

**REPORT TO:** CITY GOVERNANCE COMMITTEE – 18 NOVEMBER 2024  
**REPORT ON:** PROTECTING PEOPLE COMMITTEE ANNUAL REPORT 2023/24  
**REPORT BY:** PROTECTING PEOPLE COMMITTEE INDEPENDENT CHAIRS  
**REPORT NO:** 328-2024

**1.0 PURPOSE OF REPORT**

To present to the City Governance Committee the annual report published by the Protecting People Committees for the period 2023/24.

**2.0 RECOMMENDATIONS**

It is recommended that the City Governance Committee:

- 2.1 Note the content of the annual report for the Dundee Protecting People Committees (main report and supporting information) (attached as appendices 1 and 2).
- 2.2 Note the progress made in developing an effective partnership response to the needs of at risk children and adults during 2023/24 (section 4.2).
- 2.4 Note the challenges and priority areas for action identified across the annual reports for focus during 2024/25 and beyond (section 4.3).

**3.0 FINANCIAL IMPLICATIONS**

- 3.1 None.

**4.0 MAIN TEXT**

**4.1 Background**

- 4.1.1 All agencies, professional bodies and services that deliver child and / or adult services or otherwise work with members of the public have a responsibility to recognise and actively consider potential risks to the safety and wellbeing of the people they come into contact with. Dundee City Council therefore has an important role to play in local arrangements, both at an operational and strategic level, in relation to child protection, adult support and protection, violence against women, alcohol and drugs, and suicide prevention.
- 4.1.2 During 2023/24 Dundee Alcohol and Drug Partnership, Dundee Child Protection Committee, Dundee Adult Support and Protection Committee and Dundee Violence Against Women Partnership had overall strategic responsibility for the continuous improvement of protecting people policy and practice in the local area. These partnerships consist of representatives from a range of backgrounds including the police, health services, local authority, health and social care, prison service, fire and rescue service, community planning and the third sector.
- 4.1.3 Requirements relating to the production and publication of annual reports vary, having been set out in legislation and national guidance for each specific group. Current arrangements can be summarised as follows:
  - Dundee Alcohol and Drug Partnership (ADP) – no requirement to publish an annual report, although an annual return is made to the Scottish Government (on a template set by them), however the Partnership in consultation with Dundee Chief Officers Group agreed a public facing annual report should be published.
  - Dundee Child Protection Committee (CPC) – no requirement to publish an annual report, however most Committees across Scotland do so including Dundee.

- Dundee Adult Support and Protection Committee (ASPC) – Section 46 of the Adult Support and Protection (Scotland) Act 2007 requires the Independent Convenor to prepare a Biennial Report outlining the activities of the Committee and progress made in protecting adults at-risk of harm. Please note that 2023/24 is a biennial reporting year.
- Dundee Violence Against Women Partnership (VAWP) – no requirement to publish an annual report, however the Partnership in consultation with Dundee Chief Officers Group agreed an annual report should be published.

National guidance also sets out the requirement for each MAPPA Strategic Oversight Group to publish an annual report by a specified deadline every year. However, given the Tayside wide remit of the MAPPA Strategic Oversight Group a separate report continues to be produced and published by them aligned to the deadline set nationally by the Scottish Government.

- 4.1.4 In 2022/23, the ADP, CPC, ASPC and VAWP published their first single integrated report rather than individual committee reports. This integrated report focused on multi-agency activity led by the committees, further detail regarding developments in individual services was included within their own annual performance reports (for example, the Chief Social Work Officer Annual Report and Dundee Integration Joint Board Annual Report). The production of a single report enabled the best use of available resources, supported an earlier publication date than has been possible in previous years and was well received by both partner agencies and the public. A single integrated report has therefore been produced for the 2023/24 reporting year and will continue to be produced in future reporting years.
- 4.1.5 Taking onboard feedback from 2022/23 the structure of the report has been updated this year to include:
- Main report – which provides a concise summary of the key data, achievements, challenges and future priorities both on a cross-cutting basis and for each individual committee.
  - Accompanying information document – which provides more detailed information about the key achievement and challenges, as well as additional data analysis and narrative regarding strategic developments achieved throughout the year.
- 4.1.6 Following endorsement from the Chief Officers Group the Protecting People Annual Report 2023/2024 (main report and supporting information, attached as appendices 1 and 2) were published on 31 October 2024.

## **4.2 Areas of Progress**

- 4.2.1 During 2023/24 significant progress has been made in improving services and supports in a range of areas that are relevant across all the Protecting People Committees. This includes:
- The implementation of the Protecting People Learning and Organisational Development Framework, supporting an accessible, tiered approach to multi-agency learning and development.
  - Improvements to arrangements for Learning Reviews, including through collaborative working with the Angus COG and Protecting People Committees.
  - The further development of digital materials and communication channels to aid both public awareness raising, distribution of service information and to support learning and development.
  - Continued focus on organisational culture change relating to trauma-informed leadership and trauma-informed practice.
- 4.2.2 With individual committee remits there have also been some significant positive developments throughout the year:

- There has been continued progress with the implementation of the Medication Assisted Treatment (MAT) Standards. The most recent benchmarking report confirms that improvements to service provision in Dundee have been achieved, with Dundee scoring green for MATs 1-5 and provisional green for MATs 6-9 (MAT 10 was not included).
- The ADP launched their website, which includes a comprehensive list of support services in Dundee and hosts public facing documents.
- The Dundee Alcohol and Drugs Prevention Framework was published.
- The ADP Commissioning Group developed an Investment & Commissioning Plan to ensure financial transparency. This group also leads on the allocation and management of funding for substance use service provision.

#### Adult Support and Protection

- Key processes and strategic leadership for adult support and protection were both rated as 'effective' by the Joint Inspection that reported in early 2024.
- The Committee hosted a dynamic programme for ASP week to promote ASP learning opportunities, with a number of events attracting high levels of attendance.
- Learning was progressed from the Significant Case Review of behalf of Ms L.
- Progress was made towards developing and implementing a new Adults at Risk Pathway to ensure robust support for people who do not meet the criteria for support under ASP legislation.

#### Child Protection

- The Committee conducted a multi-agency audit of the Adolescent Senior Management Pathway and agreed recommendations for implementation during 2024/25.
- Funding was identified to support the co-location of Adolescent Social Work team with multi-agency partners, with a new service being operational from March 2025 once renovation work is complete.
- Working with care experienced young people, the Committee developed a Charter and framework, to include the views and influence of children and young people within policy, planning and service delivery.

#### Violence Against Women Partnership

- An audit of Multi-agency Risk Assessment Case Conferences (MARAC) was completed with recommendations progressing during 2024/25.
- Additional capacity was secured to expand and co-ordinate the approach to learning and development through appointment to a dedicated role.
- A comprehensive programme of events was held during the 16 Days of Activism Against Gender Based Violence.
- The Partnership launched their Young People's Intel Briefing and Gendered Service Bulletin to keep the workforce up-to-date about current issues, risks and responses.

### **4.3 Challenges and Future Priorities**

- 4.3.1 All of the Protecting People Committees have experienced and responded to a challenging landscape over the last reporting year. There continues to be a need to carefully prioritise available capacity and resources against priorities for improvement to maximise progress in developing services, leadership and governance. Mirroring ongoing public sector financial pressures and insecure funding for third sector services has been an area of concern, with both the ADP and VAWP continuing to undertake focussed work to mitigate the impact and support applications for additional funding. Embedding lived experience at a strategic level and developing clear feedback processes to contributors continues to be a challenge, as does shifting resource and focus to prevention and early intervention work.
- 4.3.2 Moving into 2023/24 the Protecting People Committees are now working within a revised structure, with the Adults At Risk Committee, Children at Risk Committee and Alcohol and Drug Partnership now forming the basis for collaborative, multi-agency working. Each committee's plan is tailored to local data and intelligence, learning from case reviews and other quality assurance activity and national guidance and policy. However, some common areas of focus include:
- Enhancing our focus on suicide prevention by hiring a suicide prevention coordinator and developing a new delivery plan that reflects the national Suicide Prevention Strategy.
  - Further integrating our work on protecting people, implementing a new strategic structure that will help the COG and Committees to implement priorities for improvement by integrating VAWP, Suicide Prevention, ASP and CPC.
  - Focusing more on prevention activity, including taking a trauma-informed approach to understanding, responding and preventing future harm.
  - Enhancing our approach to quality assurance and learning reviews, making sure that these activities inform learning and development and lead to improvements in outcomes for children, young people, adults and families.
  - Expanding our approach to experiential data collection, making sure that feedback from people involved in protection processes, services and supports is at the centre of our quality assurance approach.
  - Focusing on making changes to our strategic and service development approaches to enhance the meaningful impact of lived experience.
  - Continuing to embed a gendered approaches to protecting people service delivery.

### **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 Members of the Chief Officers (Public Protection) Strategic Group, members of the Dundee Children at Risk Committee, members of the Dundee Adults at Risk Committee, Dundee City Council Leadership Team, the Chief Finance Officer, Heads of Service, Health and Community Care, the Chief Social Work Officer and the Clerk have been consulted in the preparation of this report.

### **7.0 BACKGROUND PAPERS**

None

ELAINE TORRANCE  
INDEPENDENT CONVENOR, DUNDEE ADULTS AT RISK  
COMMITTEE / INDEPENDENT CHAIR, DUNDEE CHILDREN AT  
RISK COMMITTEE

DATE: 24 OCTOBER 2024

PAMELA DUDEK  
INDEPENDENT CHAIR, DUNDEE ALCOHOL AND DRUG  
PARTNERSHIP

ANN HAMILTON  
INDEPENDENT ADVISOR, VIOLENCE AGAINST WOMEN





# Protecting People Annual Report 2023-2024

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## Foreword

As Chairs of the Protecting People Committees/Partnerships, we are pleased to present this report covering April 2023 to March 2024. Following the success of the single annual report last year, the four Committees are continuing to publish one Protecting People Annual Report to demonstrate the cross-cutting nature of the work undertaken. This Annual Report will highlight key cross-cutting and specific achievements, challenges and areas of future work. Alongside the Public Protection 22/23 Annual Report, this report acts as part of the Adult Support and Protection Biennial Report which is a legislative requirement.

There has been a large volume of work undertaken by the four Committees and their partners over the past financial year, with close multi-agency working continuing to be prioritised. A key achievement of the Protecting People Committees was the official launch of the Protecting People Learning & Organisational Development Framework. This Framework brings all learning into one online location that is easily accessible. The training and development opportunities are focused on multi-agency and cross-cutting learning. Committee communication with the workforce and community has been greatly enhanced through the extension of the Digital Communication Graduate role. This has enabled strategic documents to be more public facing in nature and easier to understand. Furthermore, there has been an increased focus on ensuring all the workforce can access trauma-informed learning with resources now being hosted on the Protecting People Learning Framework, along with workshops being offered on a single or multi-agency basis.

There has been significant progress and achievements and a number of these are summarised below.

Amongst the large range of achievements completed by the individual Committees are:

- Adult Support and Protection Committee (ASPC): Progressing actions in the Improvement Plan following the Joint Multi-Agency ASP Inspection, revising procedures in line with new guidance, the Committee hosted an ASP Week to promote ASP learning across Dundee, and a new Adults at Risk Multi-Agency Pathway is now under development and will be a key priority for 2024/25 onwards.
- Child Protection Committee (CPC): Substantial progress improving arrangements for 16/17 year olds; Multi-agency audit of the Adolescent Senior Management Oversight Group.
- Alcohol and Drug Partnership (ADP): significant progress with the implementation of the Medication Assisted Treatment (MAT) Standards, launch of the ADP website and wider engagement work, focusing on upstream prevention through the Dundee Alcohol and Drugs Prevention Framework, development of an Investment & Commissioning Plan to ensure financial transparency and best strategic use of resource for greatest impact and the significant increase in the number of people supported to access residential rehabilitation.

- Violence Against Women Partnership (VAWP): Audit of the Multi-Agency Risk Assessment Conference, enhanced VAW learning across Dundee through the VAW Learning and Development officer post, the creation of the Young Peoples Intel Briefing to ensure the workforce have up-to-date information on issues facing young people in Dundee, and additional funding was awarded from CORRA to focus on improving aspects of women's health and ensure barriers are reduced for women accessing support services.

Despite these achievements, there are still some challenges to address which are highlighted in the report. The Protecting People Committees have recognised that there continues to be challenges in timely progression with improvement work they have identified. This has been particularly difficult where improvement work has required active input, expertise and skills of people working in frontline protection services coupled with the changing leadership roles. Teams within the workforce have focused on meeting increased demand and complexity of risk that continues to increase in the city, whilst dealing with gaps in normal staff capacity caused by wellbeing, absence and recruitment issues. To address this, there is planned recruitment of additional roles in 2024/25. The work focused on restructuring the Committees and their working groups will also help to focus on key priorities and allow more time to be used for active improvement work within 2024/25.

Funding also remains a challenge, with the public and third sectors continuing to face a very challenging financial landscape during 2023 - 2024. This has impacted across a range of PP services and supports, particularly those delivered in the third sector. National funding arrangements for specialist drug and alcohol and violence against women services continue to pose challenges in terms of sustainability of services and longer-term strategic and financial planning. Many sources of funding are temporary, with short-term allocations and confirmation of funds available being made very close to the start of each financial year. To mitigate this, both the ADP and the VAWP have a sub-group to monitor the availability of funds and the total money in the city for their specific areas to ensure strategic priorities are being addressed. The Partnerships also actively seek out funding opportunities.

To address these challenges and continue improving Protecting People work across Dundee, the Committees and Partnerships will be working together on key cross-cutting areas. The Committees aim to further integrate the work by implementing a new strategic structure in 2024/25 to address risk and vulnerability affecting members of our community collectively. This will see the creation of the Adults at Risk Committee and the Children at Risk Committee, with both VAWP and Suicide Prevention agendas being merged into the new structure. For the time being, the ADP will continue to strategically sit separately. The Committees will also focus on further developing their approach to gathering the views from people they are working with to ensure their voice is heard and informs strategic direction, operational processes and service delivery. An increased focus on prevention activity is also a key priority to understand, respond and prevent future harm experienced within Dundee.

Furthermore, the Committees will work together to implement recommendations from both the Adult Support and Protection Inspection and the Learning Reviews to ensure improvements and outcomes for children, young people, adults and families.

We would like to thank all the members of the Protecting People Committees for their continued support and commitment to this work and express a great appreciation to all staff across the agencies who work hard to protect the people of Dundee every day.



**Elaine Torrance**  
Chair of Adult Support and Protection Committee and Child Protection Committee.



**Pamela Dudek**  
Chair of Alcohol and Drugs Partnership.



**Ann Hamilton**  
Chair of Violence Against Women Partnership.



# 1. Protecting People in Dundee

**“Dundee’s future lies with its people. They deserve the best this city can give them. We will provide the protection they need, when they need it, to keep them safe from harm.”**

## 1.1 What is Protecting People?

Protecting People (PP) is the term that we use in Dundee to describe our work to protect children, young people and adults from abuse, neglect and harm. Our approach to PP includes:

- Child protection
- Adult support and protection
- Violence against women and girls
- Alcohol and drugs
- The management of sexual and violent offenders (Multi-Agency Public Protection Arrangements)
- Suicide prevention

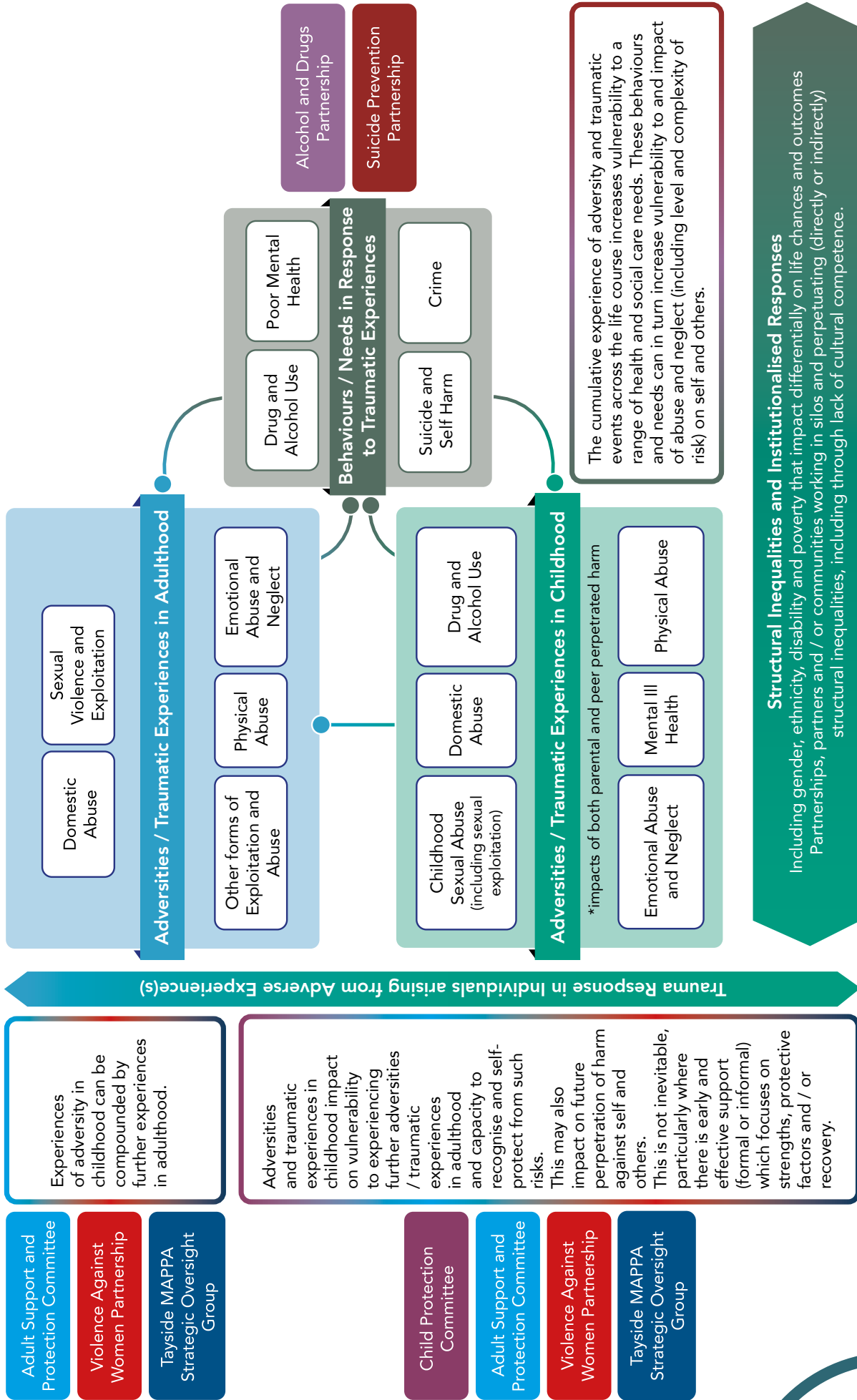
By working together agencies from across the public sector (for example, Dundee City Council, NHS Tayside, Police Scotland, Scottish Fire and Rescue Service), third sector (voluntary and community organisations) and independent sector (such as social care providers) aim to:

- Improve arrangements for identifying and supporting people who have been harmed or are at risk of harm. This includes involving people who have experienced harm and who have been supported through PP services in helping to improve services and supports;
- Raise awareness of PP issues across communities, including signs that people might be at risk of harm and how to report this;
- Work together with communities to help to prevent harm happening in the first place;
- Support the workforce who deliver PP service, including through learning and development activities; and,
- Monitor data and other types of information about the impact services and supports have on vulnerable people, so that services can learn from what is good and work together to change things that need to be improved.

Services also work together across Tayside, and with national organisations to share learning, resources and best practice.

## 1.2 Why have a Protecting People approach?

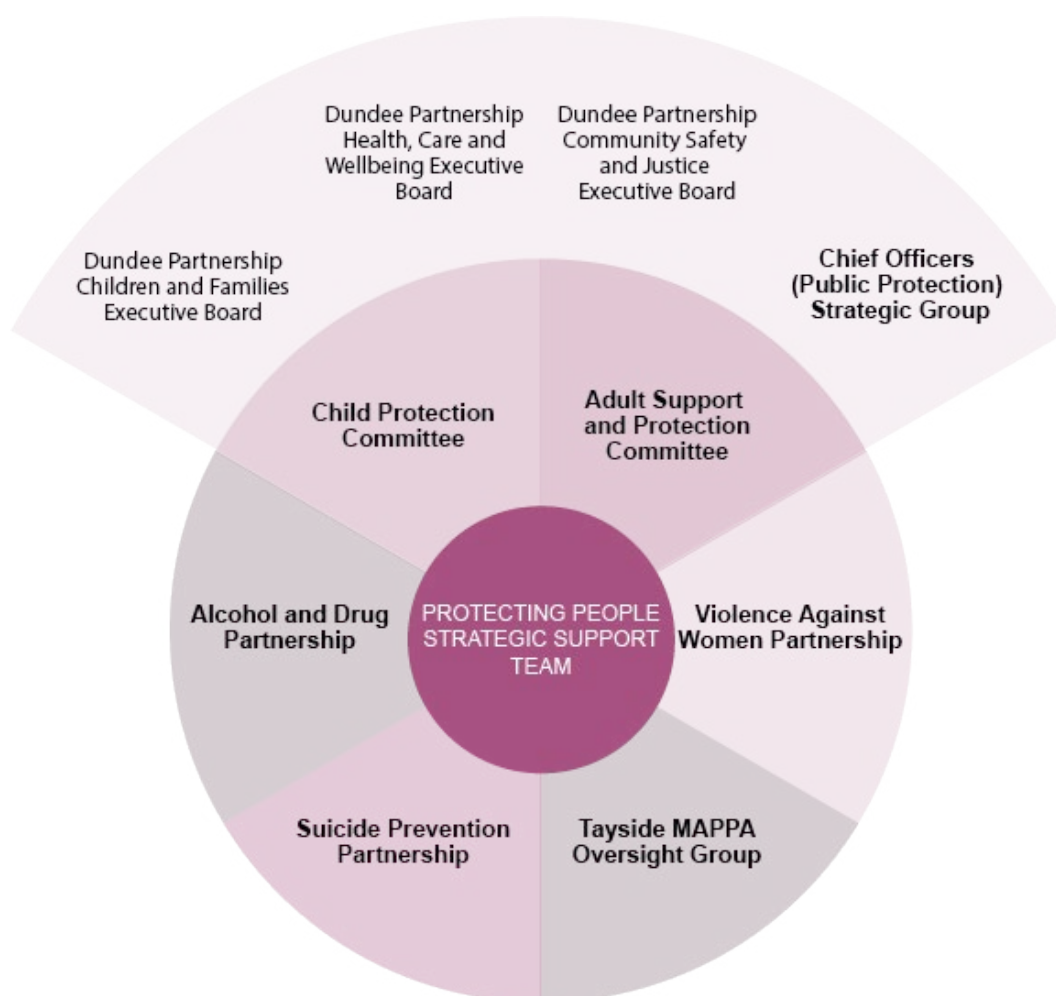
In Dundee an integrated PP approach informs all our work to protect people at risk of harm. We know that many people in Dundee have multiple, complex and changing needs which typically arise from experiences of abuse, neglect and trauma through their lives. The graphic below describes the interconnected nature of PP work and how experiences of trauma can impact life experiences and outcomes.





## 1.3 What are the Protecting People Committees?

The PP Committees are the groups where agencies come together to lead, plan and evaluate their work to protect people from harm. These groups have a strategic focus – this means that they take an overview across all the arrangements in Dundee for PP, looking for key themes and priorities where good practice can be spread across services or where there are gaps and areas for improvement. They are also focused on multi-agency working, each individual agency will also have their own, internal arrangements for making sure their PP responses are in place and are of a good quality.



Each of the Committees is led by an Independent Chair. This is someone who does not work for local agencies and has significant knowledge, skills and experience in specific areas of PP, as well as experience of leading services, change and improvement. They have an important role in supporting and leading improvement work, as well as challenging local agencies where they think improvement is needed.

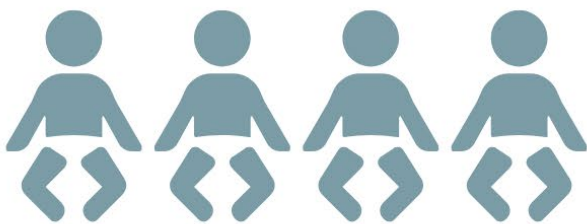
The wider membership of the Committees is made up of representatives from the public, third and independent sectors. As well as senior officers, some Committees have community representatives who have experience of harm and PP services (either themselves or as a family member). The Committees are also supported by a number of working groups where staff who work in protection services contribute to developing good practice and planning and implementing improvements.

# DUNDEE is Scotland's fourth largest city

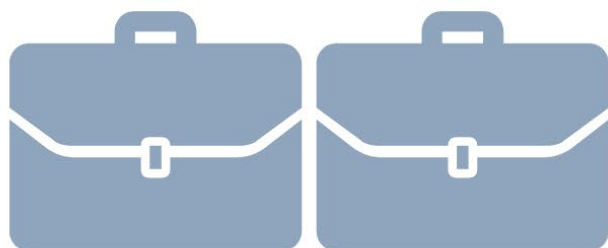
**2nd** highest population density in Scotland.



**7/8** Wards in Dundee ranked in the **20%** most deprived data zones in Scotland.

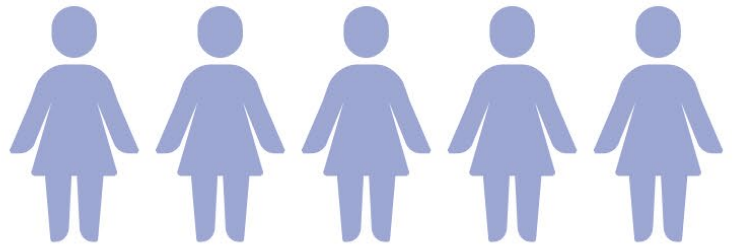


Estimated that **43% of children aged 0-15** live within the 20% most deprived data zones.



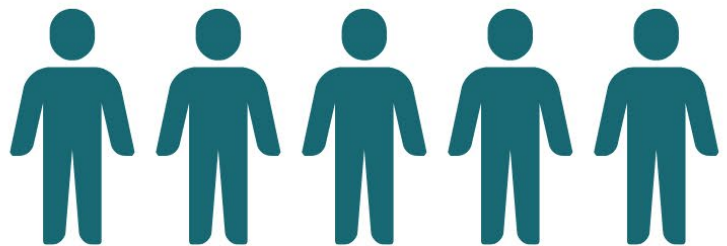
**Dundee's 2022 population** was estimated to be

# 148,100



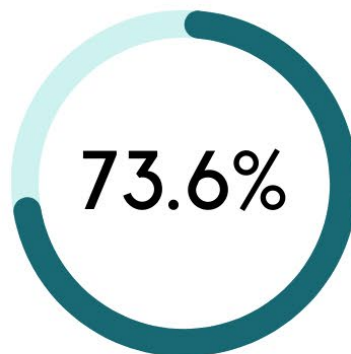
**76,100 Females**

Life expectancy: 79.1 years

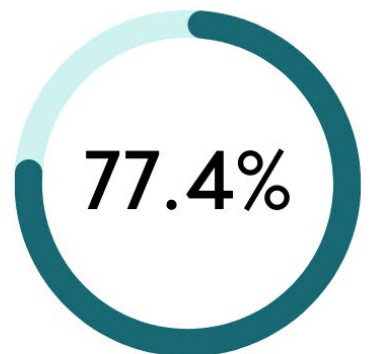


**72,100 Males**

Life expectancy: 73.5 years



Dundee



Scotland

**75% of those aged 16-64** years in Dundee City were economically active.



**30 Suicide probable suicides** in Dundee in 2023, **73% of which were male.**



**528 Sexual crimes recorded** by Police Scotland



A rate of 35.4 per 10,000 population (census 2011 rates)

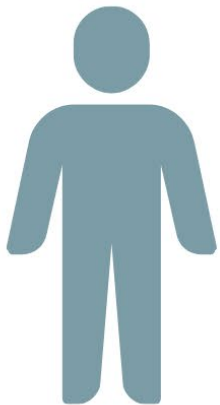
**19 Child Protection orders** issued in 2023/24



**2,743 Domestic abuse incidents** reported. Increase of **2.8%** on last year.



**30 Drug deaths** in 2022 a **decrease of 36%** from 47 in 2021. **69%** of those who experienced a drug death resided in the most deprived areas in Dundee.



**36 Alcohol-specific deaths** in 2023.

**Imprisonment rate:** Dundee City retained the **highest rate** of arrival **3.4** per **1,000** in 2022-2023



## Cross-Cutting Key Achievements in 2023-2024

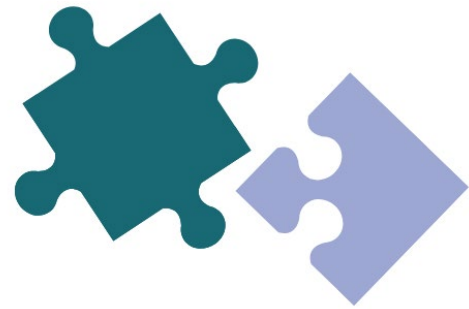
The official launch of the **Protecting People Learning & Organisational Development Framework**, bringing all learning into one place (online location) that is easily accessible and adopts a tiered approach.

The Protecting People Committees focussed on **improving their approach to learning reviews**, with Dundee and Angus working towards jointly developing a new Dundee and Angus Public Protection Learning Review Protocol that introduces a single process for undertaking reviews.

The Digital Communications Graduate Trainee role between Protecting People and Dundee City Council Communications Service was extended. This has allowed the Committees to continue to **improve their communications** and develop new digital channels and materials and improve the accessibility of information produced by the Committees.

All **trauma training** and learning resources are now hosted on the Protecting People Learning Framework.

A plan has been developed and implemented around organisational culture change relating to **trauma-informed leadership and trauma-informed practice**.

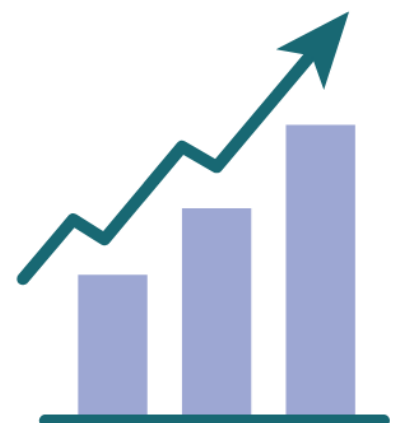


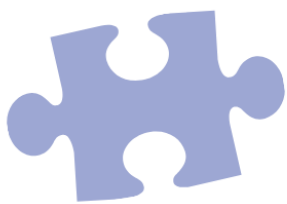
## Challenges

**Sourcing, delivering and releasing staff for training beyond basic/awareness level.** This continues to be a challenge with staff who have attended training having capacity to share and implement their learning and improvement ideas with their own service/team. Increased use of the **PP L&OD Framework** hopes to address this. Plans are in place to make the Framework landing page more user friendly.

**Implementing improvement work.** This has been particularly difficult where improvement work has required active input, expertise and skills of people working in frontline protection services coupled with the stretched capacity of leadership. This will be addressed through building the PP team capacity through additional jobs.

**Improving communication and engagement.** One size does not fit all - different audiences have different needs and preferences. Within the resources available it can be challenging to meet everyone's need and there often must be a process of prioritisation. Committees will continue to be proactive in their approach to communications and work collaboratively to maintain enhanced communication and design capacity required.





## Challenges

### Continue embedding lived experience.

It is important that we continue to embed and expand this work but ensure that all lived experience work is trauma informed and meaningful and not tokenistic. Additionally, clear feedback loop processes need to be deeply embedded within any lived experience work. Recruitment of an Authentic Voice Coordinator in 2024/25 will help improve lived experience work within the PP Committees.

### Increasing focus on prevention and early intervention.

Due to strained capacity within frontline and strategic teams, it does not always allow for this focus to be at the forefront, with resources being assigned to crisis-driven responses. We hope to address this by recruiting a Graduate Trainee in 2024/25 to assist on the implementation of the **Dundee Alcohol and Drugs Partnership Prevention Framework**.

**The public sector continues to face very challenging financial landscape.** This has impacted a range of Protecting People services and supports, particularly those delivered in the third sector. Protecting People Committees have focused on taking positive action to mitigate risks associated with financial challenges where possible. This includes the continued work of the ADP Commissioning Group and the VAWP Funding Group.



## Key Priorities for 2024-2025

**Enhance our focus on suicide prevention** by hiring a suicide prevention coordinator and develop a new delivery plan that reflects the national Suicide Prevention Strategy.

**Further integrate** our work on PP, implementing a new strategic structure that will help the COG and Committees to implement priorities for improvement by integrating VAWP, Suicide Prevention, ASP and CPC.

**Focus more on prevention** activity, including taking a trauma-informed approach to understanding, responding and preventing future harm.

**Enhance our approach to quality assurance and learning reviews,** making sure that these activities inform learning and development and lead to improvements in outcomes for children, young people, adults and families.

**Expand our approach to experiential data collection,** making sure that feedback from people involved in protection processes, services and supports is at the centre of our quality assurance approach.

**Focus on** making changes to our **strategic and service development** approaches to enhance the meaningful impact of lived experience.

**Continue embedding a gendered approaches** to PP service delivery.



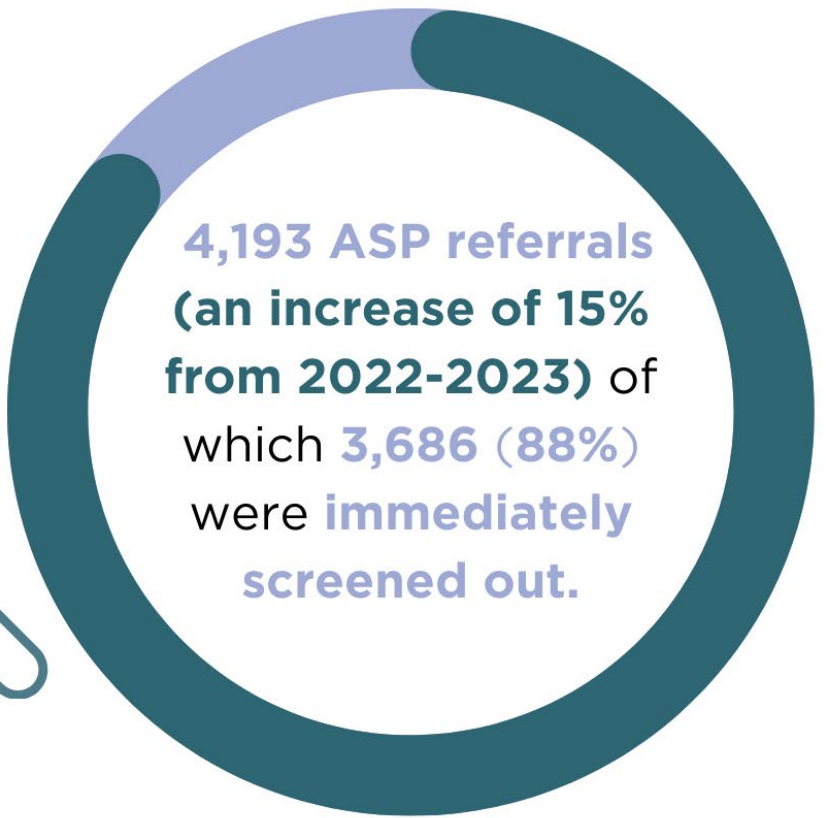
# DUNDEE

## Adult Support and Protection (ASP) 2023-2024

**101**  
**ASP**  
**investigations**



**91** Initial case conferences were held.



### Type of harm reported in ASP investigations

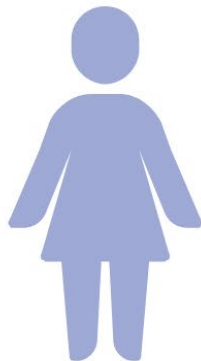


of harm happens most at home.

### The age group most at risk

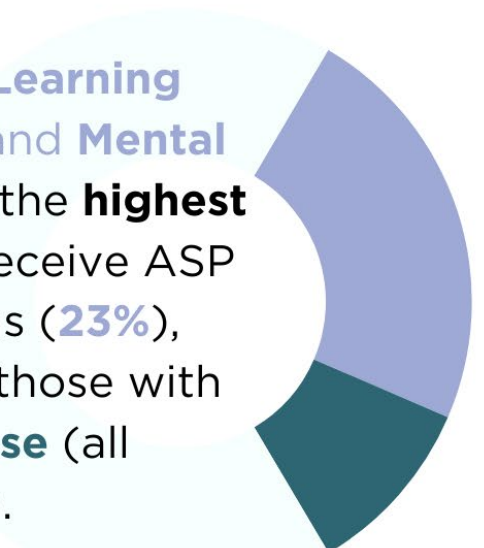


**40-64 years old males** (38%)



**25-39 years old females** (28%)

Adults with **Learning Disabilities** and **Mental Health** form the **highest group** that receive ASP investigations (23%), followed by those with **Substance Use** (all types) (10%).



## Key Achievements in 2023-2024

The **Committees key processes and strategic leadership were rated as 'effective'** in the Joint Inspection. In response, the Committee has developed a Joint Multi-Agency Improvement Plan to address six key areas of improvement.

The **Committee hosted an ASP Week to promote ASP learning across Dundee.** Events were widely attended with understanding being enhanced for the majority of participants.

**Learning has been progressed** from the Ms. L Significant Case review.

The **Committee began the process of developing a new Adults at Risk Pathway** to ensure robust support for people who do not meet the criteria for support under ASP legislation.



## Key Priorities for 2024-2025

Continue to **implement the recommendations** and subsequent action plan from the **Ms. L Significant Case Review**. This includes evaluating the impact of changes made.

Continue to implement the recommendations and subsequent action plan from the **Joint ASP Multi-agency Inspection**.

**Complete the design of the new Adults at Risk pathway** and work with partners to implement this into practice.

**Develop the Adult Support and Protection specific Learning Framework**, while taking into consideration the new National Code of Practice to enhance staff confidence in their professional judgment and decision making.

Integrate the new **National ASP Code of Practice** into the local Dundee Procedures and launch them to the multi-agency workforce.

Implement the new **National ASP dataset** locally.

Develop renewed **committee data set and Key Performance Indicators (KPIs)**.

# DUNDEE

**Child Protection Committee**  
(CPC) 2022-2023



# 160

Children and Young People subjected to Initial and Pre-birth Child Protection Plan meetings

# 2,326



**Police CP Concern reports.**

# 496

Initial Referral Discussions

# 126

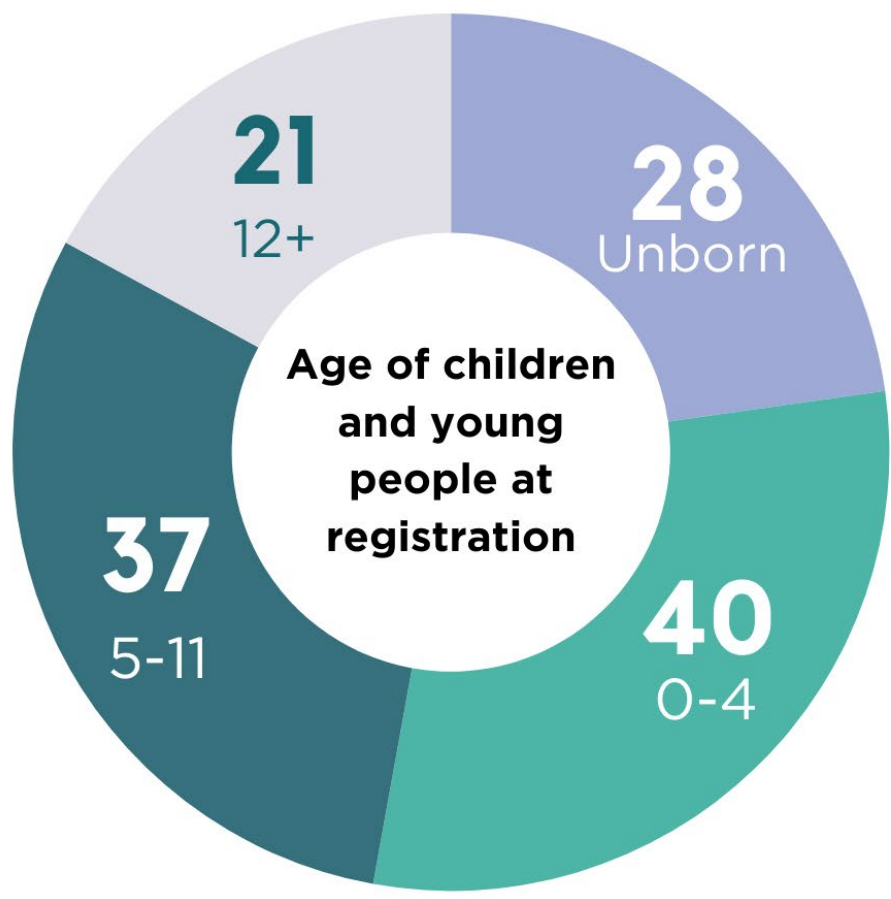


children **added** to Child Protection Register in 23/24.

# 102

Children and young people **removed** from the Protection Register in 23/24 and provided with alternative support.

At end of 23/24, there were **68 children on the Protection Register.**



Most **frequently recorded concerns** for children being placed on the Protection Register:

**Domestic Abuse (48%)**

**Parental Mental Health (48%)**

**Parental Drug Use (42%)**



## Key Achievements in 2023-2024

The CPC conducted a **multi-agency audit of the Adolescent Senior Management Pathway**, with recommendations to be implemented in 2024/25.

Working with **care experienced young people, the CPC developed the Charter and framework**, to include the views and influence of children and young people within policy, planning and service delivery. The CPC met with champion groups at Morgan Academy regularly to develop the Charter, framework and resource pack. This formally launched in June 2023, with engagement sessions taking place in the following months.



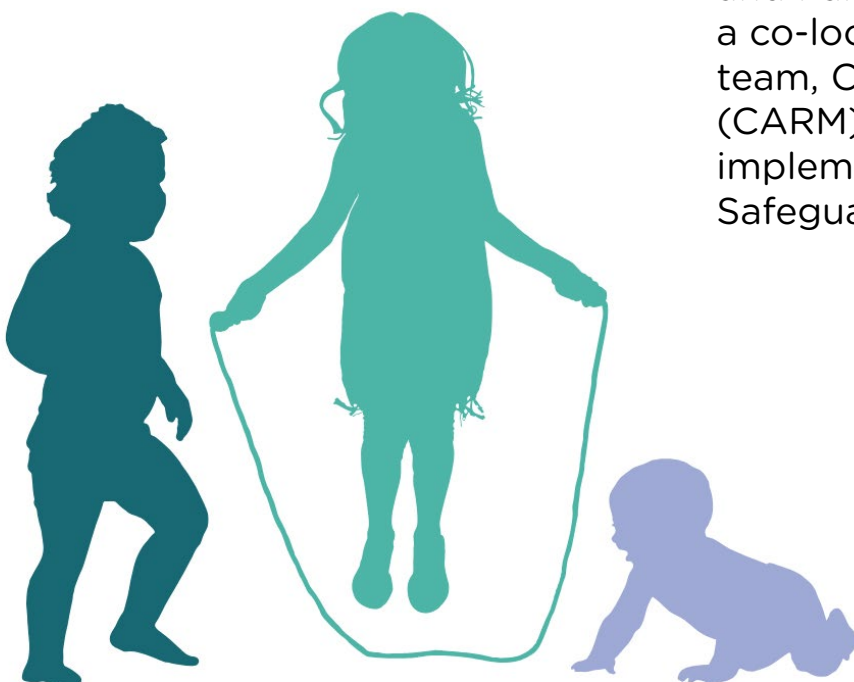
## Key Priorities for 2024-2025

Implement improved interface between the work of the **strategic committee and frontline services** following our recent workforce survey results.

Develop a **broader understanding of independent advocacy provision** and reach (relating to child protection and associated processes).

In alignment with the **Authentic Voice project** continue to develop the inclusion of lived experience voice in our work and fully implement the Children's Charter.

Finalise new arrangements following the **multi-agency review** led by the Dundee City Council (DCC), Children and Families Service - to include a co-located multi-disciplinary team, Care and Risk Management (CARM) procedure review and implementation of Contextual Safeguarding.



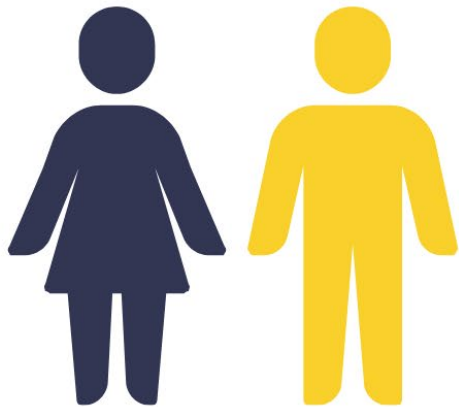
# DUNDEE

## Alcohol and Drug Partnership (ADP) 2023-2024

Dundee had **30 drug deaths** in 2023 confirmed by the Tayside multiagency Drug Death Review group.

**Average age for deaths was 45-49**

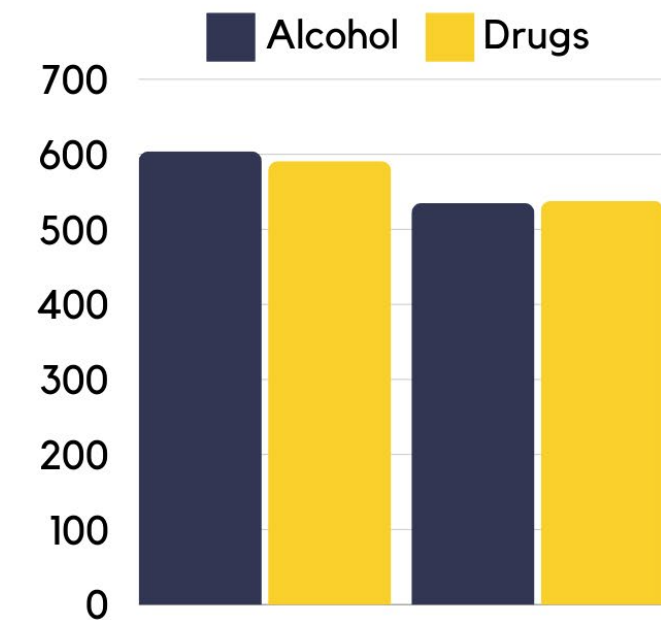
In 2023, there were **192 Near-Fatal Overdoses (NFODs)** incidents.



**36 Alcohol deaths** in Dundee in 2023



**42 (74%)** of the Tayside drug deaths in 2022 occurred amongst people who lived in areas of the greatest socioeconomic deprivation (SIMD 1 and 2).



**1,221**

**Naloxone kits were distributed** in 2023/24 (8% decrease from previous year)

Individuals in the most deprived areas of Dundee accounted for:





## Key Achievements in 2023-2024

There has been **continued progress with the implementation of the Medication Assisted Treatment (MAT) Standards**. The most recent benchmarking report confirms that improvements to service provision in Dundee have been achieved, with Dundee scoring green for MATs 1-5 and provisional green for MATs 6-9 (MAT 10 was not included).

The **ADP soft launched their website**, with the webpage since going live. This website includes a comprehensive list of support services in Dundee and hosts public facing documents.

The **Dundee Alcohol and Drugs Prevention Framework** was published and is now hosted on the ADP website.

The **ADP Commissioning Group developed an Investment & Commissioning Plan** to ensure financial transparency. This group also leads on the allocation and management of funding for substance use service provision.

The **ADP successfully obtained CORRA funding** to progress various projects across the city.



## Key Priorities for 2024-2025

**Continue** the progress that has been made with the implementation of all **Medication Assisted Treatment (MAT) Standards**.

Fully implement the **residential rehabilitation pathway**.

Finalise the set-up of the **drug checking service**.

Collaborate with other partners through the **Year of Kindness** role to address stigma.

Increase the rollout of the **Planet Youth** approach so it is available in all high schools in Dundee.

Ensure **Independent Advocacy** support is fully available.

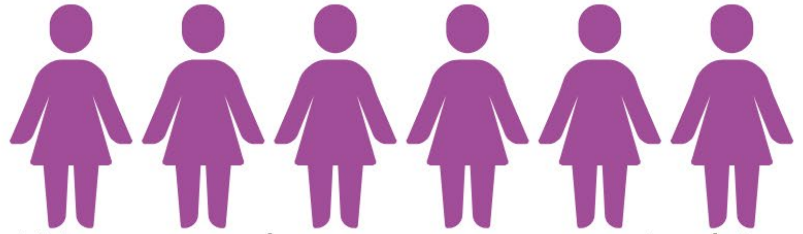
**Refresh communication pathways** to ensure staff and communities are aware of the available services and how to access them.

Embedding the **Dundee Alcohol and Drug Prevention Framework** with stakeholders.

Continue to support the work with local communities through the **Decentralised Funding**.

# DUNDEE

**Violence Against Women Partnership (VAWP) 2022-2023**

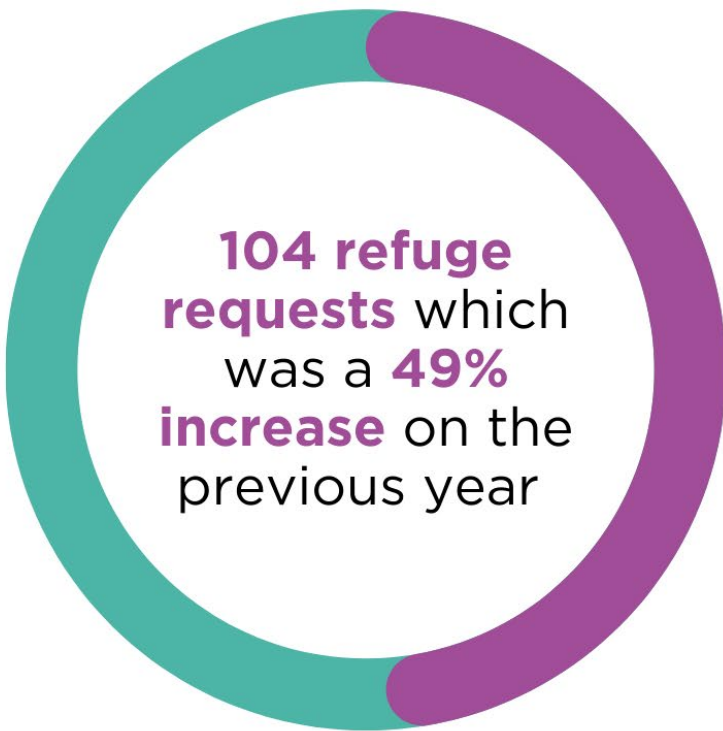


Women who were presented to services were predominantly **31 - 40 years.**

**Third Sector Organisations in 2023/24 supported:**

**2,218**   
**Women**

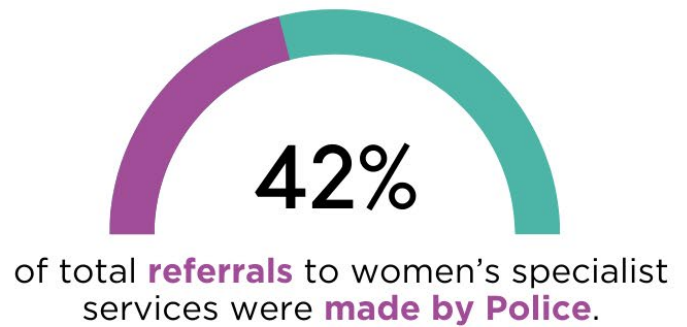
**225**   
**Children and Young People**



**257 women and young people** sought support from local specialist support services for rape and sexual assault

**285 cases discussed** at Multi-agency Risk Assessment Conference in 2023/24.

**6%** Increase on previous years.



**2%** increase in referrals to specialist service compared to 2022/23



## Key Achievements in 2023-2024

An **audit of the Multi Agency Risk Assessment Conference (MARAC)** was carried out with recommendations being made and progressed.

**Expanded and coordinated** the Partnership's approach to **learning and development** through a dedicated role.

Enhanced approach to the **promotion of 16 Days of Activism Against Gender Based Violence (GBV)**.

Hosted a **conference dedicated to technology and violence against women and girls**, to highlight the changing nature of GBV in a modern world.

Development and launch of both the **Young People's Intel Briefing paper and the Gendered Services Bulletin** to ensure the workforce are informed about current local themes.



## Key Priorities for 2024-2025

**Develop a VAWG Prevention Framework** by focussing on the root causes of GBV, namely women's inequality and how GBV impacts women and girls through the life course.

**Increase capacity and efficiency** in the MARAC process.

**Continue to develop** sustainable and collaborative approach to VAW funding locally and nationally.

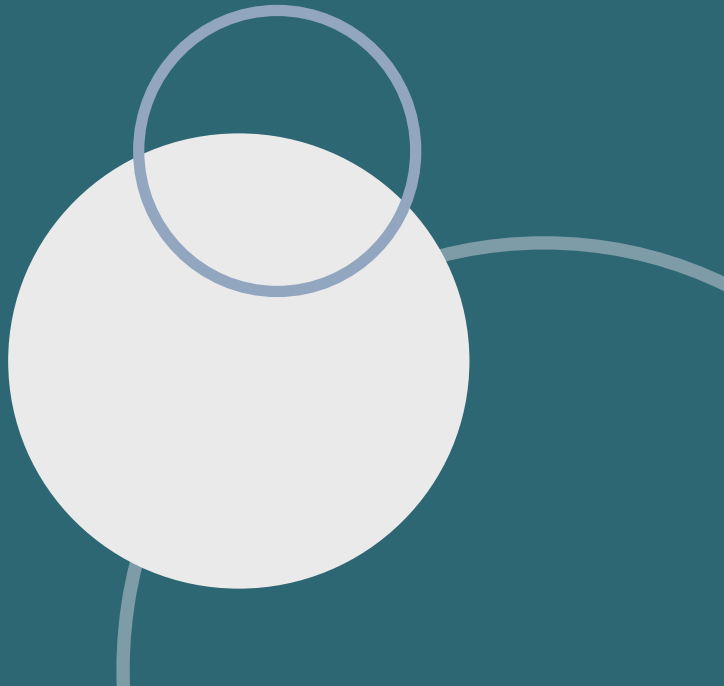
**Increase** local work focussing on young people's experiences of GBV within their own intimate relationships.

**Continue to grow** the following of the StandTaygither Instagram account to ensure a greater cascading of GBV-related education within the public.

**To raise the profile** of 16 Days of Activism to End Gender-Based Violence within Dundee by investing more resources into the promotion of the campaign.

**Further develop** the work of the Young People's Intelligence Group and ensure intel is widely disseminated throughout the workforce by creating and dispersing a workforce briefing paper.





Protecting  
People  
in Dundee

[dundeeprotects.co.uk](http://dundeeprotects.co.uk)





# Accompanying Information for Protecting People Annual Report 2023-2024

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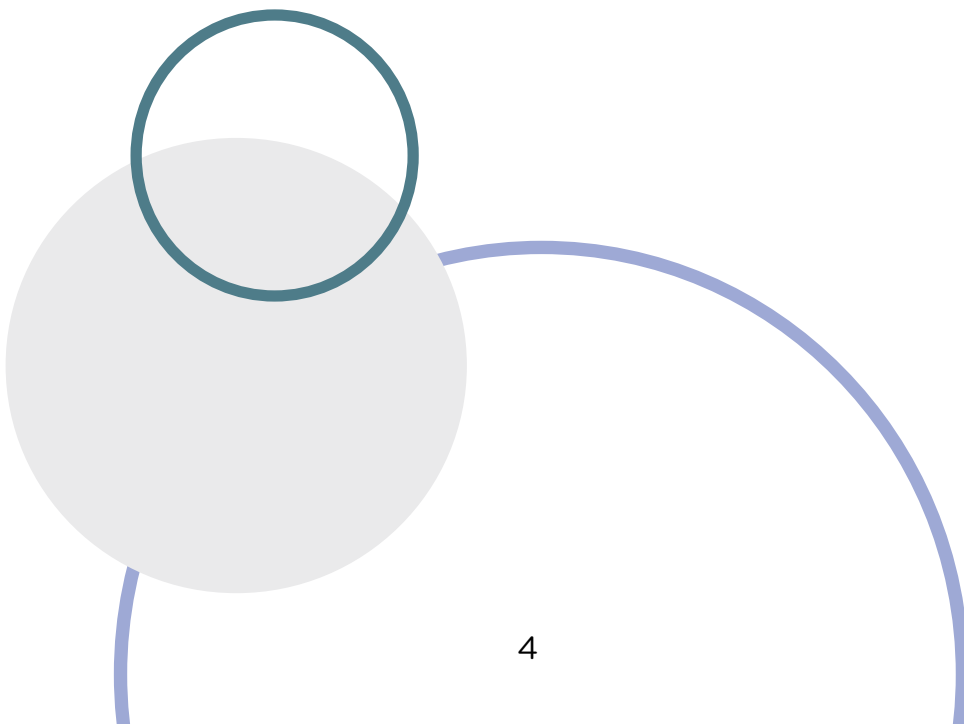




## 1. What our Data is Telling Us?

The Protecting People (PP) Committees have a range of different methods of collecting and analysing data and information. During the pandemic each of the Committees had a strong focus on using data to monitor levels of need and demand for protection services and supports. Since then, they have continued to focus on using data and information for improvement, including to identify good practice.

This section details the ways in which the PP Committees have used data and information to identify and spread good practice, as well as gaps and areas for improvement during 2023/24.





## 1.1 Our Local Data:

### 1.1.1 ASP

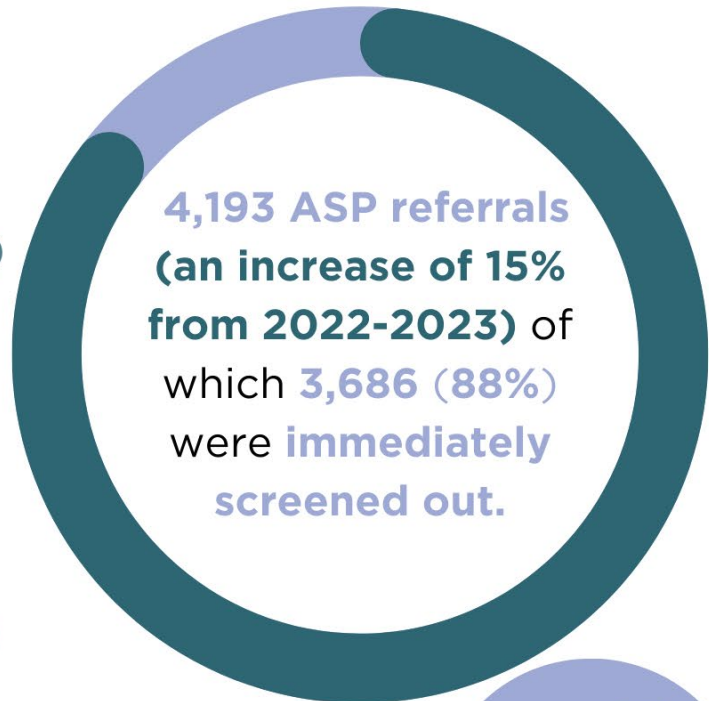
**101**  
ASP  
investigations



**91** Initial case conferences were held.

**65%**

of harm happens most at home.



#### Type of harm reported in ASP investigations



The main source of referrals is from

**Scottish Fire and Rescue**  
138

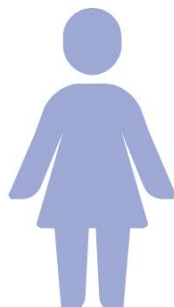
**Police Scotland**  
2871

**NHS**  
721

#### The age group most at risk



**40-64 years old males**  
(38%)



**25-39 years old females**  
(28%)

Adults with **Learning Disabilities** and **Mental Health** form the **highest group** that receive ASP investigations (23%), followed by those with **Substance Use** (all types) (10%).

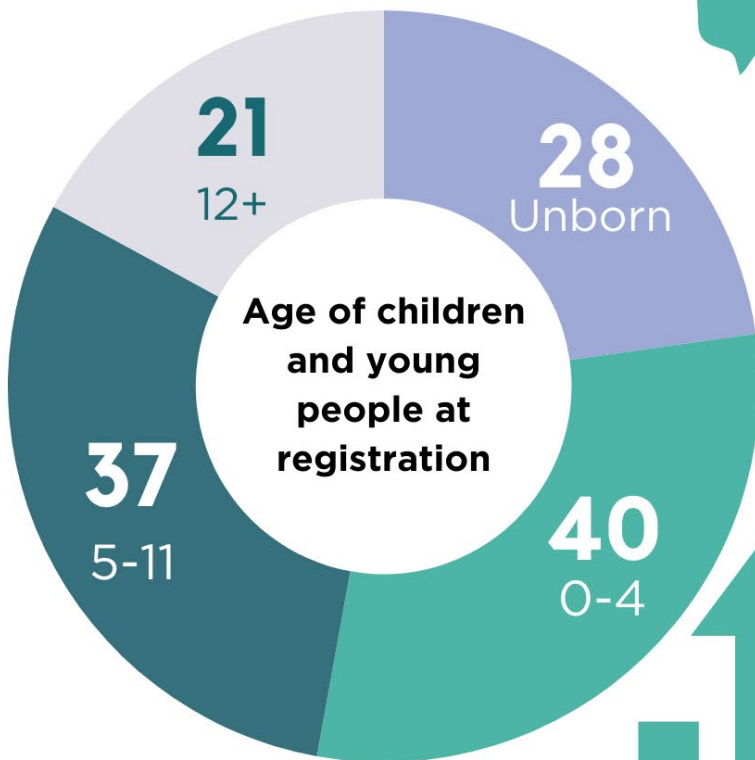
1.1.2 CPC

**2,326**  **126**  **102**

**Police CP Concern reports.** children **added** to Child Protection Register in 23/24. Children and young people **removed** from the Protection Register in 23/24 and provided with alternative support.

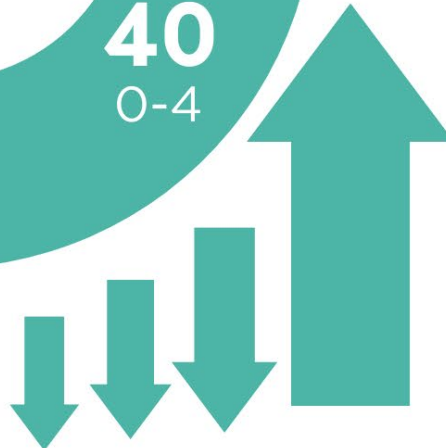
**839** Children and Young people at **496** Inter-agency referral discussions.

**15**  **Re-registrations** on the Child Protection Register (CPR), though only two of the 15 were within 24 months of previous de-registration.



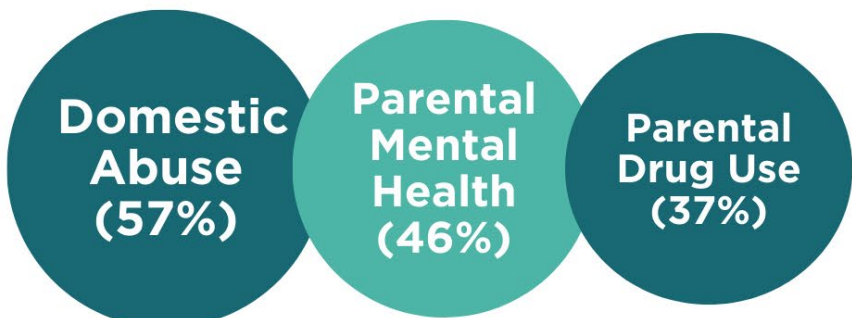
The number of children on the CPR has increased steadily throughout 2023/24, at end of March 24, there were **68 children on the Protection Register.**

**160** Children and Young People subjected to Initial and Pre-birth Child Protection Plan meetings



The **number of children in care has reduced** across 2023/24, with fewer placements away from home comprising the whole care experienced population.

Most **frequently recorded concerns** for children being placed on the Protection Register:



### 1.1.3 ADP

#### 1.1.3.1 Drug Deaths (2022)

Dundee had **30 drug deaths** in 2022 confirmed by the Tayside multiagency Drug Death Review group. (57 Tayside region)

**Average age for drug deaths in Dundee was 45-49**



**35 (61%)** of those who died in Tayside **were male**, this is a **48% decrease** from the drug death peak in 2020 (67%).



**42 (74%)** of the **Tayside drug deaths** in 2022 occurred amongst people who lived in areas of the greatest socioeconomic deprivation (SIMD 1 and 2).

**30 (53%)**

had been to prison or on remand at least once in their adulthood, with 9 having been in prison in the 12 months before their death.



At the time of their death, **41 (72%)** individuals were identified as having been **diagnosed with a mental health condition** at some point in their life.



Females were more likely to have a long-term condition such as pain, asthma and respiratory disease.

Average number of **substances reported in toxicology** was **six**, with the **most frequently reported** in the post-mortem being

**Methadone** **63%**

**Pregabalin** **56%**

**Cocaine** **54%**

**Etizolam** **54%**



Males were more likely to have or had epilepsy or seizure activity.

**15 (26%) drug death casualties** were known to have **children under the age of 16**, whether living with them or living elsewhere.



Following the publication of the **2022 Drug Death Annual Report** the Dundee ADP held a large multi-agency event in October 2023 to discuss the recommendations and agree on the specific improvement actions. Most of the actions were operational in nature and will be progressed by frontline organisations, however actions for the ADP to lead on include:

- Improving after care support following detox
- Develop a non-opioid pathway
- Enhance the availability of bereavement support
- Extend the availability of harm reduction support (including during evenings and weekends)

National Drug-related Death figures for 2023 were published in September 2024. For Dundee there were 46 deaths recorded, with 63% being female. The Tayside report will be published in due course.

### 1.1.3.2 Alcohol Deaths:

## 36 Alcohol deaths in Dundee in 2023

(no significant change from 2022 in which there were 37)



Rate of **alcohol deaths** **27.7 per 100,000**, higher than national average (21 per 100,000)

### 1.1.3.3 Individuals Accessing Services in Dundee (2023-24):

	Number of Referrals	Individuals Starting Treatment
Alcohol	604	535
Drugs	591	538



In 2023-24, 14 individuals were referred into Dundee’s rehabilitation pathway, with nine completing the pathway.

#### 1.1.3.4 Preventing Drug Deaths and Drug-Related Harm:

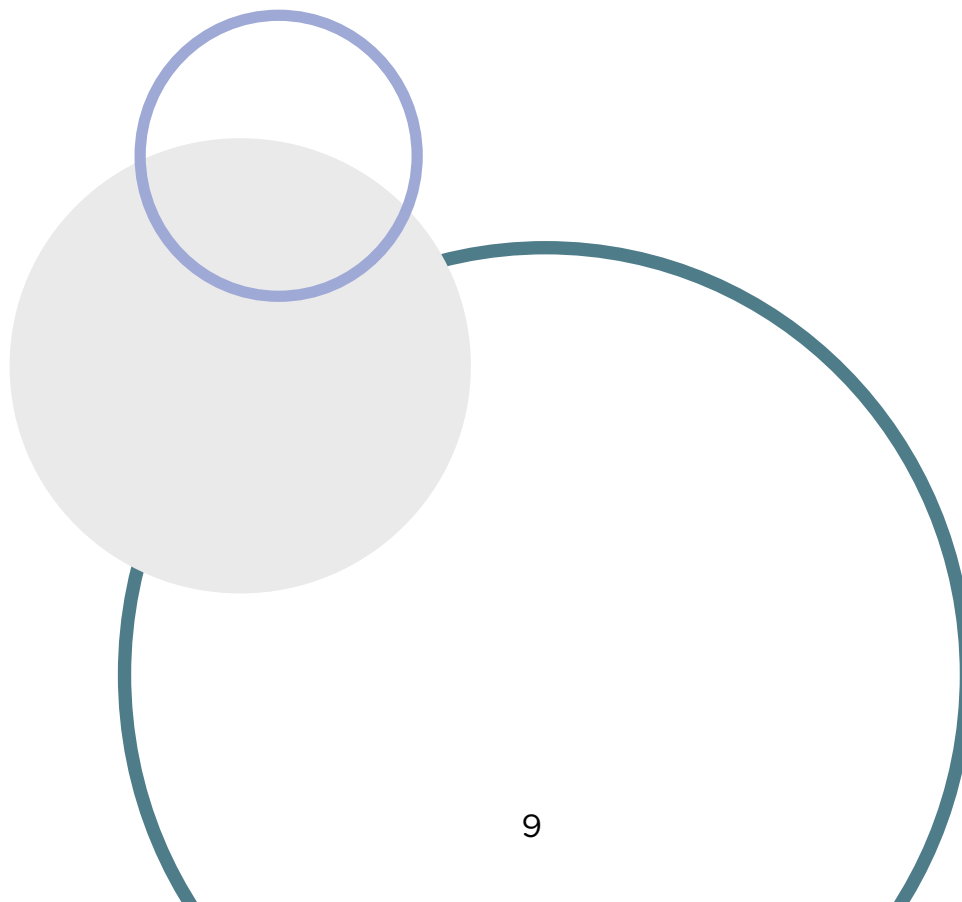
Naloxone: During 2023-24 in Dundee, the total number of naloxone kits distributed was 1,221. This was an 8% decrease on the previous year (1,320). Distribution includes to individuals and carers by frontline services, Community Pharmacies, homeless services, and several other organisations participating in the Take-Home Naloxone scheme.

Near-Fatal Overdoses (NFODs): In 2023, there were 192 NFOD incidents, which was the same as the previous year.

#### 1.1.3.5 Substance Related Harm and Deprivation:

During 2023-24, 56% of hospital discharges where the main condition was alcohol related harm were from individuals living in the most deprived areas of Dundee (SIMD 1 or 2).

Individuals living within the most deprived areas of Dundee (SIMD 1 or 2) accounted for 79% of hospital discharges where the main condition was drug related.



### 1.1.4 VAWP

#### Third Sector Organisations in 2023/24 supported:

**2,218**   
Women

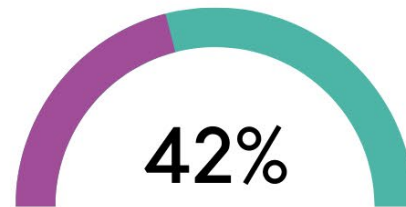
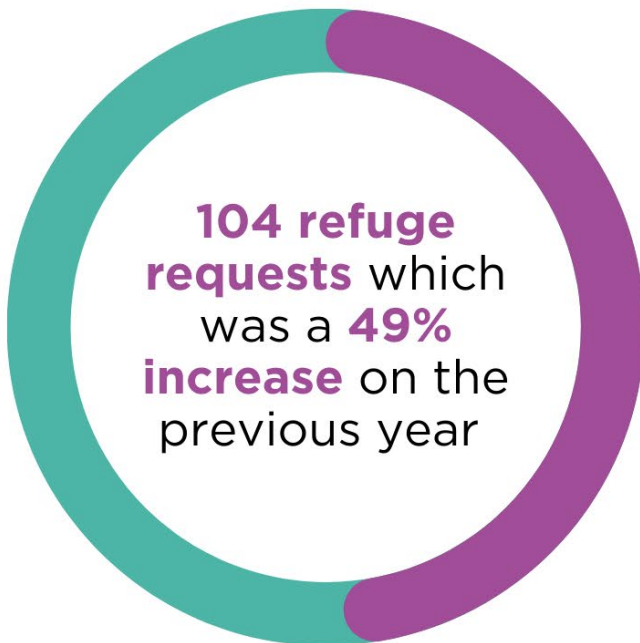
**18%**

Of total referrals to specialist services was accounted for by self-referrals.

**225**   
Children and Young People

**2%**

increase in referrals to specialist service compared to 2022/23



of total **referrals** to women's specialist services were **made by Police**.



Women who were presented to services were predominantly **31 - 40 years**.



**2,605 Domestic abuse incidents** reported by Police.

**257 women and young people** sought support from local specialist support services for rape and sexual assault

**285 cases discussed** at Multi-agency Risk Assessment Conference in 2023/24.

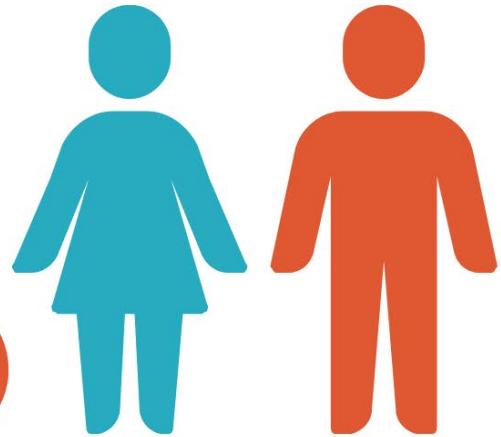
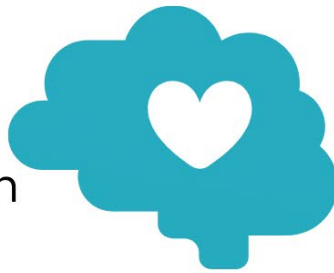
**6%** Increase on previous years.



### 1.1.5 Suicide Prevention

**30 Suicide deaths** in Dundee in 2023.

An increase of one on the previous year.



The rate of suicide in Dundee was the highest of all Scottish Local Authority areas at **21.1 per 100,000** people in the period 2019-23.



In 2023 there were **22 male suicide deaths** (increase of 5 from 2022) and **8 female suicide deaths** (decrease of 4 from 2022).

**43** Average age for suicide deaths.



34% had alcohol in their blood at the time of death as detected by toxicology



**52%** of those who died by suicide resided in the **20% most deprived quintile.**

**57%** had ever had contact with secondary care Mental Health or Substance Use Services



**40%** were prescribed anti-depressant medication at the time of death



## 1.1.6 Planet Youth

Working in partnership with Winning Scotland, Dundee Children and Families Service and the ADP are part of a Scottish Planet Youth pilot. Data is currently gathered from four schools locally; Baldragon High School, St Paul's RC Academy, St Johns High School and Harris Academy. The latest Planet Youth survey was conducted in October 2023 across the four schools involving S3 and S4 pupils giving a sample size of approximately 1,300. The anonymous, holistic health and wellbeing survey focussed on a wide variety of areas. Through analysis of the data a range of risk and protective factors were identified to enable better planning in the primary prevention of substance use.

The survey gives data based around the four domains of the improvement model:

- Family
- School
- Leisure Time
- Peer Group

Key messages on protective factors which have emerged from the survey include:

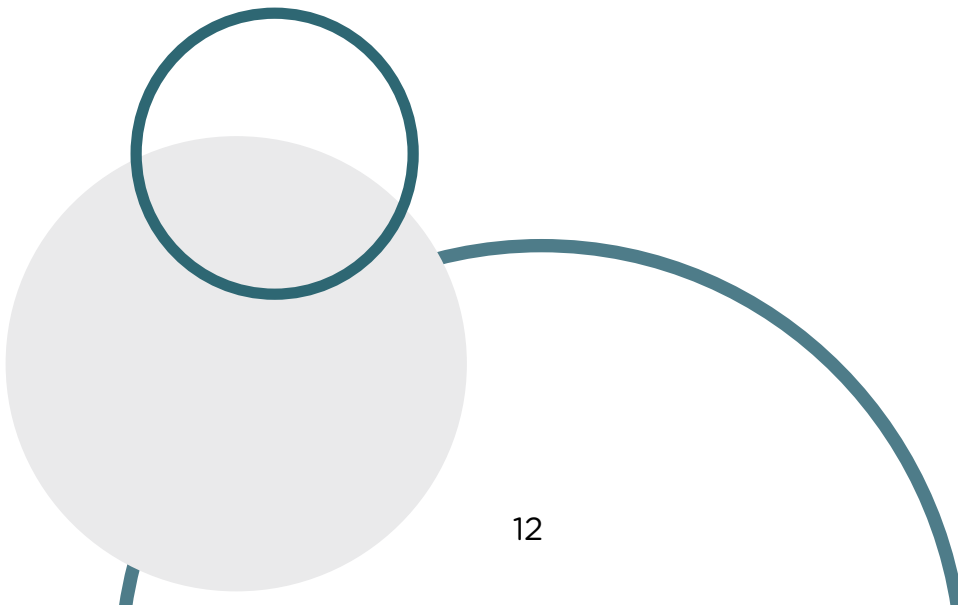
- Time spent with parents in the evening and weekends is high
- Feelings of care, warmth and safety are felt at home
- Young people know where to go to report and gain support if they are impacted by abuse
- Majority of young people have positive relationships with staff in school

The survey has identified the following risk factors across the city:

- Low levels of supervised activity time
- Young people express low feelings of safety out with their home
- An increase in young people accessing pornography
- Low levels of self-esteem and self-respect.

The survey also identified overlapping themes through out of the domains:

- A gendered approach should be considered
- There is a general feeling of being unsafe outwith the home
- There are high levels of screen time and low levels of activity time





### 1.1.7 Medication Assisted Treatment (MAT) Standards:

During 2023-24, Dundee has been working on implementing the ten **Medication Assisted Treatment (MAT) Standards**. Progress on the implementation can be found in the **National Benchmarking Reports**.






The most recent Benchmarking Report confirms the impressive progress that took place across Scotland as a whole, and in Dundee, to improve service provision during 2023-24. Dundee scored green for MATs 1-5 and provisional green for MATs 6-9 (MAT 10 was not included this year). These were some of the highest scores achieved across Scotland at this stage. Some of the specific information highlighted about Dundee included:

- Dundee achieved 0 days from date of engagement with services to date of first MAT assessment.
- 20% of the Dundee caseload were prescribed long-acting injectable buprenorphine. This reflects an increase in the choice of medication available to individuals.
- 75% of those expecting a high-risk event in Dundee were contacted within 24 hours.
- 97% of the individual caseloads in Dundee were retained in treatment for six months or more.
- 95% of frontline staff in Tayside completed appropriate Tier 1 training.
- 15 people in Dundee shifted to be looked after by Primary Care during this period.
- 17 people in Dundee were referred from substance use services to independent advocacy services (although more individuals received support directly from DIAS)

With respect to MATs 6-10, national experiential feedback indicates that most people felt they were treated with dignity and respect while accessing services. However, most people also felt they were not offered trauma-informed care, and that buildings and spaces were not trauma informed.

Table 1: MAT Standards Benchmarking by Reporting Year - Dundee

	MAT 1	MAT 2	MAT 3	MAT 4	MAT 5	MAT 6	MAT 6 + 10	MAT 7	MAT 8	MAT 9	MAT 10
2022	Red	Provisional Amber	Provisional Green	Provisional Green	Provisional Green	N/A	N/A	N/A	N/A	N/A	N/A
2023	Provisional Amber	Provisional Green	Provisional Green	Provisional Green	Provisional Green	Amber	N/A	Provisional Amber	Provisional Amber	Amber	Provisional Amber
2024	Provisional Green	Provisional Green	Provisional Green	Provisional Green	Provisional Green	N/A	Provisional Green	Provisional Green	Provisional Green	Provisional Green	N/A

	Red
	Provisional Amber
	Amber
	Provisional Green
	Green

2022	MAT 6 to MAT 10 were not assessed
2023	MAT 6 and MAT 10 were assessed separately
2024	MAT 6 and MAT 10 were assessed jointly

## 1.1.8 Experiential Data

To ensure the MAT Standards of care are making a difference to those accessing services, service users, family and staff are interviewed as part of our local experiential data collection. This is used to inform local developments through a thematic analysis and is one of the three key pieces of evidence required to be assessed in the national implementation benchmarking ratings.

Locally, key themes highlighted for the 2023-24 reporting period were:

- Service users reported they received a phased exit from Dundee Drug and Alcohol Recovery Service (DDARS), receiving service exit information from hostels, third sector support or Dundee Independent Advocacy Support (DIAS) workers.
- It was reflected by service users and the workforce that Constitution House is not a good environment and feels very stigmatising.
- Service users praised the work of their advocate through DIAS, with them feeling more confident to make choices, feeling more listened to and trusted by DDARS staff when their advocate is with them.
- Service users would like more counselling available. It was also highlighted that it would be beneficial for the Community Mental Health Team and DDARS working better together as service users need support with their mental health alongside their substance use.
- It was highlighted by service users that their mental health can often impact their ability to attend appointments. Outreach from With You, DIAS and other support networks, help people stay engaged with the services.

## 1.1.9 Female Drug Deaths Deep Dive:

The Gendered Services Group, in partnership with the ADP were tasked with conducting a deep dive into female drug deaths in Dundee following the Tayside 2022 Drug Deaths Report. Drug death numbers have always been higher in males and whilst the overall decrease in drug deaths since 2020 is positive, gendered differences are present in the rate of decline, with the decrease being far more prominent in males compared to females over 2022/23. Of the 57 drug deaths in Tayside during 2022, 35 (61%) were male and 22 (39%) were female. The number and proportion of male deaths for 2022 were the lowest recorded since 2013. There has been a decrease in male deaths of 48% from the peak between 2020 and 2022. Although female deaths remain lower in comparison, deaths have doubled since 2016, indicating that the decrease in overall deaths in Tayside is attributed to males not females. The deep dive hopes to highlight reasons as to why this trend is being witnessed.

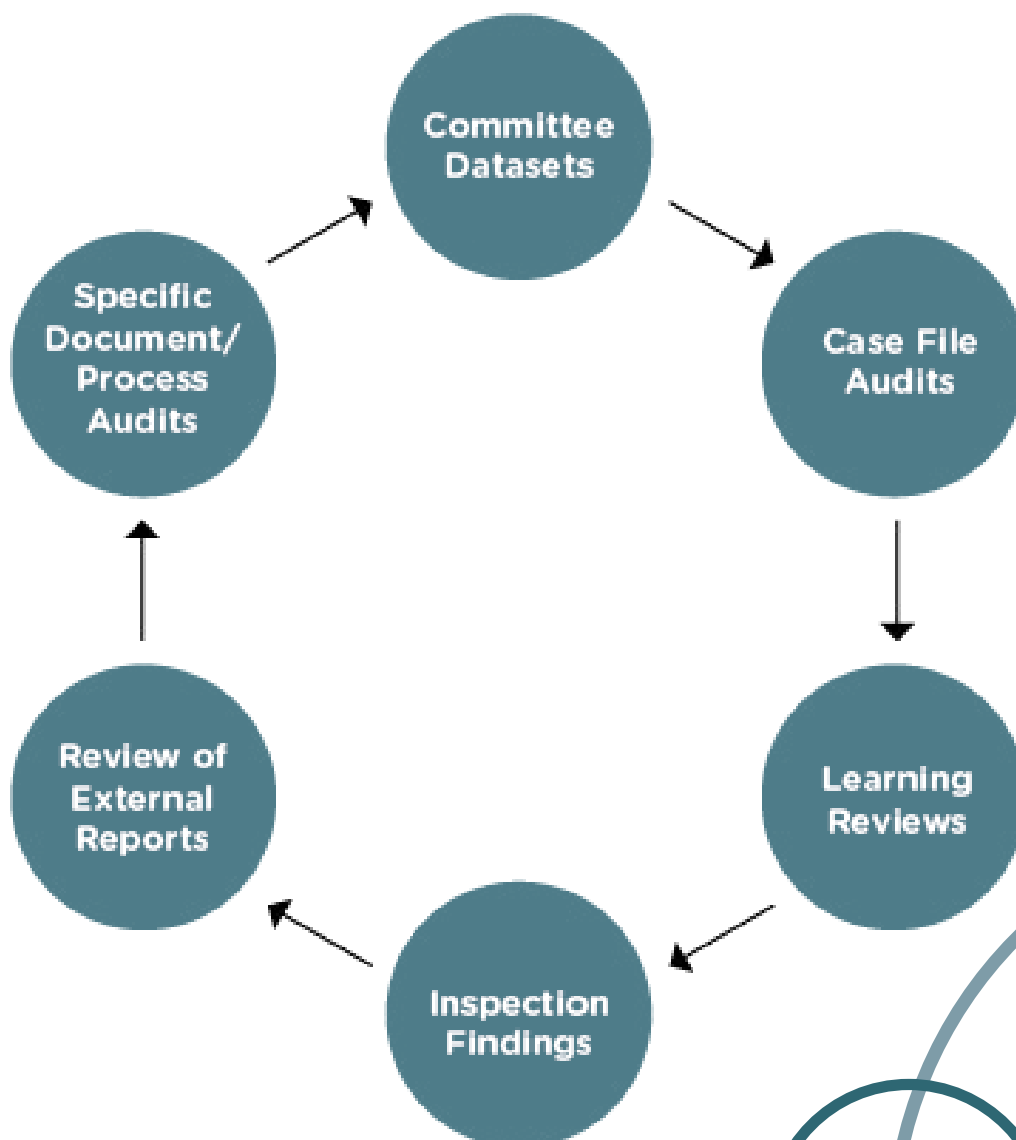
The deep dive is still in its early stages with drug death reviews of women who died between 2021 and 2023 being analysed to identify trends in experiences, gaps in information collated and areas for potential service improvement. The project will progress in 2024-25 drawing on multi-agency working to ensure robust information is collated and recommendations are evidenced.

## 1.2 Quality Assurance (QA):

### 1.2.1 PP Quality Assurance Framework

Development of an integrated Protecting people Quality Assurance Framework is a key component of ensuring that service delivery has a positive impact on individuals within Dundee at risk of harm. Within the ongoing development of the Framework, self-evaluation and continuous improvement is at the centre of activities in an ongoing effort to improve processes, services, products, experiences and outcomes for all stakeholders. Activities outlined in the Framework will help to continuously build a picture of the quality of services and how they are experienced by and impact on communities and service users. This will allow engagement in a meaningful cycle of setting goals based on the evidence examined, plan activity, jointly assess the impact of this activity and move into the next cycle of improvement. Crucially to best promote learning and empower staff, communities and services to contribute towards and make necessary changes, quality assurance activities should be carried out collaboratively.

The key components of the Protecting People continuous improvement cycle are:





## 1.2.2 ASP

### 1.2.2.1 The Self-Evaluation and Continuous Improvement (SECI) sub-group

The SECI sub-group bring together professionals from agencies with key roles in public protection.

The group oversee the Committee datasets, multi-agency case file audits, specific audits, overview of single agency audits and external reports and findings from inspections.

During 2023/2024, the SECI updated their work plan and developed an audit calendar with both single and multi-agency audit activity to provide assurance to the ASPC of upcoming planned activity and expected updates.

The majority of ASP quality assurance activities were delayed in 2023-24 due to the Joint Multi-agency ASP Inspection (see section 2.3.2.2). A key focus in for the next year will be on developing the infrastructure to improve hearing the voices of those receiving support under the ASP legislative framework.

### 1.2.2.2 Adult Support and Protection Inspection

The joint Adult Support and Protection Inspection was carried out in 2023 by the Care Inspectorate in partnership with Healthcare Improvement Scotland and His Majesty's Inspectorate of Constabulary in Scotland, with the report published on November 19th 2023. The focus of the joint inspection was to provide:

- Independent scrutiny and assurance of how partnerships ensure that adults at risk of harm are kept safe, protected and supported.
- Assurance to Scottish Ministers about how effectively partnerships have implemented the Adult Support and Protection (Scotland) Act 2007.
- An opportunity to identify good practice and support improvement more broadly across Scotland.

The joint inspection focused on two key quality indicators in the **ASP Quality Indicator framework**; key ASP processes and Strategic Leadership. The **Inspection report** that was published in December 2023 includes a statement about the Partnership's progress in relation to two key questions and how we rated against the two ASP Quality Indicators;

- How good were the partnership's key processes for adult support and Protection?  
**Dundee was rated as EFFECTIVE**
- How good was the partnership's strategic leadership for adult support and protection?  
**Dundee was rated as EFFECTIVE**

There were clear strengths supporting positive experiences and outcomes for adults at risk of harm, which collectively outweighed the areas for improvement.

There was a clear message that whilst there are areas for improvement around our key processes, that good decisions are being made and overall, we are keeping people safe in Dundee.

### **Key Strengths Highlighted by the Inspection Report**

- Initial inquiries and timescales. Investigatory powers were almost always undertaken or overseen by a Council Officer indicating a strong alignment with the refreshed Adult Support and Protection Code of Practice.
- Multi-agency ASP case conferences were well attended meetings where partner agencies worked collectively to support and protect adults at risk of harm.
- Review case conferences were held for almost all adults at risk who required them.
- The Partnership effectively used core groups to review risk and update protection plans.
- The dedicated NHS Tayside ASP Team was a valued resource for staff across partner agencies.
- Strategic leaders had a shared and collaborative vision. This included innovative and ambitious strategic plans to meet the complex needs and vulnerability of adults at risk of harm in Dundee. A Protecting People approach had been adopted.

### **Key Areas for Improvement Highlighted by the Inspection Report**

- The Partnership needed to improve the consistent application and quality of investigation, chronology, and risk assessment templates.
- ASP guidance and procedures should be updated as a matter of priority.
- Quality assurance, self-evaluation and audit activities were embedded but to varying degrees, particularly across social work services. These captured areas for improvement but the approaches were inconsistent. Greater cohesion and strategic oversight were needed to ensure the necessary change and improvement.
- The Partnership's ASP lead officer and support team should ensure they remain sighted on the quality of practice and prioritises the necessary improvements, including adherence to guidance, under its new public protection arrangements.
- The pace of strategic change and improvement needed accelerated. The Partnership was aware through joint inspection in 2017 that improvement was required across key areas of practice and strategic leadership. Their own audit activity had reached similar conclusions, but progress was limited in key areas.
- The Partnership should ensure that strategic planning and implementation of new initiatives across key processes and strategic leadership are well resourced, sustainable and impact assessed.

In response to the Inspection Report, the Dundee Adult Support and Protection partners in consultation with wider partners developed a Joint Multi-agency Improvement Plan to address the six key areas of improvement. The improvement plan was approved by the Chief Officer Group in February 2024 and submitted to the Care Inspectorate.

There was close alignment between the inspection findings and internal self-evaluation activity which meant that most areas for improvement were already subject to ongoing improvement activity. This was reflected in the:

- ASP Committee Delivery plan
- Ms. L improvement Plan
- New Adults at Risk Pathway Design Work and;
- Transformation (Public Protection Governance redesign)

Work is ongoing to implement the agreed improvements throughout 2024/2025.

### 1.2.3 CPC

The CPC established a Quality Assurance (QA) Subgroup when it published its **2022-25 Delivery Plan**. The aim of the group is to improve the CPC's strategic approach to learning from single agency QA and develop a multi-agency, co-ordinated and systematic approach to QA, self-evaluation and the use of improvement methodology. The CPC are also very clear that this work links to their other subgroups (data, case reviews and children and young people involvement) and there is a need to triangulate findings and recommendations in line with the integrated Framework process described above.

During 2023-24, the group carried out a multi-agency audit of the Adolescent Senior Management Oversight Group (ASMOG). The ASMOG was set up as part of responses to Inspection findings published in January 2022 and as a measure to provide oversight and assurance on partner responses to a growing number of very high-risk adolescents during and immediately after the pandemic. It has the following Terms of Reference:

- Senior management high level discussions about the planning for those YP whose circumstances are “beyond the routine”. This would involve situations whereby significant resources, tasking and senior manager oversight is likely to be required, about whom agencies have significant concern about risk to self and others and whereby the need for “rapid escalation” is required.

The CPC Quality Assurance sub-group conducted the audit using a quality assurance tool focused on the purpose of the ASMOG as set out in the Terms of Reference (ToR) and the extent to which the group has fulfilled its purpose:

- Is there a clear understanding of the purpose of the group within the workforce (as evidenced through the referrals received)?
- Has there been a consistent approach throughout the activity of the group?
- Have the young people referred to the group met the criteria (as set out in the ToR)?
- Where recommendations and changes made to the plans for these young people as a result of the ASMOG?



**Analysis, reflection and recommendations:**

The audit found mixed levels of appropriateness of referrals and by looking at the frequency of ASMOG meetings held and it appears that when it started the group received high number of referrals, but these have subsequently declined. There were mixed results in terms of young people meeting criteria with some clearly meeting and some not. The audit found that most cases did not result in additional actions and where some actions were taken, they were not significant. This does not, however, necessarily indicate that the ASMOG did not fulfil its role of oversight and assurance.

**Recommendations:**

Considering wider developments, the audit findings and the reduction in referrals to the ASMOG in recent months, including limitations to the methodology of the audit and the transfer of the role of Chair to another manager in January 2023, the audit group considered the future operation of the group.

- We recommend the Committee consider the option to move the ASMOG into a new format which would have an advisory/consultancy capacity to provide additional support and comments on case planning from differing professional perspectives.
- A short life advisory group to be established to develop the new format of AMSOG.

The function of the ASMOG is being considered in wider planning for services for vulnerable adolescents which will continue into 2024/25

**1.2.4 VAWP**

Quality Assurance for the VAWP sits within the remit of the Scrutiny Group. The main aims are similar to other committees in terms of gathering and collating single agency quality assurance information as well as developing multi-agency approaches.

An audit of the Multi- Agency Risk Assessment Conference (MARAC) was carried out in October 2023. 15 Dundee MARAC cases were reviewed by members of the VAWP Scrutiny Group who carried out the audits in pairs from different agencies to ensure a balanced view. Overall, the findings of the review highlighted issues relating to infrastructure and resourcing of MARAC. The audit also identified that there is a need for work to be undertaken to raise awareness of MARAC and its purpose across agencies.

Recommendations from the audit included:

1. Partners to consider the report and any implications for individual services as well as the multi-agency arrangements.
2. Partners to engage with the MARAC Learning and Organisational Development Officer in her awareness raising role and ensure agencies/teams undertake the sessions she will be offering.
3. Partners to consider and direct actions to tackle the resourcing of MARAC, particularly the minute taking.
4. Partners to agree to future discussions re MARAC resourcing and the move to statutory footing.



## 1.3 Learning Reviews

The Learning Review approach stems from a commitment to strengthen our learning culture. It supports the need to move beyond apportioning blame to learning together about what is helping and what is hindering efforts to help the people we aim to protect. Learning Reviews are undertaken when there is significant additional learning when an individual has died, experienced or at risk of serious harm and there is cause for concern on for the way that professionals or services worked together to protect an individual.

### Review Activity

During 2023/2024 a total of seven cases were referred for consideration for review to the Child and Adult Support and Protection Committees; five of these were not progressed, with two still pending an outcome. Whilst the cases did not progress to a Learning Review key learning and action points were identified and added to committee improvement plans and two of the cases were subject to alternative review processes.

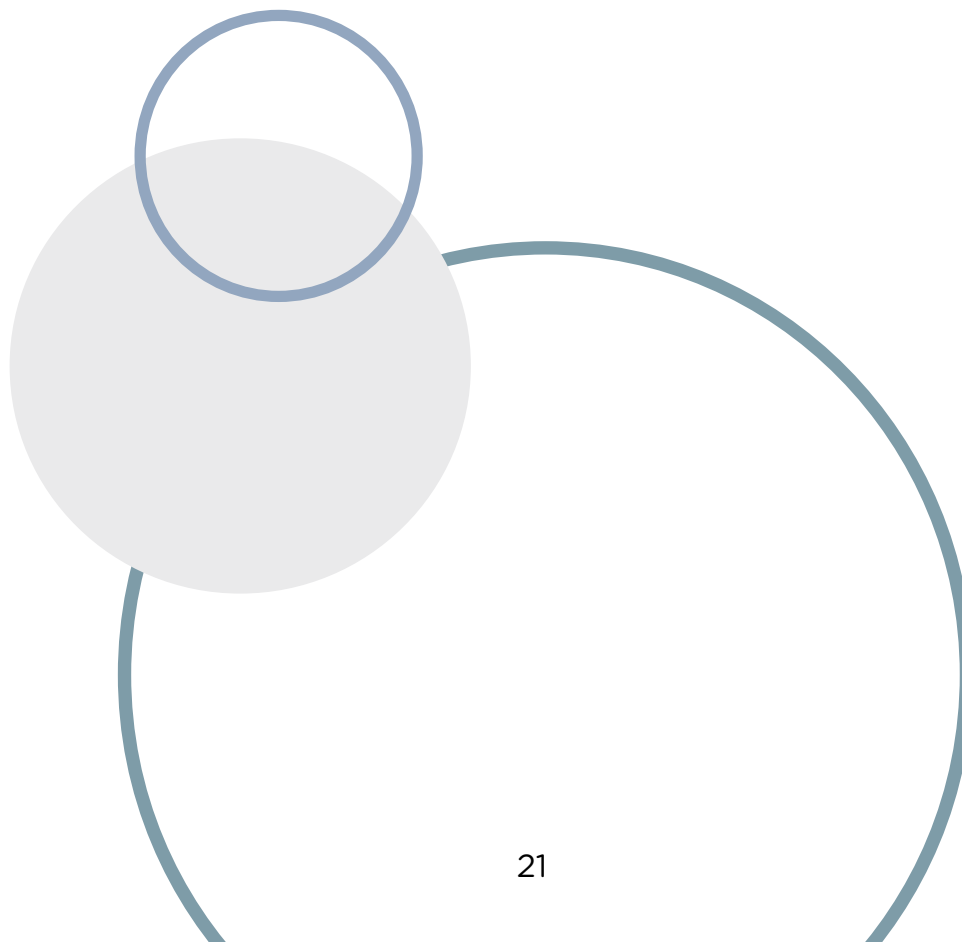
In December 2023 the **Significant Case Review (SCR) on behalf of Ms.L** was published with 16 recommendations. The Public Protection committees in response developed an action plan that was subsequently integrated into the Adult Support and Protection Delivery. Further information is found in the attached **7-Minute Briefing** that was developed for the workforce.

### Learning Review Developments

During 2023/2024, the Protecting People Committees focused on improving their approach to learning reviews. Dundee and Angus have been working towards jointly developing a new Dundee and Angus Public Protection Learning Review Protocol that introduces a single process for undertaking reviews, applies to all types of harm and takes into account all the relevant national guidance. It has been developed with a clear focus on taking a trauma informed approach for both family members and the workforce. The protocol was approved by the Dundee and Angus Chief Officers Groups in 2023, however due to the Dundee Joint Multi-agency Adult Support and Protection Inspection, implementation in the latter half of 2023 was delayed. Development sessions were held in early 2024 to develop the Dundee Protecting People Learning Review Oversight Group and the new protocol will be launched April 2024.

Continued implementation of the new approach will take place over the upcoming 2024/2025 year. This will include further development of a Dundee Protecting People Oversight Group and associated actions plan and accompanying tools and resources required. The Learning Review Oversight group replaced the previous Child Review Oversight Group (CROG) and the Adult Support and Protection Learning Review functions through the Self-evaluation and Continuous Improvement (SECI) subgroup. The CROG and the SECI subgroup continued to collectively manage the development of findings and recommendations from learning reviews whilst the new process was under development.

The Learning Review Oversight Group is a mandated subgroup with responsibility for supporting the relevant Public Protection Committees to make decisions about the Learning Reviews, support and manage the process of Learning Reviews and keep oversight of any learning actions and progress from Learning Reviews.





## 2 Protecting People Key Achievements:

### 2.1 Learning and Organisational Development (L&OD)

All single agencies are responsible for their own learning and development of their staff. From a multi-agency perspective, public protection partners work together to ensure consistent baseline learning or specialist knowledge across sectors of relevant public protection issues. To achieve this, Partnerships will commission the development of learning resources or work together to share expertise.

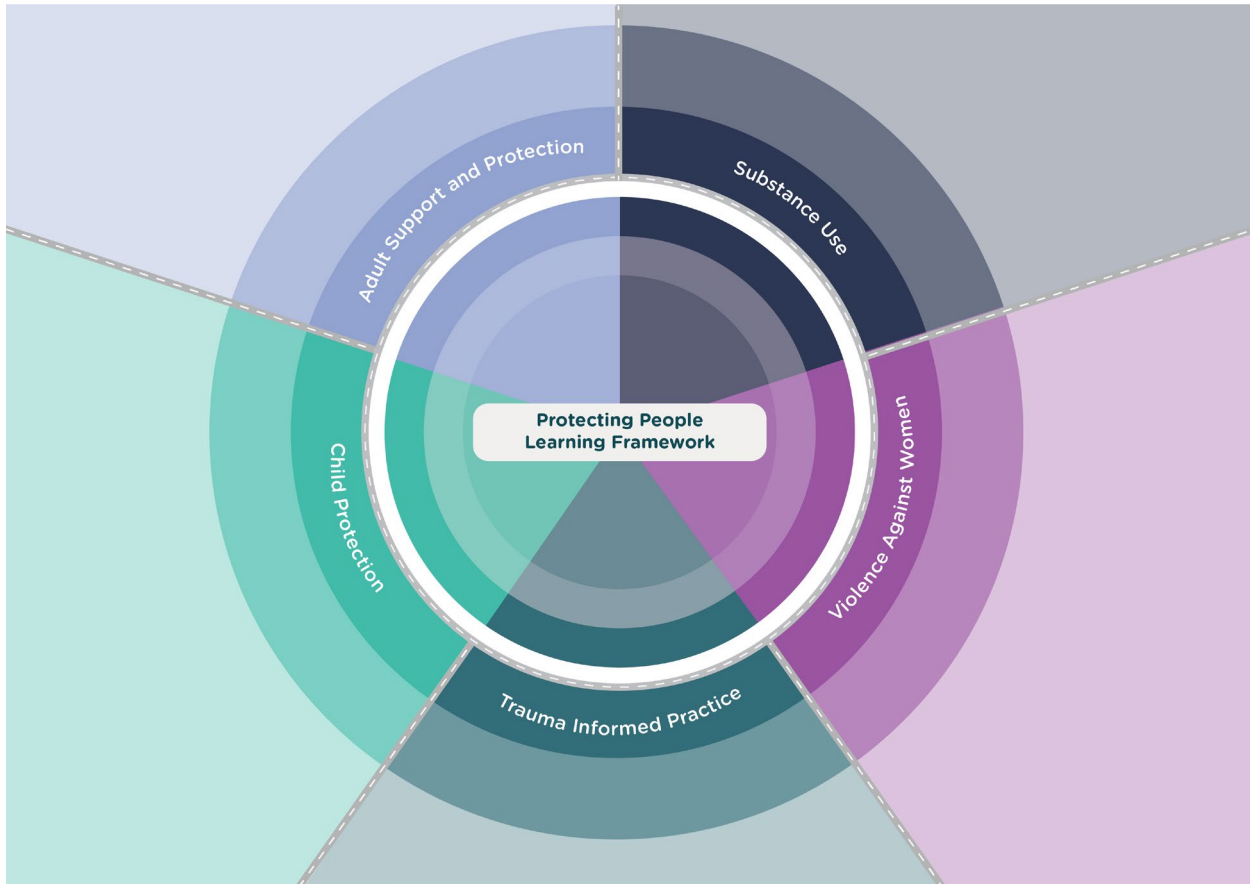
#### 2.1.1 Protecting People Learning and Organisational Development (PP L&OD) Framework

The PP L&OD Framework was soft launched in August 2023 and officially launched in February 2024. Prior to the COVID-19 pandemic a cross-cutting Learning and Development group operated as sub-group of the Chief Officers Group. It was agreed to suspend this in 2019 to take a proactive direction between the Protecting People team and relevant Learning and Development Advisors to identify key gaps and where activity is already planned effectively within other groups and carry out mapping and evaluation of the protecting people learning and development areas, current activity and main gaps.

This work was carried out over 2023 to bring PP L&OD into one place (an online location) that is easily accessible and locates protection training and development within a tiered framework, from basic awareness to skilled and expert levels. The training and development opportunities we are focused on are multi-agency and cross-cutting, we are not including single agency training at this point e.g. specific training that specific roles would require (social work, health etc).

We carried out a multi-agency consultation in November 2022 with strong support for the proposal. From this event we also identified representatives to form an oversight

group for the framework. The oversight group has been meeting since March 2023. The Framework is hosted on OneDundee and accessible to all agencies – below is a draft visual of the framework overview and one example of the pathways within each level:



<b>Level One</b>	<b>Human Trafficking</b> Level One E-Learning	<b>Housing and Domestic Abuse</b> Level one E-Learning	<b>Domestic Abuse Awareness Raising Tool</b> Level one E-Learning	<b>Safe and Together Virtual Academy</b> Level one E-Learning	<b>Child Protection Online Abuse and Internet Safety</b> Level One E-Learning
<b>Level Two</b>	<b>Child Sexual Exploitation Briefing</b> Level Two Bookable		<b>Healthy Relationships and the Law</b> Level Two Bookable		<b>Violence Against Women Overview Training</b> Level Two Bookable
	<b>Safe and Together Briefing Session</b> Level Two Bookable		<b>Gendered Approach Training</b> Level Two Bookable + E-Learning		<b>Domestic Abuse Risk Management and MARAC Workshop</b> Level Two + Three Bookable
<b>Level Three</b>	<b>Commercial Sexual Exploitation</b> Level Three Bookable				
	<b>Young People and GBV</b> Level TBC				

Stats from the framework are as follows:

Protecting People Stats			
	DCC	Outwith DCC Desktop	Total
<b>1st October - 17th April</b>	682	2016	2698
Total views from soft launch			
<b>1st October - 27th February</b>	512	1254	1766
Soft Launch - Before Formal Launch			
<b>28th February - 17th April</b>	175	762	937
After Formal Launch - Until Recent			

## 2.1.2 Adult Protection Learning and Development

### 2.1.2.1 ASP Week:

In February 2024, Dundee co-ordinated a calendar of events to celebrate and promote National Adult Support and Protection Day. Nine multi-agency events were co-ordinated across the five days, promoting ASP learning across Dundee.

A total of 250 people attended events throughout the week. Following ASP week, participants self-defined knowledge ratings increased from 3.5 to 4.5 (out of 5) on average and 98% of those attending wanted to see similar events running next year.

“I had not realised that there were so many different projects supporting adults and young people in Dundee”

“...Very informative and really enjoyed interacting with other professionals”

### 2.1.2.2 ASP Multi-Disciplinary Awareness Sessions

#### 2.1.2.2.1 ASP Awareness Sessions

This is a popular multi-disciplinary training session which is delivered over a half day, face-to-face and it is always fully booked. The sessions were refreshed in 2023 and have received positive feedback from partners across Dundee. This session includes learning from Learning Reviews conducted by partner local authorities.

“...seeing cases from different perspectives”

“...very informative and thought provoking”

“a reminder, that your one piece of information might be the missing piece”



A co-facilitation development opportunity has been created for council officers to support these learning sessions which has been met with positive feedback.

" Sharing my knowledge with others had the added benefit of helping cement my confidence in my own practice, and allowed me to carry this back into my day-to-day work" (Frontline worker supporting ASP Awareness learning)

#### **2.1.2.2.2 ASP Second Worker Learning Sessions**

This multi-agency learning is now supported and promoted by NHS alongside Dundee and Perth. 98% of respondents stated that they would highly recommend the course to others (scoring 7 or above out of 10)

Many people reported a greater understanding of partner roles and responsibilities and therefore felt the knowledge will support more collaborative working across agencies.

#### **2.1.2.2.3 Defensible Decision Making**

Two cohorts were held in 23/24. The three half day sessions in each cohort were facilitated alongside partners from Angus, NHS, and Perth & Kinross. This course provides an opportunity for reflective discussion and learning on areas like risk, bias and assessment.

#### **2.1.2.2.4 Council Officer Learning and Council Officer Refresher**

We continue to provide a comprehensive learning offer for Dundee's Council Officer programme. Nine half day sessions are a hybrid offer of face to face, online and reflective tasks in between sessions. The course focuses on reflection and practice discussions. Participants have access to an online learning resource which is reviewed and updated regularly to reflect the national ASP landscape. The sessions are now offering regular guest speakers from MHO Team and Advocacy providing that collaborative approach.

Council officer refresher training has been renewed for 2024. As well as a refresher on the legislation and codes of practice this course looks at recent learning reviews using reflective activities to focus specifically on practice areas like chronologies, risk assessment, professional curiosity, participation and undue pressure. We have included an offer to team managers to be involved in co-facilitation bringing that front line experience to the learning.

#### **2.1.2.2.5 Hoarding and Risk Recognition Training**

Hoarding and Risk Recognition Sessions were provided in collaboration with the Scottish Fire Service, throughout early 2024. These sessions provided learning opportunities for 410 applicants. 75% of evaluators would recommend these sessions with their knowledge levels of the subject matter increasing from 2.87 to 4.66 (out of 5).

### 2.1.2.3 A New ASP Learning Framework

Alongside the multi-agency Protecting People Framework, a pro-active and specific ASP framework has been developed. The succinct and interactive document is designed to allow ease of navigation and provides a detailed framework of learning and direct links to access the learning to those involved in ASP work all in one place.



### 2.1.2.4 Supporting Participation

A New Leaflet for individuals in the ASP process has been produced, highlighting ASP processes. The leaflet can be left with individuals (if appropriate) and provides somewhere to note worker contact details and next steps. An easy read version is being developed to further promote participation.

### 2.1.2.5 Lunchtime Learning Sessions

Looking at specific themes from learning reviews we are aiming to provide lunchtime bursts of learning on things like protection orders, professional curiosity, undue pressure and incapacity acts. There are hopes to provide learning sessions on national learning reviews.

## 2.1.3 Child Protection Learning and Development

During 2023-2024, the Learning and Organisational Development Service continued to deliver a range of Child Protection learning opportunities to our own workforce and multi-agency partners. These range from in-person workshops to flexible e-learning modules which cover a range of topics including chronologies, child sexual exploitation and online abuse. We also deliver an introduction to child protection which continually has high attendance and has received positive feedback and evaluation, some of which has included;

"I feel better equipped now to be able to know when I need to raise a child protection concern, who to report to and how to support the young person"

"This course has been amazing hard hitting and very insightful. I am less worried now about my role and feel so much more confident in what I am doing"

"A great workshop that reiterates the need for multi-agency work with children and young people. A great refresher"

### 2.1.3.1 CPC Children and Young People's Charter:

Improving the involvement of children and young people at both strategic and service level is a key priority for the CPC and we have been working on this for some time. The Children at Risk of Harm Inspection 2021 found that opportunities for children and young people at risk of harm to share their views and influence policy, planning and service delivery were limited. We took on board the need to improve in this area and established a sub group to progress this work. The Charter and accompanying resources are a result of the sub group's work and are the beginning of a longer term process to getting this right.

#### How did we develop the Charter?

The first thing we did was speak to young people about what they thought was important for the CPC to understand and to improve. We met with a group of care experienced young people, who had also been through child protection processes, and over pizza we talked about their stories and what had or hadn't been positive for them. Since meeting with the original group, we then established links with the champions groups at Morgan Academy and met with them regularly as we developed the charter and the accompanying framework and resource pack. This group reviewed the charter and agreed that we had captured the right principles. They have then gone on to develop a set of cards which can be used with groups of young people as well as staff, to raise awareness of the principles and think about how they might be applied in real life situations.

In June 2023 we launched the Charter and framework at Morgan Academy and over the following months ran a series of engagement sessions for the multi - agency workforce to raise awareness of the Charter. The young people involved in the work were in attendance at the launch and supported the group conversations that we ran.

We then requested that each of the key organisations in Dundee identify a lead for implementing the Charter in their settings and reporting back to the CPC. This included attending the third sector Manager's Forum and the Alliance Development day to ensure the third sector was involved.

Reporting will be due in the next year, 2024/25.

The Charter links directly to other strategic priorities and developments and seeks to bring them together into the framework and show how they all relate to what young people told us was important - for example:

### **The Promise:**

The sub group has linked closely to activities flowing from Our Promise for Care Experienced Children, Young People and Care Leavers (<https://thepromise.scot/>) and with the Your Voice Our Promise team- the 5 foundations of the Promise (Family, Voice, Care, People and Scaffolding) closely align with the 5 trauma principles which the charter is based around.

### **GIRFEC:**

The Charter principles and the Framework closely align with the Team Around the Child key values and principles as found in the TATC Framework 2021 (page 6) ANEW (Addressing Neglect and Enhancing Wellbeing) - this multi-agency service redesign to address neglect and the role of GIRFEC within it has been a key development in Dundee over recent years. All aspects of the ANEW work including adaptations to meetings, child's plans, engagement, training, the use of FORT and data capture tools are likely to fit into the framework in terms of actions and ways to measure outcomes.

### **Trauma:**

The Charter and Framework link directly to Dundee's trauma implementation plan and roll out. What the young people told us was important had direct correlation to the 5 trauma informed practice principles and these were used to underpin the Charter. Capturing outcomes in relation to the Framework will also assist us in measuring the success of our trauma implementation plan.

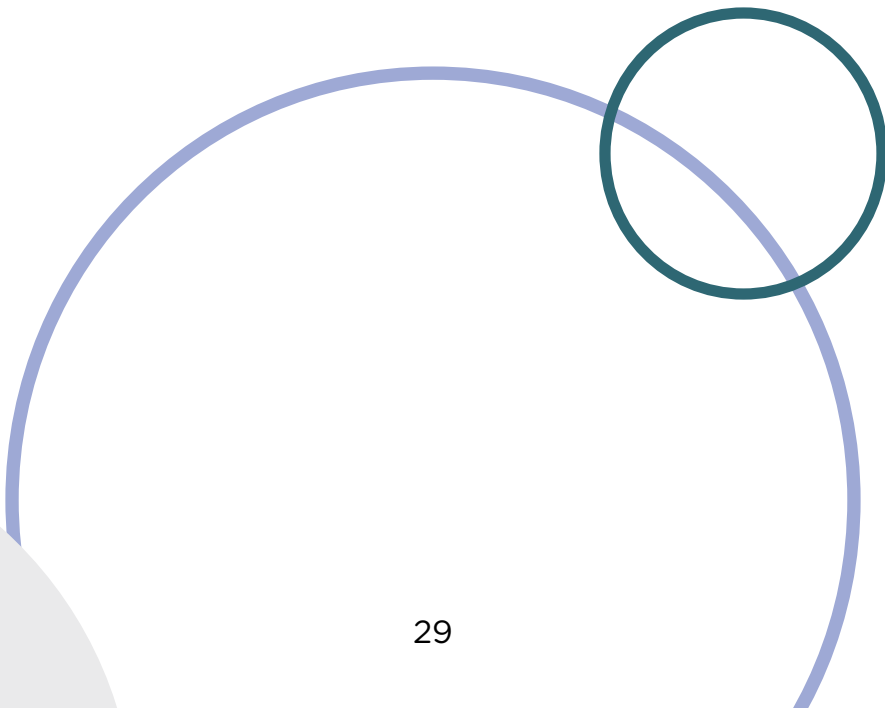


### Connected Tayside:

This strategy was the guiding example for us in developing the Charter for the CPC. Children and young people were involved in co-creating the strategy and their voices are included in the strategy to share what they see as positive change and the difference it will make to their lives. Their poster for children and young people closely aligns with our CPC Charter and again, many of the actions flowing from this strategy will fit into the framework in terms of actions and outcome measurement.

### Authentic Voice:

Authentic Voice is a national project that aims to support local authorities and other community planning organisations to have the knowledge, confidence, and tools they need to embed survivor voice into local system and service design processes in a robust, trauma informed and meaningful way. This project is being led in partnership with SafeLives UK, Improvement Service and Resilience Learning Partnership. Dundee's Protecting People Committees were offered the opportunity to partner with the Authentic Voice project as the pilot area for their leadership workstream focused on embedding lived experience into strategic forums across Scotland. This work has been ongoing since mid-2022 and we a report with recommendations will be published in the near future. It is anticipated that the work of the CPC Sub Group, the Charter and framework will align closely with the recommendations.



## 2.1.4 VAW Learning and Development

Since the introduction of our VAW Learning and Development Officer post in 2021/22 we have seen significant progress to build capacity and skills across the multi-agency workforce in relation to VAW.

The aims of the post are to ensure our workforce has access to a whole-systems focused, structured and coordinated VAW learning and development framework and programme in order to:

- Develop values, skills and knowledge to deliver effective responses to VAW within their roles;
- Embed a continuous development structure (relating to VAW) to sustain learning;
- and develop and progress long term culture change.

A sample of activities undertaken include:

Operating the VAW Training Consortium - The Consortium meets to discuss and coordinate VAW related training available, identify learning and development gaps, training in development, e-learning resources, other resources and capacity building.

The Consortium has developed a VAW L&OD Framework which sits within the wider Protecting People Learning Framework.

The post holder links to child protection and adult protection work and this includes the continuous work with Team Manager (Domestic Abuse) at Dundee City Council and Lead Officer (Protecting People Team) at Dundee Health & Social Care Partnership to deliver the Safe & Together Briefing and Practitioner Forums. These are open to the Dundee workforce and professionals learn more about keeping the child and victim/survivor of domestic abuse safe and together.

The post holder coordinates and delivers the VAW Overview Training (VAWOT) which is open to the multi-agency workforce and covers all forms of VAW as well as practical tools and approaches to working with survivors and perpetrators.

Over 2023/24 the post holder recruited and trained a further six people to deliver the Overview training. This was in response to long waiting lists, and continuous over subscription of our VAWOT, we looked to increase our facilitation capacity by developing a train the trainer model. The train the trainer model will not only allow us to deliver more sessions on a multi-agency and single agency basis, but has lifted the pressure off GBV LDO creating a more sustainable model of delivery not solely reliant on one post.

## 2.1.5 Substance Use Learning and Development

Frontline staff from the specialist substance use services have accessed the training and development opportunities on offer and as outlined above (including trauma-informed training, gendered perspective and child protection).

In addition, The ADP commissioned Hillcrest Future to deliver multi-agency training on benzodiazepines and non-opioids drugs. There was specific training also delivered by Scottish Drugs Forum (SDF) on the consequences of changes in drug trends. Alcohol Focus Scotland offered a range of sessions on changes in alcohol consumption/ the impact of the Minimum Unit Pricing (MUP) and the increase in alcohol deaths and related harm. Scottish Families Affected By Alcohol & Drugs (SFAD) delivered training to frontline organisations on Family Inclusive Practice and, as part of a project funded by the ADP, offered organisations support to implement the practice.

Throughout 2023-24, the ADP held several development sessions targeting ADP members specifically, covering issues such as families affected by substance use, children and young people, key issues affecting drug deaths and alcohol screening & brief interventions.

Specific training sessions on the value of independent advocacy were delivered to most frontline staff working within substance use services.

## 2.2 Communication and Engagement

There is a commitment within the Public Protection Partnerships and Committees to improve communications with the public and the workforce to enhance overall transparency.

### 2.2.1 Workforce Communication

#### 2.2.1.1 Young People Intel Briefing Paper

The GBV L&OD Officer coordinates the Young Persons Intel Group which originated in a short life working group looking at CYP Experiencing Domestic Abuse. This working group has now come to a close, but the YP Intel Group now meets quarterly to share and discuss their knowledge around what young people are experiencing in relation to GBV. It allows us to better understand the world of the young people in Dundee and enables us to plan next steps to navigate it. We have a briefing paper which is collated from the meeting minutes, as well as a MS Forms that allows all professionals in Dundee the chance to submit information and intelligence. This is then filtered through the GBV LDO, it is then their job to collate, prioritise and back up the frontline experience with data, research, news articles etc and put it into a briefing paper which will be shared with the whole Dundee workforce.

### 2.2.1.2 Gendered Services Bulletin

Similarly to the Young People's Intel Briefing we have developed a bulletin to update the workforce on the work around gendered services in Dundee. The bulletin highlights good practice examples, challenges services are facing, trends we are seeing in data as well as highlighting useful resources, research and training.

### 2.2.1.3 ASP Practitioners Forum

The well attended ASP Practitioner Forum has focused on providing learning opportunities such as action learning sets and case discussions for social work staff with regular opportunities for multi-agency learning forum work. The group 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 active in-service improvement and strategic groups, including the MOSAIC Oversight Group, ASP policies and procedures, and groups developing new practice tools and resources (including chronologies).

### 2.2.1.4 Substance Use Front Line Services Group

Meets monthly to discuss key issues, provide feedback to the ADP, share information and undertake joint development sessions on a range of topics related to substance use.

## 2.2.2 Protecting People Communications Role

Resource was secured to extend the Digital Communication Graduate Trainee role. This post is in partnership between the Protecting People Team and the Dundee City Council Communications Service. The role has enabled the Protecting People Team to enhance both public and workforce digital communications in relation to the work of the PP Committees and to raise awareness of vulnerability, risk and harm in the community and how to respond to this.

Some of the key pieces of work supported by the now Communication and Events Assistant over 2023-24 have been:

- Completing and publishing the **ADP website**. This has assisted with enhancing Partnership transparency.
- Taking ownership of the **VAWP Instagram 'Stand Taygither'** to provide the public with education resources about Gender-Based Violence (GBV).
- Designing and assisting with the promotion of the 16 Days of Activism Against GBV Campaign.
- Designing a wide range of public facing information materials. This includes strategic documents, reports and plans as well as awareness raising, and learning and organisational development materials. This has focussed on using design to improve the accessibility of information published by the Committees and engaging with a wider and more diverse audience in the work of the Committees.



- Rebranding the 'Dundee Protects' website and the Committees. This new website will be launched in 2024-25.
- Creating a new logo for Protecting People.

### 2.2.3 ADP Website

The ADP soft launched their **website** in January 2023, with a public launch being scheduled for June. This website is a dedicated resource to substance use issues and information regarding the work being undertaken by the Partnership. The new website includes a comprehensive list of support services in Dundee, will host public-facing documents, and has a workforce resources section. A key feature of the website is a 'feedback button', allowing for more open communication between the Partnership and the wider public to occur. The website also provides an important link to local and national resources.

### 2.2.4 Substance Use Services Group

The ADP supports the Substance Use Services Group. It provides an opportunity to share information with frontline staff about ADP meetings, to arrange development opportunities with respect to topical issues and hold discussions to gauge staff members' views and experiences.

## 2.3 Trauma

Trauma-informed practice is an approach to care and support which is grounded in the understanding that exposure to trauma can impact a person's emotional and psychological wellbeing. This approach is to support delivery, aims to increase practitioner's awareness of how trauma can negatively impact individuals and their ability to feel safe or develop trusting relationships with services and their staff. Trauma-informed practice also seeks to avoid re-traumatisation.

### 2.3.1 Trauma Steering Group

All Trauma training and learning resources are now hosted on the Protecting People Learning Framework. Available training and learning opportunities that have been developed and implemented over 2023/24 include:

Trauma informed practice workshops - these are offered on a single or multi-agency basis and can be tailored to an individual organisation. Some feedback from workshops is as follows - 'I am REALLY enjoying this. This is not like other training where you sit and listen and are spoken at. The conversational way of it is something I like and get a lot from'.

Trauma manager briefings – these are offered on a multi-agency basis and designed to give managers a chance to consider trauma in their teams and services. Some feedback is as follows - ‘I find this very aspirational, but I do see things evolving already. I can see the changes: Person centred, compassionate care’, ‘I have a meeting this afternoon and when you spoke about responses being either creative, reactive or proactive, it made me think that I would have been reactive before today, whereas I now want to approach this empathically and reflect and remember this’.

Trauma Ambassador Network – now has over 60 members from a variety of services in Dundee and is a networking, practice sharing and consultation space for any worker with a passion for trauma informed practice. Examples of TIP shared at the network as follows - ‘Introduced a targeted and universal approach to understanding emotional regulation:

Test of change - A relaxing, calm and aroma therapy room has been introduced at the nursery for children. Staff have observed the children want to make use of it at the start of the day immediately when they come in. Importance of language: Connection seeking instead of attention seeking’, ‘Service to introduce a reflective space to validate the thoughts and feelings of the leadership team following huge organisational changes. This importance of this was recognised during the discussions at TAN. Whilst they had been caring about staff and those accessing the service they had overlooked each other in the leadership team’.

Learning Exchange Events – these are offered regularly and involve inputs from 3 or 4 speakers on a specific aspect of trauma informed practice, attendees are then given time and space to reflect on what they have heard and discuss in smaller groups. Topics have included trauma informed supervision, trauma, hope and humanity, trauma informed language and many others.

### 2.3.2 Workforce Wellbeing and Capacity

The Protecting People Committees and COG have identified that workforce wellbeing and capacity is a critically important issue. These have been included as risks within the strategic risk register. This is also a key priority for all the individual partner organisations who are members of the Committees. They have undertaken a wide range of work during 2023/24 focused on promoting and supporting workforce wellbeing. Some examples include:

#### **In Dundee City Council and Dundee Health and Social Care Partnership:**

Following on from the launch of the Health & Wellbeing Framework in 2023, there have been additional supports and resources provided across the social work and social care workforce with a wellbeing focus. These have included the new **Navigating Individual and Organisational Resilience** workshop, launched in early 2024, ongoing **Reflection and Resilience** work with teams, and other forms of Team Development that have wellbeing at the core.

The Employee Health & Wellbeing Service SharePoint site has provided access to a range of topical and themed information relating to wellbeing. This information covers many of the national and international health and wellbeing events such as **Menopause Awareness** events and Cafés, **Men's Health**, **Employee Financial Wellbeing**, etc. In addition to this, the site offers a direct link to the Scottish Government's **National Wellbeing Hub** – a resource providing wellbeing supports and information for the Health & Social Care Workforce across Scotland.

Wellbeing Ambassadors continue to be the wellbeing “eyes and ears” across the organisation. Social work and social care currently have six Wellbeing Ambassadors willing to undertake this role.

Our trauma informed response to potentially traumatic events in the workplace has received three TRiM referrals from across social work and social care in the last 12 months. This protocol represents a commitment to supporting those who may be affected by a potentially traumatic event.

## 2.4 Lived Experience

Trauma-informed practice is an approach to Health and Social care support/interventions which is grounded in the understanding that exposure to trauma can impact a person's emotional and psychological wellbeing. This approach to support delivery aims to increase practitioner's awareness of how trauma can negatively impact individuals and their ability to feel safe or develop trusting relationships with services and their staff. Trauma-informed practice also seeks to avoid re-traumatisation.

### 2.4.1 Workforce Lived Experience Group

The Trauma Steering Group in Dundee has developed an implementation plan around organisational culture change relating to trauma-informed leadership and trauma-informed practice. Part of this work is centred around the idea that as both a cause and consequence of culture change, workers within the workforce with lived experience of trauma can contribute and co-produce services and strategy.

We know that the safe and effective use of lived experience expertise is a powerful tool for strategy, service design and service delivery and evidence has shown that lived experience workers can bridge the gaps between strategy, services and communities, influencing the culture and practices of their organisations. However, traditionally we think of those with ‘lived experience’ or ‘experts by experience’ as being separate from us as workers. By thinking in this way, we were missing the opportunity to utilise the knowledge and experience that exists within our own workforce and to validate this. According to statistics we know that within a team of 10 staff, at least two are highly likely to be workers with lived experience. Within a staff group of 100 at least 20 will be workers with lived experience and we believe that developing our thinking around workers with lived experience could help us break down existing power imbalances and barriers which create an us (workers) and them (service users) environment.

Over 2023/24 the workforce lived experience group has developed its identity and plan of action. The first main piece of work that we have been involved with was a review of Dundee City Council's absence management policy through a trauma lens and this has been a successful collaboration with the HR team. Following this the group have rebranded under the name - Transforming Trauma, Stigma to Strength and are offering a consultation function to any area of the workforce carrying out policy review, service redesign or similar. Development with our workforce lived experience group have gained attention of national partners as well as other local authority areas across Scotland.

## 2.4.2 Authentic Voice

The **Authentic Voice Project** is a national project aiming to support local authorities and other community planning organisations to develop the knowledge, confidence, and tools they need to embed survivor voices and lived experience into local systems and service design processes. Dundee chose to partner with Authentic Voice as the pilot area for their leadership workstream focused on embedding lived experience into strategic forums across Scotland. This project began in 2022 and aimed to support leads to develop a shared understanding of meaningful engagement and create positive change. It would do this by carrying out local research to:

- Develop a better understanding of the lived experience strand of work across the public protection partners.
- Gather and analyse current practices across the public protection partnerships regarding engagement with people with lived experience.
- Identify areas of good practice around engagement and areas for improvement to generate reflective leadership discussions on decision making and planning culture.

Dundee Authentic Voice Thematic report was published in August 2023 which held recommendations on how to meaningfully include lived experience into service design and strategic decision making. Resource was secured through the ADP for an Authentic Voice Project Manager to take forward the recommendations in the report. Recruitment is ongoing and the project is aiming to start further implementation of the recommendations in 2024/2025 financial year.

## 2.5 Equalities and Intersectionality

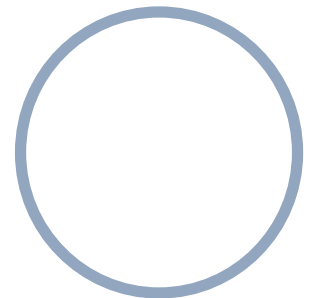
### 2.5.1 Gendered Approaches

The Gendered Services Group (GSG) has been operating since 2020 as a response to a variety of research and recommendations, including those in the Dundee Drugs Commission. The group reports to both the VAWP and the ADP and its main aim is to lead the strategic and operational planning for gender sensitive and trauma informed services in Dundee. This includes women experiencing GBV, substance use, homelessness, Commercial Sexual Exploitation and a range of other complex issues.

Through funding secured by the group, the Gendered Service Project was established. The project is driven by women with lived experience of complex trauma. Women involved have co-produced an array of learning resources. These resources are utilised in training and their feedback has led to the development of the Dundee Women's Hub.

Since receiving more funding from CORRA, the project is currently focussing on certain aspects of women's health and identifying how we can reduce barriers for women accessing support. The areas the project will be working with include:

- Sexual and reproductive health
- Mental health
- Pharmacies
- Harm reduction
- MAT standards
- GP shared care



The key achievements of the project during 2023/24 have been:

- Delivered training to over 100 participants, which focussed on the challenges, issues and experiences that have due to their gender, the barriers women can face and what we as services can do to help reduce these barriers.
- Three organisations achieved the Welcoming Women Chartermark, acknowledging their organisation demonstrates a good understanding of the challenges and needs of women in Dundee.

In addition to the Gendered Services Project, there have also been developments in the following areas:

#### The opening of Dundee Women's Hub

A direct action coming from the Gendered Services project and from women's feedback was the need for a safe, women-only space where women could access a range of supports. The Gendered Approach to Service Provision (Lopez and Smith 2019) report and the **Responding to Drug Use with Kindness, Compassion and Hope Report** (Dundee Drugs Commission 2019), also demonstrated the need to design services differently for women in Dundee. Both reports recognised that many women were not accessing the services that are currently available in Dundee, and where they did access



services, they often disengaged. The research team involved in ‘Why are drug-related deaths among women increasing in Scotland?’ (Tweed 2018) explored the increase in drug deaths for women in Scotland. Their findings showed a range of factors such as reduced social networks due to bereavement, limited or no relationship with children which can cause increased use of drugs. Research shows that emotional and physical safety can only be fully achieved in a women-only environment.

Women with lived experience in Dundee have spoken of the dangers they face in mixed gender temporary accommodation, their reluctance to attend and to share personal information in mixed gendered group sessions as this may be used against them by men attending, and the vulnerability they experience when accessing mixed gender services.

With this in mind, the Gendered Services Group applied to CORRA for funding to develop a women’s hub/ centre in Dundee, to support women with substance use and a variety of additional complex needs. The funding bid was successful and The Hub opened its doors in August 2023. The Hub offers a rotating drop-in model for women in a central location, open five days a week and provide easy access to a wide variety of services for women. The team at The Hub would support women to make informed decisions and provide information, support and advice primarily focused on substance use but recognising the range of additional challenges that women face alongside this e.g. accommodation; mental health; children, families and relationships; gender- based violence; access to education; training and employment; finance; benefits and debt; legal issues; health and wellbeing; commercial sexual exploitation. A trauma- informed approach is a key element of service delivery.

## The development of Honeygreen accommodation

Following research from University of Dundee and Dundee Women’s Aid, and in recognition of the requirements for females to have suitable temporary accommodation tailored to their specific needs, we have repurposed a temporary accommodation unit to be a gender specific service for females experiencing homelessness. This accommodation provides 11 self-contained 1-bedroom flats along with gender specific support and has been fully operational since 1st April 2023. Gender specific support has been recognised as a key factor in sustainment of tenancies and so as part of our Rapid Rehousing Transition Plan we have allocated funding to recruit two gender specific workers from Dundee Women’s Aid who will provide support to women in the accommodation and who will also link in with the work of the women’s hub. The accommodation has a member of the housing team present 24 hours a day, 7 days a week and the support provided by DWA covers evenings and weekends which is outwith the scope of traditional support services for women in the city. We’ll be gathering evidence and data on outcomes and impact of this delivery model and will use this to inform our approach as we move forward. We will work closely with colleagues, partners and residents in the accommodation to ensure our accommodation and our service is trauma informed which will have a positive impact on women and their children. We have already gathered the views of people in Honeygreen of their experiences and the impact this accommodation and support has on them.

## 2.6 Development and Improvement Work

### 2.6.1 Transformation

During 2023/24 the Committees and COG worked together complete a review of the arrangements that are in place to support multi-agency protecting people activity in Dundee. One of the key aspects of this was changing the committee structure, to take a more integrated approach to responding to public protection. From 2024/25, the new committee structure will include a Children at Risk and an Adult at Risk Committee, who alongside child and adult protection will also address issues relating to violence against women and suicide prevention. The new committees will continue to work alongside the Dundee Alcohol and Drug Partnership and the Tayside MAPPA Strategic Oversight Group.

### 2.6.2 ADP

Dundee has achieved significant improvements in the implementation of the MAT Standards, reflecting innovation, hard work, dedication and development of good practice by frontline staff. Specifically, individuals in Dundee have fast access to treatment, a choice of medication prescribed to them and wraparound supports and are supported to remain in treatment for as long as required. Those who have experienced a non-fatal overdose are quickly identified and supported to access treatment. Individuals can opt out to be supported by the new shared-care arrangements with Primary Care and everyone can access the support of independent advocators at any stage of their recovery journey. Harm reduction support and equipment is available at any stage for those accessing MAT. There has been a significant increase in the number of people supported to access residential rehab and effective recovery networks established. All individuals accessing MAT can be supported by independent advocates. Through the work within Hope Point, there has been improvement in the joint working of substance use and mental health. We have made much progress developing a Whole Family Approach with help from Scottish Families.

The 'decentralised fund' was allocated for the second year and continues to support all the Local Community planning Partnership to work in partnership with local services to tackle stigma and ensure individuals feel welcomed by communities.

The Planet Youth project was progressed, with two staff members appointed to support it and more secondary schools joining the project.

Work has continued, led by Hillcrest Futures, to develop a drug checking service. The service will be offered as part of Hillcrest's existing harm reduction services, with people submitting a sample of a substance to get an analysis of the types of drugs contained in it. Pending Home-Office license it is anticipated this service will be available in a few months.

### 2.6.3 Adolescent Review

Building on a multi-agency review of partnership services for young people carried out in 2022 which included extensive consultation with young people a substantial amount of progress has been made. Funding has been secured to co-locate teams and after renovation work is completed. The new service will operate from March 2025. The multi-disciplinary team has received additional advance training in risk assessments and a monthly team development programme is in place facilitated by LOD to support effective transition to the new model.

A new infrastructure has been put in place to support implementation of the Care and Risk Management protocol and management arrangements for the oversight of Young People's Houses have been revised to integrate them with joint oversight and responsibility of the Adolescent Teams and Aftercare Team.

Supported accommodation facilities for care leavers have been extended by commissioning Reid Square and re-provisioning Fairbairn Street Young Person's House to a facility for young people aged 17-21 years.

Work currently in progress includes a Transitions Protocol for vulnerable young people with a disability is being developed with HSCP, Continuing Care procedures being revised and the Aftercare Team developing an Improvement Plan, managers developing proposals for the implementation of Contextual Safeguarding and the Children's Social Work Adolescent Teams are carrying out a case file audit of assessments, chronologies, plans and support.

## 2.6.4 Adults at Risk Pathway Development

In 2023/2024 it was identified through case files audits, the work of the Ms.L Serious Case Review and the 2023 Joint Multi-agency Adults Support and Protection Inspection in Dundee that a new Adults at Risk (AAR) pathway was required due to the level of complex needs in Dundee. This is to develop a shared understanding of ASP thresholds among professionals and ensure robust support for those who do not meet the '3 point test' criteria for support under the Adult Support and Protection Legislative Framework. Development of the pathway is the key priority for the ASPC and future AAR committee for 2024 onwards.

The Adults at Risk Multi-agency Pathway aims to:

- Ensure there is a single point of referral for the public in relation to safety, welfare and vulnerability concerns about adults;
- Provide a clear pathway for escalation of concerns that cannot be addressed by single agency;
- Provide a tiered pathway for multi-agency intervention for adults at risk in-line with the principle of least intervention (enabling both escalation and de-escalation of response);
- Ensure that full and accurate information is available to a variety of forums to inform timely decisions regarding support and protection for adults at risk;
- Enhance early identification, assessment and risk management to facilitate appropriate intervention, with a focus on supporting Team Around the Adult as the primary multi-agency forum for assessment and management of risk;
- Ensure that adult protection concerns that require intervention under the Act are identified and escalated as early as possible;
- Enable integrated and shared decision making and tasking; and,
- Provide advice and guidance to professionals in relation to safety, welfare and vulnerability concerns about adults.

## 2.7 Prevention and Early Intervention

### 2.7.1 Prevention Framework

In January 2024 the **Dundee Alcohol and Drug Prevention Framework** was published and is hosted on the Dundee ADP website. The Framework is designed as a complement to ADP-level strategy development and action-planning. The core of the content is a series of Evidence Briefings across the lifespan, each providing a summary of current evidence of effective practice and prevention approaches, packaged with appropriate literature review material. The evidence briefings are underpinned by 11 key themes that should be utilised and considered alongside the briefings when monitoring or planning any services, interventions or prevention activity. This is a tool that services and commissioners can use to support a shift towards ensuring we are using focusing on Primary Prevention and Early Intervention in our services design and delivery.

To promote the use and understanding the Framework across the city the Alcohol and Drug Partnership, allocated funding for a Prevention Post to support the implementation of the Framework along with associated monitoring and evaluation required. The post is a collaboration between the Dundee Protecting People Team, Dundee Volunteer Voluntary Action and Tayside Public Health. Recruitment will take place in 2024/2025 along with the development of an implementation plan and activity related to that.

### 2.7.2 16 Days of Activism Against Gender-Based Violence

During the 16 Days of Activism Campaign (25th Nov - 10th Dec 2023), we saw an amazing response from the public and from the multi-agency workforce. The theme for this year's campaign was 'Imagine if Dundee listened... Discover a city without gender-based violence', drawing inspiration from the 'Imagine Project' created by Amy Black. This theme was picked up on a national level.

This was the first year that a specific Promotion Group was created to help raise the profile of 16 Days of Activism locally. The group consisted of representation from the Protecting People Team (DCC), DWA, WRASAC, DIWC, Abertay and Dundee University.

Key promotion the group produced was a social media campaign that included hard-hitting images and facts about the reality of gender-based violence, posters, bystander training material and the programme of events for the campaign.

This collaborative approach to the campaigns promotion resulted in clear and consistent messaging being disseminated to the public by all Partners. The coordinated approach also resulted in the campaign being promoted widely.



For 16 Days, The Partnership had an online public survey. Of the 29 respondents who completed the survey:

86% knew what GBV was acknowledging that it is not exclusively experienced by women, but they predominantly do.

The average rating out of 5 for how safe respondents felt in Dundee was three, with one being not at all and five being very safe.

On a basic level, many participants mentioned street lights, security cameras, extended bus times and designated public safe spaces to access at night would make them feel safer.

Another aspect that was frequently mentioned was better training for security guards and police regarding GBV as well as increased police presence at night would aid people in feeling safer.

At a wider society level participants mentioned the continued need to break down the stigma associated with having experience GBV. This would involve people impacted being listened to and not experiencing judgement when doing so.

The most common response to what could be done to make respondents feel safer in Dundee, however, was education. Many respondents stated this needs to start from an early age. GBV is not a 'women's issue', but a societal issue and needs to be addressed as such. Through this increased education some stated that they would hope more men would begin to hold each other accountable.

A few participants also highlighted that they feel disabled women are ignored from conversations despite them being twice as likely to experience GBV.

What does a Dundee free from GBV look like...



### 2.7.2.1 Active Bystander Training

Six Active Bystander training sessions were delivered throughout the Campaign for the following organisations: University of Dundee, Kanzen Karate, DUSA, Abertay University, Blackness Fire Station and Street Soccer.

The format of the training was informal and aimed to be as accessible as possible to generate engagement from a variety of services and organisations. The sessions relied on reflective space and open discussions, allowing participants to explore beliefs or bias and analyse what is working well within their service or their individual lives. Participants were also encouraged to sign a pledge at the end of the training which reflected the ethos of the 2023 16 Days theme in translating new-found knowledge and awareness into tangible actions.

Participants made facilitators aware of the value in this training as there was a shared common misconception regarding intervening with certain forms of VAWG, or apprehension due to the belief that active bystanding only includes direct action.

Given the local rates of VAWG, it is vital that bystander training is available to the general public and front-facing organisations. Due to this, the Partnership hope to run this training throughout 2024-25.

### 2.7.2.2 Local Events

- **Launch Event:** A multi-agency event to promote local agencies, the Campaign, highlight the reality of GBV and give the public an opportunity to learn more about the programme of events and make placards for the March. Lush hosted a free bath bomb making session and the Partnership formed new connections with the Blackness Fire Station.
- **Reclaim the Night March:** This was well attended with a turnout of around 300-350 people.
- **Dundee International Women's Centre Art Exhibition:** Learners and members of the public submitted art and/or written pieces to be displayed in the Wellgate.
- **Open doors event.**
- **Opening of the Women's Hub.**

The Partnership also hosted a conference for the workforce focussing on technology and violence against women and girls. This event highlighted issues young people face, but also explored aspects of tech-facilitated abuse more broadly. The conference had inputs from VAW specialist agencies, Police Scotland, Deaflinks, young people, local public health team and Public Health Scotland. It was agreed that moving forward, locally the Partnership need to engage with young people to understand issues faced, link with tech organisations to develop new ways of working by utilising their expertise and sharing resources and developing clear roles locally to address tech-facilitated abuse. Key developments in 2023 following this were organising a meeting with Abertay Cyber-Quarter and Neon Digital Arts to discuss options, the launch of the Young People's Intel Workforce Briefing Paper and working with Public Health Scotland and the Improvement Service to begin developing a VAW Prevention Framework.

## 2.8 Governance and Planning

### 2.8.1 The Protecting People Strategic Risk Register

The PP Committees and COG have continued to use the Strategic Risk Register to support them to prioritise work throughout 2023-24. The Risk Register has become increasingly embedded in the day-to-day work of the CPC, ASP, ADP and VAWP. At each meeting, these groups consider whether changes are required to the risks currently on the Register and identify any new or emerging risks that need to be considered and added. There has been a move towards distinguishing between risks that impact all Committees and specific risks that individual Committees. The Risk Register is increasingly informing improvement for example:

- The ASP Committee identified a risk in relation to a lack of an agreed multi-agency pathway for risk management and an approach to Team Around the Adult for vulnerable people who do not meet the threshold for statutory intervention. The development of the new multi-agency pathway will further address this which will include a lead professional model and Adult MASH.
- The CPC added a risk to the register following a joint inspection of services in 2022 for children at risk of harm relating to response to young people. A range of improvement work has followed on from this, including a new approach to contextual safeguarding through monthly development sessions and a focus on stabilising kinship care.
- The ADP have been working together to identify shared risks that are common across all areas of work. For example, the impact of constrained public sector finances and reduced levels of health and wellbeing within the workforce.
- The VAWP has continued to manage risks in relation to funding and capacity, the justice system and our MARAC (high risk domestic abuse case conference) process as well as equalities infrastructure and intersectionality.

### 2.8.2 Outcomes Measurement and Reporting

In common with many other Partnerships across Scotland, the PP Committees continue to find it very challenging to gather, collate, analyse and report outcome and impact information. This is information that demonstrates how protecting people processes, services and supports have reduced risk, increased safety and had a range of other positive impacts on people's quality of life, health and wellbeing. In general, the Committees continue to be able to report process and output information (for example, the numbers of people supported) much more easily than outcome information that demonstrates the difference that process or support made.

Example of outcomes gathering: as part of the implementation of MAT Standards, a national Benchmarking Report is published annually. During 2023-24 the ADP had to gather a range of information demonstrating the extent of MAT implementation, including information from individuals with living experience accessing MAT in Dundee. Five case studies, outlining anonymised specific journeys were included alongside numerical and survey / interviews data from those accessing and delivering MAT.

Through self-evaluation and quality assurance groups and activities, the Committees have worked during 2023-24 to enhance their focus on evidencing the impact of improvement work. This has included holding scrutiny sessions focused on the implementation of actions from case reviews and hearing from services about the difference the changes they have made have had on people who are at risk of harm. However, alongside continuing this work there is a need for the Committees to think about how outcome information can be gathered routinely and reported at a larger scale.

### 2.8.3 Integrated Data Analysis

Whilst the PP Committees have made further progress during 2023-24 in using data and quality assurance information to inform their improvement activity, there is a need to do more work on integrated data analysis and reporting. Much of the work that has taken place is based around Committee specific approaches to collating, analysis and reporting data. Moving forward, there is an ambition to build on the good work that has taken place in each Committee to develop a more integrated approach to data collation, analysis and reporting; many individuals and families are supported through multiple protecting processes and services, but data is reported in a way that doesn't fully reflect this. This integrated approach will be implemented in 2024-25 through the new Committee Structure with a cross-cutting data group between Children at Risk, Adults at Risk and Violence Against Women being established.

## 2.9 Funding and Resource Landscape

### 2.9.1 ADP Commissioning Group

The Scottish Government allocates ringfenced funds to local areas on an annual basis to support substance use services. Funding comes with expectations that it will be utilised locally to progress national priorities around drug and alcohol use. This funding is also utilised to progress the implementation of the ADP's Strategic Framework and Delivery Plan (2023-28). The HSCP holds this fund on behalf of the ADP and a Commissioning Group is in place to allocate and manage this fund. Most of this ring-fenced funding is utilised to support the specialist substance use services delivered by both public and third sector organisations. To support this process and ensure financial transparency, the ADP developed an Investment & Commissioning Plan which is available of the ADP website.

## 2.9.2 CORRA Funding

In addition to the ringfenced funding allocated directly to local areas, the Scottish Government is utilising CORRA to allocate and monitor funds to local areas supporting small, time-limited and very specific projects. Organisations are expected to apply directly to CORRA with a letter of support from the ADP.

During 2023-24 organisations in Dundee were successful in receiving funding from CORRA to progress the following projects:

- The development of a community laundrette to support those affected by substance use.
- To progress the whole family approach.
- To work with young people affected by their own and parental / carers' substance use.
- To expand support for those affected by Cuckooing in Dundee.
- To support a crisis repropose, primarily for those affected by substance use.
- To increase the range of support for those accessing residential establishment in Dundee.
- To support the implementation of the Dundee Residential Rehab pathway.
- To support the Lochee Hub.
- To deliver Jewellery making workshops in the Bella Centre.

## 2.9.3 VAW Funding Issues

The VAW Partnership in Dundee has worked hard over 2023/24 to tackle funding pressures which exist locally and across Scotland. Widening ownership of VAW seen in the collaborative approach to development of the Women's Hub, partnership projects between Dundee City Council and VAW specialist agencies funded through DES, funding commitment from the Alcohol and Drugs Partnership and Children and Families Social Work and the mainstreaming of some services have been key achievements. Alongside this there is the development of our VAWP funding group who have created a collaborative funding tracker which enables us to track funding risks across the partnership and also informs any funding bids/commissioning of services in the city.

Despite this progress challenges remain, and local partners are committed to seeking solutions. An over reliance on third sector specialist agencies remains alongside standstill budgets, cuts to funding and lack of a national strategic approach to VAW funding. These challenges exist in a time when we are seeing increasing demand for services as well as an increase in the severity of violence and complexity of women's lives.

Dundee VAWP gave full comments and feedback as part of the National Strategic Review of VAW Funding which was published in June 2023 and are now part of the funding board which has been set up to progress recommendations from the review.



## 2.10 National Influence

### 2.10.1 ASP

The Independent Convenor of the ASPC is also the Independent Chair of the CPC, as well as the current Chair of Adult Support and Protection Convenors Scotland. The Lead Officer and other key staff are actively involved in national networks and working groups.

### 2.10.2 ADP

The ADP participates on a number of national groups set up to advise and support the implementation of MAT Standards, with specific input on the Experiential Data advisory group/ Information recording and reporting group/ Independent Advocacy and MAT implementation group, and substance use, mental health. The ADP Lead Officer is a member of the national group set up to review the National Mission on Drug Use.

### 2.10.3 VAWP

The Dundee VAWP lead officer chairs the National VAW Network and in this role is also a member of the joint strategic board (CoSLA and Scottish Government) for the equally safe strategy.

Dundee's Trauma work and Gendered Services work are also gaining national attention and recognition and regular requests are made for us to present to other local authority areas or at national events.



## **3 Protecting People Key Challenges and Way Forward**

### **3.1 Sourcing, Delivering and Releasing Staff for Training beyond Basic/Awareness Level**

While this remains a challenge, it has reduced significantly since last year. This is attributed to the launch and implementation of the multi-agency PP L&OD Framework, along with the steady improvement and recruitment of front-line staff.

The challenge still persists in particular with the Gendered Services training. This is due to service capacity to release staff for an extended time. To mitigate this, the Gendered Service Project Manager has adapted the training to be more condensed in nature, making it more accessible and allowing staff to gain an understanding in a reduced space of time.

There continues to be a challenge with staff who have attended training being given the time afterwards to share and implement their learning and improvement ideas with their own service/team.

### **3.2 Implementing improvement work**

The COG and individual PP Committees have recognised that there continues to be challenges in progressing all the areas of improvement they have identified, including learning from case reviews, and recommendations from inspections reports. This has been particularly difficult where improvement work has required active input, expertise and skills of people working in frontline protection services coupled with the stretched capacity of leadership. Teams within the workforce have focused on meeting increased demand and complexity of risk that continues to increase in the city, whilst dealing with gaps in normal staff capacity caused by wellbeing, absence and recruitment issues.

Due to the socio demographic profile of Dundee and the impact that this has on levels of complexity of risk, one of the key challenges experienced has been continuing to develop co-ordinated multi-agency responses to adults who are vulnerable and in need of support but who do not meet the statutory threshold for Adult Protection Intervention. In 2023/2024 work started to develop a new Adults at Risk Pathway to address these ongoing issues, this work will continue to be ongoing throughout 2024/2025.

### **Way Forward:**

To address this further, there is planned recruitment of additional leadership roles within partner organisations in 2024/25, which will support pace of change and implementation of improvement work across the Partnership coupled with an improving picture of recruitment and retention of frontline staff. The large programme of work focused on restructuring the Committees and their working groups to focus on key priorities and allow more time to be used for active improvement work will continue throughout the upcoming 2024/2025 year.

To assist in improvement and implementation work a Business Co-ordinator will be appointed to the PP Team in 2024/25. A large component of their job will be assisting the Lead Officers with committee business and the Learning Review process., This will increase the capacity of the Lead Officer to progress improvement work within the newly formed Adult and Children at Risk Committees, including the new Adults at Risk Pathway design and implementation.

Additionally, co-located between the PP Team and Dundee Volunteer and Voluntary Action, there are plans to appoint an Authentic Voice project manager, a Year of Kindness project manager and a Prevention Graduate Trainee. They will assist in progressing and implementing specific improvement work that has been planned in recent years.

## **3.3 Improving Communication and Engagement**

Good practice information and local feedback continues to suggest that communication, both with the workforce and the public, requires to be consistent, continuous and through multiple routes/formats. One size does not fit all - different audiences have different needs and preferences. Within the resources available it can be challenging to meet everyone's need and there often must be a process of prioritisation. Close joint working with the Communications Team in DCC and wider input from other public sector services helps to make the best possible use of the range of resources, skills and experience that are available locally. There is also a focus on using and adapting national communications materials and campaigns for local use.

**Way Forward:**

- Continue to be proactive in our approach to communications, including with local media.
- Ensure we are making the best possible use of national communication resources at a local level.
- Continue to work collaboratively to secure and maintain enhanced communication and design capacity required to support both public and workforce communications.
- Develop of a permanent communications and design role within public protection strategic support team will a priority within 2024/2025
- Planned work to update the Protecting People public access landing page in 2024/2025 and the development of a new Protecting People Website will be ongoing.

**3.4 Continue Embedding Lived Experience Work**

There are numerous strands of lived experience work across the PP Committees to ensure lived experience shapes and is included in the design and delivery of services: Authentic Voice, Children's Charter, MAT Standards experiential data and Gendered Services Project. It is important that we continue to embed and expand this work but ensure that all lived experience work is trauma informed and meaningful and not tokenistic.

A further challenge for the Committees is ensuring there are feedback loops back to the community and to those contributing lived experience knowledge. It is important we continue to recognise and value all lived experience, no matter who this is. Therefore, it is important to continue embedding the workforce with lived experience work to help inform strategic decision making a well.

**Way Forward:**

In 2023/2024 the ADP provided funding to employ an Authentic Voice Coordinator and recruitment will take place, and the recommendations within the Authentic Voice Thematic Report 2023 will be taken forward throughout 2024/2025.

The MAT Standards experiential data programme will continue to expand its approach throughout 2024/25 moving towards implementing recommendations gathered through interviews with service users, family and staff and providing feedback and assurance to those who have participated in the process.

### 3.5 Increasing Focus on Prevention and Early Intervention

The PP Committees strive to increase their focus on prevention and early intervention. However, due to the challenging landscape of Dundee, capacity within frontline and strategic teams does not always allow for this focus to be at the forefront, with resources being assigned to crisis driven responses. This can impact and delay the response to new and emerging trends within PP work, including the changing pattern of drug use and emerging risk-taking trends within young people's intimate relationships. It is however important to recognise that a preventative approach to PP work takes a longer time to have the desired outcomes.

#### Way Forward:

- The Dundee ADP Prevention Framework was launched in 2023/24. To assist in the implementation of the Framework, a Prevention Graduate Trainee will be appointed in 2024/25.
- Future developments include efforts to create of the VAWG Prevention Framework in collaboration with local and national partners
- Increased capacity to support embedding evidence-based prevention approaches in current practice, funding streams and shift commissioning over the long term across public protection.

### 3.6 Fiscal Challenges

The public sector has continued to face a very challenging financial landscape during 2023 -2024. This has impacted across a range of PP services and supports, particularly those delivered in the third sector. National funding arrangements for specialist drug and alcohol and violence against women services continue to pose challenges in terms of sustainability of services and longer-term strategic and financial planning. Many sources of funding are temporary, with short-term allocations and confirmation of funds available being made very close to the start of each financial year.

A large proportion of the funding allocated to ADPs by the Scottish government is either allocated on a one-off basis or for a fixed-term period. This makes the process of utilising this funding more challenging as it could only be allocated to time-limited projects. It is also the case that, as of 2022-23, ADPs are no longer able to hold on to any reserves which had a knock-on effect for 2023-2024 and future years to come.



Regarding the VAWP, a high proportion of funding sitting outside of local partners (approx. 75%) limits options for utilising strategic commissioning and procurement approaches to progress change. The heavy reliance on insecure / external funding streams for core specialist VAWG services and the fact that the majority of specialist provision also sits with third sector agencies creates an insecurity in the VAWG system and service provision. This also reduces specialist capacity to influence strategic direction and planning. Managing multiple funding streams reduces the time available to service managers and also creates an environment for staff in these agencies which is never fully secure.

### **Way Forward:**

Throughout the year the PP Committees have focused on taking positive action to mitigate risks associated with financial challenges wherever possible, for example:

- The ADP continues to operate the Commissioning Group to oversee the management of financial allocations that are made by the Scottish Government and to progress financial planning. The group has led the development of an ADP investment and commissioning plan to support the implementation of the strategic framework and delivery plan.
- The VAWP established a funding group which continues to use a tracker tool which allows us to see the full resource allocated to VAWG services in the city. We are also able to monitor funds which are due to finish and take a more pro-active approach to risks in the system as well as creating an environment of collaboration in terms of funding bids and applications.

In 2024/2025 the VAWP funding group and ADP commissioning group will explore joining together under the new integrated PP structure to take a wider overview and collaborative approach to funding and commissioning in the city. This will hopefully enhance oversights and ensure funding is allocated where most needed.



## 4 Protecting People Priorities for the Upcoming Year (2024-25)

### 4.1 Cross-Cutting

During 2024/25 the PP Committees will be focussing on some important areas for further improvement. They will be working together to:

- **Enhance** our focus on suicide prevention by hiring a suicide prevention coordinator and develop a new delivery plan that reflects the national Suicide Prevention Strategy.
- **Further** integrate our work on PP, implementing a new strategic structure that will help the COG and Committees to implement priorities for improvement by integrating VAWP, Suicide Prevention, ASP and CPC.
- **Focus** more on prevention activity, including taking a trauma-informed approach to understanding, responding and preventing future harm.
- **Enhance** our approach to quality assurance and learning reviews, making sure that these activities inform learning and development and lead to improvements in outcomes for children, young people, adults and families.
- **Expand** our approach to experiential data collection, making sure that feedback from people involved in protection processes, services and supports is at the centre of our quality assurance approach.
- **Focus** on making changes to our strategic and service development approaches to enhance the meaningful impact of lived experience.
- **Continue** embedding a gendered approaches to PP service delivery.

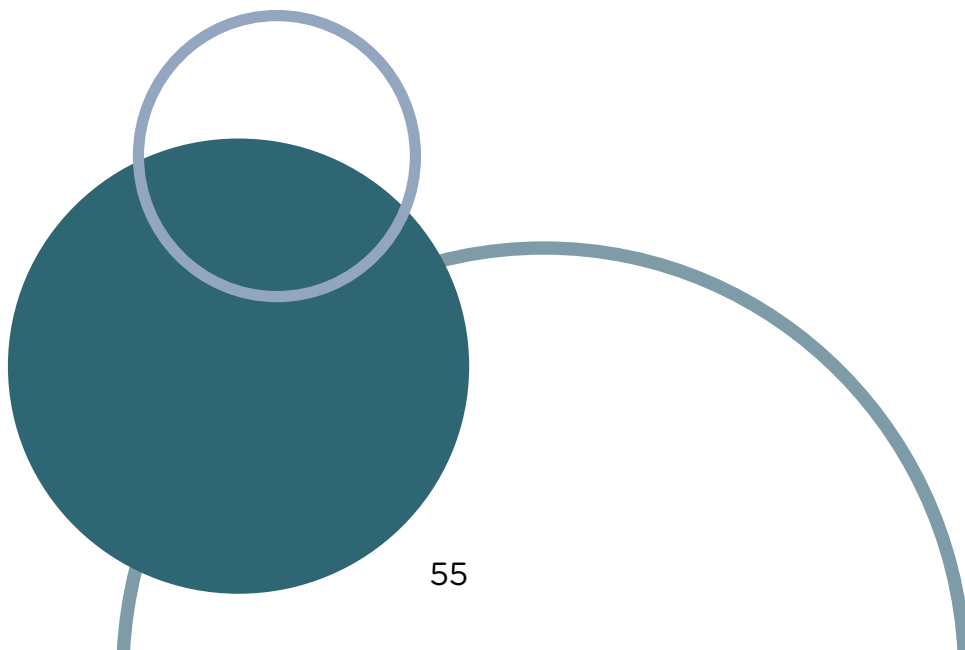
As well as these areas for joint work the individual committees will also be focused on some important priorities within their own areas of work:

## 4.2: Adult Support and Protection Committee

- **Further implement** and evaluate the actions from the Ms. L Serious Case Review.
- **Further implement** the recommendations and subsequent action plan from the Joint ASP Multi-agency Inspection.
- **Design, develop and implement** of the new Adults at risk pathway.
- **Develop** the Adult Support and Protection specific Learning Framework, while taking into consideration the new National Code of Practice to enhance staff confidence in their professional judgment and decision making.
- **Integrate** the new National ASP Code of Practice into the local Dundee Procedures and launch them to the multi-agency workforce.
- **Implement** the new National ASP dataset locally.
- **Develop** renewed committee data set and KPIs.

## 4.3 Child Protection Committee

- **Implement** improved interface between the work of the strategic committee and frontline services following our recent workforce survey results.
- **Develop** a broader understanding of independent advocacy provision and reach (relating to child protection and associated processes).
- In alignment with the Authentic Voice project **continue to develop** the inclusion of lived experience voice in our work and fully implement the Children's Charter.
- **Finalise new arrangements** following the multi-agency review led by the DCC, Children and Families Service - to include a co-located multi-disciplinary team, CARM procedure review and implementation of Contextual Safeguarding.



## 4.4 Alcohol and Drug Partnership

- **Progress** has been made with the implementation of all MAT Standards.
- **Fully implement** the residential rehabilitation pathway.
- **Collaborate** with other partners through the Year of Kindness role to address stigma.
- **Increase** the roll-out of the Planet Youth approach so it is available in all high schools in Dundee.
- **Ensure** advocacy support is fully available.
- **Continue** to support community-based projects developed through the Decentralised Fund
- **Refresh** communication pathways to ensure staff and communities are aware of the available services and how to access them.
- **Embedding** the Dundee Alcohol and Drug Prevention Framework with stakeholders.

## 4.5 Violence Against Women Partnership

- **Develop** a VAWG Prevention Framework by focussing on the root causes of GBV, namely women's inequality and how GBV impacts women and girls through the life course.
- **Increase** capacity and efficiency in the MARAC process.
- **Continue** to develop sustainable and collaborative approach to VAW funding locally and nationally.
- **Increase** local work focussing on young people's experiences of GBV within their own intimate relationships.
- **Continue** to grow the following of the StandTaygither Instagram account to ensure a greater cascading of GBV-related education within the public.
- **To raise** the profile of 16 Days of Activism to End Gender-Based Violence within Dundee by investing more resources into the promotion of the campaign.
- **Further** develop the work of the Young People's Intelligence Group and ensure intel is widely disseminated throughout the workforce by creating and dispersing a workforce briefing paper.

## List of Abbreviations Used:

### A

ADP: Alcohol and Drug Partnership  
ASP: Adult Support and Protection  
ASMOG: Adolescent Senior Management Oversight Group  
AV: Authentic Voices

### B

BSL: British Sign Language

### C

CEDAR: Children Experiencing Domestic Abuse Recovery  
COG: Chief Officers Group  
CPC: Child Protection Committee  
CPL: Continuous Professional Learning  
CPR: Child Protection Register  
CR: Community Recovery  
CROS: Crisis Response Outreach Service  
CYP: Children and Young People  
CYPEDA: Children/Young People Experiencing Domestic Abuse

### D

DA: Domestic Abuse  
DCC: Dundee City Council  
DDARS: Dundee Drug and Alcohol Recovery Service  
DHSPC: Dundee Health and Social Care Partnership  
DVVA: Dundee Volunteer and Voluntary Action

### G

GBV: Gender-Based Violence  
GIRFEC: Getting it right for every child  
GSG: Gendered Services Group

### H

HSCP: Health and Social Care Partnership

### I

IRD: Initial Referral Discussion

### L

L&OD: Learning and Organisational Development



**M**

MAPPA: Multi-Agency Public Protection Arrangements  
MARAC: Multi-agency Risk Assessment Conference  
MASH: Multi-agency Screening Hub  
MAT: Medication Assisted Treatment

**N**

NFODs: Near-Fatal Overdoses  
NHS: National Health Service  
NQSW: Newly Qualified Social Worker

**P**

PP: Protecting People

**Q**

QA: Quality Assurance

**R**

RAGB: Red, Amber, Green and Blue  
RR: Residential Rehab

**S**

SECI: Self Evaluation and Continious Improvement  
SFRS: Scottish Fire and Rescue Service  
SIMD: Scottish Index of Multiple Deprivation  
S&T: Safe & Together

**T**

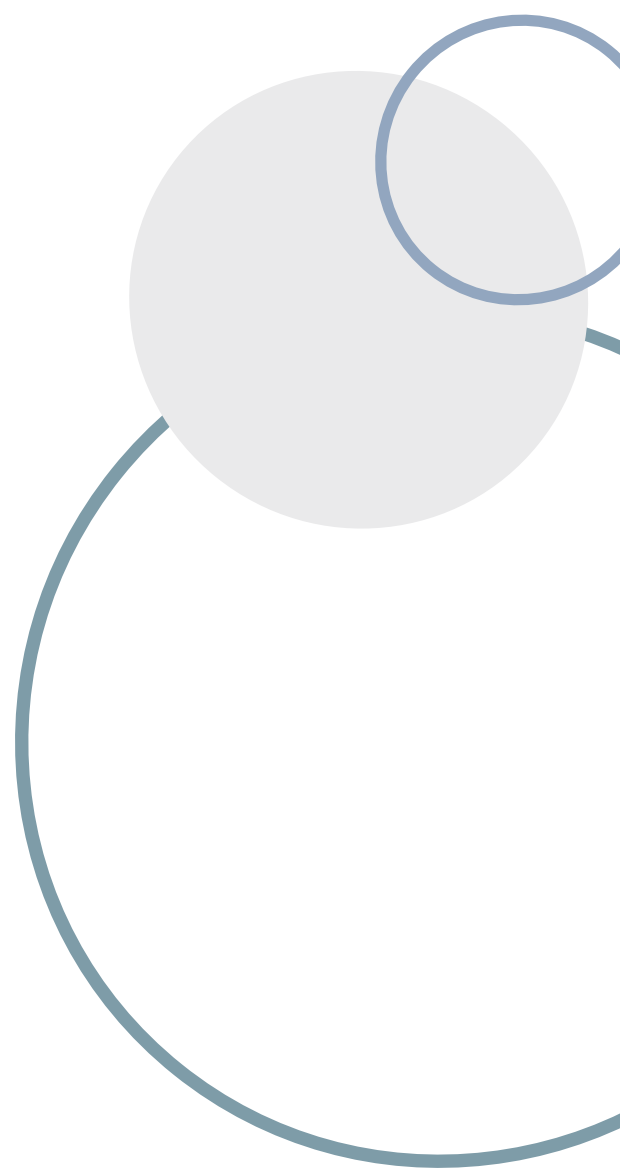
ToC: Test of Change

**V**

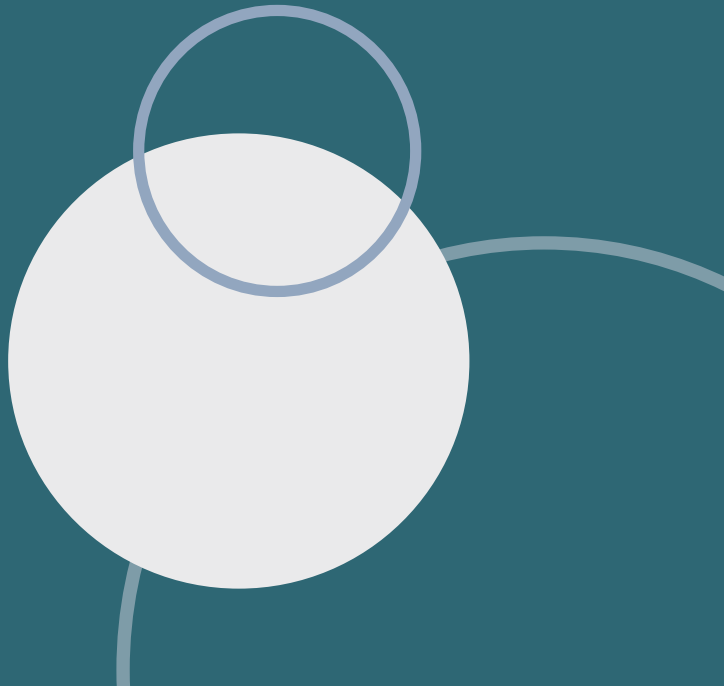
VAWG: Violence Against Women and Girls  
VAWOT: Violence Against Women Overview Training  
VAWP: Violence Against Women Partnership

**W**

WRASAC: Women's Rape and Sexual Assault Centre



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