

REPORT TO: CITY GOVERNANCE COMMITTEE – 20 NOVEMBER 2023
REPORT ON: THE CHIEF SOCIAL WORK OFFICER ANNUAL REPORT 2022-23
REPORT BY: CHIEF SOCIAL WORK OFFICER
REPORT NO: 353-2023

1.0 PURPOSE OF REPORT

1.1 This report brings forward for Members' information and approval the Chief Social Work Officer's Annual Report for 2022/23 attached as Appendix 1.

2.0 RECOMMENDATIONS

It is recommended that the City Governance Committee:

2.1 Notes the achievements of and challenges faced by social work and social care services during 2022/23 and improvement priorities for 2023/24, as outlined in sections 4.4 to 4.6.

2.2 Approves the Chief Social Work Officer's Annual Report for 2022/23, attached as Appendix 1.

3.0 FINANCIAL IMPLICATIONS

None.

4.0 BACKGROUND

4.1 The requirement that every local authority has a professionally qualified Chief Social Work Officer (CSWO) is set out in Section 5 (i) of the Social Work (Scotland) Act 1968, as amended by Section 45 of the Local Government (Scotland) Act 1994. Associated regulations state that the CSWO should be a qualified Social Worker and registered with the Scottish Social Services Council (SSSC).

4.2 The CSWO provides a strategic and professional leadership role in the delivery of Social Work services, in addition to certain functions conferred by legislation directly on the officer. The overall objective of the role is to ensure the provision of effective, professional advice and guidance to Elected Members and officers in the provision of Social Work and Social Care services.

The Public Bodies (Joint Working) (Scotland) Act 2014 provides for the delegation of certain Social Work functions to an integration authority but the CSWO's responsibilities in relation to local authority Social Work functions continue to apply to services which are being delivered by other bodies under integration arrangements. Responsibility for appointing a CSWO cannot be delegated and must be exercised by the local authority itself. The CSWO also has a role in providing professional advice and guidance to the Integration Joint Board (IJB).

4.3 National guidance requires that the CSWO produces and publishes an annual summary report for local authorities and IJBs on the functions of the CSWO and that the approved report is forwarded to the Scottish Government to contribute towards a national overview of Social Work services. The information in this report complements other more detailed service specific reports on Social Work and Social Care services which have been reported in other ways.

4.4 As can be seen in this year's report (attached as Appendix 1), Social Work and Social Care services have continued to deliver quality support which improves lives and protects vulnerable people. Alongside responding to many challenges across the wider public sector and Social Work specific landscape services have continued to both respond to both the direct and indirect impacts of the cost of living crisis.

There are a number of highlights in the report alongside a description of ongoing challenges and priorities ahead. Some specific achievements include:

- An ongoing range of self-evaluation activities the findings of which have provided assurance about the quality and impact of services and informed improvement activities. For example, in Children and Families audits are undertaken by pairs of managers in the service and reports are completed on a quarterly basis highlighting themes, strengths and areas for improvement. The most recent audit cycle, which reported in May 2023, found that overall 92% of files were rated as 'Good' or better (with 63% rated as 'very good' or better). Through the Adult Support and Protection Committee a multi-agency audit of files was undertaken focusing on social work records from the Health and Social Care Partnership (HSCP), areas of strength and for improvement have now been reflected within the Committee and HSCP improvement plans.
- A diverse range of positive collaborations between Social Work and Social Care services delivered by the Council and Health and Social Care Partnership and commissioned services in the third and independent sectors. Examples of innovation and cross service working are the development of a Kinship Carers Hub and Kinship Care Support Services delivered by Kith and Kin. The Adolescent Review has been a collaborative with Police, Health, Education and Third Sector to review practice models and the management of risk when supporting the most vulnerable adolescents and their families. Partnership working has also continued to be crucial to progressing implementation of improvements in drug and alcohol and mental health services.
- The continued development and implementation of a range of learning and development activities to support the Social Work and Social Care workforce to undertake reflective practice, continuous learning and improvements and provide opportunities to develop leadership skills, enhance professional qualifications and undertake protection duties.
- Positive performance across a range of statutory Social Work functions includes:
 - In Children's Services, the overall number of care experienced children and young people continues to reduce. Stability in the workforce continues to allow us to ensure that children, young people and families experience a high level of contact with social work staff and a commitment to relationship-based practice through continuity of worker. Child Protection Registration also remains lower than average and we have invested in collaborative provision with the Third Sector to allow for a range of supports to be available to meet the needs of family in a timely manner even where there are no risks to harm. This work is scaffolded by an embedded Team Around the Child Approach when early intervention is identified as being required.
 - In Community Justice Social work, Overall, 65% of all Community Payback Orders were successfully completed in 2022-23. The service continues to be above national average rates of CPO completion. A total of 38, 101 unpaid hours were imposed by Courts in 2021-22, compared with 30, 591 in 2020-21.
 - In the Health and Social Care Partnership, despite significant increase in demand for social care supports the rate of bed days lost to delayed discharge increased only very slightly on the previous year (80.2 bed days in 2022/23 verses 79.5 in 2021/22) and remained better than the Scottish average position. In spite of this, in terms of national and local unscheduled care targets Dundee continued to support 98% of all discharges happening without a delay. The Partnership has continued to perform well in terms of the number of days people spend in hospital having been admitted in an emergency, including due to mental health reasons (11% reduction since 2016/17). The number of people benefitting from accessing Self-Directed Support Options 1 and 2 has also continued to increase over the last year.

4.5 Ongoing challenges facing Social Work and Social Care services throughout 2022/23 included the legacy impact of the pandemic on service delivery arrangements, workforce wellbeing and the needs of citizens. Demand for services and complexity of need has also increased as the result of the impact of the cost of living crisis on already vulnerable and at risk people living in Dundee. In common with other areas of Scotland, retention and recruitment challenges have also continued to be a significant risk in some service areas, including within commissioned services. This has been a focus locally for risk mitigation, and moving in to 2023 there is some evidence of improvement in terms of recruitment and retention. In common with other public services, Social Work and Social Care were challenged by financial pressures, including reductions in funding to meet the ongoing costs of responding to the pandemic. This will have

a further negative impact in 2023/24 when ongoing pandemic funding to the Health and Social Care Partnership will cease to be available.

4.6 The 2022/23 annual report is also forward looking and identifies the key challenges and opportunities for the coming year across Children's Services, Community Justice and Health and Social Care. The report identified the following improvement priorities to be progressed by Social Work and Social Care services during 2023/24:

- Continue to **PARTICIPATE** in the co-design process for the National Care Service, reflecting local knowledge and experience.
- **SUPPORT** our social work and social care workforce to maintain good health and wellbeing.
- **ENHANCE** our focus on prevention of risk and harm by working collaboratively across the whole GIRFEC pathway for children and young people.
- **FOCUS** on the continued implementation of Our Promise to Care Experienced Children, Young People and Care Leavers 2023-2026.
- **FURTHER** progress recovery of Community Justice Services as part of a whole systems remobilisation of community justice services across Scotland.
- **BUILD** on the progress we have made in improving mental health and wellbeing and drug and alcohol services through collaborative working, focusing on co-production of further developments with people who have lived experience and the workforce.
- **CONTINUE** work to further roll out our approach to trauma informed practice and leadership and to enhance whole family approaches to protecting people.
- **ENHANCE** our arrangements for responding to adult at risk by collaborating with partners to design and implement a Multi-agency Adults at Risk Pathway, and further improvement use of chronologies and risk assessments.
- **CONTINUE** to work with partners across the whole health and social care system, including acute care services, to achieve an unscheduled care response that delivers the right care, in the right place, at the right time, first time.

5.0 POLICY IMPLICATIONS

5.1 This report has been subject to the Pre-IIA Screening Tool and does not make any recommendations for change to strategy, policy, procedures, services, or funding and so has not been subject to an Integrated Impact Assessment. An appropriate senior manager has reviewed and agreed with this assessment.

6.0 CONSULTATIONS

6.1 The Council Leadership Team was consulted in the preparation of this report.

7.0 BACKGROUND PAPERS

7.1 The Role of the Chief Social Work Officer – Scottish Government Publication July 2016. Guidance for local authorities and partnerships to which local authorities have delegated Social Work functions.

DIANE MCCULLOCH
CHIEF SOCIAL WORK OFFICER

DATE: 09 November 2023

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Dundee City Council

Chief Social Work Officer Annual Report

2022-23



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1. INTRODUCTION

I am delighted to present the Annual Chief Social Work Officer Report for 2022 – 2023. The report highlights the key areas of activities across social care and social work services, as these sit within the statutory functions of the Chief Social Work Officer. It provides an opportunity to highlight the excellent progress made by social work and social care staff in Dundee as we have worked over the last year to move back to a business as usual model following the global pandemic.

There is no doubt that the impact of the pandemic changed the way in which we delivered services, and there will be a lasting legacy which will direct our future models of service delivery. The level of organisational agility demonstrated by our workforce and services is something that we will strive to retain as we go forward and respond to the challenges presented. Ensuring the wellbeing of our staff will be a priority

We can see that the pandemic has had an impact on the citizens of Dundee with an increase in people seeking support at a point where they have a higher level of complexity - across health needs, social needs or for family support. This added to the recruitment challenges experienced across all sectors of social work and social care and has impacted on our capacity to provide the historical models of support.

Despite these challenges, I am confident that the services we are developing will continue to support those who require our assistance the most, and this can be demonstrated through the focus and attention we have placed on identifying areas for improvement where we know we have the greatest risks.

In the last year we have seen improvement in our response to those affected by alcohol and drug use and / or mental health difficulties with both the implementation of the Medication Assisted Treatment Standards and the introduction of the Hope Point Centre. We have maintained our performance in supporting adults to remain in their own homes in the community and to be discharged safely from hospital in a timeous way.

We have ensured families are supported to remain together by investing in collaborative approaches with third and statutory sector and demonstrating an overall reduction in the number of cared for children. Moving into 2023/24, there has been a concentrated effort to reduce the number of young people supported within secure accommodation outwith Dundee, while we strengthen our multi-agency responses adolescents, including points of transition.

Similarly, within Community Justice Services we continue to have a high level of Community Payback Orders and sit above the national average.

Our services have reached out to support people coming into the city, and we have responded to the Humanitarian crisis within Ukraine and other asylum seekers coming to Dundee, ensuring that unaccompanied children are provided with safe and secure home life while they are in our care.

We would not be able to deliver our support without our staff, and workforce development has continued over the last years. We have worked collaboratively across sectors to develop a range of programmes for staff using flexible models of service delivery, including a programme for Newly Qualified social work staff which was recognised in our local awards ceremony.

Finally, I would like to express my gratitude and pride in our staff working in social work and social care services across all of Dundee. Their commitment to delivering exceptional, person centred care and support, against what has continued to be both professionally and challenging times, has to be recognised. To do this, while continuing to listen to the voices of those we work with, for and alongside is commendable.



Diane McCulloch
Chief Social Work Officer

2. GOVERNANCE AND ACCOUNTABILITY ARRANGEMENTS

The Role of the CSWO

The role of the Chief Social Work Officer (CSWO) is outlined in Section 5 (1) of the Social Work (Scotland) Act 1968, as amended by Section 45 of the Local Government (Scotland) Act 1994. The role is undertaken by the most senior registered Social Work manager and has responsibilities to promote leadership, standards and accountability for all Social Work services, including commissioned services. Statutory guidance outlines requirements of the CSWO to:

- Report to Elected Members and the Chief Executive any significant, serious or immediate risks or concerns arising from his or her statutory responsibilities.
- Provide appropriate professional advice in the discharge of the Local Authorities functions as outlined in legislation, including where Social Work services are commissioned.
- Assist Local Authorities and their partners to understand the complexities and cross-cutting nature of Social Work, including corporate parenting and public protection.
- Promote the values and standards of professional Social Work, including all relevant National Standards and Guidance and adherence to Scottish Social Services Council Codes of Practice.
- Establish a Practice Governance Group or link with relevant Clinical and Care Governance Arrangements designed to support and advise managers in maintaining high standards.
- Promote continuous improvement and identify and address areas of weak and poor practice in Social Work services, including learning from critical incidents and significant case reviews.
- Workforce planning, including the provision of practice learning experiences for students, safe recruitment practice, continuous learning and managing poor performance.
- Make decisions relating to the placement of children in secure accommodation and other services relating to the curtailment of individual freedom.
- In co-operation with other agencies, ensure on behalf of the Local Authority that joint arrangements are in place for the assessment and risk management of certain offenders who present a risk of harm to others.

In Dundee, the role of CSWO currently lies with the Head of Service for Health and Community Care (within the Dundee Health and Social Care Partnership). The Head of Service for Integrated Children's Services and Community Justice Social Work undertakes a deputising role as required. The CSWO Governance Framework sets out the ways in which they will discharge the requirements of the role and provide assurances to Elected Members throughout the year.

Overview of Governance Arrangements

The CSWO has direct access to Elected Members, the Chief Executive, Chief Officer of the Integration Joint Board, Executive Directors, Heads of Service, managers and front-line practitioners both within the Council and Health and Social Care Partnership, and with partner agencies in relation to professional Social Work issues. They attend a broad range of

Council and Health and Social Care Partnership leadership and strategic partnership meetings with varying terms of reference as follows:

- Reporting to the Chief Officer of the Integration Joint Board (IJB) and regular meetings with the Chief Executive.
- Member of the Integration Joint Board and IJB Performance and Audit Committee.
- Member of the Tayside Clinical Care Professional Governance Forum, alongside CSWOs from Angus and Perth and Kinross.
- Member of Executive Boards which oversee the implementation of local community planning priorities (shared between the CSWO and their depute).
- Member of the Adult Support and Protection (ASP) Committee, providing advice on Social Work matters relating to vulnerable adults.
- Member of the Alcohol and Drug Partnership (ADP), providing advice on Social Work matters relating to substance misuse.
- Member of the Child Protection Committee (CPC), providing advice on Social Work matters relating to children and young people at risk of harm.
- Member of the Dundee Violence Against women Partnership (DVAWP), providing advice on Social work matters.
- Member of the Chief Officer Group for Protecting People, contributing leadership and oversight on all public protection matters.
- Links to the Tayside Strategic Children and Young People Collaborative through the Depute CSWO.

In addition, the CSWO has provided professional advice to a range of enhanced governance and planning arrangements including Dundee City Council Incident Management Team, the Clinical Care Home Oversight Group and Local Resilience Partnership (particularly in relation to Care for People matters).

The CSWO is also supported by a CSWO Governance Group which brings together the Senior Officers (or their representatives) with responsibilities for all Social Work functions across the city, alongside supporting officers. Their main function is to support the CSWO to discharge their statutory duties and to develop, maintain and oversee the implementation of the Dundee City Council Chief Social Work Governance Framework. In 2018, the Group supported the CSWO to develop a Governance Framework that explicitly described the arrangements in place to support and enable the CSWO to carry out their role effectively. This included:

- Professional advice including where services are commissioned;
- Assisting partners to understand the complexities of Social Work;
- Values and standards of Social Work;
- Practice governance;
- Continuous improvement;
- Supporting evidence informed decision making;
- Workforce planning, learning and recruitment;
- Making decisions relating to the curtailment of individual freedom;
- Assessment and management of certain offenders who present a risk of harm; and,
- Reporting significant serious or immediate risks.

3. SERVICE QUALITY AND PERFORMANCE

3.1 Overview of Key Performance Information and Service Improvements

Children's Services

Following approval by Elected Members of Our Promise to Care Experienced Children, Young People and Care Leavers 2021-23 in June 2021 and annual Child Protection Committee Plans and Reports, developments and trends during the period of this report show a return to more "normal" business after the Covid-19 pandemic, with fewer extreme highs or lows of data variance. Upon publication of the plan, the Independent Care Review noted that the Council and partners are on an ambitious journey' in implementing The Promise and the Joint Inspection of Services to Children and Young People at Risk of Harm published in January 2022 graded services overall as Good, with some specific reference to significant improvements within Children's Social Work.

- The length of time children were supported on the Child Protection Register (CPR) returned to pre-pandemic level, with 87% de-registered after 12 months or less (lower than 2021-22 (95%) and higher than 2020-21 when it was 84%).
- The number of Child Protection Orders (CPOs) remained relatively high at 39 (3 more than previous financial year) but lower than during the height of the pandemic in 2020-21 (when it was 44). Regular updates are provided to the Child Protection Committee on the number of CPOs and quality assurance activity has confirmed that they have all been a proportionate response to the nature and level of immediate risk, whilst emphasising the importance of continuing to work with partners to strengthen preventative support.
- The number of children experiencing care at home or away from home has reduced from around 480 in 2020 and 2021 to 435 in 2022 and a current 430 (figures fluctuate slightly week by week). Following an increase in secure care and external residential placements in 2022-23, the number has reduced from 43 to 32 in 2023-24. This is in conjunction with the continued development of wider preventative support developed in partnership with other services such as the Third Sector and internal capacity building at different stages of the care system
- School attendance for care experienced pupils has also returned to pre-pandemic levels with 87.7% attendance in 2021-22 compared with 87.6% in 2018-19 (academic years). Attendance data for the academic year 2022-23 is not available yet but in 2021-22, compared to the average of all pupils (88.8%) the gap had narrowed. Children and young people in Foster Care have higher attendance levels than the mainstream population. Data confirms that children looked after at home have the least good attendance and children with kinship carers have good attendance during primary school years but by secondary school also have significantly poorer attendance than children not in the care system. There is therefore a targeted focus on supporting parents and kinship carers to improve school attendance.
- There are currently 147 young people receiving aftercare support from the Throughcare and Aftercare Team (very close to the previous two years at 144 and 148), including 36 in Continuing Care where numbers have been gradually increasing as more care leavers continue to be supported past their 18th birthday, including in external residential care. For compulsory throughcare and aftercare (up to age 19), this equates to 78% of all young people eligible (young people are under no obligation to continue receiving support from the team) and compares well to the

national rate of 65%. It continues to reflect the very high levels of support provided by the team and flexible approaches to keep young people engaged.

CHILD PROTECTION AND INTAKE SERVICE

The teams based at Seymour House receive new child protection referrals and the number of enquiries or referrals to the MASH team increased by 8% from 7044 in 2021/22 to 7614 in 2022/23, with Police and Education being the main referrers. Most of these involve guidance or advice and the number of Inter-Agency Referral Discussions has been stable, with 834 children at 821 IRDs in 2022/23 compared to 821 children at 580 IRDs the previous year.

The focus of the teams continues to be providing or arranging ongoing support to families whether or not matters progress to an IRD Meeting or Child Protection Case Conference. Once the teams have completed initial investigation work, to help support children and families in the longer term, they actively utilise support from third sector and community-based organisations. In doing so they use the FORT system and the FORT Co-ordinator, which helps ensure referrals go to the most appropriate support agency.

For families where there are risks identified during pregnancy, the New Beginnings team provides multi-agency, co-ordinated support involving health professionals alongside other partners. The team provides specific supports to address risks relating to mental/physical health, substance use, learning disability and parenting, with around 90% of babies remaining with their birth parent(s) and/or extended family members, with no need for longer-term social work involvement.

For some women who have had children removed from their care, the service has continued to work in partnership with Tayside Council on Alcohol (TCA) to deliver the Pause programme. To date the service has supported over 50 women, all of whom have experienced significant trauma and challenges, including domestic abuse, mental health issues, problem drug/alcohol use, learning disabilities, and who may be care leavers or care experienced.

All the women have reported that the program has helped them to make significant positive changes in their lives with a wide range of positive feedback including "time for yourself", "self-belief", "empathetic approach" and "it's a safe space". The Pause programme ended in March 2023 and has now changed to a bespoke Dundee service model known as the Birch Team, which has greater flexibility regarding timescales for intervention and access to support for a broader range of service users, including birth fathers.

The Social Work Out of Hours Service (OOHS) has also continued to coordinate responses to vulnerable families and adults in crisis, in partnership with key professionals from Health, Police, Private and Third Sector Agencies. Over the past year the OOHS has:

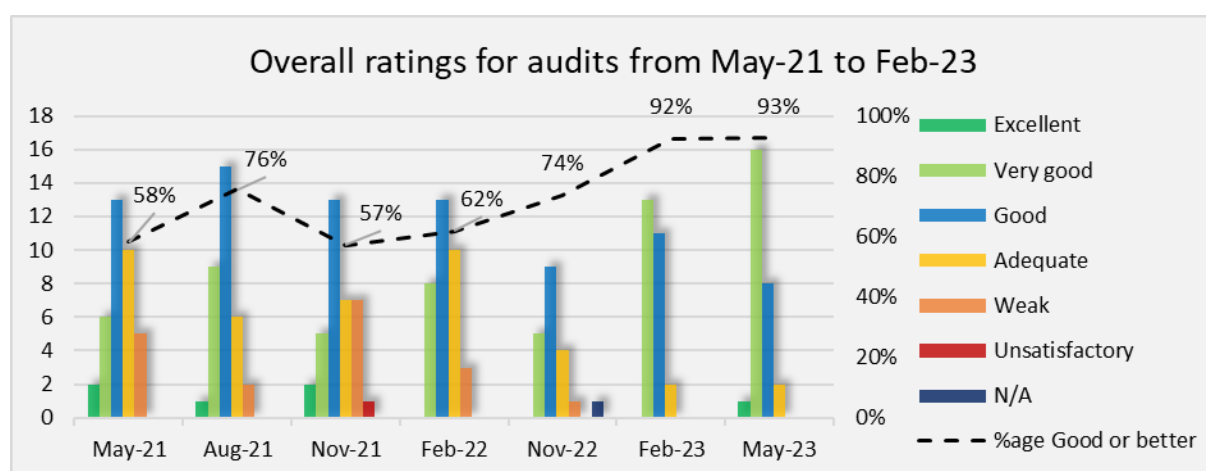
responded to 12,650 telephone calls and undertaken 1,255 face to face visits to service users in line with pre-pandemic activity. Around 70% of OOHS time has been spent providing a response to service users in crisis/emergency situations, with approximately 30% of service time spent undertaking planned work and providing additional support to service users who are already known to daytime services.

CASE FILE AUDITS

For the last two years the Children and Families Service has been carrying out regular audits, which use a Care Inspectorate evaluation tool to focus on the quality of chronologies, assessments, plans and support. The audits are undertaken by pairs of managers in the service and reports are completed on a quarterly basis highlighting themes, strengths and areas for improvement across these key areas. The most recent audit cycle which reported in May 2023 found that overall 92% of files were rated as 'Good' or better (with 63% rated as 'very good' or better).

	Number rated good or better	Percentage rated good or better
Overall	25	93%
Accuracy of Information	25	93%
Assessment	26	96%
Chronology	21	78%
Care Plan	23	85%
Supervision/ Support	23	85%

Following the completion of 7 audit cycles over the 2-year period from May 2021 to May 2023 there is evidence that all categories have shown continuous improvement. Notably the proportion of 'very good' ratings has increased over the two-year period, starting at 17% in May 2021 and increasing to 50% in the most recent audit.



REVIEW OF ADOLESCENT SERVICES

Following the Joint Inspection of Services to Children and Young People at Risk of Harm, the service has led a partnership review of approaches towards older young people. This has concluded with the initial development of a virtual multi-disciplinary team aligned with Young People's Houses and a consistent focus on workforce development, especially in relation to risk assessment. Going forwards, the service is currently exploring a base to co-locate the team and coordinate further joint workforce development and practice. This will include contextual safeguarding, an approach towards the assessment and management of risk when young people are in the community. It is significant that, following completion of this review in March 2023 and single oversight of Adolescent Teams and Young People's Houses, no young people have been placed in secure care and they have been supported and kept safe in the community.

CHILDREN WITH DISABILITIES

The service supported over 140 children and young people with Self Directed Support. It is a pathfinder in a national thematic review of children with disabilities services being undertaken by the Care Inspectorate. This engagement demonstrates our commitment to enhancing and developing our assessment frameworks, planning and review mechanisms to ensure they maximise the supports available to families across the city based on levels and types of need and learning from other areas. A key development is to ensure we have a revised transitions protocol between children and adults' services in partnership with health colleagues. Carefully planned transitions that are inclusive of young people and their families will be core to all practice.

SECURE CARE

During 2022-23 a total of eight young people required support in secure care, which is slightly higher than in the previous two years of six each but involved a cluster in secure care at the same time. The service continues to work with key partners to support the most vulnerable and at-risk young people through collaborative, supportive and defensible approaches to managing risk in the community. This is a key priority in 2023-2024.

PERMANENT ALTERNATIVE CARE AND ADOPTION

In respect of care experienced children and young people who cannot return to their birth parents/carers and require permanent alternative care or adoption, there was an increase from 22 to 28 new Permanence Orders in 2022-23, 15 of which included authority to adopt. In total, 106 children and young people were on Permanence Orders on 31st March 2023 (due to their nature, permanence orders are relatively stable in nature). It represents 25% of all care experienced children and young people.

DEVELOPMENT OF A KINSHIP CARE SERVICE

A dedicated team has been established to provide targeted support to kinship carers. These include not only carers currently caring for 104 children and young people formally in Kinship Care but also those carers of an additional 300 children who are no longer subject to statutory orders or require direct social work support interventions. Research shows that children who are unable to remain with their birth parents benefit greatly when cared for by a family member or a close family friend allowing them to maintain significant relationships with their birth family.

The service is committed to supporting children and young people to reside with their family and the number of children and young people in kinship care continues to rise. A key priority of the team in 2023-24 is working with Pupil Support Workers in schools to help increase school attendance and associated attainment levels. The team will also be implementing therapeutic support to kinship care families to help develop attachments and stabilise arrangements at home.

RESIDENTIAL CHILD CARE SERVICES

The residential childcare service is an area of consistently high practice and our commitment to high quality care has been evidenced in the annual inspections of the houses by the Care Inspectorate. Millview Cottage and The Junction received Care Inspectorate inspection grades of Very Good; Gillburn Cottage received a grade of Good; and Drummond/Forrester

House was inspected over a range of categories with grades from Adequate to Very Good. It received a Very Good for supporting young people with compassion, dignity and respect.

At Fairbairn House, the team was not inspected but they have now moved to the newly opened Craigie Cottage, which will support a younger group of children aged 6 to 12 years. The accommodation at Fairbairn House is also being retained and re-provisioned as a supported housing facility for young people seeking to leave care and requiring structured support.



Millview Cottage, commitment to 'The Promise'

FOSTERING AND ADOPTION

In line with other Local Authorities and Independent fostering agencies the recruitment and retention of foster carers and adopters is a priority for the service in 2023-2024. Nationally, there was an 18% reduction in approved households between 2016-22 and a 4.8% decline in the last 12 months. This is mirrored locally and the service is currently working with The Lens on an 'ideas to action programme' with proposals to be presented to a Council Leadership Team in November 2023. Following an externally commissioned review and a disappointing Care Inspectorate inspection on this service area, the service has also been making good progress with an Improvement Plan and details will be reported after inspectors return in November 2023.

Whilst the fostering service has been subject to a decline in the number of fostering households it actively supports there is considerable success in the care we afford to the most vulnerable children and young people. Our young people are likely to only experience one, planned move of placement within a year. The children and young people receive a high level of attuned care which is evidenced in our increasing Continuing Care placements.

RESOURCE MANAGEMENT GROUP

A Resource management group was relaunched in early 2023 with a wider Terms of Reference to support the focus on changing the balance of community versus residential care. Currently, this sits at 89.1% against a national average of 89.8%, with highs in some

Local Authority areas of over 93% and lows in others of 82%. The RMG provides a forum within which partners can apply shared resources to meet the needs of children and young people in local family-based care arrangements.

VOICE OF CHILD, YOUNG PERSON AND FAMILY

In the formal care system, a new Champions Board model was introduced involving smaller Champions Boards coordinated by Pupil Support Workers in each of the Secondary Schools. Between August 2022 and June 2023 four schools hosted meetings and themes included presence at school, participation in class and self-worth. One group also worked directly with the Child Protection Committee to contribute towards the development of a new city-wide Charter which again mirrors the 5 Trauma Informed Practice principles. All young people involved achieved a Saltire Award for their work. The extent to which the Charter is applied in practice before, during and after key meetings will be considered as part of the routine case file audits.

At their request, a group of 12 care experienced young people also attended a 3-day Columba 1400 Young Person's Leadership Academy. It was a profound experience of personal insight and development for both the group of young people and the team providing support. One facilitator said: 'Your hopes for this week were to become a better leader, become better at communication and to make friendships. From what we have seen we believe you have worked very hard at these hopes and that you have achieved them with flying colours! Congratulations on an amazing week!' The young people said they liked being listened to, respected and offered hope. The same model is being extended to other Champions Boards.

During the year, the Social Work teams also introduced Mind of My Own (MOMO). This digital app empowers care experienced children and young people to provide comments in their own time on the support they receive, including in advance of their own care planning meetings so their voice informs decisions. One Social Worker said: 'It's been a good tool and the main child I use it with enjoyed it – she is 6 and liked the pictures and getting to choose her own answers on screen'. In 2023-24, the tool will also be used to carry out surveys with care experienced children and young people on key themes, to inform further improvements in the way teams provide support. For instance, questions on whether they believe their relationships with brothers and sisters have been appropriately respected and supported.

In 2023-25, actions to extend this work will include the implementation of Infant Pledge with NHS Tayside and the University of Dundee. This promotes a more structured approach towards listening to the 'voice' of babies and infants. A successful funding bid will allow innovative work in this area to come to fruition.

Over the next 12 months, the service will also conduct a survey of care experienced children and young people and parents/carers on the extent to which they consider knowledge of, contact with and/or shared living arrangements with their brothers and sisters was adequately addressed whilst they were provided with alternative care. The findings of this survey will inform any improvements, including how the service mitigates any constraints such as large family groups entering care at the same time, brothers and sisters having different fathers each with Parental Rights and Responsibilities or young people being placed in secure care.

UNACCOMPANIED ASYLUM-SEEKING CHILDREN (UASC)

In the year 2022/23, 10 Unaccompanied Asylum-Seeking Children arrived in the city and the service coordinate support. They are allocated a social worker who take a holistic approach to working with them, ensuring that their physical and emotional health needs are met, as well as ensuring that their education needs are also met, including having access to English language classes if required. Some of these young people have been trafficked and the service takes appropriate action to ensure that they are supported under the National Referral Mechanism with asylum applications made. As this represents a significant additional role requiring specific expertise, an individual Social Worker will provide consistent oversight and support.

Community Justice

Partners continue to develop a range of interventions across the criminal justice system to ensure that timely, proportionate and effective responses can be delivered. At the start of the system in terms of the involvement of the Community Justice Service, when comparing figures for 2021/22 and 2022/23 the number of people referred by the Crown Office Procurator Fiscal Service (COPFS) for a Diversion from Prosecution scheme has increased slightly from 75 to 77. Diversion cases were managed according to the same risk and need criteria as Orders made in Court, with an agreed level of face-to-face contact. In relation to Court business, Community Justice Social Work Reports and sentencing decisions:

- In relation to Court Reports, there was a total of 249 recommendations from the service for Community Payback Orders (CPOs), a very slight decrease from the previous year when there was 252 and more or less stable.
- A total of 447 Community Payback Orders (CPOs) were imposed, up from 353 in 2021-22 though still below a pre-pandemic high of 532 in 2019-20.
- Overall, 65% of all Community Payback Orders were successfully completed in 2022-23. This is a 7% decrease on the previous year's figure of 72%.
- Typically, the service has been above the national average CPO completion rate of 70% over the last 10 years.
- A total of 38,101 unpaid work hours were imposed by Courts in 2021-22, compared with 30,591 in 2020-21.
- As of 31 March 2023, there were 401 Registered Sex Offenders subject to Multi Agency Public Protection Arrangements (MAPPA) across Tayside, 139 of whom reside in Dundee.
- There were 13 new Supervised Released Orders (SROs), an increase from 7 in the previous year. These orders are imposed for prison sentences of less than 4 years where the person is deemed by the Court to require statutory supervision on release.
- There were a total of 153 people serving prison sentences of more than 4 years who will be subject to statutory supervision on release, compared with 150 people the year before. The service coordinates throughcare whilst individuals are in prison and on their return to the community. This represents a volume of cases not impacted by the reduction in court business. A high level of monitoring and prioritised service delivery is required to manage and support people released on licence.
- Dundee continues to implement the Whole System Approach, with Adolescent Team workers and Community Justice workers undertaking 16-17-year-old Diversion from Prosecution schemes and compiling Court Reports for all young people (including those who are care experienced). Six custodial sentences were issued to people aged between 16 and 20 years during 2022/23, compared to two the previous year.

UNPAID WORK

The service continued to receive consistently positive feedback from both the individuals carrying out Unpaid Work and from the recipients. The Team continued to be instrumental in assisting the set-up of community garden spaces across the city by constructing raised beds and helping them with weeding and topping up raised beds with compost. Work began at the end of the 2022/23 year with Campy Growers on their 8-acre site at Camperdown Park (www.campygrowers.uk). The team also constructed 2 sets of composting areas for Fruitbowls Community Garden. Litter picking has continued across various locations and the team took part in several community clean-up initiatives along with colleagues from Environment, Communities and local volunteers. The team has also continued to help restore and bring back to life benches from local parks and gardens. There have been several pieces of substantial work carried out to remove graffiti and the team helped an elderly resident who had recently moved into sheltered accommodation by removing rubble and unwanted items from their garden and laying stone chips. The team also spent time visiting all the sheltered housing complexes and carrying work to help tidy their garden spaces.

The elderly resident who the team carried out the work for told the staff she was delighted with the work that was carried out and her garden is now safer and more manageable for her. A Teacher at one of the schools where we constructed raised beds said he was extremely happy with the work that was carried out and couldn't believe how quickly it was done.



Adult Health and Social Care Services

In adult health and social care performance has continued to be monitored and scrutinised on a quarterly basis Throughout the year, as well as monitoring performance across key indicators, we have continued to work across our services to better understand poor performance against national indicators. Enhanced performance reporting for discharge management, drug and alcohol services and mental health services has also been maintained.

- Life expectancy at birth is decreasing for males and females in Dundee. Between 2012-14 and 2019-2021 it decreased by almost 2 years for males and by around 18 months for females. Life expectancy varies substantially by the level of deprivation in the geographical area of the population and the occurrence of health conditions and disability.

COMMUNITY HEALTH INEQUALITIES

Dundee Macmillan Improving the Cancer Journey (MICJ) link workers have supported people affected by cancer from across all areas of Tayside during a time of significant upheaval (pandemic and post pandemic). 66% of people who accessed MICJ services during 2022 live in Dundee and 71% of people live in SIMD 1 and 2 (the most deprived) areas – showing that the service is responding to the needs of more vulnerable people living in Dundee. The MICJ Team has contacted more than 2,300 people to offer a holistic needs assessment (HNA). 70% of people contacted said yes to a HNA, resulting in an average of 350 therapeutic conversations a month. This has increased access to local support and information for all who need it. The team ensures the service is there for carers and family as well as people diagnosed with cancer. Since 2019, 280 family and carers completed a Holistic Needs Assessment and this cohort continues to be in the top 5 service user category in 2022. The service has many reciprocal referral partners including Dundee Carer Centre, Leisure Active and Dundee Volunteer and Voluntary Action services that take up referrals to reduce social isolation and create supportive networks for all affected by cancer.

- There has been improved performance in the length of time people spend in hospital when they have been admitted in an emergency. There has been a reduction in the rate from 2016-17 (125,979) to 2022 (113,134) with the pace of reduction increasing during the years when there were COVID-19 emergency measures. The rate increased slightly to 112,989 in 2021-22 as hospitals became more accessible again.
- We have reduced the number of nights people are admitted to hospital due to their mental health, by 4,768 since 2016/17. This is a 11% reduction.
- In 2022/23 Dundee was the 14th best (18th poorest) performing Partnership in Scotland in relation to the number of hospital bed days taken up by people who had a delayed discharge who were aged 75 and over. Lost bed days are counted from the day the patient was assessed as medically fit to return home to the date they were discharged. In 2022/23, for every 100 people aged 75 and over, 80.2 bed days were lost due to a person experiencing delayed discharge. This is a deterioration on the 2021/22 figure, when there were 79.5 days lost for every 100 people aged 75 and over.
- In terms of national and local unscheduled care targets, Dundee continues to perform well, with 98% of all discharges from hospital happening without a delay.

DISCHARGE MANAGEMENT

Prior to the pandemic the Health and Social Care Partnership had established the 'Discharge to Assess' model in partnership with British Red Cross. This service supported frail older adults to return home early by wrapping care around them in their own home setting while they rehabilitated. Pressure on social care services during the pandemic resulted in a significant reduction in the availability of social care staff to provide this service at the same time as an increase in demand. As a result of this, services have been focusing

on redesigning the service into a whole system pathway of care for frail older people that provides care and treatment closer to home, while developing urgent care services which support primary care.

A range of improvement actions have been implemented, ranging from supporting the installation of electronic whiteboard in all wards, through to developing Planned Date of Discharge dashboards with ward level data accessible for all ward staff using posters. This has enabled each individual multidisciplinary team to identify key actions to improve discharge planning processes relevant to them. This programme of improvement work has demonstrated both improved multidisciplinary working and a reduction in length of stay. For example, in General Medicine (Ward 4, Ninewells) work commenced in October 2022, at which time the length of stay was 8.2 days, with a locally set target of 6 days. The impact of the work has resulted in a sustained reduction, achieving the local target.

The Discharge without Delay Programme was designed to accommodate spread and scale across other areas in the system and work continues to sustain and embed the principles of Discharge without Delay across all ward areas. 98% of all discharges from hospital were not delayed in 2022-23.

Within the social care service, a test of change has been undertaken which enhances the review process for existing social care service users. By locating an enablement support worker within the Resource Matching Unit, who works closely with the wider social care team, capacity has been released for new service users.

Prevention of Admission Model

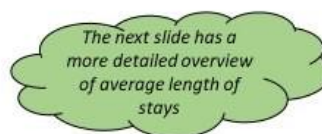
There were 21 case studies submitted as part of the test of change. 18 of the case studies identified that the extra visits provided on an adhoc basis by the provider supported a prevention of admission into hospital model of care delivery.

Whilst we cannot evidence the potential duration of these hospital admissions or, indeed, how long the individual would have waited in hospital for the appropriate level of service to facilitate a safe discharge home, we can propose an average cost saving using the assumptions below:

Time spent in hospital	Number of service users	Cost per day	Total Potential Savings
2 days	18	£287	£10,332
7 Days	18	£287	£36,162
14 Days	18	£287	£72,324
21 days	18	£287	£108,486



Average cost of hospital bed day = £287



The next slide has a more detailed overview of average length of stays



Of the 237 reviews undertaken so far as part of this test, a total of 2,298.5 social care hours have been released back into the system. This has improved access to social care for hospital discharge and has contributed to the reduction in delays.

- Dundee has a high rate of readmissions to hospital, where the patient had been discharged within the last 28 days. In 2022, 2,768 discharges from hospital following an emergency admission, were readmitted within 28 days. This is 13.9% of all elective and emergency hospital admissions. (including day cases but excluding out-patients) Dundee has the second highest 28-day readmission rate in Scotland. We have undertaken significant analysis of re-admissions data, in order to investigate the underlying causes of the high rate of readmissions.
- People in Dundee have a high rate of hospital admissions as a result of falls, with a rate of 33.1 admissions for every 1,000 of the 65 and over population. In 2022 Dundee was the poorest performing Partnership in Scotland. A Falls Data Group is continuing to explore the data to identify what is driving the high rate in Dundee and agree appropriate improvements.

CARE HOMES

A wide range of work has taken place across Care Homes in Dundee during 2022/23 focused on delivering personalised and co-produced services, with positive impacts for people who live there and for the care home workforce. Some examples include:

Janet Brougham House

Colleagues at Janet Brougham House and one of the resident's family have been participating in a project which is run by St Andrews University. The project focusses on different ways of communicating with residents who have limited verbal communication. This is proving to be very effective in their interactions with the residents and in support of a resident who was experiencing severe agitation. Stacy, Manager stated:

“ It has also been rewarding in the sense that we have supported a family member to ‘find his wife again’ by offering him the opportunity to attend the training. His wife who is one of our residents who has advanced dementia, and this has helped with their communication. “

Turriff House

Turriff House were planning the redecoration of their main corridor and the staff wanted to get the service users involved to give it a more personal touch. They collectively came up with the idea of a photography project with the service users taking the pictures and getting them put on canvas to hang on the walls. Stuart Laverick (Activities Co-ordinator) said:

“ We have had the perfect opportunity to get some beautiful pictures as we go out on a bus tour every Wednesday to places like the Botanical Gardens, Forfar Loch, and the Japanese Gardens to name a few, as well as places that have got significant individual memories for the service users. As this was so successful, we are continuing with the project over the summer months this year.”

Menzieshill House Intergenerational Activity Based Projects

Menzieshill House team, residents, young volunteers, and children were recognised by Generations Working Together Excellence Award 2023, for their hard work towards tackling age discrimination. The award recognised Menzieshill’s activity programme for promoting quality outcomes for all involved. The activities are organised carefully with the focus of making a difference in breaking down barriers and building understanding between generations. Intergenerational activities involved pupils from Tayview Primary School, Menzieshill Nursery, as well as the local high school and Helms college.

Activities included most recently: 'The journey of the duck egg hatch,' storytelling, singing, sports days, gardening and arts and crafts. Primary school and nursery children get to know the residents individually and learn how games, toys and technology have changed over the years. Young volunteers provide 1-1 social sessions with the residents and form social bonds.

One of the care home residents said of the young people:

"They are lovely. They all have their own idiosyncrasies and personalities- I love getting to know them. They take me right back to when I was that age"

- The National Health and Care Experience Survey 2021/22 reported that 26.8% of Dundee respondents who provided unpaid care felt supported to continue in their caring role; this is lower than the Scottish average of 29.7%.

SUPPORT FOR UNPAID CARERS

Carers are more likely to be affected by poverty and deprivation and are now recognised as a group of people likely to be subject to Health Inequalities. Through the Carers COVID-19 engagement process it was recognised that increasing numbers of carers were experiencing financial hardship. In 2022 Dundee Carers Centre successfully applied for Scottish Government monies for a winter fund to support carers most in need. The fund delivered financial support to 203 carers and their households. In 2023 the Health and Social Care Partnership allocated money to Dundee Carers Centre for the same purpose, on a one-off basis. A local fund was set up for carers to help to alleviate some of the increasing financial pressures being experienced over the winter period (e.g. food and fuel increased costs). It also aimed to enable people to continue their caring roles with less anxiety regarding their health, well-being and financial security during the current cost of living crisis. The 2023 Fund was released in February 2023. Over 500 applications were received and there have been 468 awards this year so far, with spend to date approaching £140k. The average award was £290. This year applicants identified having to make choices between 'heating' and 'eating', and there was a subsequent increase in the percentage of awards for fuel and food.

A key focus over the past year has been enabling adult carers to take part in flexible learning and training opportunities where they can reflect on and value the learning they have undertaken and gain formal recognition of this. An adult learning hub for carers was established, which is continuing to run in Partnership with Brooksbank. At the hub a group of 9 adult carers came together to take part in peer support, flexible learning, and training opportunities such as First Aid qualifications and the carers completed the Adult Achievement Awards, which gave them SCQF level qualifications based on their caring role.

"The carers centre made me realise how valuable I was as a carer and the skills I'd learnt. It then gave me the confidence to grab life again. I'm now in full time employment and working as a development and support worker - an opportunity I'd have never in a million years expected. My employers loved all the skills I'd learnt through caring role."

For both young and adult carers the Partnership is focusing on an early identification, early intervention approach. For young carers this has led to nearly 600 young carers being identified in schools and receiving support from the appropriate agency, when required. This has been made possible by strong partnership working and Carers Centre staff being co-

located in schools. All schools have a young carer co-ordinator and other key services such as Dundee & Angus College and Community Learning and Development Youth Work have also identified young carer champions. New resources such as [the Are You a young Carer leaflet and the primary school resource pack](#) (launched in June 2022) mean that agencies are supported by a range of resources to provide the right support at the right time and the earlier young carers are identified the less likely they are to reach crisis point.

Young Carers Action Day was during March 2022. Carers of Dundee were joined by [The Corner](#), [Youth Employability Service](#), [CLD Youth Work Team](#), and [Partners in Advocacy](#) who provided information to local people on support available to young carers in the city. In Dundee young carers have driven substantial change in their schools, colleges, communities and across the country influencing how the Carers Act has been implemented locally and raising awareness of young carers and young carers rights – and reducing the potential social isolation experienced by young carers.

- Of the people who died during 2022 calendar year, 90.3% of time in the last 6 months of life was spent at home (similar to the 2021/22 financial year). This is considered to be a positive result (1% higher than the Scottish average) and could not be achieved without a strong partnership between acute hospital and community workforce, the third and independent sectors and patients and their families and carers.
- The table below shows the number of people who received Self-Directed Support Options 1 and 2 in the past five years. The amount spent on delivering services and supports under options 1 and 2 has increased considerably from just over £2.5 million five years ago to £7 million in 2022/23. Since the implementation of the Social Care - Self-Directed Support (Scotland) Act 2013 the number of packages of care for people choosing Option 1 has increased year on year. Option 2 increased from £96K in 2015-16 to £2M in 2022-23.

Dundee Self-Directed Support – Options 1 and 2

	2018-19		2019-20		2020-21		2021-22		2022-23	
SDS Option	No. of people	Cost (£)	No. of people	Cost (£)	No. of people	Cost (£)	No. of people	Cost (£)	No. of people	Cost (£)
Option One- Total	103	1,875,294	122	3,432,428	143	3,782,570	187	4,286,293	189	4,987,705
Option One – Adults only	79	1,640,765	81	2,701,005	88	2,682,716	109	2,762,148	128	3,055,640
Option One - Children only	24	234,529	41	731,424	55	1,099,854	78	1,524,146	61	1,932,065
Option Two	70	613,366	161	2,062,732.	164	1,938,700	142	2,036,536	211	2,036,359

Please note : For the above table, Option 2 figures for 2020-21 and 2021-22 have been updated. Mosaic was used for recording SDS option from July 2019, so we have found a more accurate way of extracting this data

PERSONALISATION OF CARE AND SUPPORT

A test of change applying Fair Working Principles and working with care at home providers to use any spare capacity available to meet personal outcomes has been a big achievement for care at home services and external providers during 2022/23. This has helped to better meet outcomes for service users and prevent hospital admissions. The test of change took place between October 2022 and March 2023, with the primary aim of supporting service users achieve positive outcomes and implementing fair working principles.

BENEFITS TO SERVICE USERS

- 100% of providers felt the test of change supported achieving positive outcomes for service users
- 94% of providers felt the test of change helped prevent hospital admissions and maintained continuity of care and support
- 89% felt the test of change helped contribute in maintaining health and wellbeing for service users
- 84% felt the test of change contributed to service users receiving a personalised service and help supported independence by preventing a deterioration or decline in their abilities
- 84% felt the change supported to reduce service users anxieties
- 78% said it helped contribute to service users maintaining a good level of nutrition and hydration

Mental Health

- There was a total of 101 emergency detentions of people in hospital in 2022/23 (97 in 2021/22) and an average of 100 detentions a year in the last 5 years.
- There was a total of 183 short-term detentions of people in hospital in 2022/23 (166 in 2021/22) and an average of 168 a year in the last 5 years.
- There were 56 Compulsory Treatment Orders in 2022/23 (41 in 2021/22). With an average of 45 Compulsory Treatment Orders in the past five years.
- In 2022/23, 58 Social Circumstance Reports were completed (69 in 2021/22). Of the total, 32 Social Circumstance Reports resulted in someone being subject to a short-term detention (43 in 2021/22) and 25 led to Compulsory Treatment Order (27 in 2021/22).
- There were 13 people who were subject to Compulsion Orders with Restriction and 2 people to Treatment Orders during 2022/23. This has remained stable in comparison with previous years. There were 14 Compulsion Orders (no change since 2021/22) and 7 Assessment Orders (6 in 2021/22).
- In 2022/23, there were 38 new Local Authority Guardianship Orders made.

COMMUNITY MENTAL HEALTH SERVICES AND SUPPORTS

Partners have continued to work together to improve the range of services and supports for people with mental health and wellbeing challenges.

[The Independent Inquiry into Mental Health Services in Tayside Progress Report](#), published in July 2021, found a great deal of commitment from staff, partner organisations and others seeking to make a difference for patients and the wider community. New models of mental health and wellbeing support including support for people in crisis, in the community and focused on early intervention have been introduced. A mental health discharge hub, local mental health hubs, development of the city center Community Wellbeing Centre and a new Distress Brief Interventions Service delivered by Penumbra (focused on police referrals to start with, then extending to primary care, A&E and the Scottish Ambulance Service) are some of the changes that have been made in the last year. ***In June 2022 the Independent Oversight and Assurance Group for Mental Health Services in Tayside gave positive feedback about developments in community-based mental health services, including enhanced support to people leaving hospital through the Mental Health Discharge Hub.***

Throughout 2022/23 the Dundee Community Wellbeing Centre has been developed as an initial contact center for anyone in Dundee City who experiences distress, including those with mental health crisis. The Centre, which opened in late August 2023, will be accessible for people who need it at all times. The environment and service has been co-designed with a wide range of people in the city in order to ensure the service is able to respond effectively to the needs of people.

The Distress Brief Intervention (DBI) service has continued to develop and provide essential support to people across Tayside experiencing distress. Run by Penumbra, between April and December 2022 it supported 67 people across Tayside; 27 from Dundee, 27 from Angus and 13 from Perth and Kinross. Of those 67 referrals, 36 of them were between 1st October 22 and 31st December 2022. 52% of the people referred identified as female and the most prevalent age group was 31 to 35. The 2 referral pathways established thus far are through Police Scotland and Primary Care. Both of these routes require further roll out and Police Scotland has introduced DBI Champions to support this process. There are currently 56 officers across Tayside fully trained, of which 21 are based in Dundee. The impact of the service is proving to make a difference for people and evaluation identifies an average reduction of distress levels from 8.1 to 2.

Project SEARCH is a year-long 'transition-to-work program', that provides high-quality, work-related learning and purposeful employment opportunities for young people with learning disabilities and autistic spectrum conditions. <https://www.dfnprojectsearch.org> Despite the challenges that COVID-19 presented, latest statistics show that 73% of Project SEARCH interns secured employment; a figure that was matched here in Dundee in the first year of delivery. The success of the program lies in the collaboration between the Partnership, Dundee & Angus College, and NHS Tayside. Supporting people into employment is a critical aspect of the program and creating opportunities for individuals to experience work across a range of roles in a health and social care environment is not only helpful to the student but also beneficial for services. The 2022/23 cohort of interns have completed their first rotations and enjoyed work experience on the wards, within the medical labs along with admin roles within HR and occupational health.

SUPPORTING DRUG AND ALCOHOL RECOVERY

During 2022/23 the Health and Social Care Partnership Clinical, Care and Professional Governance Group has continued to maintain oversight of a range of risks associated with the Dundee Drug and Alcohol Recovery Service. Whilst some of these risks relate to clinical functions within the service others include demand in excess of resource. Staff recruitment and retention challenges have also continued to have a significant impact on the service throughout the year.

- 40% reduction in the number of suspected non-fatal overdose incidents reported by Scottish Ambulance Service and Police Scotland
- 96% of people referred to services regarding drug or alcohol use began their treatment within 21 days of referral
- In 2022 there was a further reduction in the number of drug related deaths in Dundee, from 52 deaths in 2021 to 38 deaths in 2022. There has also been a year-on-year reduction in the number of people experiencing a non-fatal overdose for the last three years, from an average of 11 people per week to an average of 6 people per week.

Over the past year, the overall progression for Dundee's implementation of the MAT Standards has been significant. Work has progressed at a pace with significant milestones being achieved. It is evident that organisations have worked exceptionally hard to make improvements for people accessing services. There has been a collaborative effort across the city for improvement. Some example of the progress towards these standards are:

- Dundee was one of the first areas in Scotland to establish a multi-disciplinary Non-Fatal Overdose (NFOD) pathway, the learning of which has been used as a basis for models elsewhere in the country. The pathway is in a strong position to move to the next stage and set an example for others to learn from. With a dedicated outreach service, individuals are rapidly followed up after an incident which leads to positive outcomes. During 2022-23, there was a reduction over time in the number of Non-Fatal Overdose incidents. It is expected (but not yet proven) that this reflects the assertive outreach support available to individuals within 72 hours of an overdose incident, supporting them to access treatment and preventing them from experiencing further overdose incidents.
- Residents of Dundee have access to a range of treatment options 5 days a week which includes an innovative drop-in service which is led collaboratively by third and public sectors. Organisations have listened to those with lived experience and adapted service delivery to meet the needs of those needing support. This includes utilising a mixed model of drop in and planned appointments. Independent Advocacy is now available to all those accessing MAT, recognising individuals complex needs and priorities. Prior to setting up the direct access clinics, Dundee experienced a waiting list of over 300 patients. Currently Dundee is meeting the national Waiting-Time Standard and many individuals receive same-day treatment. More specifically, the drop-in system means that the majority of individuals are now seen on the same day that they request help, with an average receiving the prescription suitable for them within 2 days. The 2 days wait reflects a combination of person-led reasons, and procedural practice in the transfer of the prescription for dispensing from community pharmacies. In Dundee, between January and March 2023, all new people proceeding to receive MAT, were able to access their first choice of treatment. This included 53% of MAT prescriptions which were for Methadone, 23% for oral buprenorphine and 24% for injectable buprenorphine. This reflects a

significant improvement in ensuring people are involved in the decisions affecting their care and are supported to make the right choices for them.

- Dundee has taken a strong Gendered Approach to services, including to the delivery of MAT standards, providing training to staff across all services.
- The Dundee Experiential Team have taken a thoughtful and considered approach to interviewing individuals with lived or living experience, which has paid off in the rich data that was collated. The team has been really enthusiastic, put a significant amount of work in to establishing a process that works and supported their interviewers. Based on this the team were asked to attend an in person National Experiential Workshop to share their experience and expertise with other areas in Scotland. As a result of the focus on experiential data, we are already seeing a culture change about the importance of lived experience, including families, and the benefits of this feedback to service improvement.
- The Naloxone programme has been further extended both in terms of service providers supporting community distribution and also members of the workforce carrying Naloxone. Services providing Independent Advocacy, Peer Support and a gendered approach to better meet the specific needs of vulnerable women have been strengthened and work has continued across the city to develop a trauma-informed approach and to further expand anti-stigma work.

Adult Support and Protection

Across the Partnership a number of actions have been taken to improve responses to people at risk of harm. This has included further work to improve the use and quality of chronologies and risk assessments and to share and embed learning from case reviews. Work has also continued to support foreign nationals arriving in Dundee, including to ensure their safety and protection.

- In 2022/23, 3,645 adult protection referrals were received which represents an 18% increase on the previous year. Ninety-five of these resulted in an adult protection investigation and 88 initial case conferences were undertaken. Most referrals (2,710 – 74%) continue to be made by Police Scotland, although it is notable that referrals from the NHS continue to increase year on year, by 76% compared to last year. It is also notable that referrals from the Scottish Fire Service increased by 31% (127 from 97), which is thought to reflect the awareness raising activity that has taken place during this time.
- Of the 95 investigations undertaken, welfare for adults, including older people, continued to be the highest single area of harm, followed by Financial Harm.
- Of the 3,645 referrals 87% were screened out by team managers before the duty to inquire stage. Proportionally, a slightly higher proportion of referrals led to an ASP investigation than in previous years (2.6% to 2.3%) and to case conference (2.4% to 1.9%). The most common outcome for those screened out (51%) continues to be ‘Existing support services have been informed of the concern and will manage appropriately (Least restrictive approach)’. Close attention is given to scrutinising changes in expected behaviour of ASP referrals to bring immediate attention to changing trends week on week. In addition, further development of risk assessment and chronology templates is planned to continue in Adult Support and Protection teams in the financial year 2023/24.

In June 2022 the Health and Social Care Partnership hosted an event for 20 practitioners working across adult services. This event launched a new process for completing risk assessment and chronologies within Partnership services. This followed on from focused work that had taken place over the previous 3 years where practice teams developed and tested new approaches to these important aspects of protection practice. A series of online sessions were also delivered following the launch event. Learning and development resources continued to be provided throughout the year, and an audit of case files was completed over the Summer of 2023 to evidence current practice standards and identify areas for further improvement focus.

In the Adult Support and Protection Committee a series of learning exchange events were held to support the sharing of learning from a previous thematic review of fire deaths, as well as to update on improvement made following the reviews. Three of the recommendations made in the thematic review of fire deaths impacted on Care at Home Services provided by Dundee Health and Social Care Partnership and independent and third sector services. These focused on people working across services being aware of and alert to fire safety risks and addressing these within care and risk management plans, including referring people for home safety checks. They also highlighted the need for any adult who cannot mobilise themselves without assistance to have a fire evacuation plan in place that is known about by everyone who needs to know and is updated regularly.

Some areas of existing good practice were identified, including that:

- For every person receiving Care at Home Service their first visit from the Dundee Health and Social Care Partnership Care Home Team includes completing a Safety Checklist and Fire Safety Checklist.
- Following the checklists being completed referrals are made to Scottish Fire and Rescue Service for them to complete a home safety visit. Additional equipment can also be installed where fire risk is high – this includes linking smoke alarms to Community Alarms and installing carbon monoxide detectors and heat sensors.
- Care at Home Providers in the independent sector had a range of approaches in place to assess fire risks and refer to Scottish Fire and Rescue Service (SFRS) for home safety visits. Some also had experience of using personal evacuation plans.

Some improvements that were made included:

- Additional questions being added to Care at Home Service's Home Safety Checklist to cover personal evacuation plans. A prompt for staff to refer to SFRS for a Home Safety Visit where there might be concerns relating to evacuation was also added. As well as being used for new services users the Care at Home Teams went back and reviewed the checklists for existing service users.
- A series of training sessions were delivered by SFRS to Care at Home staff highlighting the main causes of fire in the home, the people most at risk, how staff can be aware of fire risks when visiting homes, services and safety equipment that SFRS can provide and how to refer for a Home Fire Safety Visit. A total of 7 sessions were held from October 2022 to February 2023. Further sessions are now provided where there is demand for this.
- The DHSCP Home Safety and Fire Safety Checklists and Forms were shared with Care at Home providers in the independent and third sector to consider using these.

Throughout the last year the Child and Adult Protection Committees have continued to consider how arrangements to support joint working and smooth transitions between children's and adult services can be improved. Case review activity during 2022/23 has continued to highlight this as an area for improvement. Whilst changes to multi-agency child protection procedures have helped to clarify that legal definitions / age limits should not become a barrier to providing support with the consequence that more young people are being supported through child protection procedures there is further work to be done to enhance joint assessment and planning between children's and adult services. During 2023/24 significant developments are planning in relation to the establishment of a new multi-agency approach to support older young people at risk, with adult services being a key partner to this development.

In response to the National Transfer Scheme (NTS), a working group involving key partners from the Council, NHS Tayside, Further and Higher Education and the Third Sector was established to plan and coordinate a local approach. Building on the experience gained through the resettlement and integration of foreign nationals arriving in the city through different processes, the group is now well established and has extended its remit to include oversight of the response to the conflict in Ukraine. A multi-agency approach was taken to develop a protocol which outlines arrangements for host families receiving Ukrainian children, young people and parents/carers into their homes. There is also a requirement for a home visit to any prospective host family to ensure the accommodation is suitable and an Enhanced Disclosure screening process for host families. A protocol has been put in place to follow up any concerns or issues arising out of this assessment process. Following their arrival, to ensure that prospective host families can provide a safe and supportive home for refugees, the service is providing further assistance, including access to appropriate services. Equally, support is available to intervene in the event of any concerns which arise once the refugee has been placed with the host family.

TRAUMA INFORMED PRACTICE

A key element of the local trauma implementation plan is that as both a cause and consequence of culture change, professionals within the workforce with lived experience of trauma are able to contribute and co-produce services and strategy. A focus on lived experience and more specifically, professionals with lived experience has been a core focus of the Trauma Steering Group over 2022/23. Traditionally activity in relation to engagement of people with 'lived experience' or 'experts by experience' has been seen as separate from people within the workforce. By developing a trauma-informed culture with trauma-informed leaders, local organisations are more likely to create a culture where workforce lived experience is recognised, valued and can be utilised effectively. To develop this strand of the Trauma Steering Group has undertaken early development activities to establish leadership and manager buy-in for trauma implementation and has explored issues relating to safety through extensive clinical psychology input, discussions with HR and Trade Unions. A safe process to engage people within the workforce with lived experience has been developed that includes away to express interest in becoming involved, to receive more detailed information and go through a screening and consent discussion. During 2022/23 the workforce lived experience group was established. The early focus has been on supporting the group to explore and agree their grounds rules and boundaries, and to identify areas of work where they feel they can make a contribution to embedding trauma informed approaches.

Protecting People

CASE REVIEW ACTIVITY

Case reviews (to become known as learning reviews) are multi-agency reviews of cases where a person (or people) has died or experienced significant harm or risk of significant harm and there is additional learning to be gained that may inform improvements in the protection of people at risk of harm. During 2022/23 a total of 8 cases were considered for review by the Child and Adult Support and Protection Committees; 6 of these were not progressed however, key learning and action points were identified and added to committee improvement plans. In 2 cases the process of improvement planning is ongoing. During the year one Significant Case Review that was first considered in 2021 was progressed; it is due to be concluded before the end of 2023. This review is being led by The Adult Support and Protection Committee but is also of relevance to the Violence Against Women Partnership and the Alcohol and Drug Partnership.

In November 2021 a Significant Case Review (SCR) report was published in respect of Young Person K. Associated actions have been monitored by the Child Protection Committee's Case Review Oversight Group. In January 2023 the Committee considered progress made to implement the agreed actions, including evidence of the impact of these actions in practice. In summary, 7 actions were identified as being Green (evidence of implementation and impact) and 7 as Amber (evidence of implementation but not yet evidence of impact). No actions were identified as Red. The Case Review Oversight Group is continuing to monitor the Amber actions and will provide a further report to the Committee in Autumn of 2023.

During 2022/23 the Adult Protection Committee continued to monitor implementation of actions associated with a previous thematic review of fire deaths. All actions have now been completed, including multi-agency arrangements now being in place to ensure that service users who are at risk of fire-related harm are provided with adequate safety equipment. Actions taken by care at home services are described earlier in this report.

The Tayside MAPPA Strategic Oversight Group has not had any new Significant Case Review activity during the reporting year. They have examined recommendations contained within a recent SCR publication from Glasgow, focusing on comparison with the position in Tayside.

CASE REVIEW DEVELOPMENTS

During 2022/23 the CPC's Case Review Oversight Group has continued to collectively manage the development of findings and recommendations from learning reviews to agree improvement actions and oversees implementation and evidence of impact. This includes matters relating to the distribution of learning to the workforce and other stakeholders. One of the key achievements during 2022/23 was to develop an approach to supporting partners to evidence improvement activity undertaken and the impact this has had. This was tested in relation to the SCR on behalf of Young Person K and will now be adopted for any future reviews.

During 2022/23 there has been a focus across the Protecting People Committees on improving the approach to undertaking learning reviews, including implementing new national guidance and ensuring that learning from reviews leads to improvements in services and supports. Dundee has worked with the Protecting People Committees in Angus to develop a new Learning Review Protocol. This is based on national guidance and learning from undertaking case reviews over the last few years. The protocol introduces a single

process for undertaking reviews that will be used in both Angus and Dundee and applies to all types of harm. It has been developed with a clear focus on having a trauma informed process for both family members and the workforce. Over the next year work will be undertaken to make sure the process is implemented in practice, including continued joint working between Dundee and Angus.

DATASETS

The CPC, supported by the Data Sub-Group has continued to maintain and further develop the use of the national minimum dataset at a local level, and Dundee has been one of two early adopters of the updated version, which reflects the new CP Guidance, includes more inputs from other agencies (Police, Health and SCRA), and focuses more on earlier processes pre-registration. The CPC receives regular reports from the Sub-group presenting key data and accompanying analysis. During 2022/23 this has continued to support the CPC to identify areas for further analysis and plan improvement activities. One example of this has been continued high figures around domestic abuse resulting in a linked subgroup to further examine the impact on children and young people experiencing domestic abuse and to identify mitigating action: the CEDAR project (Children Effected by Domestic Abuse Recovery) is beginning to have a positive impact on this group of families. The work of the sub-group also led to an increased focus on earlier processes, including Initial Referral Discussions, and on what supports are in place for older young people who do not progress through child protection processes but are supported in other ways, often through a combination of universal services (especially schools) and third sector projects; this work now links with the GIRFEC Delivery Group (Getting it Right for Every Child) which focuses on support for named persons to keep children safe and accessing additional support by other agencies.

The Adult Support and Protection Committee (ASPC) has continued to develop both the collation of data and its application towards keeping adults safe from abuse and harm across Dundee. The Self Evaluation and Continuous Improvement group scrutinises key performance data and advises the committee of particular areas for further development / explanation. This sub group is chaired by NHS colleagues and is supported by Police Scotland and Dundee City Council. A national minimum dataset is to be introduced nationally in the year 2023/24 and we are ready to submit our data on a quarterly basis. Our use of data also informs practice development on a single agency basis, for example the Health and Social Care Protecting People Oversight Group are using the dataset to improve practice. The current focus is on the impact of recently introduced procedures and practice improvements on the quality of assessment and recording.

Learning from arrangements in place in the CPC, the Violence Against Women Partnership (VAWP) now has in place arrangements to collate key quantitative data on a monthly basis and monitor trends by comparing to returns from the previous two years. Contributors to this data set are: third sector women's services, housing, police, MARAC (Multi-agency Risk Assessment Case Conference), and Children & Families. Returns are compiled into quarterly reports, along with anecdotal quantitative data from the contributors and discussed at the VAWP Scrutiny group. The small group of individuals interrogate the data, identifying new emerging trends, anomalies and areas of further work for the partnership to progress. The Scrutiny Group report is presented at VAWP meetings on a quarterly basis to update the wider partnership. The data set allows the Partnership to monitor emerging trends collectively on a larger scale as opposed to only individual service trends. This has improved the Partnerships insight into key issues facing women presenting to the services and commonalities that are surfacing. Through interrogating areas in the data that are underrepresented such as young women seeking support, the Partnership have generated

discussions and areas of future work to focus on. Through the Gendered Services group, which sits under the VAWP and Alcohol and Drugs Partnership, current work is progressing to develop a cross-cutting, snapshot data set. This will initially be collated on an annual basis and will highlight trends emerging in services over a one-week period. The Group hope to launch this dataset in 2023. This will increase the number of indicators being reported on and will give greater insight into key factors impacting women in Dundee.

Dundee has continued to participate fully in the SOLACE dataset established during the pandemic to monitor key data in relation to public protection functions. Information returns have been routinely shared with members of the Protecting People Committees and Chief Officers Group, supplementing other datasets presented to the groups.

External Scrutiny

Children's Services

Children's residential houses have continued to be inspected as part of the annual inspection regime undertaken by the Care Inspectorate. Services and Managers have worked tirelessly to support staff to care for our most vulnerable young people in Dundee. Three houses from our residential estate were inspected as follows:

The Junction was inspected under 'How well do we support children and young people's rights and wellbeing?' for which we were graded 5, Very Good.

Drummond & Forrester's House was inspected March 2023 and was graded Adequate (3) in 'How well we support children and young people's wellbeing'. This was affected by the high levels of trauma being experienced by 1 young person and the impact of their presentation on others at the time. The services was graded as a 4 (Good) in its Leadership, Quality Assurance, Staff Team and for its Setting.

Gillburn House was inspected in October 2022 and was grade as Good (4) in 'How children and young people feel safe, feel loved and get the most out of life' and 'How the leaders and staff have the capacity and resources to meet and champion children and young people's rights'.

The residential service has 5 different provisions across the City. The houses work in partnership with Educational Psychology, Community Police, Third Sector Organisations and other as required to ensure we have a collaborative approach to meeting the wide-ranging needs of all our young people.

Adult Health and Social Care

During 2022/23 there has continued to be an increase in inspection of adult services towards pre-pandemic levels. During 2021-22 an additional key question to augment frameworks (Key Question 7) was introduced under duties placed upon the Care Inspectorate by the Coronavirus (Scotland)(No.2) Act. For 2022-23 this key question was removed and elements pertaining to infection prevention and control were incorporated under a new quality indicator in Key Question 1 in the relevant frameworks. There was also a further amendment to include a quality indicator focused on meaningful contact, which reflects the right of every adult and older person living in a care home to connect with family, friends and community. During 2022-23 the Care Inspectorate prioritised services they hadn't visited during the pandemic as well as those identified as high risk.

In 2022/23 40 services for adults who are registered with the Care Inspectorate were

inspected with a total of 55 inspections being completed throughout the year. 21 of the 40 services inspected received no requirements for improvement. No service received an Enforcement Notice.

The table below illustrates the number of services receiving a grade of 1-6 in one or more key question along with a comparison from 2021-22. It should be noted that the majority of services were inspected in 2021-22 against a different set of key question criterion, however the information provided in Table 1 nonetheless provides an overview comparison of the overall quality of service provision.

Grade Received by Service	Care Homes		Other Adult Services	
	2022-23	2021-22	2022-23	2021-22
Year				
Number of Services Inspected	22	13	18	5

6 'excellent' in one or more key questions	1	5%	0	0%	0	0%	0	0%
5 'very good' in one or more key questions	6	27%	1	8%	9	50%	0	0%
4 'good' in one or more key questions	13	59%	3	23%	12	67%	2	40%
3 'adequate' in one or more key questions	12	55%	11	85%	7	39%	5	100%
2 'weak' in one or more key questions	4	18%	5	38%	2	11%	1	20%
1 'unsatisfactory' in one or more key questions	-	-	-	-	-	-	-	-

4 'good' and above in all grades	9	41%	2	15%	10	56%	0	0%
3 'adequate' or below in all grades	3	14%	8	62%	2	11%	3	60%

The gradings data evidences an improvement in grades between 2021-22 and 2022-23 for both care homes and other adult services. In 2022-23 the proportion of care homes and other adult services that received grades of 'good' or above in all key questions increased

significantly. A significant decrease was also apparent in the proportion of registered services that received grades of 'adequate' or below in all key questions. The number of care homes and other adult services that received grades of 'very good' or 'excellent' in at least one key question also increased from 1 in 2021-22 to 16 in 2022-23.

Of the 5 Partnership operate care homes inspected during 2022-23, three ended the year with an evaluation of 'good' against all Key Questions inspected, one with an evaluation of 'very good' against all Key Questions and one with an evaluation of 'excellent' against all Key Questions.

There continues to be a joint commitment to continuous improvement and a proactive approach to improving and sustaining quality which involves care home providers, other adult service providers, the Care Inspectorate and representatives of Dundee Health and Social Care Partnership. This is particularly evident when significant concerns arise. There have been many benefits of such an approach e.g. effective sharing of information, shared agreement about improvement activity required and monitoring of the same until such point concerns have been adequately addressed. Some examples of support provided to care home providers who achieved grades of 'weak' or below in some aspects of their inspection gradings include:

- Enhanced contract monitoring arrangements;
- Additional support from the Care Home Team;
- Commencement of Adult Support and Protection Large Scale Investigations, supported by a voluntary embargo on new admissions; and,
- Support to address staff vacancies in key positions, including appointment of permanent Care Home Managers, and to support Care Home Managers to lead effective improvement activity.

In two of the three services this has resulted in improved gradings, with work ongoing with the third provider at the end of the year.

A number of high performing services were also identified, having received grades of 'excellent' and 'very good' across multiple aspects of the key questions utilised for inspection. Some of the common areas of strength identified across these services included: motivated staff who are eager to provide high quality services; quality of relationships and communication between the service, people they care for and support, unpaid carers and other agencies; good leadership of the service; the availability of a wide range of meaningful social activities; high standards of infection prevention and control practice; adequate staffing resources in place to support high quality service provision; and, a commitment to seeking and listening to feedback from services users and unpaid carers.

Complaints and Compliments

In 2022/23, the total number of social work complaints received was 96, compared with 93 the year before. There were 52 complaints relating to Children's Services, 36 in Dundee Health and Social Care Partnership and 8 in Community Justice. The outcomes were:

- Upheld – 14%
- Partially upheld – 24%
- Not upheld – 53%
- Closed Service Enquiry / Resolved – 9%

Most of the complaints related to 'treatment by or attitude of a member of staff' and 'delay in responding to enquiries and requests'.

The agreed timescales for finalising investigations was met in 81% of cases, with delays usually caused by the complexity of the complaint and the investigation taking longer than expected.

Given the total number of Social Work service users of over 9,000, the number of complaints is a small proportion however services do endeavour to use complaints to improve practice and service improvements which are made as a result of complaints are monitored.

Example of an improvement following a complaint:

A complaint was received by a mental health service regarding the lack of support and communication from staff when a service user was being admitted for treatment. Through the complaints process their complaint was partially upheld. In response to the information provided during the complaints process, the service reflected on the arrangements that they have in place for communication, especially when a person's Care Manager is not available to speak directly with their family members. In the future, the service will ensure that all families are given an alternative designated point of contact when a Care Manager is not available (for example they are on holiday).

In addition to complaints, a range of compliments have also been received from service users and some examples are provided below:

From Children's Services and Community Justice

"I had a lifestyle which didn't fit with being a parent and lied about a lot of things. When I started to work with social work, I wasn't judged in my mistakes, I was listened to and was given the opportunity to turn my life around for the sake of my baby, who was discharged into my care with support. I don't think I would have been able to cut my inappropriate ties without the support and encouragement from the team."

(Parental Feedback)

"the social workers are "brand new", the rehabilitation plan for my child is clear to follow and I know what is happening"

(Service User Feedback)

"We really enjoyed working with the team, they explained what our baby needed and over time they supported us to reach a decision that our baby should be cared for by my parents. However, we were also helped to learn how we can still play a part in our child's life, as well as how to cook and look after ourselves better."

(Feedback from Parent, New Beginnings Service)

"I never thought I would get to this point of being able to care for my child independently and without social work involvement. I am proud of myself for sustaining this, and don't think I would've been able to do this without the social work team taking the time to allow me to show that I can do this, but at own pace."

"I'm a lot better nowadays, more confident with all of your help. My social worker has noticed a big difference too. I'm around more people than ever before. I am now scoring high with my literacy; I am applying for my driving theory test soon. The walking group, gardening group, and cycling help my mental wellbeing. I really appreciate the help everybody has given me"

(Justice Service User)

From Dundee Health and Social Care Partnership

"Instead of my elderly mum going into hospital she received excellent care from this team. We also felt supported and reassured. She received daily visits as long as they were required. Can't thank them enough."

(feedback regarding Enhanced Care at Home)

"A young gentleman called at my mother's house to pair a new smoke and heat detector alarms with her community alarm. As I had taken my mother for a short wheelchair walk, we were not at home when he arrived.(he) waited for us to return and was incredibly polite, professional, and very nice to my mother and myself despite us throwing him off his schedule. He chatted to my mother ...this was hugely appreciated by my 89-year-old mother. He was full of smiles and really exceed any expectations that a customer might have expected.Maybe a routine task to him, but he has left a lasting positive impression."

(Regarding the Social Care Response Service)

Duty of Candour

All social work and social care services in Scotland have a duty of candour. This is a legal requirement which means that when unintended, or unexpected, events happen that result in death or harm as defined in Health (Tobacco, Nicotine etc. and Care)(Scotland) Act 2016, the people affected understand what has happened, receive an apology, and that organisations learn from the experience and put in place improvements. During 2022/23 there were no incidents in Dundee social care or social work functions where the duty of candour applied.

Awards

In 2022/23 a number of social work and social care services received awards for their work:

- Dundee City Council Outstanding Service and Commitment Awards
 - The Out of Hours Social Work Team won the award in the Customer Focus category.

- The Humanitarian Team – Ukraine Support received a special Lord Provost's Award in the Customer Focus category.
- The Learning and Organisational Development Team won the award for Innovation and Improvement for their Newly Qualified Social Worker Supported Year.
- Scottish Care Awards – Care Home Service of the Year Award
 - Balcarres Care Home (a 35-bed residential and residential dementia care home) was awarded a Care Home Service of the Year Award.

"Balcarres is a very person-centred organisation and what really stood out was the mutual respect between Lynn and her team and residents alike. It is no surprise that word of mouth is so positive. We were particularly impressed with Lynn's unique approach to managing funerals and making residents dreams a reality." (Quote from judge)

The team was also announced as the winners of The Care Team Award Category at the National Great British Care Awards 2023.

3.2 Ability to Deliver Statutory Functions and Key Risks to Delivery

Children and Young People at Risk of Harm

The Children's and Community Justice Social Work Service has continued to experience a stable workforce. The service has little vacancies and staff who are remaining in post enjoy continued professional development opportunities and high levels of supervision. A key area of professional pride is in support to all NQSW's. Stability in the workforce continues to allow us to ensure that children, young people and families experience a high level of contact with social work staff and a commitment to relationship-based practice through continuity of worker. Stability in the workforce allows for confident and competent staff who invest in meaningful relationships with families to respond to unmet need and escalation of concern. Child Protection Registration remains lower than average, but we have invested in collaborative provision with the Third Sector to allow for a range of supports to be available to meet the needs of family timely. This work is scaffolded by an embedded Team Around the Child Approach when early intervention is identified as being required.

Mental Health Statutory Provisions

Mental Health Act duties have continued to be prioritised by the Mental Health Officer (MHO) Service. There has been a significant increase in Mental Health Act work during this reporting period and the MHO service has continued to undertake all assessments and provide applications and reports to the relevant legal hearings in line with the legislation. The increased demand has added extra pressure to the workloads of the individual MHO's, however they have managed to cope and continue with the high standards and meet the timescales required.

The two candidates were successful in completing the MHO course over the last year and have started to complement the MHO duty rota, which has increased the overall capacity of the service. A further candidate will be undertaking the MHO course due to start later this year. The Peer Support Worker roles continue to receive positive feedback and has been a welcome development within the service.

Adults with Incapacity and Welfare Guardianship

The request for MHO reports for welfare guardianship applications continues to be an area of high demand and a concern for the service to meet its statutory requirements. Since the last reporting period there has also been a significant increase in the service receiving requests relating to the provision of Court reports for renewal of welfare guardianship applications. This is a new area of demand that has to be prioritised over the waiting list, otherwise existing welfare guardianship orders will lapse and terminate legal frameworks already in place. This increase in requests to the MHO service is in line with Dundee Sheriff Court practices and is likely to continue. Although, there has been an increase in demand for work under both the Mental Health and Adults with Incapacity Acts, the MHO service has made progress in reducing the overall number of clients and families on the welfare guardianship waiting list. The service is confident that it will continue to address the welfare guardianship waiting list moving forward.

Adult Support and Protection

The number of adult concerns reported to the Partnership continued to rise during 2022/23 (36.45 total), of which 21% proceeded to Duty to Inquire/initial inquiry. The majority of concerns continued to be for adults under the age of 65 who are impacted by multiple and complex needs related to drug and alcohol use, mental health and gender-based violence within a wider context of poverty and deprivation. Of those concerns that did not proceed past the screening stage, 10% were already subject to ASP processes, 7.5% were referred to community care for assessment and 56% had existing services who were managing risk

in-line with the least restrictive approach. The large and growing numbers of adult concerns, particularly from Police Scotland, has been an area of focus for adult protection partners over the last two years. Feedback from partners has also highlighted that there is not yet a shared understanding of thresholds for progressing beyond screening into ASP processes, particularly in relation to the application of the least restrictive principle and use of alternative risk management approaches. Data analysis and self-evaluation findings have informed a series of tests of change. However, whilst our most recent test of change generated positive learning it also clearly demonstrated that we have reached a point where we cannot make changes to one part of the process in isolation – there is a need for a more decisive wider pathway redesign that sees screening arrangements sitting at the center of a tiered system of support and intervention. During 2023/24 the HSCP has been working with partners through the Adult Support and Protection Committee to develop a vision for a Multi-agency Adults at Risk Pathway.

In common with other partnerships across Scotland the HSCP has faced a very challenging financial and resource environment over the last two years. A range of challenges have been experienced in terms of recruitment and retention of key staff groups (including social workers and social work managers) and both vacancy levels and staff absence has been increasing. Alongside significant investment in supporting workforce wellbeing, resources have continued to be prioritised towards frontline services for vulnerable people wherever possible. Ten new posts have been created using Scottish Government monies to ensure that we have sufficient capacity in Social Work teams. However, full utilisation of these funds has been affected by recruitment challenges and pressures continue to be felt across operational social work services, including the First Contact Team. These are being actively managed through a combination of use of agency staff and re-allocation of roles and tasks across remaining staff.

Carers

Throughout 2022/24 the Health and Social Care Partnership, working alongside Dundee Carers Partnership, has continued to prioritise services and supports to meet the needs of unpaid carers. Working through the Carers Partnership a carers investment plan has been agreed to support the delivery of Dundee's Carers Strategy. This has included significant investment across both statutory and third sector services to enhance and expand services and supports available to unpaid carers. The Health and Social Care Partnership has continued to focus on enhance capacity to fully implement the duties contained within the Carers (Scotland) Act, including a focus on identification and assessment of unpaid carers and the use of Adult Carers Support Plans across Partnership services. Collaborative working continues to support an early intervention and prevention focus, where carers are supported to access the help they need when they need and this is not dependent on a formal assessment of need being carried out. For carers with higher levels or greater complexity of needs the focus continues to be on developing assessment and support planning in a personalised and outcome focused way. In common with many other service areas, there have been challenges recruiting to some additional posts within the Partnership to enhance carers support, however this is a priority focus for 2022/23.

4. RESOURCES

In 2022/23, the total net Social Work budget of £128,494,000 was allocated across services as follows:

Service Area	2022/23 Budget £000
Children's Services	£35,537
Community Justice Services	£194 (plus additional Scottish Government Grant Funding of £5165k)
Adult Social Care Services*	£92,763
Total	£128,494

* Delegated to Dundee Integration Joint Board – net of funding transfer from NHS Tayside

4.1 Financial Pressures

Children and Families Service – Dundee City Council

In 2022-23, the Children's Social Work Service experienced significant pressures as a result of a combination of factors. This included reduced internal foster care capacity, which mirrored national trends and placed a greater reliance on the use of external foster care; a spike in the use of secure care, which mirrored regional trends due to some young people meeting the criteria of absconding from care and placing themselves or others at risk which could not be managed in the community; more young people in external residential care remaining there in Continuing Care up to age 21 years; and increased costs. Measures to increase the capacity of Young Person's Houses by implementing a waking nights rota and releasing an additional bedroom were also delayed.

The service is presently addressing these pressures through a variety of associated measures, including work with the Vardy Trust and The Lens to increase the recruitment, support and retention of internal foster carers. This 'ideas to action' programme will come to fruition with an implementation plan in November 2023. The Scottish Government has also recently increased allowance payments to foster carers to a standard rate and provided additional funding. In relation to secure care, a multi-agency review of approaches towards adolescents at risk of harm has been completed, work continues on partnership workforce development and contextual safeguarding is being introduced. Revised Continuing Care fees have been implemented with external residential providers. A waking nights rota is now in place and all houses are now registered for 6 bedrooms with the Care Inspectorate.

Internally, structural change within the service, involving a Senior Service Manager having oversight of both Adolescent Teams and the Young People's Houses, also now promotes a consistent approach towards care and safety planning. In order to further strengthen family-based support and prevent children or young people entering or escalating upwards into potentially unnecessary and costly care arrangements, approaches towards Kinship Care are also being strengthened. The new Kinship Team actively identifies, assesses and supports Kinship Care arrangements and is working with partners to develop wider multi-agency supports. The team is also working closely with schools to provide extra support where young people are at risk of non-attendance, which can increase risks in the community.

These activities and associated trends are both enhancing local support and reducing costs. In 2023-24, the number of children and young people in external residential or secure care has reduced from 43 to 32. The balance of family-based versus residential placements has

increased from 86.9% in 2021-22 to a current 89.1%.

Adult Social Care Services - Integration Joint Board

The delegated budget to the Integration Joint Board (IJB) to support the delivery of adult social work and social care services continued to be impacted by recovery from and response to the COVID-19 pandemic during 2022-23, as well as increasing levels of demand due to changing demographics and prevalence of people with disabilities, mental health and substance use issues.

The COVID-19 pandemic has been the biggest public health challenge facing society, including our health and social care system, in our lifetimes. The impact on the health and social care needs of the population, how supports and services are delivered, on health inequalities and on the health and wellbeing of the health and social care workforce and of unpaid carers has been substantial and wide ranging.

Services delegated to the Integration Joint Board formed a critical part of the overall health and social care system, particularly the wide range of community-based health, social care and social work supports and services. Like in previous years, additional funding was made available from Scottish Government to fully cover the additional pandemic response costs incurred in 2022/23.

Where possible, a range of essential, non-COVID services also continued to be delivered, including face-to-face contact on a risk assessed basis to ensure the most vulnerable in the city continue to receive the support they need.

Throughout 2022/23 the population has also been impacted by the cost of living crisis and information about the city's response over the winter months was publicised widely across the Dundee Partnership including DHSCP. Intelligence gathered from our communities shows that the crisis is having a profound effect particularly on those living in the more deprived areas who were already struggling to make ends meet. Interventions such as food vouchers, no-cost family activities, and free hot meals were organised quickly and appear to be having a positive and protective effect.

DHSCP has been impacted by the same recruitment challenges in a range of disciplines and professions as other health and social care services across Scotland. The lack of capacity in the social care workforce in particular has continued to provide whole-system challenges in reducing delayed discharges from hospital as the acute sector experiences increased demand for beds. Other professions such as Nursing, Allied Health Professionals (e.g. Occupational Therapists, Physiotherapists and Dieticians) and GP's alongside specialist areas such as substance use and mental health services also continue to face recruitment challenges which impact on the availability and effectiveness of services.

With the backdrop of a significantly challenging overall financial settlement, coupled with the impact

of COVID-19 pandemic and cost of living crisis, the IJB reported a year end underlying operational underspend of £7,531k for 2022/23, arising from an underlying underspend of £6,545k in social care budgets and an underlying underspend of £986k in health budgets.

4.2 Financial Modelling for Service Delivery

Children and Families Service – Dundee City Council

As part of its overarching Our Promise and the 5 foundations of The Promise strategy, the Children and Families Services continues to progress a range of initiatives designed to transform the way it manages, delivers and commissions services in partnership with all key

stakeholders across the care system. The service recognises the current financial restraints and is building capacity, confidence and competence at different stages of the informal and formal care systems to ensure families receive support at the right time and concerns or costs do not escalate. This includes coordination of the deployment of Whole Family Wellbeing Funding, income maximisation from different funding streams focused on key priorities and a review of all Third Sector commissioned services.

Adult Social Care Services - Integration Joint Board

During 2022/23, Dundee Health and Social Care Partnership's operational delivery model continued to embed a model of fully integrated health and social care services to support the delivery of the Dundee City Integration Joint Board's strategic priorities. Service managers have responsibility for both council and NHS services as part of their portfolios with a specific focus on service user categories (e.g. older people, mental health). In order to ensure Dundee Health and Social Care Partnership is able to respond effectively to a range of strategic challenges, including tackling Dundee's substance use problem and prevalence of poor mental health, the service has enhanced its senior management team capacity through the establishment of an additional Head of Operational Services post.

Transforming services is key to the Dundee City Integration Joint Board continuing to improve outcomes for service users and performance and service redesign opportunities connected to the overarching strategic priorities. While some of these transformation plans continued to be put on hold during 2022/23 due to the challenges of responding to the COVID-19 pandemic, the changing nature of the response has required some services to continue to evolve at a quicker pace than under normal circumstances.

Financial plans to support the priorities will be developed alongside the Transformation Plans.

5. WORKFORCE PLANNING AND DEVELOPMENT

5.1 Workforce Planning

To deliver quality outcomes in social care and social work, it is essential that employees are equipped with the skills and knowledge to carry out their roles competently and confidently. Workforce planning is becoming increasingly complex as new structures and different models of integration progresses. In Social care and social work in Dundee we are committed to the Fair Work First Commitments, for example payment of the Scottish government Living Wage and would aspire to working towards these recommendations. We have continued to promote fairer working conditions across our contracted services

WORKFORCE OVERVIEW

The social care and social work workforce in Dundee consists of 1350 people employed within Dundee City Council Children (381 people) and Families Service and the Dundee Health and Social Care Partnership (969 people).

10.74% of the workforce are aged 30 years or under, with almost 50% being aged 51 years or older. The majority of people, 82%, are women.

6.1% of the social work and social care workforce identify as having a disability and 3.82% identify as being of a black or minority ethnic origin. When comparing the social work and social care workforce information against 2011' census information, it is apparent that the workforce is under-represented across many of the protected equality characteristics. For example, Dundee's population comprises of 10.64% people of black and minority ethnic origin and 31.27% of people who have a disability.

Just over 2% of the workforce are employed on a temporary basis, with the vast majority being permanent employees. During 2022/2023, 130 people left the social care and social work workforce, with 121 new people joining. Turnover (workforce leavers) was slightly higher in adult social care and social work services than in children's and community justice services. 57% of leavers were aged 51 years or above and only 11% of leavers were aged 30 years or under. Just over 40% of new starts were aged 30 years or under, with 16% being 51 years or older. This turnover pattern provides an indication that some progress is being made in addressing challenges related to the ageing workforce and a desire to increase the young workforce.

During 2022/2023, 20% of leavers (29 people) were in frontline operational roles requiring a professional social work qualification (up to Team Manager level), with a significant difference between 14% of leavers in adult health and social care and 40% of leavers in Children and Families. 17% of new starts (19 people) joined the organisation in equivalent role. Overall Dundee Health and Social Care Partnership saw the biggest in-year reduction in this staff group with a net loss of 10 people, whilst Children and Families had no loss/gain.

When excluding COVID related absence, across the social work and social care workforce 22.03 days were lost per FTE (full-time equivalent) during 2022/2023 (equivalent to 9.58% of total working days). This is higher than the Dundee City Council figure of 13.53 days lost per FTE (6.31% of total working days lost). In social work and social care there has been a steady increase in working days lost per FTE throughout 2022/2023, with a peak in November of 2527 days lost and then a slight decrease in March 2023 when 2428 days were lost in total across the workforce. This pattern is consistent with the Council workforce as a whole with a peak in November, however the Council also had a peak in March 2023. Across the year 18.5% of days lost in social work and social care related to short-term absence and 81.51% related to long-term absence. This differs from the position for the whole Council workforce, where there was significantly lower proportion of days related to long-term absence (71.68%).

The most common reasons for lost days to absence for the social care and social work workforce in 2022/2023: anxiety / stress / depression / other psychiatric illness (47.45%); Musculo Skeletal (15.81%); infectious diseases (7.55%); other known causes (5.77%) and Gastrointestinal (4.82%). There is some variation between these causes of absence and those for the Dundee City Council workforce as a whole; whilst the top 5 reasons for absence were the same, a lower proportion of days lost related to anxiety / stress / depression / other psychiatric illness (40.51%). Considering COVID related absence in the social care and social work workforce, 4.55 days were lost per FTE during 2022/2023 (equivalent to 1.98% of total working days). This compared to 2.59 days (1.21%) for Dundee City Council as a whole. The number of days lost in social care and social work had a peak in January, February and March 2023 and since March has been decreasing; this was consistent with patterns across the Council as a whole. Over the year, 55.72% of days lost to COVID related absence was short-term, with the remaining 44.29% being long-term. Long-term COVID related absence was notably higher in social care and social work than in the Council as a whole (37.34%).

EMPLOYEE HEALTH AND WELLBEING SUPPORT SERVICE

It is recognised that supporting the health and wellbeing of the workforce is vital for the delivery of effective outcomes, not just for those who use services, but importantly to ensure that we have a workforce who feel valued, respected and get the rights supports, at the right time.

The events of 2020 and beyond have highlighted more than ever the importance of good health and wellbeing at work. In addition to economic, work and community disruption, these events created a new focus on the importance of workforce wellbeing. These events also shifted the expectations of the workforce in achieving a healthy work/life balance with compassion and support at the core of how we demonstrate a commitment to wellbeing across the organisation.

Health and Wellbeing developments across the have included the following:

- **Launch of new Health and Wellbeing Framework** - Social work has a large workforce with people from different backgrounds, experience, identities and needs. The new Health and Wellbeing Framework, launched by Dundee City Council in May 2023, reflects this diversity and supports navigation through the challenges that need addressed in order to embrace and value this diversity and support the development of effective wellbeing interventions and outcomes. The Framework can be access using the following link: [Employee Health and Wellbeing Framework](#)
- **Launch of new Employee Health and Wellbeing SharePoint site** - In 2023, the Employee Health and Wellbeing Support Service transitioned from being a direct Covid-related wellbeing response and became an embedded, mainstream response to workforce wellbeing. To support this, a new SharePoint site has been developed. This site provides direct access to information, resources and supports. The new site can be accessed here: [Employee Health & Wellbeing Support Service](#)
- **Partnership working with Able Futures** - Dundee City Council, are now working in partnership with Able Futures. Able Futures delivers the Access to Work Mental Health Support Service which can gives access to a mental health professional. This service is a free, confidential service that does not require a manager referral. It provides regular time to speak with a mental health specialist about issues that are

affecting individuals at work, so that they can learn new ways to look after themselves to feel more resilient and able to cope, as well as finding the confidence to take practical steps to overcome problems and make adjustments to help mental health at work. You can find out more about Able Futures here: [Able Futures](#)

- **Wellbeing Ambassadors** - Wellbeing ambassadors promote general wellbeing across local partnerships. They will offer a listening ear and signpost their colleagues to the resources and support on offer to help improve their health and wellbeing. It is a practical, voluntary role to assist in the promotion of the continued health and wellbeing of one another. The Wellbeing Ambassador network regularly liaises with the NHS Tayside Wellbeing Champions Network to ensure shared learning and consistency of approach.
- **TRiM** - Due to the range and scope of the work undertaken by different services, there will be occasions where employees may be exposed to traumatic incidents. These incidents have the potential to have a long-term impact on individuals or groups. Whilst most individuals will cope with these events, others may find these overwhelming. The longer symptoms are allowed to develop, then the less likely it is that any treatment (if required) will be effective. Dundee uses Trauma Risk Management (TRiM) as a mechanism to deliver support following potential exposure to trauma. This protocol represents a commitment to supporting those who may be affected by a potentially traumatic event. More information about TRiM, including how to make a referral, can be found here: [TRiM Policy, Procedure and Guidance](#)
- **Trauma Informed Reflection, Resilience and Wellbeing Support – direct work with individuals and teams** - There has been a significant amount of face-to-face work undertaken with teams to support them through periods of complex change, with a view to using a trauma informed approach to support resilience and recovery. Change and disruption can have a significant impact on how teams function and work well together. In most cases, ongoing change and general disruption can be managed by effective team support and communication. Change and disruption involves emotions, and making sense of these emotions and the impact this has on individual and collective wellbeing may, for some, not be obvious. You can find out more about this work here: [Team Reflection and Resilience Programme](#)
- **Workforce Wellbeing Fund** - In 2021 Dundee Health & Social Care Partnership was allocated Scottish Government funding to support workforce wellbeing, as part of a national Covid recovery response. Since then, these funds have been used in a variety of ways, across all areas of the Partnership including operational teams in Adult Social Work and Social Care services. The funding has allowed for creative ways to support workforce wellbeing. Some teams have chosen to do recovery and reflection work; others have used money to upgrade workforce areas, provide wellbeing resources, hold wellbeing events that support team wellbeing. Here are some quotes highlighting the positive impact this money has had on various teams:

Team Manager, Learning Disability Service:

“I want to think you once again for supporting the team to access the wellbeing fund for our Health and Wellbeing event.

In the morning I facilitated a session on Team Reflection and Resilience, due to the nature of the content, I was prepared that this may cause some staff to become emotional, however I wasn't expecting it to trigger so many of the staff. This was a really positive experience as it was a safe place that we were all able to reflect and support each other to focus on the importance of self-care. We then split into smaller groups and some staff took part in relaxation activities.

I have received some great feedback and I can already see the positive impact that this has made within the team.”

Team Manager, Community Justice Team:

“I would just like to thank you for delivering and facilitating the Wellbeing Day yesterday.

The day had a really good vibe and the feedback from staff has been very positive. I think the feedback at the end of the day demonstrated the value of the day and how supportive it will be to staff both at work and on a personal level.”

THE FUTURE WORKFORCE

Employees are at the heart of excellent social work and social care delivery. Changing models and changing pressures will require significant remodelling of the workforce - e.g., the introduction of a National Care Service. This comes at a time when employee resilience continues to be stretched, and change can seem overwhelming. In order to design the workforce of the future we require to profile the workforce, redesign job roles, undertake a skills analysis and work in a much more integrated way. The focus will continue throughout this to be on increasing the wellbeing of employees. DHSCP has a strategic workforce plan, as does Dundee City Council (the social care workforce has been taken into account in this plan).

In Social Care there is a commitment to invest in the young workforce which has created opportunities, work placements and training opportunities for apprentices within the City Council and externally, including some of our programmes with Dundee and Angus College and Graduate programmes with the local universities.

We will continue to work in partnership with Dundee City Council's Youth Employability Service to develop our apprenticeship offer across Foundation/Modern and Graduate Apprenticeships. We will also continue to support with Work Experience placements and internships for School/College/University/Employability and the workplace training of students.

RECRUITMENT

Over the past year it had become increasingly challenging to appoint to some posts within the Council and HSCP, particularly posts within social work/care sector. This is not just a local issue and is reflected nationally, with COSLA reporting a significant decrease in the number of candidates applying for local authority posts and also the number of employees leaving / retiring from social care.

Improving the quality of candidates and ensuring long-term recruitment and retention is included in the People Strategy and we are working with services to develop workforce

planning strategies required in the next 5 – 10 years to enable us to plan for the future workforce.

We need to be more ambitious about how we recruit, provide opportunity and reward, with retention of transferable skills and capability linked to broader improvement and change. To do this we are/have:

- Improved our employer branding to better promote the benefits of working with Dundee City Council.
- Continued to develop the employee experience/journey and marketing Dundee City Council as an employer of choice.
- Engaged with employability services within Dundee and attended recruitment events / job fairs.
- Continued to utilise employer sponsorship in line with government guidance
- Continued to work with colleagues nationally with Myjobscotland to develop and improve the portal to make it more user friendly.
- Utilised Grow your own approaches and the intention is to support more employees to gain experience through secondments, projects and service design. We have also supported our employees to gain academic and SVQ (Scottish Vocational Qualifications) qualifications through our own professional development funds and training budgets.
- Continued to maximise strong relationships with higher education through the 3 local Universities and others nationally to create new degrees and qualifications for the future. The local Employability Partnership is closely aligned with the Council People priorities. We work very closely in partnership with Skills Development Scotland and others such as Scottish Social Services Council to develop career routes and occupational standards.
- Continued to develop our existing workforce through effective workforce planning and career planning. This will be further enhanced as we modernise some internal recruitment approaches and the modernisation of more flexible and digital working practices.

5.2 Social Work and Social Care Workforce Development

The Council's commitment to our employees is reflected within Our People and Workforce Strategy 2019– 2022 which was relaunched shortly before the COVID-19 pandemic. This includes our approach to Workforce and Succession Planning, Talent Management and Developing the Young Workforce. Within Social Work, there is a culture of shared learning across professional groups and our partnerships.

Despite the challenges of responding to the COVID pandemic, we have continued to invest in and support all areas of workforce learning and development. This has included redesigning delivery and content of core learning to respond to changes in working practice and to incorporate the advantages of new and innovative digital technologies within our learning offers.

Increasingly we are working across Tayside with our partners in local authorities, NHS Tayside and the private and voluntary sectors. We continue to contribute to and build on

collaborative approaches to Learning and Workforce Development with key local and national partners. We have an excellent track record of working alongside practitioners and services to identify and develop the learning they need to practice safely and professionally. This collaborative approach has continued throughout 2020/21 utilising a range of innovative methods and digital tools where appropriate.

CSWO ROLE IN PROMOTING SOCIAL WORK VALUES AND STANDARDS

The CSWO has a duty to ensure Social Work values and standards as outlined in the Scottish Social Services Council (SSSC) Codes of Practice are promoted. For employers, the Codes include such requirements as making sure people understand their roles and responsibilities, having procedures in place relating to practice and conduct and addressing inappropriate behaviour. For employees, protecting the rights and interests of people using services, maintaining trust and promoting independence. This includes the following:

- Recruitment and selection, including checking criminal records, relevant registers and references.
- Induction, training, supervision, performance management and a range of procedures on such things as risk assessment, records and confidentiality.
- Responding to internal or external grievances or complaints about the conduct or competence of staff.
- Ensuring line managers appropriately support staff and progress self-evaluation activities to identify strengths and areas for improvement.
- Ensuring health and safety policies are in place, including risk assessments and controls for identified hazards such as lone working and moving service users.
- Ensuring that staff required to register with the SSSC do so and are supported to meet the learning and development requirements associated with this.

Within the Health and Social Care Partnership Workforce and Organisational Development Strategy a number of guiding principles to support the workforce to deliver on the ambitions of integrated health and social care were adopted. These locally created principles sit alongside existing legislative and clinical, care and professional governance requirements, as well as the SSSC Codes of Practice. The principles include: inclusivity and equality, visible leadership, collaborative co-production and reflective practice. These continue to be relevant and support the broad social work and social care workforce to reflect on shared values, and how these values support professional and compassionate delivery of services across the city.

DELIVERY OF QUALIFICATIONS TO MEET REGISTRATION CONDITIONS

Through Dundee City Council's Learning and Organisational Development Service, we continue to deliver a range of mandatory qualifications through their Scottish Qualifications Agency (SQA) Centre to meet registration conditions of our workforce.

Some registration categories require a vocational qualification (work based) which enable the employee to demonstrate that they can work to the national occupational standards for the job that they do.

For others Professional Development Awards (PDA) in Health and Social care Supervision provide necessary academic credits to meet management registration requirements. The

PDA is provided jointly with Assessors/ Verifiers from Angus Council through Dundee City Council SQA centre.

Social services and children and young people vocational qualifications and HNC in Social Services are procured jointly with Angus Council through approved external providers.

PDA in Health and Social Care Supervision at SCQF	Two Unit skill set	SQA Level 2 Social Services and Healthcare at SCQF level 6	SQA Level 3 Social Services and Healthcare at SCQF level 7	CYP Level 3 & HNC	Social Services (CYP) Level 4	Social Service Healthcare level 4 (Adults)
4 DCC	5	15	4	7 DCC	2	1

Information extracted from Learning Assistant for the period 1st Jan – 30th Dec 2022 (with exception of CYP Level 3/HNC taken from MM VLE)

IMPLEMENTATION OF TRAUMA INFORMED PRACTICE AND NATIONAL TRAUMA TRAINING PROGRAMME

Over the last year we have hosted a number of learning and development opportunities to promote and enhance trauma informed practice across our social work and social care workforce and wider partnerships. We have developed a multi-agency, accessible trauma digital page which enables access to resources, learning events and training and signpost to a range of supports such as employee wellbeing services and TRiM (Trauma Risk Management). This page offer our workforce access to a range of national and local resources, toolkits and learning and events calendar. We have also provided opportunities for the workforce to get involved in trauma informed practice and implementation in a range of ways such as our Workforce Lived Experience Group (for those who has experienced trauma and would like to use their lived experience and expertise in service design, improvement and culture change) and our Trauma Ambassador Network, which promotes and shares best practice in a range of multi-agency settings across the city.

DIGITAL SKILLS SUPPORT

As part of our ongoing commitment to upskilling the workforce in respect to digital skills, a number of bite-sized digital skills session were available throughout 2022/23. These sessions were and continue to be led by Digital Champions (champions include social work and social care employees), supported by the Digital Skills Team within Learning and Organisational Development.

As well upskilling the workforce, the Digital Skills Team continue to provide enhanced support and advice to the workforce, developing and delivering a range of information and bespoke learning sessions for employees across Children and Family Service and Dundee Health and Social Care Partnership.

The Digital Skills Team provided critical support and to social workers and social care workforce enabling them to access critical statutory learning on new digital platforms and tools such as MS Teams.

LEADERSHIP DEVELOPMENT

Dispersed leadership remains a key priority for our social work and social care workforce. This year we have delivered a collaborative systems leadership programme, bringing together participants from across many functions of adult social work, health and children and families services. There are plans to further progress this model and leadership offer. In Children's and Community Justice Social Work, managers are carrying our formal leadership and management qualifications. The Senior Service Manager is also currently completing the Chief Social Work Officer Post-Graduate Diploma.

CONTINUOUS PROFESSIONAL DEVELOPMENT AND SOCIAL WORK PATHWAYS

We continue to invest in our social work and social care workforce to embed a shared learning culture where best practice is promoted, nurtured and shared across the city. We support and promote a range of specialist modules delivered by the Open University, which can be undertaken as a standalone, enhancing existing practice with the potential to progress onto a sponsored social work professional qualification.

In 2022/23 we recruited and sponsored a further six internal candidates to undertake their professional social work qualification, with a further four now fully qualified as social workers through this pathway in June 2023.

We promote a range of specialist and enhanced learning opportunities for employees, which has continued throughout 2022/23. Postgraduate Certificate in Child Welfare and Protection, Adult Support and Protection, Mental Health Officer Award and Practice Learning Qualification remain in place and are currently prioritised in relation to our statutory duties and best practice.

"I shared papers and ideas which were directly relevant firstly for permanence and then latterly for kinship with the rest of the team(s). It was helpful to update on latest research around assessment and intervention. Beyond this I found the areas around direct work with children and families of particular interest and again shared these with the team. We also discussed the wider themes of relationship based social work practice in an environment which is increasingly constrained by organisational input/output models of working. I benefited from securing the time around the teaching days and using a combination of study days, flexi and leave for the assignments. I enjoyed the course and would recommend it to others."

(Social Worker in Children and families Service undertaking Child Welfare and Protection PG Course)

MENTAL HEALTH OFFICER (MHO) AWARD

We provide a significant investment in developing the MHO workforce across the city. MHO's are social workers with a minimum of two years post qualifying experience who have undertaken an intensive period of study and successfully completed the Mental Health Officer Award (MHOA), thereafter appointed (yearly) to undertake statutory functions within the role MHO by the CSWO.

We have had two successful candidates gaining their qualification and appointed as MHO's and continue to support the MHO workforce around learning, peer support and talent management of the future MHO workforce. This year we hosted a number of information

sessions to support and promote the recruitment for next year's award intake, with a further two successful candidates.

We continue our membership with the East of Scotland MHO Programme Partnership, financially contributing to a MHO Award Co-ordinator.

PRACTICE LEARNING OPPORTUNITIES

In 2022/2023, we have continued to work towards increasing placement capacity across the organisation. We have supported one employee to undertake their Practice Learning Qualification (PLQ) at Robert Gordon University whilst also providing ongoing support and learning opportunities to our existing Practice Educators and Link Workers through Practice Learning Forums. We also continue to promote and encourage those not currently involved in Practice Learning to undertake their Link Worker training via Learning Network West. This investment in the workforce enables us to offer more practice learning opportunities, develop leadership skills and embed a learning culture throughout the social work and social care workforce.

Our focus on increasing placement capacity for social work students enabled us to provide a total of 22 placements throughout the academic year of 2022/2023. Not only did these placements span across undergraduate and postgraduate programmes, but also supported social work students from Dundee University and Robert Gordon University. Further developments also included the introduction of a Student Induction Checklist and an online Practice Learning resource as a means of supporting Practice Educators and Link Workers in their role.

As part of our focus on strengthening relationships with external partners and increasing statutory experience for social work students, we also collaborated in a test-of-change which involved us working in partnership with Dundee University and two third sector agencies, to pilot a Student Hub. We further strengthened our links with Dundee University by inviting them to our Practice Learning Forums and offering opportunities for them to share their research with our Practice Educators and Link Workers. We also continue to provide learning opportunities for students through ad-hoc guest presentations delivered at the University by some of our practitioners.

IMPLEMENTATION OF THE NEWLY QUALIFIED SOCIAL WORKER (NQSW) SUPPORTED YEAR

In 2022, we continued to strengthen the work we had undertaken in 2021 as an early implementation site for the national NQSW Supported Year programme. We adopted a trauma-informed approach to the design and delivery of the NQSW Supported Year, ensuring that the voices and the wellbeing of the workforce was central to the process.

A significant development in this area has been the introduction of a monthly Continuous Professional Learning (CPL) session for all NQSWs across the organisation. The NQSW CPL Sessions provides NQSWs with opportunities for structured learning, reflective discussions, peer support and a safe environment to explore some of the complexities associated to the social worker role. We also made one-to-one coaching from a qualified social worker available to all NQSWs, recognising the social worker identity and the additional support required for NQSWs within their Supported Year.

The success of the nurturing approach we have adopted in Dundee can be evidenced through some of the feedback we have received from NQSWs. For example, one NQSW

stated the NQSW CPL Session *“helps set out a journey of learning and development as a social worker”* whilst another commented that it *“provided an opportunity to share experiences and be supported to express our work related issues and experiences in a safe and supported environment...it also allowed us to shape and influence the areas we felt we needed support in making it feel very collaborative”*.

PROTECTION

A wide range of Dundee and Tayside Partnership wide child and adult protection learning resources and digital workshop were developed and continue to be available for the multi-agency workforce, enhancing knowledge, skills and competence of the wider workforce and for those with specific responsibilities in relation to child protection. Some of the learning resources developed continue to be available and include Child Protection Tayside Professional Curiosity and Challenge, Tayside Chronologies and Significant Events learning resource, Equal Protection from Assault Child Protection resource, Designated Child Protection Worker among others. As well as a range of available digital and e-learning resources, a range of remote live training, learning opportunities and webinars have been available to the social work, social care and wider multi-agency workforce. These webinars, learning exchange events and digital training sessions have included awareness raising of a range of workforce best practice tools developed by the GIRFEC Delivery Group, trauma learning exchange and lunch time learning sessions, a range of thematic protection sessions i.e. self-neglect and hoarding and delivery of a range of workshops sharing learning from initial and significant care reviews across Tayside.

Adult Support and Protection Week

In February 2023, Dundee coordinated a calendar of events to celebrate and promote national adult support and protection day. These activities and events spanned across 2 weeks offering a range of workshops, webinars and learning opportunities for the social work, social care and multi-agency workforce. Dundee and Tayside events ranged from self-neglect and hoarding, adult protection and trauma, adult protection awareness, learning from thematic reviews of fire deaths, investigative interviewing and financial harm awareness.

Development work has continued with practitioners who have specific Council Officer functions under the Adult Support and Protection (S) Act 2007. Our Adult Support and Protection Council Officer training programme was redesigned and adapted and is now delivered on a Tayside wide basis. A further two cohorts were delivered throughout 2022/23. Our Tayside programme is now recognised as a best practice, collaborative national model, endorsed by the National Adult Support and Protection Coordinator.

Key elements of the programme include:

- The development of an ASP learning tool, enabling practitioners to evaluate and track their knowledge, skills and competence against key adult support protection quality indicators.
- Individual learning plans and supervision tool, line manager input and feedback.
- Accessible learning resource which follows the programme.

- Self-directed learning tasks.
- 9 Practice workshops, running over a 6–8-month period.

Practitioners who undertook the programme were asked the following “What difference has this made to your practice so far?”

- *“Increased confidence in recognising and responding to ASP concerns.”*
- *“More confident in undertaking my role and where it sits in the process.”*
- *“Thinking differently about risk and risk assessment.”*
- *“Can offer a person-centered and rights-based response to concerns.”*
- *“Enabled greater reflection on the term ‘capacity’ when thinking about skills, means and opportunity.”*

A Council Officer refresher course is now offered and delivered on a Tayside basis; 174 Council Officers have undertaken the refresher training since November 2022, with a specific focus on updates to the national Code of Practice:

“Helpful having update on the revised codes of practice, very thorough in terms of legislation”

“I enjoyed the opportunity to revisit the whole process of ASP investigations. Also the legislative context. And the opportunity to 'practice' interviewing.”

“I have more knowledge in terms of being able to defend position in complex situations. Great emphasis on trauma.”

Digital learning resource are in place to support both the CO course and the refresher and some CO sessions have now been opened up to multi-agency staff.

Newly Qualified Social Worker (NQSW) Child Protection Programme

Dundee and Angus Council continue to work in partnership to deliver an induction process for supporting newly qualified social workers to feel competent, confident and knowledgeable when working with children and families where there are child protection concerns.

This innovative programme model is underpinned by three key components:

1. Access to a digital NQSW learning resource, includes individual competency learning audit tool.
2. Practice development workshops, co-facilitated by experienced operational social work managers from Children and Family Service (now delivered remotely).
3. The use of an evidence-based augmented reality stimulation (*Rosie-2) immersing NQSWs into a complex home visit navigating through the home exploring practice issues with accompanying research around disguised compliance, professional curiosity, neglect, and other complex harm among other themes.

Adult Protection Practitioners Forum

The well attended HSCP Practitioner Forum has focused on providing learning opportunities such as action learning sets and case discussions for social work staff, but is now moving to be a multi-agency forum. The group also produces a quarterly newsletter and has a SharePoint site that acts as a hub for signposting to additional learning resources and access to existing policies and procedures. Involvement in the Forum has led some practitioners to become involved in service improvement and strategic groups, including the MOSAIC Oversight Group, working group revising the HSCP policies and procedures, and groups developing new practice tools and resources (including chronologies). From the Practitioners Forum a new Social Work Team Manager Forum is now also emerging.

TURASLEARN

TURASLearn is NHS Education for Scotland's (NES) learning platform. It provides a wide range of educational resources for the health and social care workforce. Dundee City Council, in partnership with Angus and Perth and Kinross Council's, have worked with NES to develop a Tayside learning platform hosted on TURAS. The Tayside portal enables partners from a range of services across the city from including NHS Tayside employees, third and independent sector employees and volunteers' access to a range of protection learning resources previously unavailable to them.

TURASLearn continues to be promoted across all social work and social care services, both with the organisation and with those who deliver services on behalf of or as part of Dundee Health and Social Care Partnership. It has proved to be an invaluable resource to allow the social care workforce to access additional learning and other resources designed to support their own and others health, psychological wellbeing as well as raise awareness of key learning and protection.

6. Challenges for the Year Ahead

At this time, I have identified a small number of improvement priorities that I will seek to support the social work and social care workforce and out partners to progress over the next 12 months:

Continue to **PARTICIPATE** in the co-design process for the National Care Service, reflecting local knowledge and experience.

SUPPORT our social work and social care workforce to maintain good health and wellbeing.

ENHANCE our focus on prevention of risk and harm by working collaboratively across the whole GIRFEC pathway for children and young people.

FOCUS on the continued implementation of Our Promise to Care Experienced Children, Young People and Care Leavers 2023-2026.

FURTHER progress recovery of Community Justice Services as part of a whole systems remobilisation of community justice services across Scotland.

BUILD on the progress we have made in improving mental health and wellbeing and drug and alcohol services through collaborative working, focusing on co-production of further developments with people who have lived experience and the workforce.

CONTINUE work to further roll out our approach to trauma informed practice and leadership and to enhance whole family approaches to protecting people.

ENHANCE our arrangements for responding to adult at risk by collaborating with partners to design and implement a Multi-agency Adults at Risk Pathway, and further improvement use of chronologies and risk assessments.

CONTINUE to work with partners across the whole health and social care system, including acute care services, to achieve an unscheduled care response that delivers the right care, in the right place, at the right time, first time.

2022-2023

22-2023

2022-2023

22-2023

2022-2023

Head of Health and Community Care/
Chief Social Work Officer
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