

## ITEM No ...3.....

**REPORT TO:** COMMUNITY SAFETY AND PUBLIC PROTECTION COMMITTEE -  
30 SEPTEMBER 2019

**REPORT ON:** LEADERSHIP OF PUBLIC PROTECTION ARRANGEMENTS

**REPORT BY:** CHIEF EXECUTIVE

**REPORT NO:** 330-2019

### **1.0 PURPOSE OF REPORT**

To update members regarding arrangements for leadership of the strategic public protection agenda by the Chief Officers (Public Protection) Strategic Group, including key developments over the last year and future strategic ambitions.

### **2.0 RECOMMENDATIONS**

It is recommended that the Community Safety and Public Protection Committee:

- 2.1 Note the role of the Chief Officers (Public Protection) Strategic Group in providing leadership for the protection of children and adults at risk (section 4.2.1 and 4.2.2).
- 2.2 Note the work undertaken by the Chief Officers (Public Protection) Strategic Group over the last year to enhance arrangements for public protection, including the contribution of the Independent Chairs of the public protection committees (section 4.2.3 to 4.2.6).
- 2.3 Note the priorities for the Chief Officers (Public Protection) Strategic Group for the next year, including the intention to publish an integrated strategic plan for public protection (section 4.3.4).
- 2.4 Note the progress made in implementing the Transforming Public Protection Programme and planned next steps (as outlined in section 4.4 and Appendix 3).
- 2.5 Direct the Chief Executive to provide further updates regarding the work of the Chief Officers (Public Protection) Strategic Group and key developments in public protection to Committee on a six monthly basis.

### **3.0 FINANCIAL IMPLICATIONS**

- 3.1 None.

### **4.0 BACKGROUND**

#### **4.1 Public Protection Overview**

- 4.1.1 The Dundee City Plan identifies community safety and the protection of vulnerable people as a top priority and also recognises the importance of excellent collaborative working between the Council, NHS Tayside, Police Scotland, the third sector and local communities if services are to be effective. A full membership list is provided in Appendix 1.

The Council, working in partnership with other Community Planning partners, has a range of responsibilities for the protection of vulnerable people which are discharged through operational and strategic arrangements for adult support and protection, alcohol and drugs, child protection, humanitarian protection, the management of high risk of harm offenders, suicide prevention and violence against women.

4.1.2 Dundee has a number of challenges around public protection given the socio-demographic characteristics of the city alongside high prevalence rates of domestic abuse, drug and alcohol use, drug related deaths and mental health issues.

#### 4.2 Chief Officers (Public Protection) Strategic Group

4.2.1 Public Protection is led by the Chief Officers (Public Protection) Strategic Group (COG), supported by the multi-agency committees/partnerships which correspond to each of the areas of public protection. The COG is chaired by the Chief Executive and comprises senior representation from health and police, chairs of the various committees and key officers, including the Chief Social Work Officer. The Dundee COG has an inclusive membership extending beyond the public sector to include representation from the third sector.

4.2.2 National guidance (2019) (<https://www.gov.scot/publications/protecting-children-young-people-child-protection-committee-chief-officer-responsibilities/>) sets out the responsibilities and accountabilities of Chief Officers, both individually and collectively, in improving the experiences of and outcomes for children at risk. Whilst national guidance specifically focuses on the role of the COG in relation to child protection, the content is applicable across all public protection committees. Core responsibilities include:

- demonstrating leadership and accountability for public protection work and its effectiveness on behalf of their agencies/bodies;
- considering performance reports that include qualitative and quantitative data on the effectiveness of services in improving the experiences of, and outcomes for, children and adults in need of protection;
- agreeing reporting mechanisms with elected members and board members that cover the work of the public protection committees and the implications for their local authority area; and
- ensuring that public protection arrangements link to other Community Planning fora under their control.

4.2.3 The work of the COG is supported by the appointment of Independent Chairs for each of the public protection committees (with the exception of the Suicide Prevention Partnership and Humanitarian Protection Partnership). There is a statutory requirement to appoint an Independent Convener for Adult Protection and a preference for this in Child Protection. Dundee has made a strategic decision to invest in Independent Chairs across our public protection committees, meaning that local arrangements are significantly in excess of statutory requirements. Each Chair provides strong strategic leadership, direction and scrutiny in delivering the priorities and associated workplan of the committee they lead. This includes ensuring that committees operate in accordance with national guidance and best practice requirements and work collaboratively with the Scottish Government and national scrutiny, leadership and improvement bodies. The introduction of independent chairing capacity across public protection arrangements has strengthened the accountability of all partners for their public protection responsibilities and supported the COG to exercise enhanced scrutiny of performance and improvement. In addition, Chairs have enhanced public reporting through the production of annual reports, which have also formed the basis of reporting to Elected Members.

4.2.4 Over the last year the COG has undertaken a programme of work that has included:

- overseeing arrangements for the completion and publication of Significant Case Reviews, as well as commissioning work across Tayside to review and strengthen arrangements for conducting Initial Case Reviews and commissioning Significant Case Reviews;
- addressing areas of operational risk, including pressures within the Child Protection Intake Service and associated with the MARAC (Multi-Agency Risk Assessment Conference) for high risk victims of domestic abuse, by providing leadership support and addressing resource challenges;

- overseeing the implementation of a range of learning and development opportunities across the multi-agency workforce, including activities targeted to: improve responses to women and children experiencing domestic abuse through the Safe and Together Model; support implementation of the Caledonian Programme for perpetrators of domestic abuse; enhance the quality of chronologies, risk assessments and plans for children and young people; and, enhance the use of trauma-informed practice across a range of services for children and adults;
- considering the arrangements for and outcomes of a range of self-evaluation activities, such as development of balanced scorecards for all public protection committees, completing a self-assessment of the COG's leadership of public protection and considering the outcomes of a case file audit of child protection cases; and
- considering the impact of the implementation of the General Data Protection Regulations on operational processes and practices for public protection and agreeing steps to manage associated risks.

In addition, the COG has also provide leadership support for the Transforming Public Protection Programme that was established in 2018 to improve services provided by the Council and other key partners for vulnerable children and adults (see section 4.4).

- 4.2.5 The COG has also maintained an overview of emerging findings from NHS Tayside's Independent Inquiry into Mental Health Services and has supported the work of the Dundee Drug Commission. As well as considering in detail the findings from the 'Drug Deaths in Tayside Annual Report' the COG supported the Alcohol and Drug Partnership to provide, for the first time, a specific Dundee level response to the recommendations within the report. Consideration has also been given during the last year to themes emerging from both the Inquiry into Mental Health Services and the Drug Commission regarding the need for integrated responses to people who experience both mental health issues and who use drugs. The COG will continue to provide leadership support to the Alcohol and Drugs Partnership and other strategic groups as they work to develop the City's response to the Drug Commission report over the coming months.
- 4.2.6 The work of the COG takes place within a wider national context. The Scottish Government's Child Protection Improvement Programme has provided the opportunity for Chief Officers, including the Chief Executive, to participate in national leadership development events. Independent Chairs and supporting officers actively participate in a number of national networks and work programmes being led by the Scottish Government, Care Inspectorate, SSSC, COSLA and the Improvement Service. This activity provides an important opportunity for Dundee to influence the national policy agenda, for example discussions between COSLA and Police Scotland regarding the impact of GDPR implementation on operational information sharing for victims of domestic abuse. Participation in national networks and programmes has also facilitated learning from best practice across Scotland and beyond. Over the last year the work of the COG has included active consideration of national policy agendas such as arrangements for supporting missing persons, enhancing accountability for perpetrators of domestic abuse and responding to drug related deaths.

#### 4.3 COG Development and Future Priorities

- 4.3.1 Since May 2019, the COG has been progressing a series of development events with the aim of developing a clear statement of the group function, examining the leadership behaviours required of COG members and identifying a future structure for the COG and Protecting People Committees/Partnerships that will support them to effectively discharge their agreed functions.
- 4.3.2 The COG has agreed a revised vision statement:

“Dundee's future lies with our people and communities; they deserve sector leading support and protection. We will work together with communities to prevent harm, keep people safe and protect them when they can't protect themselves.”

This vision statement is supported by a number of principles (contained in full in Appendix 1) that set out the COG's intention to work collaboratively to reduce inequalities and improve outcomes for people at risk, to include and respect people with lived experience, support the workforce and focus on continuous learning and improvement.

4.3.3 The implementation of this vision and principles will be supported by a focus on the five core functions of:

- Assurance
- Leadership
- Mutual accountability
- Oversight of risk
- Scrutiny

In addition, Chief Officers have agreed a statement of the personal qualities, values, skills and behaviours that they will demonstrate in their leadership of public protection arrangements. This includes how Chief Officers will: provide leadership for public protection within their own organisation; work collaboratively as part of the COG to identify strategic risks, priorities and performance targets as part of a whole systems approach to the leadership of public protection; contribute to mutual accountability for delivery of priorities and performance targets; and, build mutual trust and assurance, including building public confidence.

4.3.4 Recent development activity has identified a number of key priorities for the COG for the coming year. This includes the development of an integrated strategic plan for public protection which clearly sets out our vision for the City and our priorities for improvement across all aspects of public protection work. The integrated strategic plan will be supported by a Communications Plan in recognition of the crucial role that clear, sustained and accessible communications with both the workforce and members of the public has in delivering our vision for public protection. The COG will also begin to work with and further develop a strategic risk register for public protection, ensuring that the focus of work across the strategic protecting people structure is maintained on identified risks. Priority will be given to building on improvements that have been made over the last year in data and performance reporting to ensure that the COG and public protection committees have the information and evidence they need to effectively manage risk and support improvement. Finally, work will be progressed to revise the structure through which strategic public protection work is delivered to ensure that it is fit for purpose and is able to effectively and efficiently deliver the core functions of the COG and public protection committees.

#### 4.4 Transforming Public Protection Programme Update

4.4.1 In August 2018, the Council, alongside other Community Planning Partners, established a Transforming Public Protection (TPP) Programme across operational and strategic public protection processes to ensure that recurring areas for improvement are effectively addressed and that improvement is sustained in the long-term (Policy and Resources Committee report 257-2018 refers). The TPP Programme has three areas of focus, each with a number of component workstreams:

- Driving cultural change within operational services towards continuous improvement and quality assurance, including embedding a culture of expectation of excellence across all protection service;
- Significantly enhancing leadership support and scrutiny for public protection; and
- Transformative re-design of protection processes to ensure streamlined and co-ordinated processes that respond flexibly to the complex and inter-linked needs of vulnerable individuals and families.

4.4.2 Over the last year, the focus of activity has been on workstreams that address cultural change within operational services and, more recently, on enhanced leadership support and scrutiny. This reflects advice from the Care Inspectorate to pursue a phased approach to programme implementation. In addition, work has also been completed to establish the required staffing and governance infrastructure for the programme. A summary of progress to date and planned next steps is provided in Appendix 3.

## **5.0 POLICY IMPLICATIONS**

- 5.1 This report has been subject to an assessment of any impacts on Equality and Diversity, Fairness and Poverty, Environment and Corporate Risk. There are no major issues.
- 5.2 At the time of establishment the Transforming Public Protection Programme was subject to an Integrated Impact Assessment (Policy and Resources Committee report 257-2018 refers). This is available at <https://www.dundee.gov.uk/service-area/chief-executive/chief-executives-services/equality-and-diversity/integrated-impact-assessments>.

## **6.0 CONSULTATIONS**

- 6.1 Members of the Chief Officers (Public Protection) Strategic Group, including the Independent Chairs of the Adult Support and Protection Committee, Child Protection Committee and Violence Against Women Partnership have been consulted in the preparation of this report. The Council Management Team, the Chief Officer of the Integration Joint Board and the Acting Chief Social Work officer have also been consulted.

## **7.0 BACKGROUND PAPERS**

None.

DAVID MARTIN  
CHIEF EXECUTIVE

DATE: 30 SEPTEMBER 2019



**CHIEF OFFICERS (PUBLIC PROTECTION) STRATEGIC GROUP MEMBERSHIP**

<b>ORGANISATION / BODY</b>	<b>POSITION</b>
Dundee City Council	Chief Executive Executive Director, Children and Families Executive Director, Neighbourhood Services Chief Social Work Officer Head of Community Safety and Public Protection
NHS Tayside	Chief Executive (currently delegated to Director of Strategic Change) Medical Director Nursing Director
Police Scotland	Chief Superintendent Superintendent
Dundee Health and Social Care Partnership	Chief Officer Senior Manager, Strategy and Performance
Scottish Fire and Rescue Service	Local Senior Officer
Scottish Prison Service	Governor, HMP Perth
Third Sector Interface	Chief Executive
Tayside MAPPA Strategic Oversight Group	Independent Chair
Adult Support and Protection Committee	Independent Convenor
Violence Against Women Partnership	Independent Chair
Child Protection Committee	Independent Chair
Alcohol and Drugs Partnership	Independent Chair
Suicide Prevention Partnership	Chair
Humanitarian Protection Partnership	Chair

## CHIEF OFFICERS (PUBLIC PROTECTION) STRATEGIC GROUP VISION AND PRINCIPLES

### Vision

Dundee's future lies with our people and communities; they deserve sector leading support and protection. We will work together with communities to prevent harm, keep people safe and protect them when they can't protect themselves.

### Key Principles

The protection of people in Dundee is everyone's business and is part of our work to create a community which is healthy, safe, confident, educated and empowered.

Protecting people is an important part of our commitment to tackle the root causes of social and economic exclusion and inequality. People will be able to access the support and protection they need when they need it, regardless of their characteristics, background or circumstances.

We will work with communities and people with lived experience to understand public protection problems and to design, test and implement solutions.

We will respect people's rights and always use the least restrictive option to protect people from harm if they are unable to protect themselves.

We will deliver our vision by working in partnership across the public, voluntary, community and private sectors. We value the unique knowledge, skills and contributions that each partner has to make to deliver our vision for protecting people.

The workforce delivering protection supports and services will have the right knowledge, skills, support and experience to ensure people are safe and protected.

We are committed to being a learning and continuously improving partnership. We will build on our strengths, learn from our mistakes and work towards a sector leading approach.



## TRANSFORMING PUBLIC PROTECTION PROGRAMME UPDATE

### 1. Programme Infrastructure and Governance

- 1.1 Since August 2018, additional permanent resources have been added to the Protecting People Strategic Support Team to support programme management and implementation. This has been supplemented by the identification of workstream sponsors from within the Chief Officers Group. In addition, the programme has received significant support from Care Inspectorate scrutiny and improvement staff; this has been particularly critical in supporting the work around operational service developments and has ensured that Dundee learns from best practice across Scotland.
- 1.2 An Oversight Group, chaired by the Chief Social Work Officer, has been established to provide ongoing leadership support and to actively monitor programme implementation. This is supplemented by regular assurance reporting to the Chief Officers Group.

### 2. Cultural Change within Operational Services

- 2.1 Over the last 12 months three operational teams have been working, supported by a Care Inspectorate Improvement Advisor, to improve critical aspects of public protection practice. Teams have been utilising the Model for Improvement and PDSA (Plan, Do, Study, Act) cycles to develop and test changes at a small scale within their teams, which will later be scaled up across services and extended to multi-agency partners. This work covers the following aspects of practice:
- Health and Social Care Partnership (HSCP), Learning Disability Care Management Team - increasing the number of up-to-date risk assessments for cases in adult protection processes and the proportion where their quality is rated as good or better.
  - Children and Families Service, West Locality Team - improving the rate of completion of chronologies for new cases in a timely manner and to a standard rated good or better.
  - Composite group of operational managers drawn from across HSCP and Children and Families Service - increasing compliance with agreed schedules of supervision and enhancing quality of that supervision; and, establishing standardised best practice approaches for routine auditing of cases by operational managers.

Within each team there is a focus on ensuring that good practice is in place, that this is visible within case files and, therefore, can be clearly evidenced within any internal or external self-evaluation activities.

- 2.2 Across each of teams activity has been practitioner planned and led. Visits have been made to other local authority areas to learn from best practice, self-evaluation activities have been undertaken, local tools and guidance have been redesigned and new systems of working are now being tested in practice. Within the HSCP team the numbers of risk assessments being undertaken has increased. Overall Children and Families completion of chronologies has increased significantly.

### 3. Enhanced Leadership Support and Scrutiny

- 3.1 Since May 2019, the Chief Officers Group (COG) has been progressing a series of development events with the aim of developing a clear statement of the group function, examining the leadership behaviours required of COG members and identifying a future structure for the COG and Protecting People Committees/Partnerships that will support them to effectively discharge their agreed functions. Core COG functions have been agreed as: Assurance, Leadership, Mutual Accountability, Oversight of Risk and Scrutiny. Following on from these events, a revised vision statement has been agreed (see Appendix 2) and a range of improvements to the way in which the COG operates, both within and outwith formal COG meetings, are being progressed by group members and the strategic support team.

3.2 In addition, the these development events work has also been progressed to:

- Enhance the provision of data to the COG and Protecting People Committees/Partnerships through the recruitment of 1 FTE Senior Officer (Information). In the first instance, priority has been given to enhancing the quantity and quality of data available to the Child Protection Committee and Adult Support and Protection Committee.
- Develop strategic risk registers for Protecting People covering both cross-cutting risks relevant to all domains of public protection and issues specific risks relevant to particular Committees/Partnerships. These risk registers are critical to supporting the agreed functions of the COG and provide a clear prioritised focus for future public protection activity.
- Develop a workforce communications strategy to support the Transforming Public Protection Programme, as well as the communication of key public protection messages across the multi-agency workforce.

#### **4. Future Programme Phases**

- 4.1 Over the next 12 months, the phased approach to programme implementation will continue. In the Autumn of 2019, work will commence on the third aspect of the programme; transformative re-design of protection processes. This will have a specific focus on designing approaches that provide an integrated response to risk across all ages (including multiple risks experienced by members of the same household/family group) and minimises the number of protection processes that any individual or family is subject to.
- 4.2 The next phase of the practice improvement work will be focused on the sharing and testing of the improvements made within the three practice teams in relation to chronologies, risk assessments, support and supervision and case file quality assurance on a larger scale. In the first instance this will include sharing and testing of resources across social work functions within the HSCP and Children and Families Service prior to expansion to other multi-agency partners.
- 4.3 In relation to the work focussed on leadership next steps will focus on the Protecting People Committees/Partnerships. An important element of this work will be reaching a shared understanding of the core functions of Committees/Partnerships and their relationship to both the COG and wider Community Planning Partnership. A review will also be undertaken of the arrangements for the provision of strategic support to the Committee/Partnership structure to ensure that it is fully aligned to supporting the agreed core functions and improvements identified through the Transforming Public Protection Programme.