

ITEM No ...2.....

REPORT TO: COMMUNITY SAFETY AND PUBLIC PROTECTION COMMITTEE – 26
APRIL 2021

REPORT ON: LEADERSHIP OF PUBLIC PROTECTION ARRANGEMENTS

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 130-2021

1.0 PURPOSE OF REPORT

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

2.0 RECOMMENDATIONS

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

- 2.1 Note the role of the Chief Officers (Public Protection) Strategic Group in providing leadership for the protection of children and adults at risk (section 4.2).
- 2.2 Note the work undertaken by the Chief Officers (Public Protection) Strategic Group over the last six months to enhance arrangements for public protection, including the response to the second wave of the COVID-19 pandemic (section 4.3 and section 4.5).
- 2.3 Note the priorities for the Chief Officers (Public Protection) Strategic Group for the next six months (section 4.6).
- 2.4 Direct the Chief Executive to provide further updates regarding the work of the Chief Officers (Public Protection) Strategic Group and key developments in public protection to Committee on a six-monthly basis.

3.0 FINANCIAL IMPLICATIONS

- 3.1 None.

4.0 BACKGROUND

4.1 Public Protection Overview

- 4.1.1 The Council, working in partnership with other Community Planning partners, has a range of responsibilities for the protection of vulnerable people which are discharged through operational and strategic arrangements for adult support and protection, alcohol and drugs, child protection, humanitarian protection, the management of high risk of harm offenders, suicide prevention and violence against women.
- 4.1.2 Dundee has a number of challenges around public protection given the socio-demographic characteristics of the city alongside high prevalence rates of domestic abuse, drug and alcohol use, drug related deaths and mental health needs. Over the last 12 months these challenges have been further compounded by the impact of the COVID-19 pandemic on some of the most vulnerable citizens in the city and related changes to the nature and complexity of risk for individuals and families in need of support and protection.
- 4.1.3 The Dundee City Plan identifies community safety and the protection of vulnerable people as a top priority and also recognises the importance of excellent collaborative working between the Council, NHS Tayside, Police Scotland, the third sector and local communities if services are to

be effective. This necessity for strong partnership working across the public protection agenda has never been greater than in the last 12 months. During this period a range of statutory and third sector organisations have worked together to rapidly adapt and respond to the COVID-19 pandemic.

4.2 Chief Officers (Public Protection) Strategic Group

4.2.1 Public Protection is led by the Chief Officers (Public Protection) Strategic Group (COG), supported by the multi-agency committees/partnerships which correspond to each of the areas of public protection. Following the retirement of the previous Chief Executive of Dundee City Council, the COG is now chaired by the Chief Superintendent for D Division, Police Scotland and vice-chaired by the Chief Executive, Dundee City Council. The COG continues to comprise of senior representation from health and police, chairs of the various committees and key officers, including the Chief Social Work Officer. The Dundee COG has an inclusive membership extending beyond the public sector to include representation from the third sector. Over the last 6 months NHS Tayside has reviewed its membership and contribution to the COG as part of a wider governance review of its Public Protection Framework, resulting in strengthened representation that is now aligned to strategic direction and oversight of the protecting people portfolio within NHS Tayside.

4.2.2 The work of the COG is supported by the appointment of Independent Chairs for each of the public protection committees (with the exception of the Suicide Prevention Partnership and Humanitarian Protection Partnership). Each Chair provides strong strategic leadership, direction and scrutiny in delivering the priorities and associated workplan of the committee they lead. Annual reports summarising the work of the Child Protection Committee, Adult Support and Protection Committee and Tayside MAPPA Strategic Oversight Group have recently been submitted to Committee for consideration. A written briefing summarizing the work of the Violence Against Women Partnership has been circulated to Elected Members. A briefing session regarding the Child Protection Committee Annual Report was provided in late March and a further session to brief Elected Members on the detail supporting each of the other public protection annual reports will be offered in due course. A report summarising the work of the Alcohol and Drugs Partnership, specifically in relation to implementation of the Action Plan for Change in response to the Dundee Independent Drugs Commission has also been submitted to the Policy and Resources Committee for consideration (Policy & Resources Committee Report 22-2021), supported by a briefing session for all Elected Members.

4.3 COVID-19 Pandemic Response – Wave 2

4.3.1 The impact of the COVID-19 pandemic on the welfare and protection needs of the population, how we deliver single and multi-agency protection responses, on inequalities and on the health and wellbeing of our protecting people workforce has been substantial and wide ranging. It has also necessitated rapid change to the way in which our governance, leadership and strategic planning functions operate to support operational service delivery. The last update report to the Community Safety and Public Protection Committee (report 242-2020) provided an overview of the multi-agency public protection response to the first wave of the pandemic. This included significant activity to enhance the focus on and response to 'hidden harm', rapid development of a protecting people COVID risk register, adjustments to the frequency and focus of governance meetings, enhanced public communication activity and enhanced arrangements for data reporting and monitoring.

4.3.2 Over the last 6 months the primary focus of the COG, public protection committees and operational services across the statutory and third sector has been on the response to the second wave of the pandemic. Learning from wave 1, the protecting people COVID risk register and the range of strategic and operational adjustments developed during the first wave have all informed the second wave response. In many cases tried and tested approaches from wave 1 were re-introduced or continued, for example the Children and Families Service approach to prioritising the nature and frequency of contact between services and children and families through their RAG process and associated quality assurance activity. However, driven by the COVID risk register the public protection committees have also overseen a number of developments to further strengthen the multi-agency pandemic response to adults and children who are at risk. This includes:

- Additional investment in IT equipment to support frontline operational teams to implement blended approaches to service delivery (face-to-face and remote contact) and to assess and manage risk more effectively within the context of ongoing public health restrictions. This has also facilitated the movement of some multi-agency risk assessment and management activities, such as MARAC (multi-agency risk assessment care conferences for very high-risk victims of domestic abuse) and MAPPA from tele-conferencing to video-conferencing platforms. Further work is planned to enable adults at risk to participate in adult support and protection case conferences via video-conferencing utilising secure systems available through NHS Tayside.
- Enhanced operational arrangements have been developed in response to evidence of increasing risk associated with domestic abuse, including a sustained increase in the number of children on the child protection register where domestic abuse is a contributing factor. This has included the establishment of a virtual domestic abuse response team to address any excess demand for support services. Enhanced joint working between the Children and Families Service and third sector specialist domestic abuse services to support identification and management of risk and to facilitate access to specialist support services within school settings has been developed and a small increase in capacity within Dundee Women's Aid Children and Young Person's Service has been implemented.
- Statutory and third sector substance use services have continued to strengthen joint working arrangements, including providing support to community pharmacies when required. A new independent advocacy service has been established, delivered by Dundee Independent Advocacy Services (DIAS) and supported by the Alcohol and Drug Partnership. Additional funding has also been secured to support people to access residential rehabilitation services outwith the city and work is currently being undertaken to develop pathways to support smooth transition to and from community residential treatment. There have also been significant enhancements to the Take Home Naloxone Programme during the second wave including: an increased number of statutory and third sector organisations supplying kits and holding kits for emergency use; amendments to organisational policies to encourage health and social care staff to carry and use kits; and, the establishment of a postal supply service by Hilcrest Futures and We Are With You.
- Further enhancements to public awareness raising activities alongside continued sharing of materials developed in partnership with Dundee City Council Communications Service during the first wave. This includes the launch of the revised Violence Against Women Partnership (VAWP) website that provides a range of information regarding supports and services available during the pandemic. A suicide prevention radio campaign has also been implemented in response to an increase in need identified at the end of 2020 and targeted activity has also taken place to raise awareness of scams targeted at vulnerable adults. Work has also been undertaken to develop accessible, symbolised versions of public communications materials related to domestic abuse in partnership with NHS Tayside Speech and Language Therapy and Dundee Health and Social Care Partnership learning disability and mental health services.
- A range of further resources have been developed to support practitioners who are responding to enhanced levels and complexity of risk and need. The VAWP website hosts a range of resources to support practitioners to respond to women, children and young people who are at risk of harm and a number of virtual staff development sessions have been piloted by the Partnership. Written guidance on responding to women impacted by commercial sexual exploitation has also been developed and distributed to the workforce. In addition, the public protection committees have maintained an oversight of changes to national legislation and guidance and the local implications of this.
- The Chief Officers Group and public protection committees forming executive groups to meet more frequently during the response period. These groups have had a focus on monitoring key data as well as closely scrutinising and regularly updating the contents of the COVID risk register.

4.3.3 During the second wave there has also been an ongoing focus on the wellbeing of the multi-agency protecting people workforce. The impact of working through the pandemic on the workforce has been significant; as well as rapidly adapting to new ways of working and dealing with changes in the nature and complexity of risk, the workforce has also managed the ongoing context of increased potential for hidden harm. Throughout the pandemic response attention has been given to ensuring that staff have access to appropriate PPE and COVID testing, and in recent months have been prioritized for vaccination in line with national guidance and JCVI guidance. This has included the vaccination of all social workers and a range of staff in other roles that provide direct health and social care services to the population. Working with Dundee City Council the staff Wellbeing Support Service has been promoted to the workforce and individual agencies have reviewed their approach to support and supervision, including access to clinical supervision where appropriate. The COG and public protection committees are currently working with Dundee City Council Communications Service to take forward specific actions to acknowledge the invaluable contribution the workforce has made over the pandemic period and to thank them for their continued flexibility and dedication. Further work in this area will also be informed by wider activity to implement a trauma informed approach to leadership, detailed in section 4.5.2.

4.4 Key Trends in Public Protection Data

4.4.1 During the COVID-19 pandemic SOLACE has provided a national leadership role in relation to public protection matters, with Dundee actively participating in activities, including the implementation of a national public protection dataset reported on a weekly basis. An overview of key data and trends is provided in appendix 1. This overview demonstrates that:

- Following an increase in numbers of children on the Child Protection Register during wave one, mainly due to a decrease in the level of de-registrations, numbers have declined and are currently below the historical average. There has been a sustained increase in the proportion of children on the Child Protection Register where domestic abuse is a contributing factor;
- Children and Families Services worked collaboratively throughout lockdown to maintain very high levels of contact with children who have protection plans and young people who have accepted throughcare services;
- The number of recorded domestic abuse and sexual crimes during lockdown was higher than the comparative period last year with a subsequently higher level of Police Scotland Vulnerable Person Concerns due to domestic abuse. However, referrals to voluntary sector services remained at similar levels to last year, with the exception of significantly increased demand for refuge accommodation; and,
- Neighbourhood Services responded to a significant rise in homeless applications during lockdown, resulting in a subsequent rise in the number of households being provided with temporary accommodation.
- Vulnerable person reports received from Police Scotland continued their upward trajectory during the COVID period. For the first time the Scottish Government published its annual Adult Support and Protection statistics which identified Dundee City as a clear outlier more than double the national average for adult support and protection referrals. Further analysis has led to the testing of a new screening process across the partnership and contributed to improvements in triaging adults at risk. These changes are focused on ensuring that adults at risk (in terms of the statutory test which forms part of the Adult Support and Protection (Scotland) Act 2007) are timeously identified and supported through adult support and protection processes and that other adults who have a range of vulnerabilities are supported through a multi-agency risk management approach.
- Decrease in suspected non-fatal overdoses reported by the Scottish Ambulance Service and Police Scotland, reflecting the implementation of a multi-agency pathway to respond to individuals who have experienced a non-fatal overdose in a rapid and co-ordinated manner.

4.5 Other Public Protection Leadership Developments

4.5.1 As well as leading the public protection response to the COVID-19 pandemic the COG has undertaken a programme of work over the last six months that has included:

- A range of activity associated with the review of specific cases under agreed multi-agency case review protocols:
 - Collaborative work through the Tayside Regional Improvement Collaborative to consider the findings of a thematic review of all child protection initial case review (ICR) and significant case review (SCR) activity across Tayside over a two-year period and to agree collective actions in response to these findings.
 - Scrutinising the work of MAPPA partners in relation to progress in implementing the agreed actions arising from the SCR for Prisoner Z.
 - Providing a partnership response to the Scottish Government's consultation to inform the review of national guidance for case reviews within a child protection context.
- Supporting the development and submission of the application to the Corra Fund to secure additional resource to support a test of change to develop an integrated response to substance use and mental health through a whole system of care. The COG has also had a significant role in providing leadership support for the implementation of the Alcohol and Drug Partnership Action Plan for Change and in planning for the return of the Dundee Drugs Commission in the summer of 2021.
- Considering reports related to the ongoing implementation of the Transforming Public Protection Programme, including the agreement of key priorities within the programme for delivery during 2021/22 and the findings of a workforce engagement exercise focused on multi-agency arrangements for screening of child and adult concerns. An overview of progress within the Transforming Public Protection Programme over the last six months is provided in appendix 2.
- Considering a report in relation to pressures within specialist violence against women services, where demand and complexity exceeds service capacity, and the need for an enhanced focus on domestic abuse and violence against women within mainstream service responses. The Executive Director of Neighbourhood Services is currently chairing a short-life working group to consider challenges and solutions in further detail and COG members have also committed to advocating for changes in the way that national violence against women monies are distributed to support the implementation of a strategic commissioning approach at a local level. The most recent discussions and lobbying at national level (through the national VAW network) have led to a change in the Scottish Government's Delivering Equally Safe Fund to ensure core specialist service funding is protected for the next 2 years, as well as the overall fund being increased by £5 million. The Scottish Government has committed to reviewing the approach to VAW funding over the next two years to establish a strategic, needs-led approach. Work is also ongoing to consider how COVID recovery monies allocated to Dundee City Council and Dundee Health and Social Care Partnership can be utilised to support an enhanced response to violence against women during the recovery period and the Consultant Clinical Psychology post based within Dundee Women's Aid (the ASPEN Project) has been permanently funded by the Psychological Therapies Service, Dundee Health and Social Care Partnership.

4.5.2 In addition to the above areas of activity, the COG has also taken forward work to implement a trauma-informed approach to leadership. The Executive Director of Neighborhood Services and Chief Social Work Officer have been identified as local Trauma Champions at the request of Scottish Government as part of the national trauma framework implementation programme. They are being supported in this role by a Trauma Steering Group that remobilized in November

2020 and is responsible for three key areas of work: mapping of the council and health and social care partnership workforce against the National Trauma Training Framework to develop a training and implementation plan; building on the delivery of Scottish Trauma Informed Leadership Training to the COG in December 2020 and January 2021 to drive forward trauma informed leadership approaches and widespread culture change; and, developing and delivering the innovative 'professionals with lived experience' project which aims to recognize and value lived experience within the workforce.

4.5.3 The work of the COG takes place within a wider national context. Independent Chairs and supporting officers actively participate in a number of national networks and work programmes being led by the Scottish Government, Care Inspectorate, SSSC, COSLA, NHS Education Scotland and the Improvement Service. This activity provides an important opportunity for Dundee to influence the national policy agenda, for example the Independent Chair of the VAWP has recently been invited to join a sub-group of the Children and Families COVID-19 Collective Leadership Group focused on domestic abuse and child protection.

4.6 Pandemic Recovery and Future Priorities

4.6.1 Leadership support to continue the pandemic response whilst also moving forward with learning and recovery will be a key priority for the COG in the coming year. This activity will continue to be focused on the core functions of the COG and public protection committees and be informed by the contents of the strategic risk register. Work has begun across all of the public protection committees to review the contents of risk registers to reflect the move into a period of recovery and the return of a range of business as usual activities alongside ongoing pandemic response.

4.6.2 In the first half of 2021 that COG and public protection committees will move forward with a programme of work to revise the protecting people strategic and governance structure. A consultation exercise that invited stakeholders to give their views on options for a future structure concluded at the end of 2020. The consultation exercise followed a programme of development sessions undertaken by the COG in 2019 through which it was identified that structural change is required to ensure that the multi-agency strategic and governance structure enables the delivery of the vision, principles and core functions of the COG and public protection committees. A short-life working group will now consider the outcomes of the consultation exercise, identify and evaluate a preferred option for the future structure and undertake further consultation activities, including opportunities for Elected Members to provide their views, prior to a final decision being reached and the new structure being implemented.

4.6.3 Other priorities for the next six-month period include continued implementation of the Transforming Public Protection Programme, with a particular emphasis on leadership aspects of the programme (including the further development of the strategic risk register, structural changes and trauma informed leadership referred to above) and service redesign workstreams. In addition, work will be undertaken to support the investment of additional funding available both at a local level and from national sources to develop responses to substance use, mental health and to support pandemic recovery. The COG also plans to further consider the implications of the Independent Review of Adult Social Care in Scotland for strategic and operational public protection arrangements and their contribution to local plans for the implementation of The Promise.

5.0 **POLICY IMPLICATIONS**

5.1 This report has been subject to an assessment of any impacts on Equality and Diversity, Fairness and Poverty, Environment and Corporate Risk. There are no major issues.

5.2 At the time of establishment the Transforming Public Protection Programme was subject to an Integrated Impact Assessment (Policy and Resources Committee report 257-2018 refers). This is available at <https://www.dundee.gov.uk/service-area/chief-executive/chief-executives-services/equality-and-diversity/integrated-impact-assessments>.

6.0 **CONSULTATIONS**

6.1 Members of the Chief Officers (Public Protection) Strategic Group, including the Independent Chairs of the Adult Support and Protection Committee, Child Protection Committee, Tayside

MAPPA Strategic Oversight Group and Violence Against Women Partnership have been consulted in the preparation of this report. The Council Management Team, the Chief Officer of the Integration Joint Board and the Chief Social Work officer have also been consulted.

7.0 BACKGROUND PAPERS

None.

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CHIEF EXECUTIVE

DATE: 23 MARCH 2021

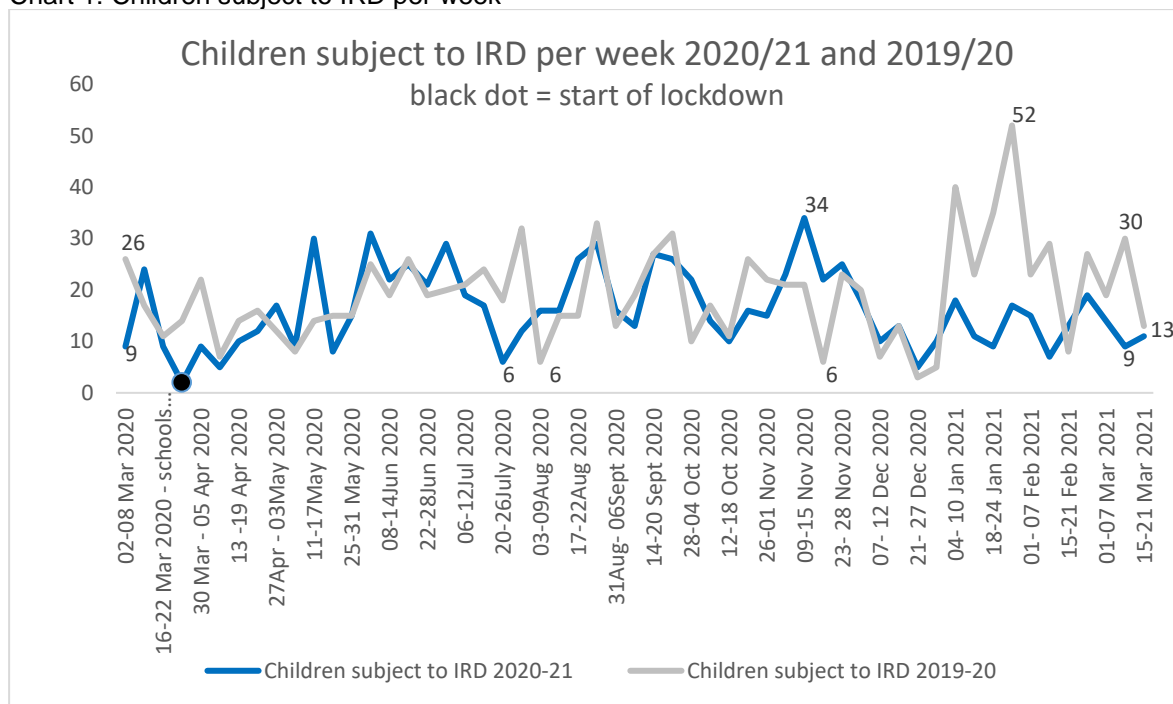
SUMMARY OF SOLACE DATASET AND OTHER KEY MEASURES

1. Child Protection

Overall child protection figures have fluctuated significantly week-by-week and over annual reporting periods. The following charts and narrative summarise key issues.

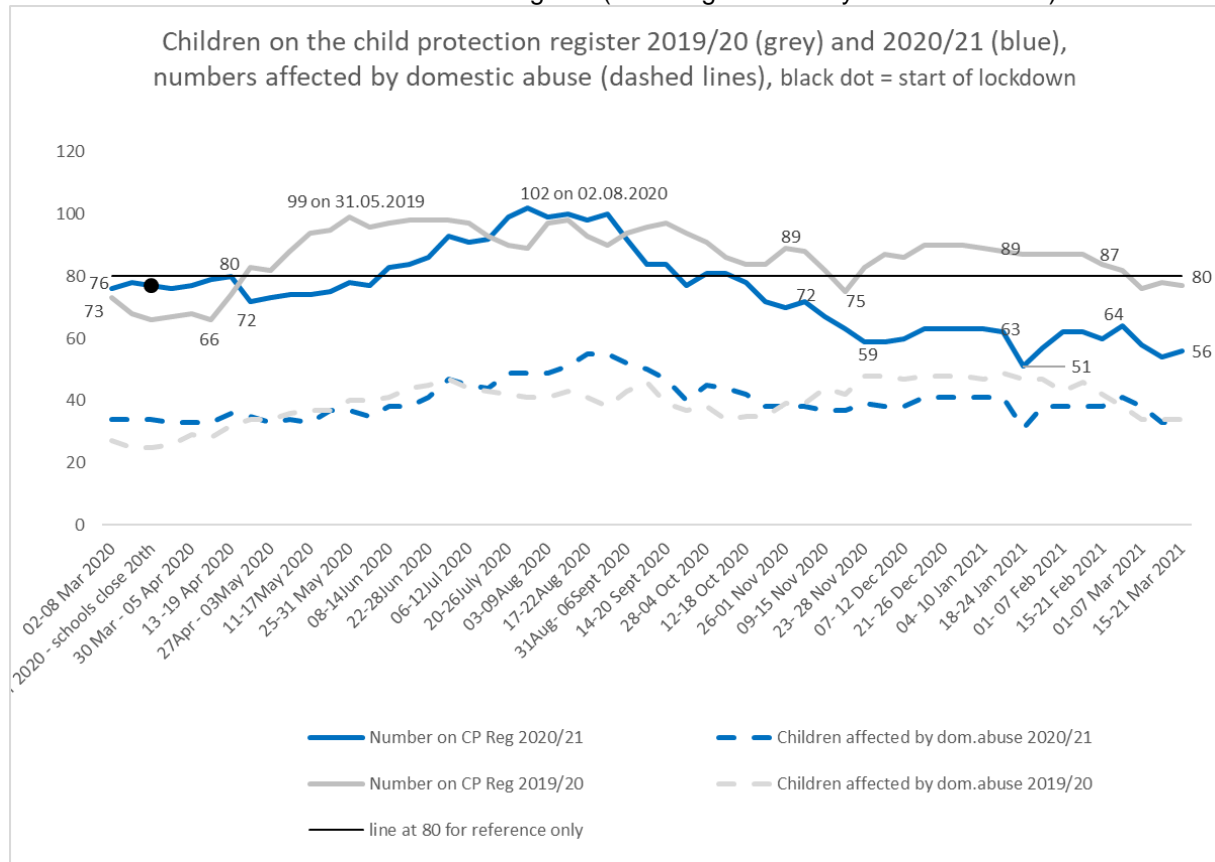
In the early stages of child protection processes figures show a normal strong variation (Chart 1). Two complete years of weekly data lead to a slightly higher average per week in 2019/20 (19 children) than in 2020/21 (16 children) but the graph clearly shows that this due to a pronounced peak in IRDs (initial referrals discussions) before lockdown in January and February 2020 compared to relatively low figures in January and February 2021.

Chart 1: Children subject to IRD per week



There is currently a lower number of children on the Child Protection Register than this time last year. Over 50% of all children registered are affected by domestic abuse compared to around 40% in previous years. Chart 2 further shows that there were peaks of around 100 children on the Child Protection Register in both summers 2019 and 2020 but that figures reduced since August 2020 to a much lower average; around 60 compared to around 80 in early 2020 before lockdown.

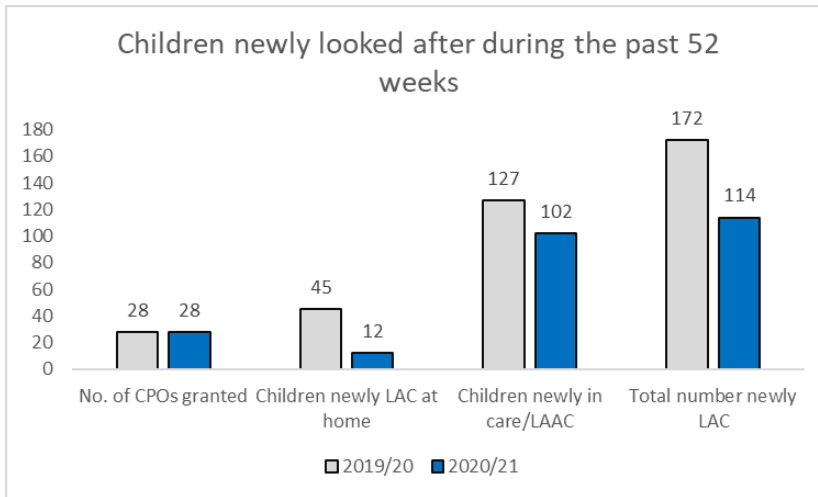
Chart 2: Children on the Child Protection Register (including affected by domestic abuse)



For almost a full year now, the Children and Families Service had been tracking contact with children. Despite lockdowns and social distancing requirements, 99% of children on the Child Protection Register were seen face to face every fortnight as well as having other contacts as required. Similarly, young people eligible for aftercare received a high level of contact, with an average of 95% of young people having had weekly contact with services (face to face, telephone, email or via social media), an excellent achievement compared to the national average of 65-70% per week.

The number of children newly looked after have reduced from 172 in 2019/20 to 127 in 2020/21 (past 52 weeks). This is largely due to a significant reduction in children looked after at home (from 45 to 12) but also due to a smaller decrease in the number of children accommodated (“in care”) from 127 to 102.

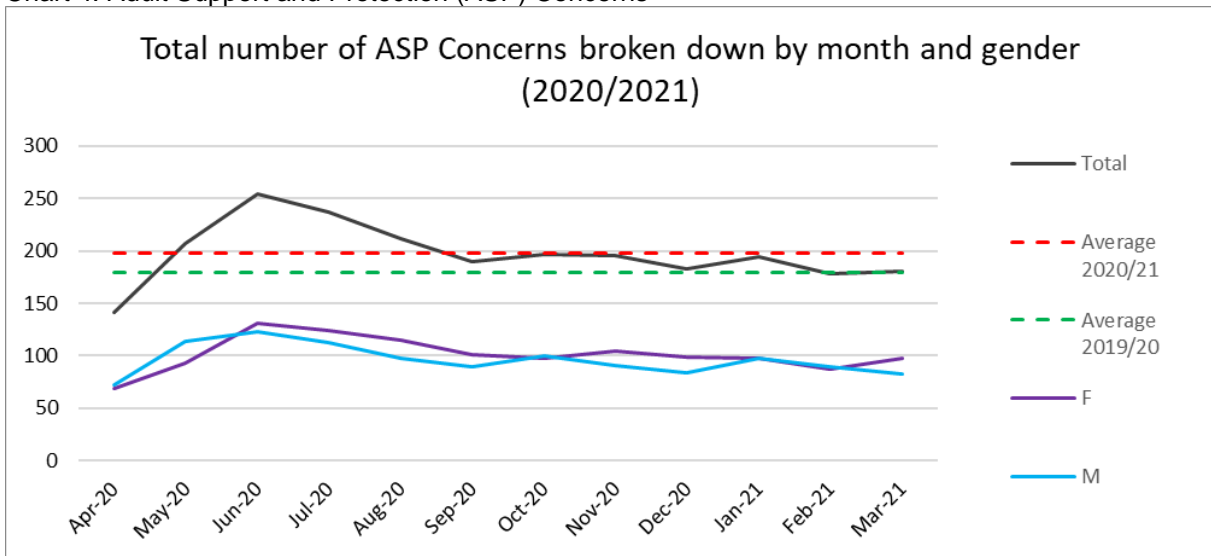
Chart 3: Child Protection Orders and Looked After Children



2. Adult Support and Protection

Both the number of total concerns, including those originating from Police Scotland, has remained fairly steady since September 2020 (Chart 4). There was a peak in early June 2020 which the Health and Social Care Partnership has established was due to different personnel assessing initial concerns during the lockdown period.

Chart 4: Adult Support and Protection (ASP) Concerns



There were significantly fewer adult protection investigations over the last twelve months than for financial year 2019/20. Monthly variation over the past year has been greater than in previous years due to small numbers, however there are three notable peaks where investigations numbers were close to levels experienced in 2019/20. The first peak occurred in June / July 2020, this was predominantly referrals of women; the second peak in mid-autumn can be correlated with an increase in domestic abuse VPD referrals (form Police Scotland); and, the third peak in December 2020 was predominantly associated with referrals of men (Chart 5). Case conference and protection plan numbers were broadly similar to the number encountered in previous years (Chart 6).

Chart 5: Adult Support and Protection (ASP) Investigations

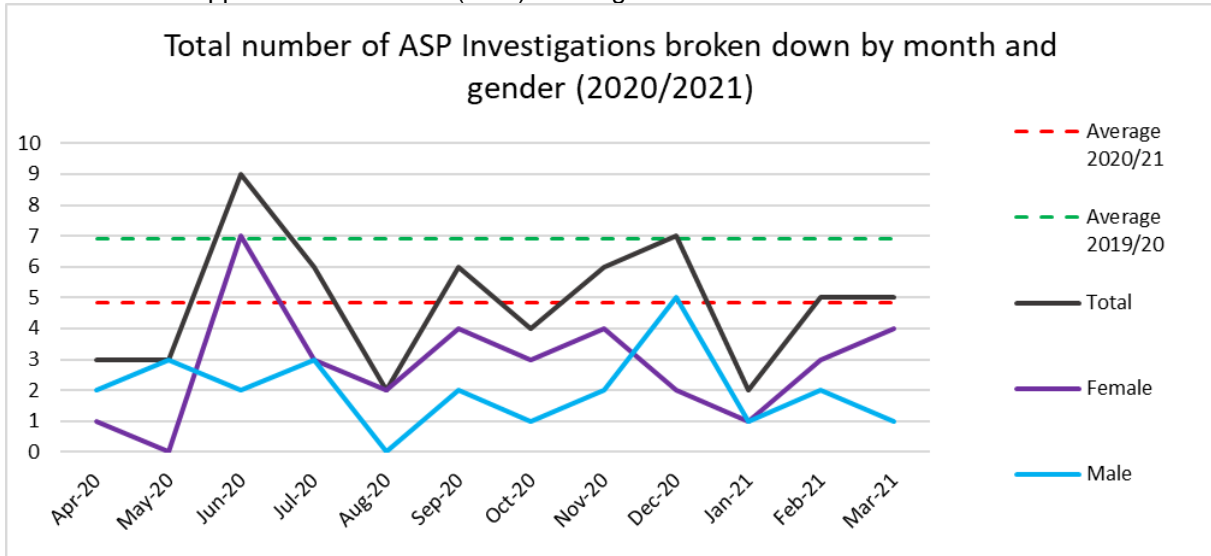
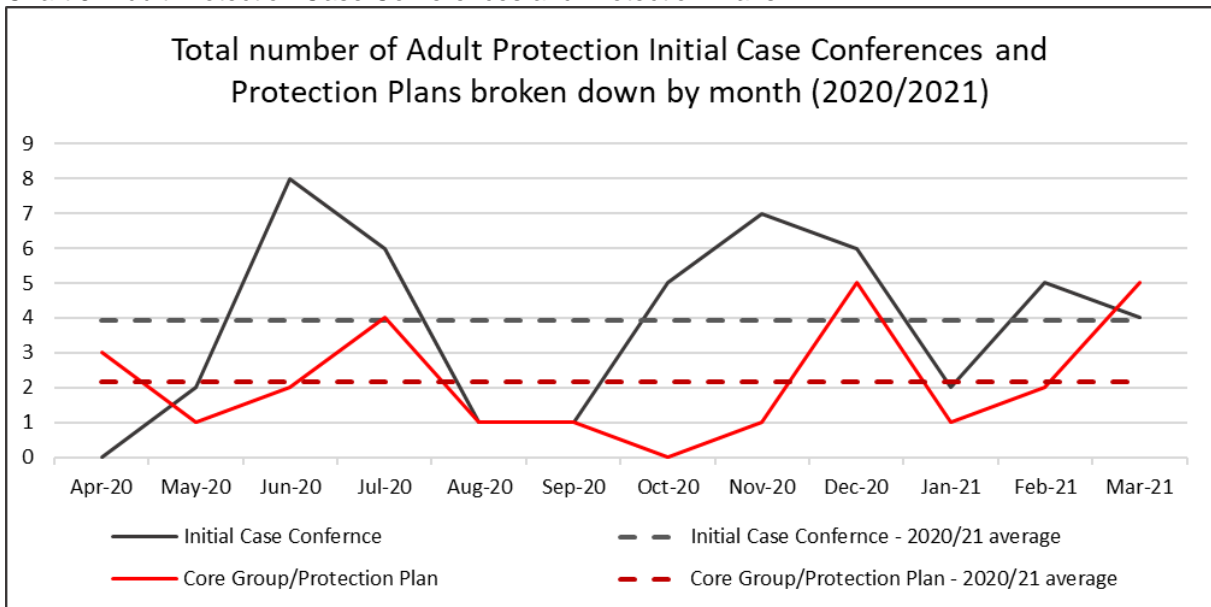


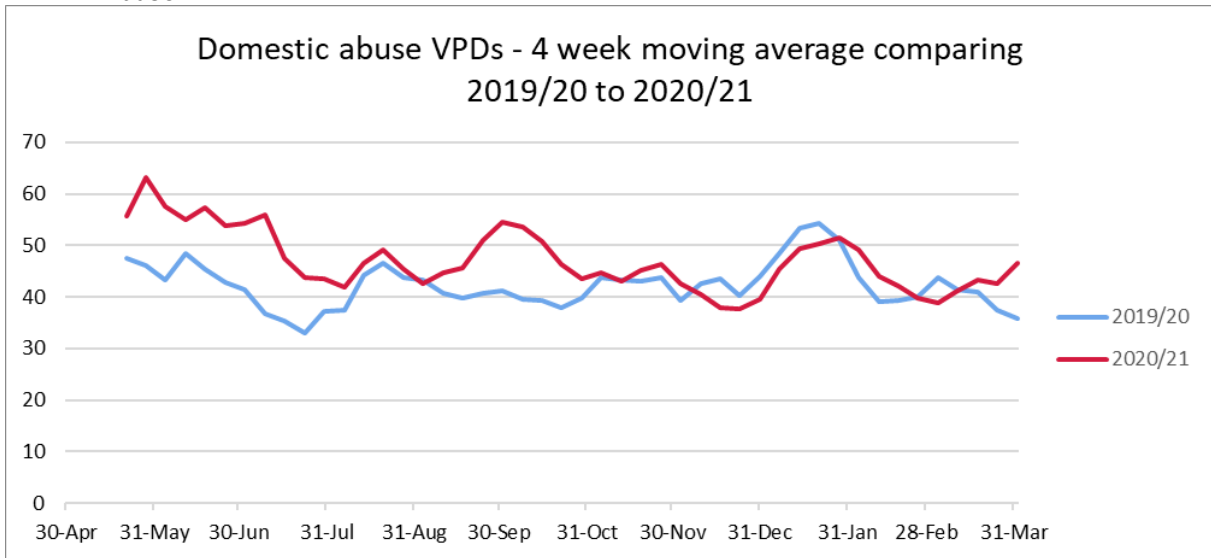
Chart 6: Adult Protection Case Conferences and Protection Plans



3. Domestic Abuse

The number of concern reports arising from domestic abuse incidents that have been recorded by Police Scotland has been higher than during the last 12 months than in 2019/20 (Chart 7), however, this appears to be mostly due to two periods in the spring/early summer of 2020 and over mid-autumn 2020.

Chart 7: Vulnerable Person Database Concerns (VPDs) recorded by Police Scotland for Domestic Abuse

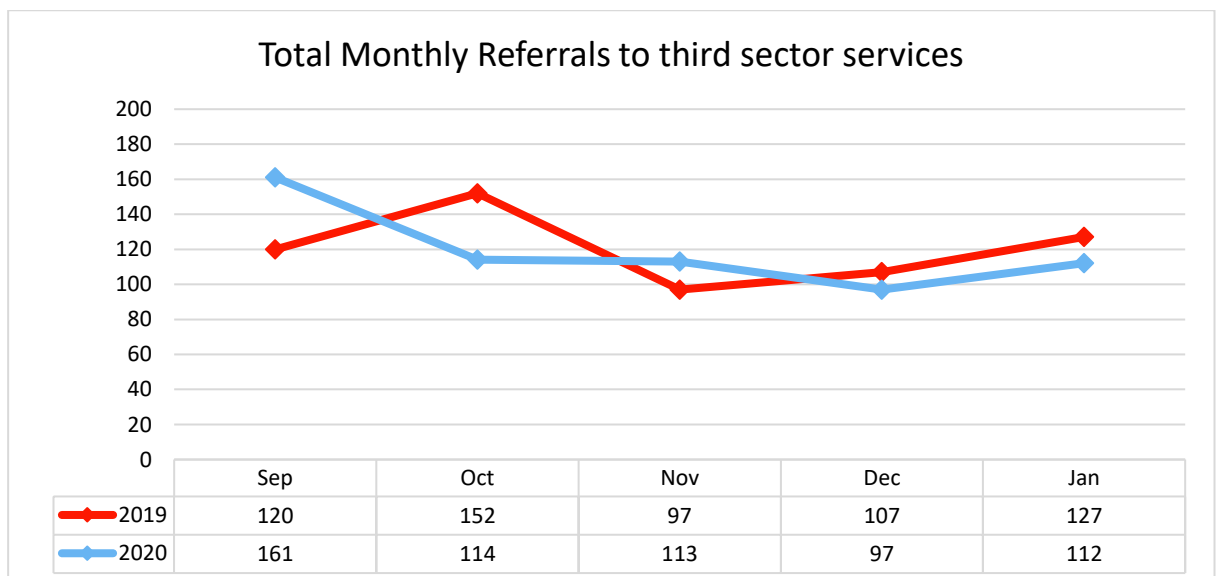


In addition to the data in Chart 7 reported through the SOLACE dataset the Violence against Women Partnership has been monitoring key data throughout the lockdown period. Key trends identified include:

- Total referrals to specialist, third sector violence against women services¹ were 1% lower during September 2020 to January 2021 than in the comparable period during 2019/20 (Chart 8). This is significantly different to the previous period (May to August 2020) when a 16% decrease in total referrals was experienced. The month of September 2020 saw the greatest increase in referrals in comparison with the comparable period in 2019, with a 39% increase.

Despite initial concern regarding moving support provision to remote approaches, many women engaging with services have responded positively to this change and have expressed that they find this new approach more flexible and accessible.

Chart 8: Referrals to Specialist Violence Against Women Services



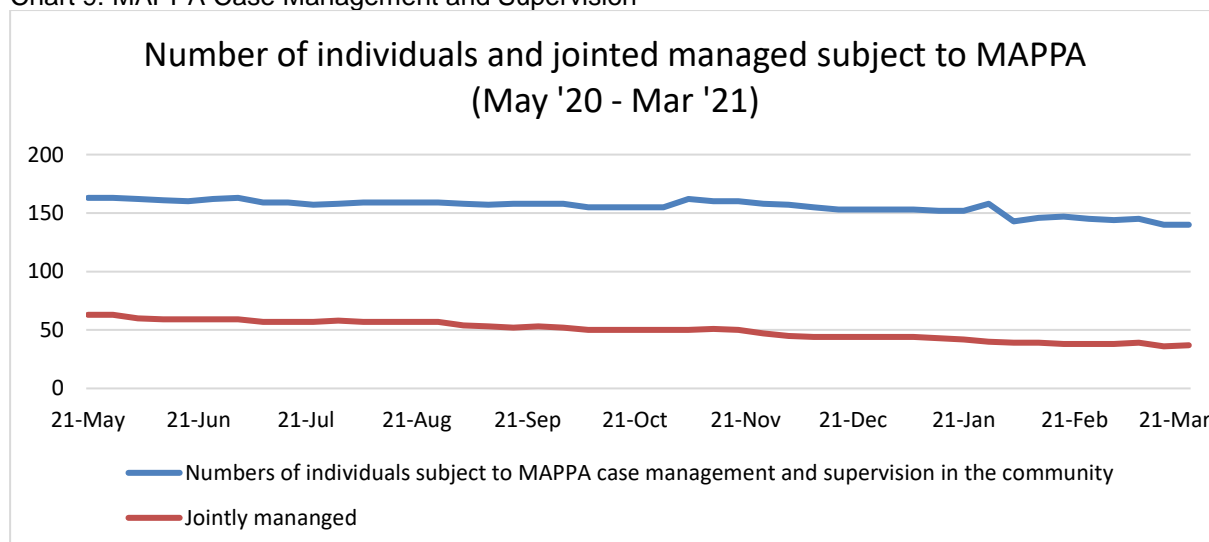
¹ Dundee Women’s Aid, the Women’s Rape and Sexual Abuse Centre, Barnardo’s Tayside Domestic Abuse Initiative and Shakti Women’s Aid.

- Between September 2020 and January 2021 requests for refuge accommodation continued to be higher than the comparable period in 2019/20, however there has been a significant reduction in demand for refuge since the very high levels experienced during the first lockdown period.
- MARAC (multi-agency risk assessment conferences for the highest risk victims of domestic abuse) referrals have been lower than the comparative period last year.
- All services have reported an increased complexity of problems so that a higher than average time is needed to be spent to address these issues reducing the overall capacity within services. This has particularly been associated with poor mental health and wellbeing, reduction in social supports, the financial impacts of COVID and general uncertainty regarding the future. Measures have been put in place to support workforce wellbeing whilst working remotely and dealing with increased complexity of need.

4. *Individuals subject to MAPPA*

The number of individuals subject to MAPPA case management has remained steady, averaging 156 with a shallow decrease noted over the year from week to week. The number of individuals managed jointly by Police Scotland and the Community Justice Service has also shown the shallow decreasing pattern, averaging 50 individuals. (Chart 9). This is associated with the impact of public health restrictions on the criminal justice system, particularly reduced throughput within the courts.

Chart 9: MAPPA Case Management and Supervision

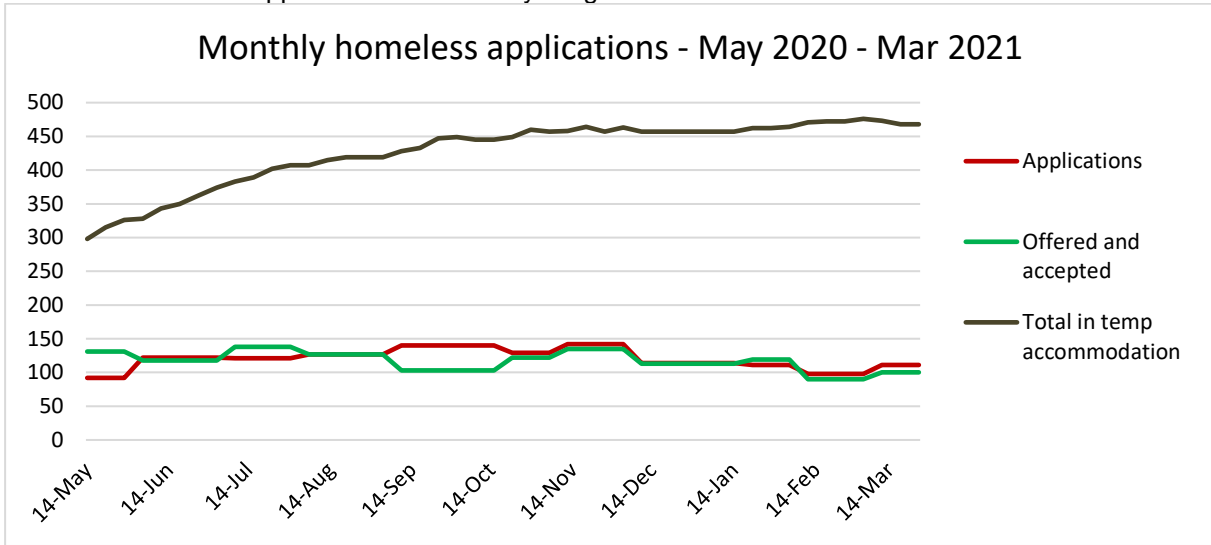


5. *Homelessness*

The number of homelessness applications per month rose steeply at the end of May 2020 and has maintained a steady state since then until the end of the 2020 calendar year. Applications have since slowly dropped back to level similar to May 2020 (Chart 10). All applicants have been offered accommodation, the number of accepted offers fluctuated between approximately 90 and 140 per month, matching the numbers of applications received.

The total number of households in temporary accommodation has been steadily increasing from approximately 300 in mid-May 2020 to 420 in mid-August 2020 when numbers stabilized. The total households in temporary accommodation currently sits at 468 (Chart 10).

Chart 10: Homeless Applications received by Neighbourhood Services



TRANSFORMING PUBLIC PROTECTION PROGRAMME UPDATE

1. Programme Infrastructure and Governance

- 1.1 An Oversight Group, chaired by the Chief Social Work Officer, continues to provide ongoing leadership support and to actively monitor programme implementation. This is supplemented by regular assurance reporting to the Chief Officers Group.
- 1.2 Significant progress has been made in many of the workstreams that form part of the TPP Programme since August 2018, however the pace of implementation has decreased significantly since the onset of the pandemic in March 2020 as capacity has been prioritised to the maintenance of essential services and immediate adjustments to the circumstances of the pandemic, rather than to planned improvements activity.

2. Cultural Change within Operational Services

- 2.1 Three operational teams across Children and Families Service and Dundee Health and Social Care Partnership have continued their work to improve critical aspects of public protection practice: risk assessment practice, chronologies, quality of supervision and case file auditing. Teams have been utilising the Model for Improvement and PDSA (Plan, Do, Study, Act) cycles to develop and test changes at a small scale within their teams. Across each team activity has been practitioner planned and led.
- 2.2 This area of the programme has been most significantly impacted by the pandemic and therefore limited progress has been able to be made over the last 6 month period. The Children and Families Service has continued to embed revised chronologies into their practice and have completed testing of the case file audit tool as part of their wider quality assurance activity related to the RAG system applied during the pandemic. Whilst operational progress has been limited, work has been undertaken at a strategic level to plan the next steps for this area of the programme, including the expansion of testing of chronology, risk assessment and case file audit tools beyond social work functions in partnership with education services, health services and the third sector. It is anticipated that this work will be loaded toward the second half of the year (autumn 2021 onwards) when pressures associated with pandemic response will be reduced.

3. Enhanced Leadership Support and Scrutiny

- 3.1 Following on from the programme of development activity undertaken by the COG during 2019 work has been undertaken over the last six months months to:
 - Complete a consultation exercise to gather stakeholder views on a future integrated protecting people governance and strategic planning structure. This included an open consultation exercise (online consultation document and response form), virtual consultation sessions and dedicated sessions for existing members of the public protection committees.
 - Further development of the protecting people strategic risks register, including changes to the way that risks are recorded and presented to make this more accessible for committee members. Briefing sessions have also been provided to committee members to support them to work more effectively with the risk register. Whilst the committees have continued to work with registers focused on risks associated with the pandemic, supporting officers have been working with the Independent Chairs to develop content that will support the transition to focus on business as usual strategic risks.
 - The COG membership has undertaken two virtual workshops as part of the Scottish Trauma Informed Leadership Training (STILT) programme. The Council, Dundee Health and Social Care Partnership and NHS Tayside have nominated senior trauma champions who provide leadership support for the implementation of the

national trauma framework at a local level. The Dundee Trauma Steering Group has remobilised and agreed a draft action plan for 2021/22, including a focus on training delivery, organisational culture change and valuing lived experience within the workforce.

4. Transformative Re-design of Protection Processes

- 4.1 This aspect of the transformation programme, which has a focus on designing approaches that provide an integrated response to risk across all ages (including multiple risks experienced by members of the same household/family group) and minimises the number of protection processes that any individual or family is subject to.
- 4.2 In October 2019 the Senior Officer, Community Justice and Safety was commissioned by the COG workstream sponsors to undertake an initial scoping exercise to obtain an up-to-date picture of current pathways and processes and of workforce perceptions of perceived strengths, challenges and gaps, drawing on the knowledge and expertise of 39 key staff from across multiple agencies. The scoping exercise also included researching information about best practice approaches elsewhere in Scotland and the rest of the UK to screening and multi-agency meetings. The consideration of the findings of this exercise was delayed by the onset of the pandemic; the COG considered a report on the exercise and its findings in November 2020. At that time a further programme of scoping activity was agreed, including review of relevant literature, mapping of current pathways through public protection processes, further statistical analysis and further benchmarking with arrangements in LGBF family group councils. Plans are also in place for the COG to participate in a development session in May 2021 to develop their strategic vision and ambition for multi-agency screening functions.

5. Future Programme Phases

- 5.1 As we move through the second wave of the pandemic and into a further phase of recovery the Oversight Group has considered priorities within the programme for 2021/22. Over the next six-months there will be a focus on strategic aspects of the programme to provide time and space for operational colleagues to continue and recover from the pressures of the pandemic response. In the leadership aspect of the programme we will: complete our work to identify a preferred strategic and governance structure for protecting people that is fit for purpose and supports the COG and committees to achieve their vision and functions; complete our transition from a strategic risk register focused on COVID to a business as usual approach and consider the interface between the strategic risk register and single agency operational risk registers; and continue to implement the Trauma Steering Groups agreed action plan. In the transformative redesign aspect of the programme we will complete our desktop research to inform the development of a small number of models for future delivery of screening functions that will subsequently be subject to detailed options appraisal.
- 5.2 Three areas of the programme require further consideration to take account of the impact of the pandemic and changes this has brought to the environment in which we work; support and supervision, workforce communication and digital. This will be progressed by the Oversight Group in the first instance and a revised implementation plan agreed.

