue hire – the Prevent Sub Group are meeting in April 2019 to agree a venue hire policy template for organisations to adapt and</p>	<p>PARTIALLY COMPLETE</p> <p>Expected completion end of June 2019</p>

	RECOMMENDATION	PROGRESS	STATUS
		use. This will relate to details required when booking ACC venues to ensure that the venue is not being booked for use by an inappropriate group, that may contravene the principles of CONTEST / PREVENT.	
10.	Ensure Prevent is considered in relation to outsourcing of public WiFi provision	<p>Assurance provided that content filtering is applied across the public WiFi network. As per the initial network design agreed with ACC the following categories are blocked:</p> <ul style="list-style-type: none"> • Child Abuse • Discrimination • Drug Abuse • Explicit Violence • Extremist Groups • Hacking • Illegal or Unethical • Pornography • Weapons (sales) • Peer-to-Peer • Malicious websites • Phishing • Spam URLs <p>The supplier can also block individual sites that do not fit into the above categories as and when requested by ACC</p>	COMPLETE
11.	Established structure of community engagement presents opportunity to communicate positively about Prevent and empower local communities	To be rolled into communication strategy and training to be delivered across localities.	PARTIALLY COMPLETE Expect partial completion by January 2019, and then engagement completed by June 2019
12.	Existing partnership working arrangements (CONTEST, public protection, community planning) offers opportunity	The PREVENT progress is reported to Public Protection Committee.	COMPLETE

	RECOMMENDATION	PROGRESS	STATUS
	to manage and report performance		
13.	Build on existing relationship with Aberdeen Council of Voluntary Organisations (ACVO) to identify opportunities to enable staff and empower communities on Prevent	Meeting arranged with Prevent lead from ACVO on 7 th September. Agreed key messaging would be cascaded through ACVO forums and communication to go out via their newsletter which has reach of over 4000 subscribers. Exploring opportunities to open up access to the e-learning module. People Development have indicated that it would not be possible to allow external access to the e-learning module at this scale. We will proceed with the ACVO newsletter option.	PARTIALLY COMPLETE Complete May 2019
14.	Consider holding a partnership training event to raise awareness of PPC process	Scottish Government now undertaking to organise a PPC seminar, together with the development of enhanced training and guidance.	COMPLETE
15.	Refresh communications plan to ensure that key stakeholders are informed as to the value of Prevent activity and the Council's responsibilities for delivery	Contact has been made with Chief Officer Internal and External Communications and plan to be developed.	PARTIALLY COMPLETE Expected completion by April 2019
16.	Consider provision of information relating to on-going Prevent Case Management at partnership meetings (CONTEST, Prevent Delivery Group)	Terms of Reference for Prevent Delivery Group meetings updated to include learning from local case management. Learning also shared at North Prevent SPOC meetings. Further work to be developed to ensure learning is shared online, at Knowledge Hub.	COMPLETE
17.	Feed into national work to review and refresh the Emerging and Residual Threat Local Profile (ERTLP)	Discussed with Leads from Scottish Government and UK Home Office – ACC communicated interest and availability to engage in any national development work	COMPLETE/ONGOING

	RECOMMENDATION	PROGRESS	STATUS
18	Utilise existing community engagement to identify emerging community tensions and target services accordingly	Data framework to be identified. Meeting to be arranged with Locality Inclusion Managers and Police Scotland. This action links strongly to the LOIP Community Justice Group, where there is a project planned on tackling hate crime.	PARTIALLY COMPLETE Expected completion by July 2019