



REPORT TO: HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD –
15 DECEMBER 2020

REPORT ON: CHIEF SOCIAL WORK OFFICER ANNUAL REPORT 2019-20

REPORT BY: CHIEF SOCIAL WORK OFFICER

REPORT NO: DIJB47-2020

1.0 PURPOSE OF REPORT

1.1 This report brings forward for Integration Joint Board members' information the Chief Social Work Officer's Annual Report for 2019/20, attached as Appendix 1.

2.0 RECOMMENDATIONS

It is recommended that the Integration Joint Board (IJB):

- 2.1 Note the content of the Chief Social work Officer's Annual Report for 2019/20, attached as Appendix 1.
- 2.2 Note the key developments and achievements across social Work functions achieved during 2019/20 (section 4.3) and priorities for future development during 2020/21 (section 4.5).

3.0 FINANCIAL IMPLICATIONS

3.1 None.

4.0 MAIN TEXT

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

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

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

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

As can be seen in this year's report, Social Work and Social Care services have continued to deliver quality support which improves lives and protects vulnerable people, whilst also responding to many challenges across the wider public sector and Social Work specific landscape. There are a number of highlights in the report alongside a description of ongoing challenges and priorities ahead. Some specific achievements include:

- The implementation of a wide range of approaches to service user and carer involvement and empowerment which demonstrate that co-production is increasingly becoming embedded in strategic planning, operational improvement activities and service planning and in the planning and delivery of Social Work and Social Care services to individuals / families.
- The completion of a range of self-evaluation activities the findings of which will inform future improvement activities. This includes further development of public protection datasets, single and multi-agency case file audits, case review activity and a range of team / service specific activities, and improvement planning in response to the findings of external scrutiny inspections.
- A diverse range of positive collaborations between Social Work and Social Care services delivered by the Council and Health and Social Care Partnership and commissioned services in the third and independent sectors. This includes the development of a range of commissioning and procurement approaches aimed at enhancing the range of supports available to individuals and families.
- The development and implementation of a range of learning and development activities to support the Social Work and Social Care workforce to deliver high quality services and acquire the knowledge and skills to lead and manage increasingly integrated responses to health and social care needs.
- Positive performance across a range of statutory Social Work functions. In Children's Services we have maintained a high proportion of children and young people on the Child Protection Register for less than 12 months and have seen reductions in the overall number of Looked After Children, as well as in emergency placements and the number of care experienced children excluded from school. Child Protection Orders have increased but work continues to monitor the number and quality of applications and a focus is being maintained on continued low levels of attendance of care experienced children at school. In Community Justice there has been an increased level of diversion from prosecution. In Health and Social Care, the trend of increased numbers of adult concern reports has continued, including referrals from NHS Tayside where focused awareness raising activity with the workforce has been undertaken. In mental health services, levels of Compulsory Treatment Orders, emergency detentions and compulsion orders have remained relatively stable. There have been further improvements in relation to unscheduled care, but a deterioration in delayed discharge performance. Despite this Dundee remains one of the best performing Partnerships in Scotland in relation to delayed discharge.

4.4 As this annual report covers the period from 1st April 2019 to 31st March 2020 it does not reflect the Social Work and Social Care response to the COVID-19 pandemic in any level of detail. The CSWO's annual report for 2020/21 will report on the response provided and the impact that this had on vulnerable individuals, families and communities. This will include an overview of the wide range of adaptations that have been made to support continued delivery of essential Social Work and Social Care services, the rapid redesign of service delivery models to protect the health and wellbeing of both service users and the workforce in-line with public health guidance, and the commitment and flexibility of the workforce throughout the pandemic response.

4.5 The 2019/20 annual report is also forward looking and identifies the key challenges and opportunities for the coming year across Children's Services, Community Justice and Health and Social Care. Recovery Plans for the Health and Social Care Partnership and Council Children and Families Service set the context within which wider improvement activities will be progressed during 2020/21 and will have a significant impact on capacity and resources available. Therefore, a small number of improvement priorities have been identified for the CSWO to support across the Social Work and Social Care workforce and with partners over the next 12 months alongside COVID-19 recovery work:

- Across all services, continued implementation of the Transforming Public Protection Programme with the Care Inspectorate with a focus on the roll out of new approaches to chronologies and risk assessment and further development of options appraisal for the future delivery of multi-agency screening functions.
- In Children’s Services, continue to progress the work of Centre of Excellence for Looked After Children in Scotland (CELCIS) Addressing Neglect and Enhancing Wellbeing (ANEW), What Matters to You (WM2Y) and Fort which alongside the Permanence and Care Excellence (PACE) program and our improvement plan are aligned to our commitment to implement the findings of the Independent care review in Dundee whilst at the same time ensuring defensible practice which supports children and addresses risks.
- In Community Justice, work with partners to continue to develop new approaches to women, employability, prison release, electronic monitoring, males aged 21-26 years at risk of custody and young people. This will be particularly challenging given the impact of the pandemic on delaying Court processes and rising levels of imprisonment.
- In Health and Social Care, continue to strengthen our arrangements for responding to adults at risk and improvement activities in response to complex delayed discharge and unscheduled care. We will also focus on continuing our work with partners to implementation action plans in responses to the Dundee Drugs Commission and Independent Inquiry into Mental Health Services in Tayside.
- In Health and Social Care, participate in the national review of adult social care, sharing our experiences and learning from the integration of health and social care services.
- In all areas, continue to address major financial challenges which will continue to require new ways of working, the active involvement of communities in service redesign, joint work with neighbouring authorities and prioritisation of resources towards key needs.

5.0 POLICY IMPLICATIONS

5.1 This report has been screened for any policy implications in respect of Equality Impact Assessment. There are no major issues.

6.0 RISK ASSESSMENT

6.1 This report has not been subject to a risk assessment as it does not require any policy or financial decisions at this time.

7.0 CONSULTATIONS

7.1 The Chief Officer, Chief Finance Officer and the Clerk were consulted in the preparation of this report.

8.0 DIRECTIONS

8.1 The Integration Joint Board requires a mechanism to action its strategic commissioning plans and this is provided for in sections 26 to 28 of the Public Bodies (Joint Working)(Scotland) Act 2014. This mechanism takes the form of binding directions from the Integration Joint Board to one or both of Dundee City Council and NHS Tayside.

Direction Required to Dundee City Council, NHS Tayside or Both	Direction to:	
	1. No Direction Required	x
	2. Dundee City Council	
	3. NHS Tayside	
	4. Dundee City Council and NHS Tayside	

9.0 BACKGROUND PAPERS

9.1 None.

Diane McCulloch
Chief Social Work Officer

DATE: 2 November 2020

Kathryn Sharp
Service Manager, Strategy and Performance



Dundee City Council

Chief Social Work Officer Annual Report

2019-20

2019-20



Preface

I was delighted to take on the duties of the Chief Social Work Officer in August 2019 following the retirement of Jane Martin and have welcomed the opportunity to contribute to the continued development of social care and social work services in Dundee. As in previous years, this report has been written for Elected Members, Social Work staff, other Council staff and partner organisations to provide a summary of activity over the last 12 months. It includes information about leadership; partnerships; statutory decisions made on behalf of the Council; finances; the involvement of service users; and on performance across all service areas. The report is not intended to be exhaustive but gives an indication of key trends, achievements, challenges, opportunities and priorities.

At the time of writing we are continuing to respond to the COVID-19 pandemic. The onset of the pandemic was in late March 2020 and therefore a detailed account of our social care and social work response sits out-with the scope of this annual report. Nonetheless, this wider context is reflected throughout the report in terms of our future plans and priorities. My annual report for 2020/21 will include a full account of our pandemic response and the learning we have gained from that. It will also recognise the commitment of our social care and social work workforce to maintaining the delivery of lifeline services under some of the most difficult circumstances we have faced in recent decades.

In my role as CSWO I am pleased to be able to report continued progress in our approach to co-production with people who use our services, carers and wider communities. A range of developments across children's and adult services demonstrate our strong commitment to person-centred care and support, focused on personal outcomes. Particular progress has been made in this regard in relation to some of the most vulnerable people in Dundee, including Looked After Children, vulnerable women with multiple and complex needs, people who use substances and people who have poor mental health and wellbeing.

We have continued our commitment to multi-agency working and strategic commissioning over the last year. This is demonstrated by the wide range of new initiatives and continued development of existing services that involve partnerships between statutory services and the third and independent sectors. Innovative work has been developed to respond to areas such as step-down accommodation in adult services, the needs of refugees resettling in Dundee, family support and domestic abuse. Our social care commissioning arrangements have continued to have a strong focus on quality of service delivery and on supporting a range of investment in the city from national funding sources. A focus on quality, best practice and innovation has also underpinned our extensive learning and development activities throughout the year.

Throughout the year I have continued to closely monitor our performance in relation to statutory social work functions. In Children's Services we have maintained a high proportion of children and young people on the Child Protection Register for less than 12 months and have seen reductions in the overall number of Looked After Children, emergency placements and the number of care experienced children excluded from school alongside improvements in placement stability, educational attainment and positive destinations. Child Protection Orders have increased but work continues to monitor the number and quality of applications and a focus is being maintained on continued low levels of attendance of care experienced children

at school when compared with their peers. In Community Justice, there has been increased levels of diversion from prosecution. In Health and Social Care, the trend of increased numbers of adult concern reports has continued, including referrals from NHS Tayside where focused awareness raising activity with the workforce has been undertaken. In mental health services, levels of Compulsory Treatment Orders, emergency detentions and compulsion orders have remained relatively stable. There have been further improvements in relation to unscheduled care, but a deterioration in delayed discharge performance. Despite this Dundee remains one of the best performing Partnerships in Scotland in relation to delayed discharge.

The achievements I am reporting this year could not have been secured without the commitment of our social care and social work workforce, as well as contributions from our multi-agency partners in Dundee, Tayside and beyond. Social justice, anti-discrimination, empowerment, human dignity and worth are central to the practice of all social care and social work staff. I am proud to have supported and been part of a workforce that has impacted so significantly on the lives of many of Dundee's most vulnerable citizens over the last 12 months.

Diane McCulloch
Chief Social Work Officer

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1 Introduction

This report details the arrangements within Dundee which enable the Chief Social Work Officer (CSWO) to fulfil their responsibilities as outlined in Section 5 (1) of the Social Work (Scotland) Act 1968, as amended by Section 45 of the Local Government (Scotland) Act 1994. The post is a senior one designed to promote leadership, standards and accountability for Social Work services, including commissioned services. Statutory guidance outlines requirements of the CSWO to:

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

The statutory guidance also states that the CSWO must produce and publish a summary Annual Report for Local Authorities and Integration Joint Boards. This report therefore provides details on how the CSWO functions are being discharged within Dundee, including the systems and processes in place to ensure the safety of children and vulnerable adults and the management of those who present a risk to others, in the period 2019/20. The report ends with an outline of key priorities over the next 12 months.

In the last Annual Report covering 2018/19, the CSWO set out the focus for developments in the forthcoming year. The priorities were informed by a variety of factors, including opportunities and challenges afforded by new and anticipated legislative requirements, national or local structural changes, ongoing financial pressures, internal self-evaluation, external inspections and SSSC Codes of Conduct. We committed to:

- Continue to strengthen our approaches towards protecting the public through the implementation of a Transforming Public Protection Programme with the Care Inspectorate to improve practice and processes in respect of assessments, chronologies and plans.
- Across all services, strengthening our approaches towards vulnerable women, including through the New Beginnings Team, Pause Programme, new Community Custody Unit, Caledonian Programme and Safe and Together.
- In Children's Services, continuing to lead on a GIRFEC Improvement Programme which focuses on prevention through the related initiatives of a CELCIS Addressing Neglect Programme, What Matters 2 U and a Fast-Online Referral Tracking system.
- In Children's Services, continuing to improve the placement stability of Looked After Children and Care Leavers to fully meet their health and wellbeing needs and support them towards positive destinations in adulthood.
- In Children's Services, working with the Centre for Excellence for Looked After Children on a PACE programme to improve approaches towards children and young people moving into permanent fostering and adoptive placements.
- In Children's Services, responding to the findings and recommendations of the Independent Care Review, which will cover the care system as a whole and apply to both Social Work and other partners.
- In Community Justice, work with the Scottish Prison Service to develop new approaches to women, employability, prison release, electronic monitoring, males aged 21-26 years at risk of custody and young people.
- In Health and Social Care, aligning statutory service delivery to localities and taking forward major service re-designs in mental health services and substance misuse, with each informed by the recommendations of the Dundee Drug Commission and pending Mental Health Review.
- In Health and Social Care, to continue to target improvement activity to prevent falls and to increase the number of people accessing self-directed support options 1 and 2.
- In Health and Social Care, to work with communities to better understand performance information that demonstrates inequalities in outcomes between LCPP areas and to identify ways to reduce these inequalities.
- In all areas, addressing major financial challenges which will continue to require new ways of working, the active involvement of communities in service redesign, joint work with neighbouring authorities and prioritisation of resources towards key needs.

This year's Annual Report describes how the CSWO supported the progression of each of these areas of work. It shows how there were a number of key achievements in each of our service areas and how, in particular, all service areas strengthened their approaches to integrated working and co-production with local communities.

3

Partnerships Structures/ Governance Arrangements

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

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

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

The CSWO is also supported by a Joint Social Work Management Team which brings together the Senior Officers (or their representatives) with responsibilities for Social Work functions, alongside supporting officers. The group maintains oversight of:

- Key national and regional developments with implications for social work practice, including considering local actions required in response and monitoring implementation of these actions.
- Local developments, both strategic and operational, with specific implications for the social work workforce and services.
- Datasets relating to statutory social work functions.
- The effectiveness of arrangements to support the CSWO in discharging their statutory role, including the implementation of the CSWO Governance Framework.
- Production and publication of the CSWO annual report.

Social Work has a strong tradition of engaging with communities and families to mutually explore and identify key risks, needs and strengths; agree plans which protect people and help them to realise their potential; and jointly implement, review and adapt those plans. Given the range and complexity of communities and individuals, the challenge is to find creative methods which best suit their needs and promote the best possible outcomes for them, their families and communities.

Children's Services

The Children and Families Service has been developing a range of services that focus on person-centred approaches to providing support to some of the most vulnerable families in the city. This includes models that focus on working in partnership with children, their carers and wider families to identify and achieve improved personal outcomes.

What Matters to You (WM2Y)

Is a community-based system change initiative working alongside both leaders and families in two communities in Dundee and East Ayrshire to help facilitate change, build assets and improve outcomes. It aims to align with families' and individuals' own understanding of the difficulties they face, providing family support identified by them. Facilitation from Columba 1400 supports leaders and professionals to listen, reflect and learn together, creating a culture of trust and collaboration which is paralleled in approaches towards families and the type of support they wish to receive.

To this end, a dedicated Project Coordinator and a Learning Partner are now in post and have been engaged jointly with partners in identifying and consulting with children, young people and their parents/carers on the type of support they consider will make a positive difference to their lives. Following on from this WM2Y, with the support of Columba 1400, has delivered a number of community leadership events in the West of the city with a cohort of parents now actively involved with the project and reflecting positive feedback as follows:

- Very enjoyable, gives you a clearer mind.
- Learned a lot about myself.
- I had fun it was great meeting new people.
- Have the courage to take a chance and make a change.
- Trust in yourself and you'll learn to trust in others.

In addition, in January 2020, Columba 1400 facilitated a focussed leadership event to reflect on shared values and the extent to which services consistently involve and reflect the needs of families. The intention is to scale this approach across the city and use findings to inform the design and delivery of both preventative and targeted services. It therefore aligns with related work with the Third Sector on the development of flexible family support more easily accessible via a Fast Online Referral Tracking (FORT) system.

Addressing Neglect and Enhancing Wellbeing (ANEW) Programme

With support from the Centre for Excellence for Looked After Children (CELCIS), the ANEW program continues to focus on building the capacity, confidence and competence of Health Visitors, Head Teachers and Guidance Staff to better identify and assess children with additional support needs and to work with their families in Team Around the Child processes to identify solutions that do not require escalation but also includes easier access to resources.

Work has continued in the development of team around the child processes (TATC) with a focus on ensuring that the “voice” of the parents /child is at the centre of all decision making. The role of a “buddy” to support families has been central to this. At the same time, active implementation approaches and experience gained from the sites who have been part of the learning to date will inform the wider agenda of GIRFEC implementation and delivery across children’s services so that approaches and ideas from the ANEW programme can now be questioned, tested and potentially adopted in a much wider context.

The next step will be the active implementation of Dundee wide guidance with ongoing support including supervision, coaching and training to named persons in the delivery of their role as a central support to improved practice and early identification of neglect. This work similarly aligns with both the What Matters 2 U work and the work with the Third Sector on flexible family support and FORT.

Kinship Support

A Kinship HUB, based at 101 Whitfield Drive, opened its doors early in 2020. It is the new base for the third sector Kith’ n ’Kin service run by TCA alongside the council’s Kinship Care Social Work Team. The driver for this was consultation with kinship families across Dundee which clearly articulated a need for a dedicated, one-stop-shop provision.

Developments are ongoing to bring together a range of statutory and non-statutory services under one roof to improve services to kinship families in Dundee. This includes the opportunity for group work activities, 1:1 support, targeted “drop-in “sessions with a focus on financial advice for example and training sessions aimed at supporting the challenges of caring for children who have experienced trauma.

Engagement with care experienced children and young people

Over the year, the Champions Board continued to operate, membership of the board widened and a care experienced representative became a key member of the Corporate Parenting Partnership. As a result of this collaboration, some important changes were introduced to the way support is provided, including staff in Children’s Houses spending less time in designated offices and more in open living spaces; equivalent Christmas presents for children and young people with foster carers and in Children’s Houses; and overnight stays. As part of a new Engagement and Participation Strategy, this method of engagement is also now being extended to include digital engagement and improved engagement in schools and Looked After Child review meetings.

Pause Dundee

This service became operational in June 2019 and began working with women in September 2019. As of June 2020, 21 women were committed to being supported by the programme. Their ages range from 20 to 40 years old and they have had a total of 51 children removed from their care. Three women are care experienced and all of them have experienced a range of complex issues, including developmental and relational trauma.

Women are at the heart of Pause Dundee. They are offered an innovative, flexible package of support which helps them tackle destructive patterns, develop new skills and avoid further trauma – setting in place strong foundations on which to build more positive futures for themselves. In working with Pause Dundee, women are able to develop a secure, consistent and predictable relationship with a professional – often for the first time in their lives – who can ensure that the support she receives is trauma-informed, strength-based and tailored to her individual needs.

The women in Dundee have consistently identified improved physical and mental health as their first priority. As they have progressed through the programme, improved health remains their top priority, but their other priorities have shifted from wanting increased levels of fun and happiness and improved finances, to gaining more stable housing, increased learning and work opportunities, and improved emotional wellbeing and resilience.

As part of the programme the women are routinely given the opportunity to provide feedback on their experiences. This is used to shape delivery of the programme and explore the impact of the service.

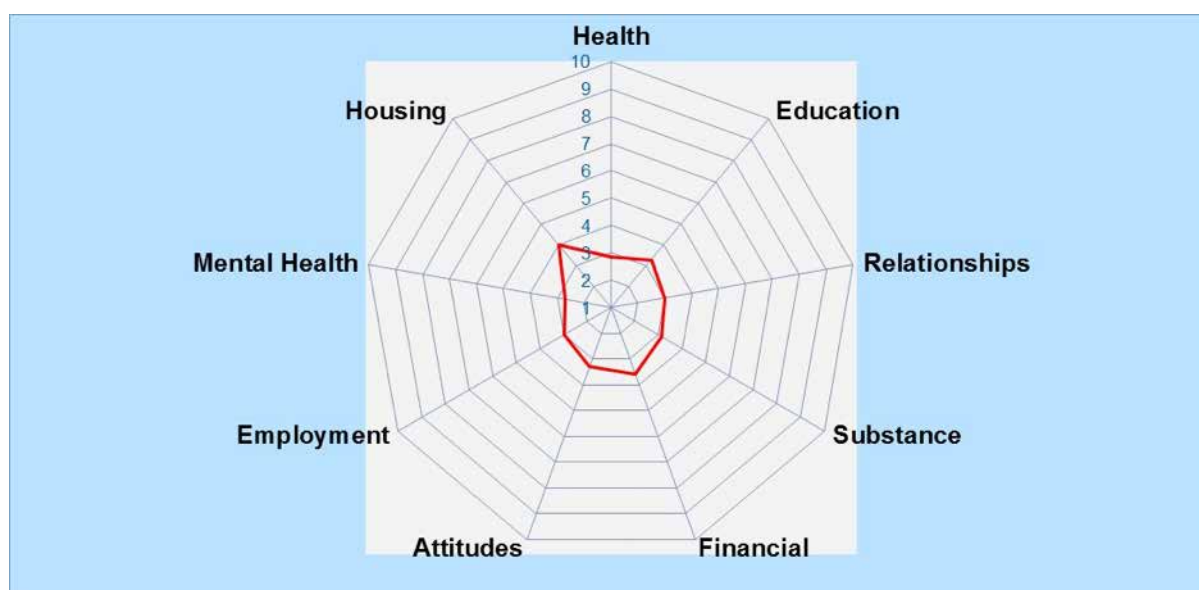
“I no longer feel helpless, isolated or judged because Pause is supporting me. Now I feel there is a light at the end of the tunnel and am hoping that there is a brighter future for me”.

“From the time I have been working with Pause I have become more confident about things and I feel I can speak to my worker... and open up about things... I get 100% support with everything. It has helped me a lot with my confidence. All the Pause team are great and friendly”.

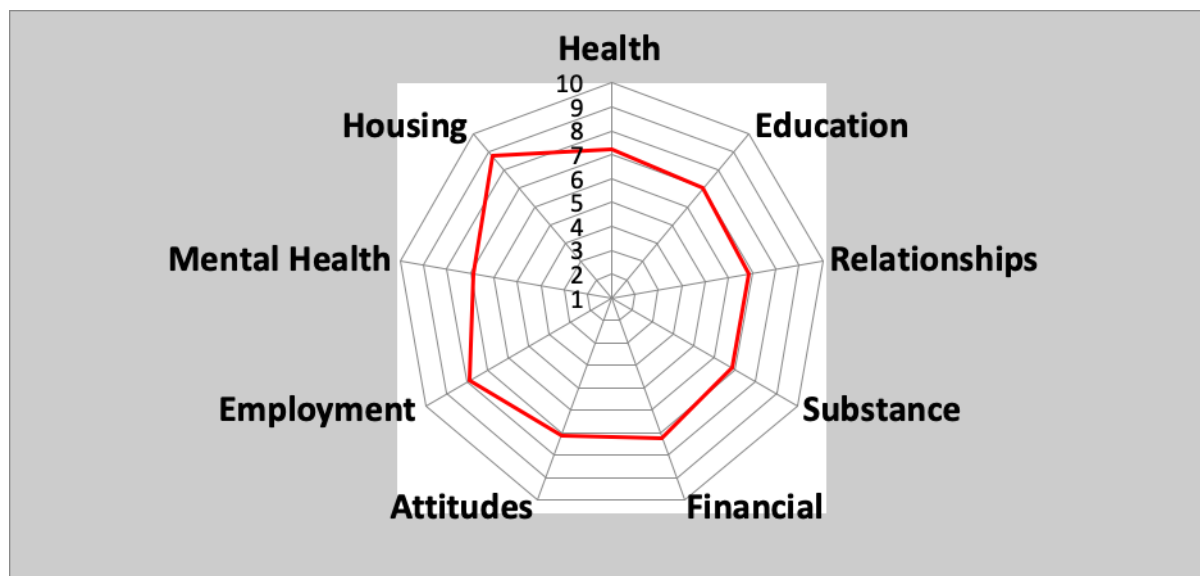
Community Justice Service

In order to help evaluate, support and inform how services are delivered, in September 2019 the service introduced service user feedback at the start and end of a Community Payback Order. Questionnaires asked people about to start an Order to rate their own position across a range of key issues (e.g. health, housing, relationships, employment). This was both to generate discussion about mutually agreed targets during the period of the Order and to make a comparison with the questionnaire completed at the end of the Order. From 1 September 2019 to 31 March 2020 39 questionnaires were completed at the induction stage, with 8 completions in the same time period. A diagram of the scores are detailed in the 2 charts below.

Average Questionnaire Scores at the Start of Order:



Average Questionnaire Scores at Completion of Order:



Whilst the information was based on a small number of questionnaires that were completed at the start and end of an Order, this exercise demonstrates the very positive impact of support on service users. This approach continues to be implemented and will be extended to include comments on service users on things they found helpful and not so helpful during an Order.

	Improved	Same	Worse
Reduction in criminal activity (self-reported)	51 (66%)	22 (29%)	4 (5%)
Reduced impact of alcohol and drugs	48 (63%)	26 (34%)	2 (3%)
Improved accommodation	47 (62%)	26 (34%)	3 (4%)

Health and Social Care

The Health and Social Care Partnership recognises that co-production is key to making the best use of resources, delivering better outcomes for people who use services and their carers, building stronger communities and developing citizenship. A wide range of activities have been undertaken that demonstrate that the Partnership is actively embedding a culture of listening to citizens, service users, carer and their families and developing and improving services in accordance with this.

Participation and Engagement Strategy

In December 2019 the Integration Joint Board approved a new Participation and Engagement Strategy which recognises that engagement is better done in partnership, taking advantage of expertise, resources and relationships which exist across our communities to best listen to those who need and make use of our services and supports. The strategy was reviewed and adapted by the Communication and Engagement subgroup – a group made up of representatives from across the Partnership, NHS Tayside, Dundee City Council and the Third

Sector Interface. The reviewed strategy is not intended to be a comprehensive action plan for all of our engagement work. Rather, it sets the broad principles by which the Partnership will engage with patients, service users, their families and carers and our staff. The strategy has been simplified significantly to make it more understandable and relevant to those with whom the Partnership wishes to engage. As a result of the new strategy work has begun to develop an online resource for our workforce to support them in their engagement work.

Engagement through Care Group Strategic Planning Arrangements

Strategic Planning Groups (SPG) across health and social care continue to maintain and improve their engagement with a wide range of stakeholders. For example, the Learning Disability and Autism Strategic Planning Group has progressed work in relation to the Charter for Involvement in Dundee (<https://arcscotland.org.uk/involvement/charter-for-involvement/>). Colleagues from ARC support the Dundee Involvement Network. The Network gives people who get support in Dundee a chance to share ideas and experiences and consider how they can influence their supports and services.

On 22 October 2019 a ‘Your Keys To Life in Dundee’ event was hosted by DHSCP with the aim of informing and consulting with people with learning disability and/or autism and their carers and family members. The event was attended by about 230 people in total around 100 of whom were identified as having a learning disability or autism. There were 30 stallholders with a range of information about keeping healthy and services and supports.

This event was seen as part of an ongoing dialogue with people and stakeholders which has shaped direction and progress. Those who attended were given a chance to learn about the progress of the strategic plan for supports and services they use or might use; and to share their views about what they thought was important for their future.

“Excellent event – such a buzz about the room. So much helpful information. Thoroughly enjoyed it.”

“Very good fun. Met a girlfriend”

“Always something new to find out about”

The Mental Health Strategic Planning and Commissioning Group continues to keep people with lived experience at the centre of decision making as they co-produce plans and redesign services and supports to better meet community and individual needs. Strong relationships with a range of local groups and networks including Dundee Healthy Minds Network, Making Recovery Real Network, Faith in Communities, and community-based health issue groups ensure that channels are open for both ongoing and project specific dialogue.

People with Lived Experience of Substance Use

A recommendation from the Dundee Drug Commission’s report was that there needs to be meaningful involvement of people who experience problems with drugs, their families and advocates. The Peer Recovery Network has now been in operation since April 2019 and has successfully recruited 3 Peer Workers with lived experience of drug use who have been in post since June 2019. Training programmes have been developed for the Peer Workers as well as volunteers covering: Roles and Responsibilities, Safeguarding, Drugs and Alcohol Awareness, Mental Health Awareness and Group Skills and Facilitation skills. On completion of training Peer

Workers were allocated placements with TCA, Addaction and Hillcrest Future where they spent 3 days a week learning valuable skills and spent 2 days per week with the Peer Recovery Network. The Peer Workers are undergoing their Smart Recovery Training and are shadowing groups to learn about facilitating a group in the next few months. The Peer Workers have been actively involved in developing the Recovery drop-in in the East End of Dundee, working in partnership with the volunteers, Dundee City Council and NHS, and supporting them at the drop in as well as engaging with new participants coming along. They have also been working with the volunteers to research and design an awareness raising training programme around stigma and recovery to deliver in the community. The Peer Workers have been supporting the volunteers to deliver the Recover Friendly pledge and supporting them to become Recovery Friendly Ambassadors. We introduced a volunteer of the month and this has been well received with the volunteers feeling valued and their contribution greatly appreciated.

The Peer Recovery Network is also now engaging with Perth Prison to deliver Peer Support training to individuals to support their peers. It is hoped that on release to Dundee they will continue to access support with services and be signposted to substance use services in their own area and continue to attend a recovery drop in to maintain their own recovery and reduce isolation and the risk of overdose and future offending.

Wellgate Day Support Service

The Wellgate Day Support Service gathers feedback in a variety of ways including supported people reviews, questionnaires and group activity. They have engaged in a variety of ways to influence change through listening and responding to supported people, carers and stakeholders:

- Easy read questionnaires, information leaflets and user involvement strategy have been compiled in partnership with supported people and Advocating Together who hold regular feedback /consultation sessions at the Wellgate.
- Supported People are an integral part of the recruitment and selection process of Social Care Workers and meet with candidates and feedback views.
- Partnership working has taken place with Speech and Language Therapy to devise a communication aid for a supported person who communicates using URDU and this aid is now in place to facilitate interaction and assists staff and the individual to be clear about specific needs. We also use Makaton and talking mats to communicate with supported people and this flexibility encourages engagement and understanding.
- Quarterly meetings take place with carers to share information and gain feedback to influence service provision. We have been liaising with the Carers Centre following requests from carers for more information about services they can access and they are participating in the carers meeting to inform them about a variety of support/resources.
- Our Newsletter/fundraising group make decisions about the content of our newsletter that we share with carers/partners and plan fundraising activities to donate to worthy causes including Cash For Kids and the air ambulance. We have involved a variety of organisations to assist with the collection of crisp packets and our staff/supported people collect and dispatch.
- We attend the Charter for Involvement, National Involvement Network and contribute views about service delivery.
- Due to requests from supported people we have introduced high back chairs with sides to accommodate specific needs and contribute towards a comfortable, homely environment.
- We have made changes to our lunch provision following feedback from a consultation process and in partnership with our health colleagues we have introduced packed lunches to offer choice and encourage independence. Further consultation will take place to determine future arrangements.

Wellgate Day Support Service was successful at the Dundee City Council, Outstanding Service and Commitment Awards in June 2019 and was presented with the Lord Provost Award in recognition of the work we undertook in partnership with the Community Learning Disability Nurses, Occupational Therapy and Central Library to provide self-management and coping strategies to enhance and improve the understanding of ageing and memory loss for supported people who have a learning disability.

Joint Work across Children's Services and the Health and Social Care Partnership

The Carers Interest Network (CIN) is a networking group bringing together professionals from across organisations providing generic and targeted support to unpaid carers across Dundee. The network acts as a forum to share information about services and supports available locally and to enhance knowledge exchange amongst professionals. The aim of the Carers Interest Network is to enhance carer identification and foster joint working and collaborations with other organisations, services and networks to better meet the needs of carers in Dundee. The network is co-ordinated by Dundee Carers Centre. 5 Carers Interest Network sessions were held during 2019-20, with 92 attendances. The CIN inputted and contributed to the following key pieces of work on behalf of the Carers Partnership, including:

- Carers Act Multi Agency Guidance Information Toolkit
- Input into the development of the local Short Breaks Services Statement
- Carer and workforce training update
- Developing local supports and information resources for carers and professionals – Carers of Dundee website and Local Carers Charter
- Input into the development of the local Carers Strategy

The carers involvement groups facilitated by Dundee Carers Centre have continued to develop in an inclusive way. Carers Voice, Young Carers Voice and the Lifeline Group have increased carer involvement opportunities in service design. Plans have been made to create a second distinct Lifeline Group as greater demand for this peer support has been identified.

Young Carers often support adults who have a wide range of health and care needs. Dundee Carers Centre have been working in partnership with young people and Dundee City Council Children and Families Service to increase awareness of young carers rights and the supports available. In order to ensure that young carers have the best experience of, and benefit from, completing a Young Carers Statement, a small group of young carers were involved a test of the process ending in May 2019. Young carers identify a shared ownership of the process of Young Carers Statements.

“By taking part in the Young Carer Statement test it made me feel listened to and valued as a carer. I no longer feel anxious about being a carer or feel nervous about being asked why I am late to school again, it has made my life so much easier at school which now makes it a happier place to be. By having my Young Carer Statement in place it makes me feel settled and content within Education. The most challenging part of my Statement was having to detail any barriers I was experiencing in Education but now looking back this was the most meaningful part... because of including this in my statement I know have methods in place to support me.”

(Young Carer who took part in Young Carer Statement Test)

5 Social Service Landscape/Market



Dundee is a dynamic, modern city which is undergoing a period of significant change associated with the development of the Waterfront and opening of the V&A Museum. The city has a thriving port, is a hub for creative industries, media and life sciences, is a UNESCO City of Design and has a strong commitment to fairness and social justice. However, the population of 148,000 also faces challenges associated with high levels of poverty, deprivation and inequality. This is accompanied by the range of related social, community and personal problems, including high levels of unemployment, substance misuse, drug deaths, mental health, physical health, domestic abuse, re-offending and morbidity. There are also more people with physical or learning disabilities than the Scottish average. Typically, there are over 9,000 users of social care services in the city at any time.

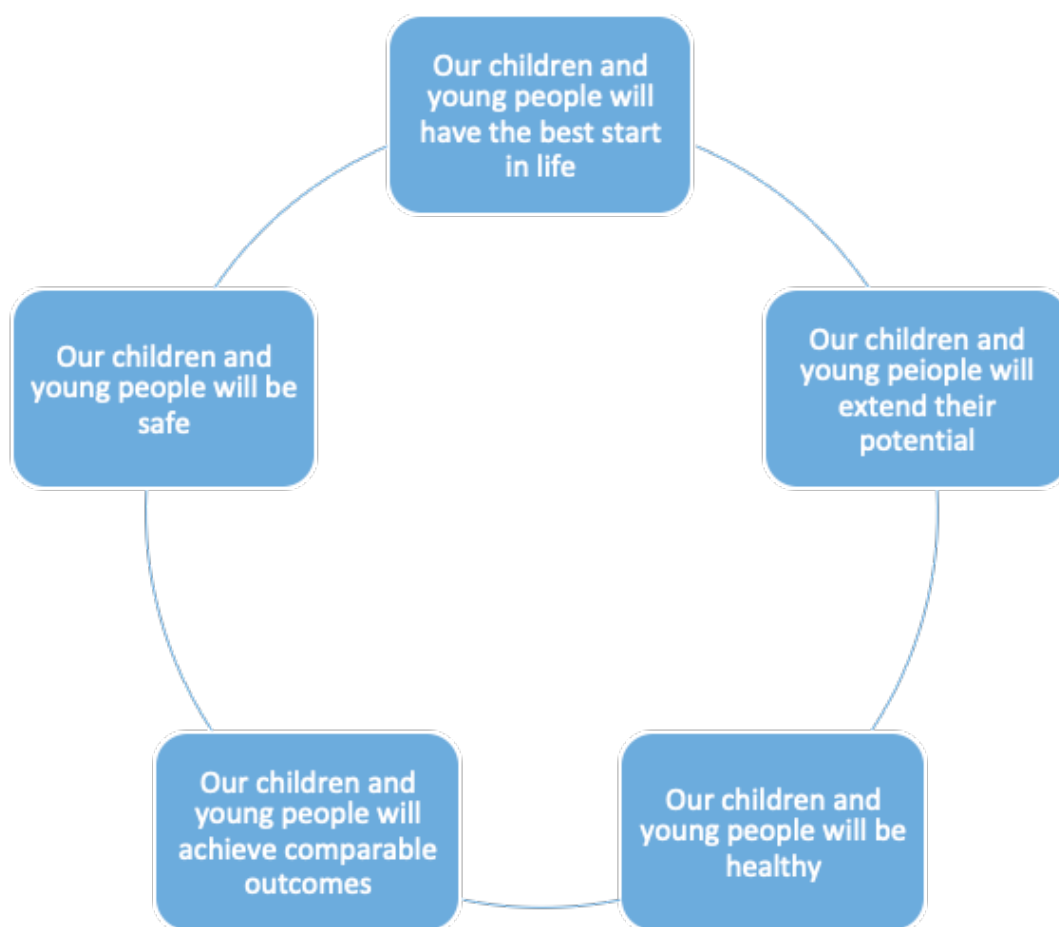
Over the next 25 years, the number of people aged over 75 years is also expected to rise by 45%. There will be similar increases in the number of people aged over 90 years. This is likely to lead to a greater prevalence of problems associated with older age which require health and social care, such as dementia, injuries resulting from falls, osteoarthritis, osteoporosis, immobility and other features of deteriorating mental and physical health.

As a result, in the context of growing financial pressures, there are unusually high and ever-increasing demands on health, social care and other relevant local services. It means services must work together in a joint focus on prevention and engage with communities to prioritise and address problems within existing, shared resources. As such, the Dundee Partnership has outlined an aspirational vision for the City which will be realised over the next 10 years. Our shared vision is that:

- We will have a strong and sustainable city economy that will provide jobs for the people of Dundee, retain more graduates and make the city a magnet for new talent.
- We will offer real choice and opportunity in a city that has tackled the root causes of social and economic exclusion, creating a community which is healthy, safe, confident, educated and empowered.
- We will be a vibrant and attractive city with an excellent quality of life where people choose to live, learn, work and visit.

To achieve this, the Dundee Partnership is focusing on 5 priorities of Work and Enterprise; Children and Families; Health, Social Care and Wellbeing; Community Safety and Justice; and Building Stronger Communities. This is supported by themes on Cultural Development, Sustainability, Public Protection and Substance Misuse. We will engage with localities, jointly resource, prevent problems occurring or escalating and reduce inequalities. Given its work with vulnerable groups, Social Work will play a major role.

[The Tayside Plan for Children, Young People and Families 2017-2020](#) sets out the joint vision and priorities across the three local authorities, NHS Tayside and other local and national partners. It has been informed by the views and responses from children and families gathered through the Dartington Social Research Unit in 2014 along with evidence on what works to improve outcomes for children, young people and families. It has a clear focus on reducing inequalities and improving outcomes for all of Tayside’s children, with partners committed to working collaboratively in five priority areas:



The Plan identifies a range of ways in which Children and Families will work with the Health and Social Care Partnership to improve outcomes for children, young people and adults. These include developing shared strategies on joint priorities such as parenting, substance misuse and mental health, with a focus on prevention, early intervention and tiered responses to need. It mirrors both the City Plan and the Council Plan, each of which include the same shared 5 priorities within and between partner services.

In Community Justice, the Community Justice Outcome Improvement Plan (CJOIP) 2020-23 has been drawn up by the Community Justice Partnership. The three-year plan sets out targets to enhance the Community Justice journey from early intervention and prevention, ensuring we deliver a robust and effective range of community alternatives to imprisonment and to strengthen partnership approaches to reintegration after custody.

The Integration Joint Board's Strategic and Commissioning Plan 2019-2022 sets out the vision that "Every Citizen of Dundee will have access to the information and support that they need to live a fulfilled life." The plan has a focus on the delivery of four strategic priorities:

- **Health Inequalities** across Dundee will reduce so that every person, regardless of income, where they live or population group, will experience positive health and wellbeing outcomes.
- **Early Intervention and Prevention** – enhanced community-based supports are enabling people to take greater control of their lives and make positive lifestyle choices that enhance their health and wellbeing and reduce the need for service based interventions.
- **Locality Working and Engagement with Communities** – people can access services and supports as close to home as possible, with these services and supports responding to the specific needs of the local community.
- **Models of Support and Pathways of Care** – people will live more independently at home for longer, supported by redesigned community based, person centred services.

It also sets out a strong commitment to integrating person centred care and support, carers, building capacity and managing resources effectively into the everyday work of the Health and Social Care Partnership.

In 2019/20, the total net Social Work budget of £111,895,000 was allocated across services as follows:

Service Area	2019/20 Budget £000
Children's Services	£35,515
Community Justice Services	£182 (plus additional Scottish Government Grant Funding of (£4,907K))
Adult Social Care Services*	£76,198
Total	£111,895

Whilst existing financial pressures were addressed Dundee still has one of the highest costs per Looked After Child than other local authorities associated with fewer family-based placements. In response, an action plan has been developed to reduce the overall numbers of Looked After Children and re-model the type and range of local placement options. This includes work with the third sector on preventative services; work to support kinship carers; work to increase the number of foster carers; exploring functional family therapy; and returning some young people from external residential placements to suitable local alternatives which help promote positive transitions into Continuing Care. It is leading to a clear re-balance of the proportion of family based versus residential placements, alongside improvements to the stability of all placements.

The Community Justice budget continued to be provided by the Scottish Government on a ring-fenced basis, for spending on matters relating to community justice only. It is calculated on the basis of a combination of local demographic factors and workload and continued to be managed in accordance with key priorities.

The delegated budget to the Integration Joint Board to support the delivery of adult social work and social care services continued to be impacted on by increasing levels of demand to support vulnerable people in Dundee. This includes the demographic impact of an increasingly frail population, prevalence levels of people with a disability, mental health and substance use problems and levels of demand for GP prescribing. The culmination of these factors resulted in a projected budget shortfall of £5.936m in resources in the Health and Social Care Partnership's 2019/20 overall delegated budget at the budget setting stage. The IJB considered and agreed to a range of savings and interventions which would be applied throughout the year in order to balance the budget however entered the financial year with unidentified savings of £546k. With the backdrop of a significantly challenging overall financial settlement the overall financial performance for 2019/20 consisted of an underlying overspend of £6,037k in Social Care budgets (overspend of £3,360k in 2018/19). 2019/20 saw the first year of a change to the financial risk sharing arrangement set out within the Dundee Health and Social Care Integration Scheme whereby in the event of an overspend within the delegated budget, after the application of a financial recovery plan and use of IJB reserves, the overspend was allocated based on each Parties' proportionate contribution to the Integration Joint Board's budget for that financial year on a like for like basis. Under this arrangement, NHS Tayside became liable to make a further contribution of £2,042k and Dundee City Council liable to make a further contribution of £1,021k giving a total additional funding of £3,063k. This resulted in a net £2,274k overspend for the IJB or 0.8% variance against available funding.

7 Service Quality and Performance

Self-Evaluation

In 2019/20 Social Work services led and participated in a number of single and multi-agency self-evaluation activities focused on continuous improvement and improving outcomes for service users, carers and communities. These activities sit within the framework of the Care Inspectorate Performance Improvement Model and include case file audits, case reviews and audits of specific processes/documents. This activity is supported by the Learning and Organisational Development Service to ensure that learning is effectively shared and informs improvements plans at team and service level, as well as contributing to the development of strategic and commissioning plans for Health and Social Care and Children and Families.

Public Protection Data

Significant work has been undertaken to strengthen arrangements for the collation, analysis and reporting of data to the Child Protection Committee (CPC) and Adult Support and Protection Committee (ASPC) over the last year. The CPC dataset has been aligned to the national core dataset developed as part of the Child Protection Improvement Programme, with local enhancements made in addition to core requirements. A sub-group of operational managers has been established to work alongside data and information staff to better analyse data prior to it being submitted to the CPC, with a clearer focus at committee on understanding what the data means and what action might be required in response to this. Work has also progressed to strengthen the contents of the dataset regularly reported to the ASPC, with further development due to take place in 2020/21 based on learning from the approach already in place for child protection.

Health and Social Care Performance Analysis

The Health and Social Care Partnership continued in-depth analysis of areas where performance against national indicators has been poor: falls, unscheduled care (including readmissions to hospital within 28 days of discharge) and complex delayed discharges. This has supported the Partnership to identify focussed areas for improvement and more effectively target actions to address these. The Performance and Audit Committee of the Integration Joint Board has also received report summarising the Partnership's work with Neighbourhood Services and other partners to deliver the commitments set out in the Housing Contribution Statement 2016-20, including a range of developments focussed on the prevention of homelessness, housing support services, housing adaptations and support for care leavers. The Committee also continued to receive quarterly performance reports detailing performance against the national health and wellbeing indicators and benchmarking performance with other Partnerships across Scotland and received the annual report on Care Inspectorate gradings for adult services (including care homes) within Dundee.

Protection Case Adults

In early 2020 the partnership undertook a case file audit of adult support and protection services. The audit focused on transitions both from children to adult support services (ages 16–24) and from adult services to older adult services (ages 63-75). The audit had thirteen case-file readers, who were all staff members from NHS, Dundee Health and Social Care Partnership, Children & Families Services (including Community Justice Services and Education), and Police Scotland. Readers worked in pairs to audit files, and submitted a single joint assessment for each case file. Analysis of the assessments has identified areas of strength and a focus for further development which has informed the adult support and protection development plan for the coming year. Strengths were identified in relation to communication and information sharing between

partner agencies, the use of outcome focussed assessments, the recording of case conferences, completion of core processes within agreed operational timescales and the involvement of service users. Areas for development were consistent use and quality of chronologies, assessment of risk and subsequent recording within case files, inconsistent approaches to recording of core processes, evidence of SDS being discussed with individuals, assessment of capacity, offering of independent advocacy and evidence of management oversight. A number of areas for improvement are also already incorporated within the ongoing Transforming Public Protection Programme work, particularly chronologies and risk assessment practice and recording.

Initial and Significant Case Reviews

During 2019/2020 Dundee CPC undertook 4 Initial Case Reviews. Three of these reviews did not progress to a Significant Case Review but did identify common areas of learning that have informed a significant multi-agency development plan around the key themes identified. One Initial Case Review has been progressed to a Significant Case Review and independent external reviewers have been commissioned to undertake a Social Care Institute for Excellence Learning Together review which is scheduled to be reported in early 2021 having been delayed by the COVID-19 pandemic.

Dundee ASPC did not undertake any Initial Case Reviews during the last year. However, in December 2019 the ASPC considered the outcome of work to progress a Significant Case Review into an event that occurred in 2017. Having considered the outcome of work undertaken on the review to date and ongoing restrictions placed on the review by the COPFS the ASPC agreed to conclude reviewing work. Findings from the review work were subsequently shared with operational services.

The Tayside MAPPA Strategic Oversight Group oversaw the completion of two Significant Case Reviews, which were published in May and October 2019. Whilst neither individual was actively involved with Dundee CJS, as MAPPA partners, Dundee CJS has participated fully in the learning derived and with implementing the action plans developed to address the recommendations.

Team/Service Specific Self-evaluation Activities

Teams across Children and Families and Health and Social Care have continued to undertake a range of planned self-evaluation activities, including peer auditing, service user satisfaction surveys and stakeholder engagement events. For example, the White Top Centre, which supports people with profound and multiple learning disabilities, has continued to develop a variety of methods of ascertaining service user's views and opinions, including increased use of switch technology, Makaton and the use of object signifiers. On the basis of feedback about taster sessions run within the centre a new timetable of activities has been introduced to increase opportunities to access community and centre based activities.

External Scrutiny

Children and Families

During 2019/20 the Care Inspectorate continued a programme of inspections of our Children's Houses and an inspection of Fostering and Adoption. In all areas, services were graded as adequate, good, and very good across a range of inspection focus areas. Three of our houses were graded Good for the Quality of Care and Support, with two graded as Adequate. One house was graded Very Good for the Quality of Wellbeing and Support. The quality of our relationships with young people in all our houses was noted as a strength. Environmental factors in relation to the fabric of our buildings largely led to the lower grading of good in one house. All of our houses now have an ongoing action plan in place to focus on areas for improvement; focusing on training, staff supervision, child's

plans and embedding high level nurture principles in our practice. Planning is also now in place for extensive refurbishment of one house, as well as refurbishment of another house and options for a new build to replace an existing house.

Legislation and Staying Put guidance is changing the demographics within the houses as an emphasis is placed on the importance of encouraging and enabling young people to remain in safe, supported environments, until they are better ready to make the transition to independent living. Both our Residential Service and Foster Care service are now registered with the Care Inspectorate as a Continuing Care service, backed up with a clear Policy for Continuing Care arrangements, meaning the importance of strong and positive relationships between young people and their carers can be maintained beyond their 16th birthday and well into adulthood. Indeed, across the Family Placement teams there are 14 young people choosing this Continuing Care arrangement and in our houses 12 young people are choosing to Stay Put beyond their 16th birthday. In one house a young person had passed their driving test and now owns their own vehicle. One young person also received an award and voucher for being the best achiever on their college course.

During the most recent inspections of the children's houses, the inspector noted positive comments from service users, and their families including:

“Being welcomed by friendly staff when they arrived- being able to redecorate their rooms to their own taste..... liking most of the staff and being treated with respect by them/staff being funny and trying to cheer them up.”

“Parental feedback indicated a high level of satisfaction with the service, with positive comments about staff and the relationship they had formed with his son.”

“We also spoke with a family member who felt that staff had done a good job ('bending over backwards') and kept their child safe. They also welcomed her to the home when she visited. They described the house as homely and comfortable.”

“They described the Junction as a settled home with nice staff who listened to them and with whom they had good relationships.”

“One young person was able to tell us how staff showed they cared about and respected him. He also told us how he felt he had made progress since being at Fairbairn, where he felt safe.”

Health and Social Care

Services for adults registered with the Care Inspectorate in Dundee include services directly provided by the Partnership, services commissioned by the Partnership from the third sector and independent providers and services operating independently of the Partnership. Of these contracted services, 75 were inspected during the year, of which 22 were combined inspections, where both the Housing Support and Support Services were inspected together. In 2019/20 Dundee was placed 13th out of 31 partnerships for the proportion of care services rated as good or better in Scotland (86% in Dundee). This figure now sits above the Scottish average (82%).

Appendix 1 sets out the outcomes of external scrutiny of care services provided directly by the Council and the Health and Social Care Partnership. These grades have remained consistently high in the main and there is a process in place that any issues raised are quickly discussed with the appropriate service and improvement plans put in place. Strong partnerships between the Partnership's operational managers, dedicated Social Care Contracts Team, providers of services and the Care Inspectorate are critical to maintain high standards and supporting providers where areas for improvement are identified through inspection processes.

Comments from service users and their relatives/carers during inspections included:

- *All the staff are welcoming and caring, friendly and polite and with a great sense of humour too.*
- *Very approachable and very kind, not only to my relative, but to ourselves as a family – keeping us up to date and informing us of any worries or concerns they have.*
- *The staff are extremely patient and understanding of my relative's needs, and the manager has a great rapport with all the residents.*
- *We have found the staff extremely patient, caring and excellent in communicating with us – this all provides us with peace of mind which is very reassuring.*

A full report on the quality of adult services registered with the Care Inspectorate and joint work to sustain and improve service quality can be read at:

<https://www.dundee.gov.uk/reports/agendas/PAC220920.pdf>.

8

Partnerships with Commissioned Services

In 2019/20, services continued to be delivered through a mixed economy of local authority, private, independent and third sector provision. In total, there were 227 contractual arrangements put in place with 100 external providers. Of these, 164 were involved the supply of regulated social care services, ranging from residential care, home care, fostering, homelessness, violence against women, substance use, mental health, housing support to care at home. The remaining 63 contractual arrangements were for unregulated services, including meals provision, lunch clubs, shopping deliveries, outreach support, befriending, humanitarian protection, mentoring, advocacy services and family support services.

The continued operation of a Social Care Contracts Team supporting commissioning and procurement activity across both Children and Families and the Health and Social Care Partnership has sustained robust contract management and monitoring arrangements. Their role has been particularly significant during lockdown period providing a crucial interface between operational colleagues, external partners, co-ordination of all provider email communications and a consistent link for any contractual/sustainability issues.

Partnership work with external providers has continued over the last year with a range of innovative and creative approaches in place to ensure the best use of local resources. Examples of this over 2019/20 include:

Health and Social Care

Care and Support

A tender exercise was undertaken with the specific aim of increasing the range of options for people with support needs, both in terms of the providers delivering these supports and the types of service they provide. This led to the development of a multi-provider framework approach to meeting a range of care and support needs, namely personal care/social care, housing support and respite/short breaks. The number of providers was increased from 10 under the previous contractual arrangements to 24, with the new framework commencing on 3 June 2019. The previous contracts were for the delivery of just a care at home service however the new framework enables a single provider to deliver a range of services that will all contribute to meeting the supported person's identified outcomes.

Mrs V attended a day centre once a week and had all support carried out from staff, Mrs V had severe anxiety when leaving home; she did not feel safe or secure away from her home/surroundings and would become very vocal and anxious when out of her comfort zone. Mrs V wanted to work on gaining independence, enjoy social outings and home skills and she started receiving a care at home and housing support service. 2 years on Mrs V now enjoys social outings, she has attended many shows/musicals she has travelled to Aberdeen, Glasgow and Edinburgh by train to go shopping. She really enjoys going to restaurants for meals and drinks with her friend and new weekly activities for Mrs V are Boccia, shopping and various tasks at home. Mrs V wanted to decorate so she was supported to shops to pick decor and furniture and also supported with quotes from companies to carry out the work. Mrs V always liked to clean so the role she took on was cleaning the kitchen and two years on she will prep and cook her food. She says she likes helping staff which is a great outcome as she no longer sees staff as helping her.

Housing with Care Step Down

The range of intermediate care options was extended by the introduction of a 'step down' flat from 5 July 2019 within one of the commissioned Housing with Care Services. This 'step down' option enables people to be discharged from hospital to a supported environment when they are assessed as being medically fit to do so. Individuals can then continue their rehabilitation and ongoing assessment with support from an on-site care team. The flat can also be used to enable 'step up', i.e. where there has been a deterioration in an individual's health which means they require a period of intensive support/assessment and it is not possible for the person to remain at home during this period.

The Housing First Dundee Initiative

This was established last year by a consortium of four third sector organisations (Transform Community Development, Dundee Survival Group, The Salvation Army and We Are With You) and has given participants security of tenure combined with wrap around support to meet their needs. Housing First is an internationally evidence-based approach, which uses independent, stable housing as a platform to enable individuals with multiple and complex needs to begin recovery and move away from homelessness. To date over 44 individuals have successfully moved on from temporary homeless accommodation within the City. The initiative has also highlighted the strength of true partnership working within Dundee by bringing together colleagues from all sectors who are working to achieve better outcomes and better life experiences for our vulnerable citizens who have had difficulty in engaging with traditional housing and support services due to a variety of complex needs.

Public Social Partnership

Over the last year, as a Partnership we have been taking forward significant transformation programmes relating to substance use and homelessness. A key part of our transformation programme is the shaping and development of a Public Social Partnership (PSP) for the future commissioning of temporary homeless accommodation and substance use services. An event was held on 31st January 2019 at Steeple Church, Dundee to introduce the concept of a Public Social Partnership in Dundee. Following the event, a Public Social Partnership has been set up in partnership with DVVA and third sector providers. The aim of this PSP is to improve outcomes for people affected by substance use and homelessness by developing strategic partnering arrangements between the third sector and the public sector, inspiring creativity by using co-planning approaches, which involve the third sector earlier and more deeply in design.

Hospital Delayed Discharge - Step-Down Project

The Integrated Discharge Hub, based within Ninewells Hospital and Royal Victoria Hospital, consists of a range of Health and Social Care professionals working in partnership to assess and facilitate discharge to a more appropriate setting. The aims of the team are to optimise the individual's independence whilst supporting a timely and effective discharge/transfer.

As part of the range of improvement measures implemented over time to support better outcomes for individuals and to ensure discharge takes place on the Planned Date of Discharge (PDD), the Hub is undertaking a test of change in conjunction with Dundee Survival Group (DSG) to provide a step-down housing and support facility in Dundee. The test of change began on 22nd July 2019 and is currently funded from the Homelessness Strategy to support patients who have a substance use issue and/or are at risk of homelessness upon discharge from hospital. Collaborating with DSG, an organisation which specialises in supporting individuals with substance misuse issues, will ensure individuals receive appropriate support. We hope to support service users to develop the skills they require to live independently in the community and to establish links with community substance misuse support services to ensure their opportunity to continue in their recovery is maximised. DSG works with the resident with their consent to complete "Outcome Stars" which we will use to assess qualitative outcomes. Rather than remain in hospital, the step-down service enables the individual to move from a hospital setting into temporary accommodation with DSG meeting the individual's housing and support needs for the duration of their stay.

Humanitarian Protection

The Vulnerable Persons Resettlement Scheme (VPRS) and the associated Vulnerable Children's Resettlement Scheme (VCRS) is a managed migration scheme, run by the United Nations High Commissioner for Refugees (UNHCR). Over the past 5 years Dundee Humanitarian Protection Partnership has been working with the Scottish Government, COSLA, Scottish Refugee Council and selected partners to deliver the [New Scots: Refugee Integration Strategy](#) (the New Scots Strategy), supporting Scotland's positive and proactive investment in refugee integration.

In December 2020 it will be five years since Dundee City Council welcomed the first refugee families to the city and to date we have resettled over 200 refugees from Syria, Iraq, Ethiopia and Somalia. In Dundee, the VPRS and VCRS are delivered as a partnership between Dundee City Council, NHS Tayside, Dundee Health and Social Care Partnership, Police Scotland, Department for Work and Pensions, Scottish Refugee Council, Project Scotland and Scottish Fire and Rescue. We have learnt since the beginning of the scheme that by working collaboratively we can achieve a project that successfully supports refugees from the moment of their arrival in Dundee. The work carried out by the partnership has been recognised by a number of awards: a COSLA Gold award for the Get Ready for Work Programme, a COSLA Bronze award, Dundee City Council's Outstanding Service and Commitment Award (OSCA) for the multi-disciplinary partnership model; and the Scottish Social Services Council (SSSC) award, 'Silo buster', recognising "joined up thinking, working and delivering".



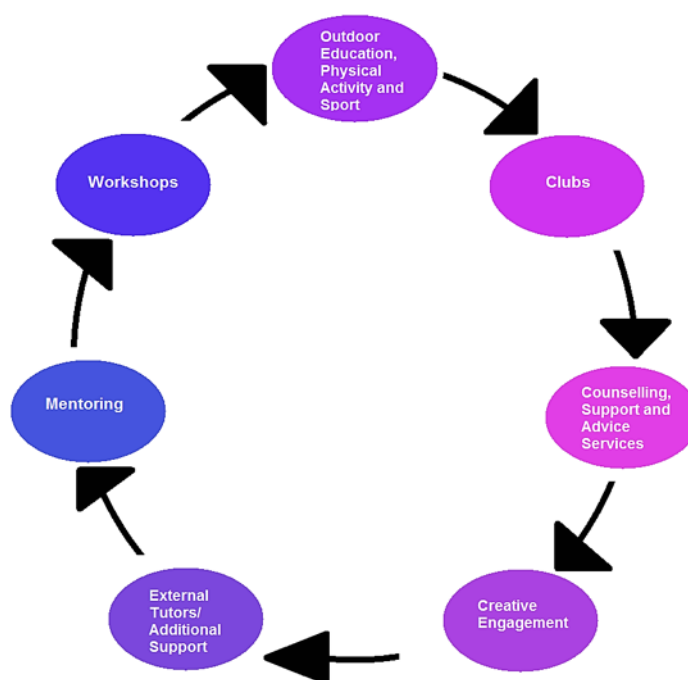
Mohamad left Syria in 2013 due to the war and was resettled in Dundee with his wife and 2 children in March 2017 as part of the Vulnerable Persons Resettlement Scheme. Mohamad was motivated to learn English and find employment as soon as he could. He enrolled on the community English for Speakers of Other Languages (ESOL) class at Mitchell Street Centre and attended 16 hours of English classes a week. In order to quickly improve his English language skills he also used a number of online English learning resources out with his classes. He completed the first 'Get Ready for Work Course', a partnership between Dundee City Council's Employability and ESOL services where he increased his confidence in applying for employment in the UK. Mohamad had worked as an accountant in Syria but also had bus driving experience whilst displaced in Lebanon. He was able to use his international driving license for a year in the UK however he was keen to pass his UK driving test to increase his employment prospects so began lessons and passed his theory and practical test first time. After a year studying English at Mitchell Street Centre, Mohamad moved to a more advanced ESOL class at Dundee and Angus College. He continued to be supported by the Employability team and independently studied for his PCP (bus driving theory test). In 2019 Mohamad was offered the opportunity to apply for a post of a bus driver with Travel Dundee with support from the staff who ran the Get Ready for Work course. He was enthusiastic about the possibility of employment as a bus driver, passed his medical and then sat his bus driver test, which he passed first time. He is now employed as a bus driver and has said he loves this job and is optimistic about his future in Dundee. He plans to establish his own accounting business as he studies and improves his English even further.

Thank you to Mohamad for giving permission for his story and photo to be shared.

Children and Families

Children and Families Support Framework Agreement

A framework agreement to provide supplies and services to support children and young people has been continued. This innovative development provides a positive and streamlined mechanism for staff in Dundee, Angus and Perth and Kinross Council's to access a wide range of support services whilst adhering to the required procurement procedures. The scope of the contract covers a variety of supplies and services which have been separated into lots to ensure it is clear what types and nature of services are available. The Lots on the framework are:



A total of 56 individual providers have been appointed to the Framework covering approximately 217 different support services. A Buyers Guide and Directory has also been compiled and shared with a range of stakeholders who are involved in the procurement of support services for children and young people.

Counselling Service in Schools

In line with Scottish Government guidance, Children and Families worked in partnership with a local counselling provider and introduced a pilot counselling service within two local schools. Scottish Government announced funding in August 2019 for qualified counsellors to deliver counselling in schools for pupils aged over 10. A Tayside wide tendering process to establish a framework for Counselling services in Dundee/Perth & Kinross/Angus Councils is underway. It was decided to approach counselling in a collaborative way to ensure alignment with the Tayside Emotional Health and Wellbeing Strategy for Children and Young People 2020-23. Counselling in Schools in Tayside will operate under these principles:

- Counselling is viewed within a continuum of a resilience-based approach.
- Staff who know children best are fully supported in their work.
- Individual counselling leads where appropriate into child/young person planning and the identification of wider supports.

- A number of schools have been involved in piloting counselling projects and the feedback from these has been utilised in planning for implementation, however the lockdown has affected the ability to fully evaluate these. A Tayside coordinator for Counselling in Schools has been appointed.
- The delivery and quality of service will be evaluated on an ongoing basis. The feedback has been very positive from young people, staff and parents experiencing this type of support during the pilot phase and since lockdown.

FORT Dundee

FORT was identified in 2018 as a possible solution to professionals seeking an easy way of referring children, who require early intervention to services other than social work. The system maintains a live map of the services that exist in an area while at the same time providing a route to access those services. It allows lead professionals, named persons, and others including the families themselves, to identify who can best contribute to the child and family needs.

FORT Coordinators are currently mapping current Children & Families Services on FORT. The mapping will continue the progress of identifying gaps on FORT, where the FORT Coordinators will then liaise with further services to join FORT. The aim now is to maintain FORT roll-out momentum in support of more holistic and collaborative approaches to child and family support across the city.

Family Support Test of Change

During Autumn 2019, as a result of a desire to make best use of existing available capacity the Child Protection/Intake Social Work Service started a pilot initiative with two third sector organizations, Aberlour Trust and Children First. For families where initial screening indicated they were not at a significant risk of harm, they were instead diverted to these organizations to work with the family, assess their situation and provide support as necessary. To date 11 families have been referred via this service, with indications to date being that the children have benefitted from the support that has been provided.

TCA Mentoring Support

The Community Justice Service works in partnership with TCA to deliver mentoring and bail support. In 2019/20 funding previously allocated to an arrest referral service was re-directed to increase the capacity for bail support. Sheriffs were kept informed of the development and the results were dramatic. In 2018/19 13 individuals received bail supervision, in 2019/20 this increased to 51. A particular focus was placed on encouraging support to females and despite females being much less prevalent within the community justice system, 33 females and 18 males received bail supervision. TCA also provides a mentoring service for individuals made subject to Community Payback Orders.

Caledonian Programme

A further partnership is the Caledonian Programme to address Domestic Abuse. The partnership delivery is shared between Dundee City Council, Perth and Kinross Council, Perthshire Woman's Aid and Action for Children. The two councils supply the staff for the men's delivery team and the CJS case managers who undertake the assessments for the Court reports and manage the subsequent orders. The two third sector organisations supply the women's and children's workers who offer voluntary support to women and children impacted by domestic abuse. Caledonian became operational on 1 April 2019 and its impact on the range of responses to address convicted perpetrator behaviour has been transformative. In 2018/19 only 9 men were made subject to a CPO with a domestic abuse programme requirement, with the advent of Caledonian the figure has increased to 23 Caledonian programme requirements and 18 Respect Programme requirements (total 41). There has been impact within the

assessment process with the CJS staff group receiving training in SARA 3, a spousal abuse assessment tool that directs workers to consider evidence of patterns of behaviour. The Caledonian assessment process involves a joint visit to the victim to gain their perspective. Although these steps add to the time taken to complete the assessment they have ensured that far greater focus is given to victim information and potential patterns of behaviour, including non-convicted evidence, such as Police call outs. With the extra input of the Caledonian women's and children's workers, alongside the men's workers the pool of resources to support victims of domestic abuse has been increased, alongside a strongly enhanced focus on addressing perpetrator behaviour.

Case Study: Ann and Bob

Ann was referred to Dundee Caledonian Women's Service at the time her partner was being assessed for suitability to the Caledonian Men's Programme. Bob then became subject to a 2 year CPO and Caledonian programme.

Bob has appeared in court many times for domestic related incidents. There was evidence of verbal abuse, derogatory language, emotional abuse and physical assault. Despite receiving a variety of disposals there is little evidence that any of these interventions changed Bob's attitudes or behaviours and patterns were repetitive.

Ann disclosed that she felt her partner had never had any real consequences for his behaviour. She wrote her own 'impact statement', in which she records her feelings of – loneliness, isolation, anger, feeling unloved and unwanted, frustrated, worthless, deceived and second best. She spoke of how she felt punished and had lost faith that any court intervention or programme would promote any positive changes. Ann stated she felt victimised further.

Ann engaged fully with the women's service and whilst Bob was attending for his meetings, Ann gained a better understanding of domestic abuse and coercive control.

Both parties addressed their individual issues and made the changes they felt were required. The couple decided to reconcile, and Bob returned to the family home. His engagement and compliance with his order has been positive and Ann felt confident that there had been significant changes. Bob is due to finish his group work and will continue with maintenance meetings and support.

Ann talks highly of the programme and the support they have both had. Prior to the Caledonian Programme Ann had no expectations and was building an independent life for herself. Ann states that this has been a positive and enlightening experience for them both and they are eager to move on with their lives without involvement from agencies. Ann does state her partner has gained insight into his behaviour and the impact on her and extended family members. He now takes responsibility for his behaviour and no longer tries to excuse this on his alcohol use.

Since the 1st April 2017 both Dundee City Council Social Work Complaints and Dundee Health and Social Care Partnership Complaints Handling Procedure follow the Scottish Public Service Ombudsman (SPSO) Model Complaint Handling Procedure. Both Complaint Handling Procedures have been assessed by the SPSO as complying with the model complaint handling procedure.

Complaints are categorised by two stages:

- Stage 1: Frontline Resolution
- Stage 2: Investigation

If a complainant remains dissatisfied with the outcome of a Stage 1 it can be escalated to a Stage 2. Complex complaints are handled as a Stage 2: Investigation complaint. If a complainant remains dissatisfied with the outcome of Stage 2: Investigation complaint they can contact the SPSO who will investigate the complaint, including professional decisions made.

In 2019/20, the total number of social work complaints received was 96, compared with 84 the year before. There were 40 complaints relating to Children's Services, 48 in Dundee Health and Social Care Partnership and 8 in Community Justice. The outcomes were:

- Upheld – 13%
- Partially upheld – 19%
- Not upheld – 68%

Most of the complaints related to treatment by or attitude of a member of staff and delay in responding. Two Children and Families complaints progressed to the final stage of the SPSO appeal process. The SPSO partially upheld some of the issues in the complaints and made recommendations. The agreed timescales for finalising investigations was met in 70% of cases, with delays usually caused by the complexity of the complaint and the investigation taking longer than expected.

Given the total number of Social Work service users of over 9,000, the number of complaints is a small proportion however services do endeavour to use complaints to improve practice and service improvements which are made as a result of complaints are monitored. In 2019/20, a total of 29 planned service improvements were implemented.

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

From Children's Services and Community Justice

One of the Locality Integrated Substance Misuse Service nurses was thanked by a service user who found it helpful to know that services are joined up and that the communication between agencies is improved which saved him having to tell his story twice. He also liked the nurse's participation at meetings which he felt supported him and that he felt reassured that agencies were working together.

In another case workers were complimented by foster carers who said they felt very well supported by the team and that they were kept up to date with information during the court process and during the child's transition to an adoptive placement.

A young person moving on from care and her grandparents have expressed their thanks for the ongoing support, particularly around supporting the young person to seek legal advice to obtain contact with her younger siblings.

"Thanks for everything you've done for our family. You have been a wonderful social worker who has become a dear and trusted friend."

Local Sheriffs provided feedback about the Community Justice Service:

"I have sat in every court in Scotland apart from Glasgow and Oban. The service provided in Dundee is amongst the best. It assists sheriffs greatly when attempting to identify the most appropriate therapeutic disposals. The "in house" or in court element of the service saves considerable time and public funds as supplementary information can often be provided in a matter of minutes rather than after a continuation of a number of weeks."

"Having your team available to speak to in the morning before court provides a means by which my questions about CJSW reports are answered... Your morning calls prior to court are much appreciated because you are pro-actively highlighting to me potential areas of concern or possible positives... In this way I go in to court with an accurate and up-to-the-moment picture of the offender's circumstances."

From Dundee Health and Social Care Partnership

"I am writing on behalf of my family who have received help from your Occupational Therapy service over the last 5 weeks. Our mother is terminally ill and we are caring for her at home, which has been difficult at times for everyone. We have had great support and advice in particular from one of your staff. She has been very kind and helpful. She has given us great support, putting lots of practical things in place to help our mum. I think she is a credit to your team and has excellent people skills. Sometimes people don't get recognition for doing well so I felt I had to write this."

"Never had someone who went more than the extra mile for me like you have. You managed to do more for me in 5 days than anyone else in 15 years, everyone should have a (Worker's Name)."

"Never had someone who went more than the extra mile for me like you have. You managed to do more for me in 5 days than anyone else in 15 years, everyone should have a (Worker's Name)."

"The service I have received has been second to none, all the carers are excellent with a friendly and helpful attitude, I could not wish for better."

10 Performance

In Dundee, the CSWO reports statutory and local performance indicators through the Council Annual Performance Report and the Integration Joint Board Annual Report. This is supplemented by a range of separate reports to Elected Members, the Integration Joint Board and the various governance bodies relating to Children's Services, Community Justice and Health and Social Care. Further oversight is provided by the Chief Officer Group for Protecting People, including scrutiny of balanced scorecards. In 2019-20, trends included:

- The length of time children were supported on the Child Protection Register continues to demonstrate that 95% are de-registered after less than 12 months. This indicates that measures put in place reduced the level of risk and protected children from harm.
- A total of 36 Child Protection Orders (CPOs) were made in respect of children for whom it was assessed that their circumstances posed an immediate and significant risk of harm. This is a small decrease compared to last year (41) but still above the Scottish average. In partnership with SCRA the service continues to scrutinise applications for CPOs and trends are considered at the Child Protection Committee who have noted these have all been a proportionate response to the nature and level of immediate risk.
- The number of Looked After Children has reduced very slightly with 490 children on 31st March 2020. As with the previous year around 88% were Looked After at Home which is very slightly lower than the national average.
- There was a total of 10 Emergency Placements, which involve authorising an emergency move of a child or young person subject to supervision requirements in cases of urgent necessity. This was a decrease on the previous year of 16.
- School Attendance for looked after children remains the same for consecutive sessions as in both 2018/19 and 2019/20 it was 87.5% compared with 91.7% for all pupils.
- The home environment for children and young people who become Looked After has been increasingly far more settled with an increase in the average length of placement duration across all placement types. For children looked after away from home the balance of placements is 80% being looked after in a foster care setting with the remaining 20% in residential care.
- Of the 130 young people aged 16-26 currently receiving aftercare support, 82 are attending college; 1 is doing an apprenticeship; 3 are doing Modern Apprenticeships; 9 are in employment; and 5 are on training courses. Care Leavers under the age of 29 who meet the criteria for employment with the Council are also now guaranteed an interview. The Circle Café Project - a partnership between The Circle, the TCAC Team, Barnardo's Works and Leisure and Culture Dundee. The project offers Care Leaver's paid employment, via Community Jobs Scotland and Modern Apprenticeships, to run the community café and undertake training that enhances their employability skills. Four Care Leavers are currently involved in this initiative.
- 140 children with disabilities or complex needs received targeted community-based support over the year with around 110-120 children being supported at any one time. Work is ongoing across Tayside to review arrangements for the provision of respite care.
- Two young people were in secure care at the beginning of the reporting period; one further person entered secure care twice during 2019/20. This is now a sustainable position where secure care is used in truly exceptional circumstances to keep young people and/or the community safe for short periods of time.

- In respect of permanent alternative care and adoption, 19 new Permanence Orders were made (2 fewer than last year) and of these, 10 were with authority to adopt (2 more than last year). In total 136 children and young people were on Permanence Orders on 31st March 2020, 28% of the LAC population, compared to 142 out of 500 (28%) on 31st March 2019.
- On 31st March 2020, 145 (30%) of the looked after children were in internal (local authority) foster placements; of the 145, seven are emergency placements.
- There continues to be a shortage of carers and adopters for some groups of children and young people, including adolescents, large sibling groups and children with complex additional support needs.

Adult Support and Protection

- In 2019/2020 2147 adult protection referrals were received which represents a 37% increase on the previous year. 83 of these resulted in an Adult Protection Investigation and 40 Case Conferences were undertaken. Most referrals (1822 – 85%) continue to be made by Police Scotland, although it is noted that referrals from NHS doubled over the past twelve months reflecting the awareness raising activity that has taken place during this time. Dundee has a single pathway for vulnerable adults and this has resulted in an increase in police involvement for non-crime related referrals e.g. mental health and substance use.
- Of the 83 investigations undertaken, welfare and financial harm featured as the highest single areas of harm identified. There was a marked increase in reports of self-harm but a decrease in reports of welfare issues for older people.
- During 2019/20, 656 (30% of all referrals) have been considered by the Early Screening Group (ESG) providing opportunities for early intervention and prevention. This is a significant decrease on the previous year and is representative of referrals being triaged at prior to discussion at ESG

Mental Health

- There were a total of 89 emergency detentions in hospital and an average of 91 detentions a year in the last 5 years.
- There were a total of 158 short-term detentions in hospital, compared with 177 in 2019/20. There has been an average of 154 short-term detentions a year in the last 5 years.
- There were 42 Compulsory Treatment Orders. With an average of 37 Compulsory Treatment Orders in the past five years.
- In 2019/20 92 Social Circumstance Reports were completed. 58 resulted in short term detention and 36 in Compulsory Treatment Order.
- In 2019/20 there were in total 162 guardianship applications of which 95 were Private Guardianship and 67 were Local Authority Guardianship applications. Of them 93 were granted.
- There were 12 people who were subject to Compulsion Orders with Restriction and 3 people to Treatment Orders. This has remained stable in comparison with the year before. 13 Compulsion Orders (10 orders in 2018/19) and 6 Assessment Orders (5 in 2018/19).

Criminal Justice

- A total of 532 Community Payback Orders (CPOs) were imposed, compared with 535 the previous year. Overall, 68% of all Community Payback Orders were successfully completed in 2019/20. This is a reduction on the previous year figure of 69%.
- Partners continue to develop a range of interventions across the criminal justice system in order to ensure that timely, proportionate and cost-effective responses can be delivered, increase community safety and improve outcomes for adults who offend. The number of referrals for

Diversion from prosecution cases continues to rise, moving from 129 in 2018/19 to 140 in 2019/20. The number of Diversion cases successfully completed has also risen, moving from 64 in 2018/19 to 67 in 2019/20.

- Unpaid work continues to be a disposal that the Court has confidence in, with 46,085 Unpaid Work hours imposed by Court in 2019/20. In addition, over the course of the year, a total of 30,934 hours of unpaid work were carried out (418 of which were other activity hours).
- In respect of Drug Treatment and Testing Orders, the Sheriff Court imposed 1 Order compared to 3 the year before. These Orders are designed for people with the most chronic substance misuse problems related to offending and require their compliance with stringent conditions. In addition, there were 25 Drug Treatment Requirements within CPOs during 2019/20 (29 in 2018/19) and 4 Alcohol Treatment Requirements (12 in 2018/19).
- There were 161 Registered Sex Offenders subject to statutory supervision under MAPPA. In Tayside, 37% were jointly managed by Community Justice Social Work and Police Scotland meaning they will be on a Community Payback Order or post-release Licence.
- There were 12 new Supervised Release Orders (SROs), 3 less than the previous year. These orders are imposed for prison sentences of less than 4 years where the person is deemed to require supervision on release.
- There were 163 people serving prison sentences of more than 4 years who will be subject to statutory supervision on release, compared with 156 people the year before. The service provides throughcare whilst they are in prison and on their release to community.
- Sixteen custodial sentences were issued to people aged between 16 and 21 years during 2019/20. Of these, three custodial sentences were issued to young people aged between 17 and 18 (3 more than in 2018/19).

In Community Justice, the service continued to implement Unpaid Work and received consistent positive feedback from both the individuals carrying out their work and from the recipients. In response to requests from members of the community, more than 50 projects and placements and over 30,000 hours of unpaid work were carried out at various locations across the city. There was a particular focus on constructing and refurbishing playground and public play park furniture as well as external furniture such as benches and tables for public spaces. We continued to provide practical assistance to vulnerable groups and work included ground clearance for sheltered & supported tenancy residents, preparing food parcels and placements in charity organisation warehouses.



Individuals who are made subject to a Court Order requiring them to undertake Unpaid Work are asked to complete an evaluation on completion. The comments are overwhelmingly positive, reflecting that the experience offered opportunities to learn skills and to payback to the community after offending. Similarly, agencies and individuals who received the work undertaken are asked to comment. Recipient feedback is 100% positive. Some selected quotes for 2019/20 are:

"I think the good points about my unpaid work order have been going out and working as part of a team doing something for a community" (individual working on community allotment project)

"The level of help, respect and exercise I got helped me get better life skills" (individual with supervision and UPW)

"I learned my lesson about getting in trouble" (individual on UPW)

All of the recipients of the work of the unpaid work project, whether they were individuals, organisations or community groups, were very satisfied with the work.

"The teams were diligent, hardworking and made a great job of our garden" (Community group who had groundwork and planting done).

Health and Social Care

- The National Health and Care Experience Survey for 2017/18 (the latest version available) provides feedback to Health and Social Care Partnerships regarding citizen's perceptions of health and social care services and their impact on health and wellbeing. Across eight of the nine key indicators measured by the survey Dundee performed better than the Scottish average, for the remaining indicator Dundee was at the Scottish average. There have been increases in the proportion of adults supported at home who agree that their health and care services seem well co-ordinated (from 75% in 2015-16 to 81% in 2017-18) and in the proportion of adults supported at home who agree they feel safer (from 84% in 2015-16 to 87% in 2017-18).
- There has been further focused improvement work relating to unscheduled care that has contributed to a reduction in the length of time people spend in hospital when they have been admitted in an emergency. Following a reduction in the number of hospital bed nights by 12,506 between 2017/18 and 2018/19, over the last 12 months there has been a further reduction of 10,116 bed nights (from 152,523 in 2018/19 to 142,407 in 2019/20).
- Of the people who died during 2019 calendar year, 90% of time in the last 6 months of life was spent at home (that is a 1% increase from 2018/19 financial year). This is a positive result (similar to the Scottish average) and could not be achieved without a strong partnership between acute and community teams, the third and independent sectors and patients and their loved ones.
- The number of bed days lost to delayed discharges for people aged 75 and over is relatively low. Lost bed days are counted from the day the patient was assessed as medically fit to return home to the date they were discharged. In 2019/20, for every 100 people aged 75 and over, 44.5 bed days were lost due to a delayed discharge. This is a deterioration on the 2018/19 figure, when there were 36.9 bed days lost for every 100 people aged 75 and over. In 2019/20 Dundee was the 11th best performing Partnership in Scotland.
- The National Health and Care Experience Survey 2017/18 reported that 38% of Dundee respondents who provided unpaid care felt supported to continue in their caring role; this is similar to the Scottish average of 37%. Information and advice services are commissioned through Dundee Carers Centre and are a pivotal part of this is the 'Carers of Dundee' website which was launched in May 2018 (<http://carersofdundee.org/>). A 'Carers of Dundee' marketing campaign ran for 4 weeks from late May 2019. The aim was to generate awareness and collaboration in supporting carers in Dundee. During the campaign all traffic increased through the Carers of Dundee website and Carers of Dundee social media with a 59% increase in direct traffic to the Carers of Dundee website and we recorded a 17% increase in followers across social media platforms.

I feel like I need someone to speak to and who understands how difficult things can be. I've been going to the Carers Group on a Thursday and it's really helped because people there understand, and we can have fun but also talk about things that are difficult.....When my mum referred me, the group wasn't there and I felt like I needed 1:1 support (I had it before) but because I have the people at the group now and I know that you will be there if I do need to talk, I don't really feel like I need it as much.

(Young Carers – illustrating the benefit of peer/group support reducing need for formal 1:1 support)

- Dundee has a high rate of readmissions to hospital, where the patient had been discharged within the last 28 days. In 2019/20 12.3% of people discharged from hospital following an emergency admission, were readmitted within 28 days. Dundee has the highest 28-day readmission rate in Scotland. We have undertaken significant analysis of re-admissions data as they apply to the model of service within Tayside in order to gain better understanding of the underlying causes of high levels of readmission.
- Dundee has a high rate of hospital admissions as a result of falls, with a rate of 30 admissions for every 1,000 of the 65 and over population. In 2019/20 Dundee was the poorest performing Partnership in Scotland. An analysis of falls rates by neighbourhoods within localities has been completed to aid planning of improvement actions. The introduction of the Dundee Joint Falls Pathway aims to identify people at high risk of falling and intervene to reduce that risk. The pathway will deliver benefits to the population by improving quality of life, reducing morbidity and mortality and enabling more people to be independent for longer. A shift is being made from the more traditional 'medical model' and service led approach, to a more integrated and holistic approach to improving quality of life and outcomes.
- There has been an increased spend on Self-Directed Support options one and two; with an increase from £2.4 million in 2018/19 to £5.5 million in 2019/20. Since the implementation of the Social Care - Self-directed Support (Scotland) Act 2013 the spend on packages of care for people opting for Options 1 and 2 has increased year on year although Dundee remains low in terms of proportions of people receiving Options 1 and 2, compared to other Partnerships.

As outlined in the legislation and guidance, there are a number of duties and decisions that can only be made either by a CSWO, or by a professionally qualified Social Worker to whom responsibility has been delegated by the CSWO and for which the CSWO remains accountable. These relate primarily to the restriction of individual freedom and the protection of service users from themselves and others and the protection of the public from service users. It includes the following:

- Children and young people on the Child Protection Register
- Looked After children and young people
- Fostering and adoption
- Placement in secure accommodation
- Offenders assessed as very high or high risk of harm to others
- Mental health statutory provisions
- Adults with incapacity and welfare guardianship
- Adult support and protection

The Public Bodies (Joint Working) (Scotland) Act 2014 required NHS Boards and Local Authorities to integrate planning for, and delivery of, certain adult health and social care services. The main purpose of integration is to use the available resources to improve the wellbeing of people who use health and social care services, including adult social work services, in particular those whose needs are complex and who require both health and social care support at the same time.

Following the establishment of the Dundee IJB, they became responsible for the planning and delivery of a wide range of adult social work and social care services. The CSWO's role in relation to these delegated functions continues and the CSWO has continued to play an important role in the leadership and governance of health and social care integration over the last year, ensuring that adherence to social work values, principles and standards is central to developing the partnership.

Details on each of the statutory functions are provided in section 10. In Children's Services we have maintained a high proportion of children and young people on the Child Protection Register for less than 12 months and have seen reductions in the overall number of Looked After Children, as well as in emergency placements and the number of Looked After Children excluded from school. Child Protection Orders have increased but work continues to monitor the number and quality of applications and a focus is being maintained on continued lower levels of attendance of LAC at school. In Community Justice there has been increased levels of diversion from prosecution. In health and social care, the trend of increased numbers of adult concern reports has continued, including referrals from NHS Tayside where focused awareness raising activity with the workforce has been undertaken. In mental health services, levels of Compulsory Treatment Orders, emergency detentions and compulsion orders have remained relatively stable. There have been further improvements in relation to unscheduled care, but a deterioration in delayed discharge performance. Despite this Dundee remains one of the best performing Partnerships in Scotland in relation to delayed discharge.

In addition to this the CSWO has had a key role in responding to statutory requests for information from the Scottish Child Abuse Inquiry and supporting Subject Access Requests. In-line with national trends there has been a considerable increase in Subject Access Requests which places additional demands on resources; in 2019/20 a total of 88 requests were responded to. The CSWO also supported a significant programme of work to respond to statutory notices from the Scottish Child Abuse Inquiry, including their Foster Care Study.

12 Workforce Learning and Development

Promoting Social Work Values and Standards

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

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

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

Social Work and Social Care Workforce Development

The Council's commitment to our employees is reflected within Our People and Workforce Strategy which was updated and relaunched in 2019. This includes our approach to Workforce and Succession Planning, Talent Management and Developing the Young Workforce. Within Social Work, there is a culture of shared learning across professional groups and our partnerships. Increasingly we are working across Tayside with our partners in local authorities, NHS Tayside and the private and voluntary sectors. We continue to contribute to and build on collaborative approaches to Learning and Workforce Development with key local partners and nationally. We have an excellent track record of working alongside practitioners and services to develop the learning they need to practice safely and professionally and almost new approaches developed and delivered in 2019/20 were approached this way.

Newly Qualified Social Work Programme

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

The programme is a blended learning approach which consists of an online resource, learning audit to identify any specific learning needs for use in supervision and to identify relevant shadowing opportunities, a full day practice development session and follow up workshop event. Two cohorts ran in 2018/19, the programme has been evaluated and updated to reflect feedback from the pilot cohorts. One cohort has run in 2019/20 with plans for another in late 2020 the current programme has been updated in response to COVID-19 with new developments including digital workshops for cohort 3.

"I really liked the online learning resource, it was really good to see all the information in one place"

"I enjoyed the group interactive work. I think being only NQSW helps people to build confidence".

"Joining Dundee and Angus together and feeling as if you're not alone with your feelings/anxieties of being NQWS." (Dundee NQSW, Cohort 2).

Talking SW

Talking Social Work is a Tayside and Fife forum for anyone with an interest in social work. The forum is a partnership between Angus, Dundee, Fife, Perth and Kinross councils and the University of Dundee. The forum was launched on 13th September 2018 to celebrate 50 years of social work in Scotland and is strongly supported by Dundee's CSWO. The forum continues to go from strength to strength with social work students, NQWSers, social workers, social work managers, practice educators and academics participating and contributing to the talks and discussions. Since the launch of the forum the following themes/topics /research/presentations have been discussed during 2019/20:

- 13th June 2019 – Professional Identity and Integration
- 19th September 2019 – The role of love in Social Work
- 5th December 2019 – Impact of Poverty and Role of Social Work

The partnership plan on hosting upcoming future sessions digitally which will focus on the impact of COVID-19 on social work practice, social work values and human rights.

SSSC ELearning and Supporting Resources

2019/20 saw the development of a number of additional resources designed to support the social work and social care workforce achieve and maintain the requirements of their professional registration. This saw the digitisation of a range of supporting policies, guidance and interactive learning tools that form part of the Learning & Organisational Development Service SQA Approved Assessment Centre. Examples of this include:

- A new handbook that explains the application and assessment process and policies for registerable qualifications (for the social care workforce).
- Updated Procedure and Guidance for candidates and managers undertaking a qualification for SSSC Registration.
- An interactive learning resource to support those preparing and applying for SSSC Registration Qualifications.
- An Information and Policy Handbook for SQA Qualifications in Social Services.

Registerable Workforce

We have invested significantly in our registerable workforce to ensure they are fully equipped with the occupational competences to meet management and leadership standards and our statutory requirements. We have continued to directly deliver a high proportion of the required qualifications across the SSSC registerable workforce groups. The Learning and Organisational Development Service sought approval from SQA to deliver the Professional Development Award Health and Social Care

Supervision at SCQF 7. We have now successfully delivered our first cohort to 10 Health and Social Care Partnership employees working as Senior Social Care Officers and Social Care Organisers in homecare to meet their requirements for SSSC Registration. We are planning to deliver a second cohort in conjunction with Angus Council. A digitised handbook to support this work was developed in early 2020.

Learning and Care

Following on from the review of the Learning Care Assistant (LCA's) role within the Additional Support Needs Services, we continue to ensure that our Learning Care Assistants are supported to undertake qualifications which have been identified for the role. The majority of LCAs have undertaken the Professional Development Award in Education Support Assistance and we are currently exploring other options for the future such as the SVQ2 Social Services (Children & Young People) which is more evidence based and will assist in a more flexible workforce. These qualifications help LCAs to support children and young people with a range of complex learning and health needs within Dundee schools.

TURASLearn

TURASLearn is NHS Education for Scotland's (NES) learning platform. It provides a wide range of educational resources for the health and social care workforce. Dundee City Council, in partnership with Angus and Perth and Kinross Council's, have worked with NES to develop a Tayside learning platform hosted on TURAS. The live Tayside portal will be launched in the coming weeks and will offer Dundee City Council employees and volunteers including Dundee Health and Social Care Partnership, NHS Tayside employees and third or independent sector colleagues the opportunity to access a range of protection e-learning and open learn resources from across Tayside previously unavailable to them.

This includes:

- Protection - Basic Awareness E-learning
- ASP Awareness E-learning
- Human Trafficking E-learning
- Self-directed Support (Tayside wide) E-learning
- Protecting Children: Module 1 (CP in a school setting)
- Emotional Health and Wellbeing (CP in a school setting)
- Protecting Children with a Disability E-learning
- Child Protection – Basic Awareness E-learning
- Getting It Right for Every Child (GIRFEC) Learning Resource
- Adult Support and Protection Open Learn Resource

TURAS has also been heavily promoted across all social work and social care services, both with the organisation and with those who deliver services on behalf of or as part of Dundee Health and Social Care Partnership. It has proved to be an invaluable resource to allow the social care workforce to access additional learning and other resources designed to support their own and others health and psychological wellbeing throughout the ongoing COVID-19 pandemic.

Youth Employability

Our Youth Employability Service works with young people up to age 24 to support them into work, training or further/higher education. Many of the young people are care leavers or are care experienced and the team are co-located with the Moving On Team to ensure a co-ordinated approach.

The service provided the following opportunities for the financial year to 1 April 2019 to 31 March 2020 to support the development of the young workforce: the Activity Agreement programme had 316 new starts and 189 positive outcomes (jobs, training or further education); we had 22 new Modern Apprenticeship starts during the year and 6 new Graduate Apprentices; and we generated 39 additional jobs with Small to Medium Enterprises (SMEs) through Scotland's Employer Recruitment Incentive. This brings the total number of employability opportunities provided by the team to 383.

Case Study

John was 20 years old when he dropped into The Youth Employability Service looking for support. John's young life had been impacted with parental substance use and John had been placed into a Kinship placement with his Grandmother from a young age. John is now caring for his Grandmother. John also found it really difficult to deal with the sudden death of his brother which had a huge impact on him.

Since leaving school, John had attended college and had undertaken courses in hospitality and professional cookery but upon completion John didn't know where to start in looking for work.

John was appointed a Key Worker and through discussions John stated he would love to work in a Hotel. They worked on his employability skills, analysed his transferable skills and began to develop a CV. Due to John's low confidence he didn't realise all the great things he had to offer an employer.

John and his Key Worker then began to look at the local labour market and start applying for jobs. He was supported to apply to the Personal Development Fund of the Princes Trust for a personal bar license which was a huge boost to his confidence. A vacancy was circulated through Dundee's Employability Pathway for a job in the kitchen at local hotel.

The morning of his interview, John's Key Worker picked him up from his house and took him to the interview.

John met the Food and Beverage Manager at the hotel who was instantly impressed with him. John had applied for a kitchen porter position but the Manager felt he had so much more potential and John was offered a front of house position in the bar and restaurant. Six months have now passed and John has sustained employment. John has gained lots of confidence, new work friends and his anxiety is almost nonexistent. John often refers his friends to the service.

Leadership Development

Dispersed leadership remains a key priority for our social work and social care workforce. This year we have continued to offer access to leadership development opportunities, supported employees to gain recognised leadership qualifications, delivered business coaching to those supporting change, facilitated Action Learning, developed resources to assist with an organisation-wide approach to Succession Planning and Talent Management, and worked with a range of managers, teams and services to develop bespoke approaches to how they learn and develop leadership skills and qualities. 2019 saw the launch of Dundee City Council's Leading Team Dundee programme which had significant participation from the social work and social care workforce and provided a mechanism for new and emerging leaders within social work to come together with colleagues from other areas of the council to discuss areas of strategic importance, and to bring social work values to these conversations that influence others.

Integrated Induction

Dundee Health and Social Care Partnership supported by Learning and Organisational Development continued to offer a unique approach to integrated induction. Sessions have been offered throughout the 2019/20 that brings the integrated workforce together, from Social Work, NHS Tayside, and our Third and Independent partners. This model consistently received positive praise and feedback. Work is underway to consider how this may continue in the new world of social and physical distancing with the potential to use digital solutions for this being explored.

Service Redesign

The way that services re-model to reflect the needs of our communities in Dundee is vital. This year Learning and Organisational Development has continued to support many areas of service redesign. Strategically significant work around locality remodelling, how Dundee's Integrated Substance Misuse Services work with each other and with their colleagues from across Children and Families Social Work Teams, have been included in this work and will continue to remain a priority for the foreseeable future.

PDA Practice Learning

We continue to lead the delivery of the PDA Practice Learning (Social Services) Qualification on behalf of 6 local authorities. The leadership and quality of the programme along with the excellence in the partnership arrangements was commended in both our SSSC annual monitoring and SQA External Verification reports. We remain at the fore of the practice learning agenda across Scotland and will continue to contribute to the development of the National Partnership in Social Work Education.

Protection

In 2019/20, specific learning programmes relating to the protection of children and adults has remained a priority as in previous years. We have developed and delivered core programmes of multi-agency training on Child and Adult Protection and provided a range of face to face and high-quality e-learning programmes across the protection spectrum.

Special programmes of support for courses including the Postgraduate Certificate in Child Welfare and Protection, Adult Support and Protection, the Mental Health Officer Award, Professional Supervision, and Practice Learning Qualification remain in place and are currently prioritised for funding support in relation to our statutory duties and SSSC work streams.

Tayside Child Protection Group developed and delivered a new course in 2019/20 called 'Working with Non Engaging Families'. This was a face to face training and all three areas; Perth & Kinross, Angus and Dundee partnerships delivered sessions in local areas. The Tayside group also held a number of child sexual exploitation briefings across Tayside in partnership with Police Scotland and Barnardo's.

Over the course of the year the partner agencies across Tayside have developed joint guidance and a revised template for Inter-agency Referral Discussions (IRDs). This is the culmination of several months of development work, and which recognises the critical role of the IRD in the planning and co-ordination of child protection investigations. The new guidance ensures and promotes the critical role of the social work service in investigations and ensuring children can be kept safe from harm.

Development work has been carried out with practitioners who have specific functions under the Adult Support and Protection (Scotland) Act 2007. This has included consultation and engagement events which has led to the development of an ASP council officer forum and new learning, development and shadowing opportunities. The ASP council officer forum meet on a monthly basis. Every other forum consists of a developmental session which may involve inviting speakers to present specific topics/ learning and/or skill-based sessions such as MOSAIC, Investigative interviewing etc. The monthly sessions in between the development sessions are case based peer mentoring using an Action Learning approach. Plans for a digital forum hosted via MS Teams is currently being welcomed by practitioners with the first pilot of the new digital format taking place in August 2020.

The development of a new Tayside workshop based on adult support and protection defensible decision making and SCR's was piloted and agreed in partnership with Angus, Perth and Kinross Councils and NHS Tayside to continue as a rolling programme. A blended learning approach to the programme is currently being planned with all partners, this will be updated to include an open learn reflective resource and learning from most recent SCR's. A new 2nd worker (interviewer) ASP workshop was launched in September 2019, this workshop is being delivered in partnership with Angus Council and NHS Tayside.

We continue to review effective ways to recruit to the MHO award. A council-wide personal and professional development support process also encourages individualised opportunities for study supported by the organisation. This is widely used by frontline employees as part of both career development and continued learning. Dundee Mental Health Officers (MHO's) have been supported to deliver workshops in partnership with Angus and Perth MHO's on "Crossing the Acts", the interface between Mental Health Care and Treatment, Adults with Incapacity and Adult Support and Protection legislation for practitioners working with children, families and adults where mental health, learning disability, capacity and protection are themes.

13 Improvement Approaches

Children and Families

Service Wide Improvement Programme

The Children and Families Management Team has worked alongside frontline managers in the service to develop an Improvement Planning Action Plan, agreed in December 2019. This has a focus on the following 8 key actions: -

- Embedding a culture of ongoing self-evaluation.
- Develop a succinct and meaningful dataset which includes quantitative and qualitative data relating to volume/demand, key processes and impact/outcomes across the Children's and Community Justice systems.
- Senior management oversight of key decision-making processes.
- Explore options to generate greater capacity to consistently assist with practice improvements and related changes across the whole service.
- Updated and improved quality assurance and practice improvement procedure.
- Explore options for service redesign with a focus on reflecting need/capacity across the city.
- Ongoing commitment to the Transforming Public Protection Programme.
- Develop a new mandatory city-wide Practitioners Forum with attendance required from representatives of all teams to focus on and improve key areas of practice.
- Develop and implement a succinct and targeted action plan which develops a consistent approach towards the use and visibility on the system of chronologies, assessments and plans, along with management oversight.

Permanence and Care Excellence (PACE)

In May 2019 Dundee joined other local authorities in Scotland as part of the PACE / CELCIS permanence improvement program. Using improvement methodology, tests for change have been implemented with the aim of improving planning and outcomes for Looked After Children. Permanent care arrangements, whether at home with parents, with kinship carers or in an alternative stable placement, is the aim for all children so they can feel secure and achieve their potential. The Dundee PACE team comprises workers from across children's services social work and is part of the wider multi agency permanence forum.

Over the past year clear differences have been made in the planning for Looked After Children. There is an increased focus on timely decision making for children once they are accommodated with the emphasis in initial LAC Reviews being on the completion of rehabilitation assessments in alignment with the Scottish Government target of 26 weeks. This includes greater engagement with parents in the assessment process from the outset and clarity regarding the assessment process. Early indications show a significant impact of the above changes with a 100% improvement in meeting the timescale for the initial stages of assessment and planning for a child's future care in the test area. This means that children who can return home to their parents do so at an earlier stage and for those who cannot other permanent care provisions, including kinship care, can be sought more quickly.

Other tests for change are being adopted to bring greater efficiencies in report writing with the aim of improving the timescales for children achieving legal permanence out with their family if this is required.

This is something which will have greater focus in 2020/21 when the improvements are rolled out across all the Children and Families social work teams in the city.

Improvements in Placement Stability

The home environment for children and young people who become Looked After has been increasingly far more settled. This is attributed to higher levels of support, including the development of a culture through effective leadership and workforce development of trauma informed practice in schools and the different placement types of kinship care, foster care and Children's Houses. This is a key factor for care experienced children and young people, who need consistent and stable home environments, where instead of further trauma caused by separation and perceived rejection they can benefit from enduring positive attachments and relationships with carers. The average length of placements has increased across all care settings with children in our internal houses for example remaining in placement for 21 months as opposed to the 19 months recorded in the previous year.

The Family Placement Team has continued to support a high number of carers over the last 12 months (83 foster carers and 14 adopters) to look after in excess of 150 of Dundee City's most vulnerable children.

Alongside directly supporting carers, prior to COVID the team and some foster carers carried out an ongoing recruitment drive and high levels of recruitment activity designed to increase numbers of new carers; having stalls at Dundee Pride in September 2019 and a 3rd year at Dundee Flower and Food Festival as well as holding lunchtime surgeries in a number of Dundee locations. A number of positive enquiries came from these and there are currently 12 assessments ongoing of prospective new carers.

As a result of previous recruitment events preparation groups were run for both fostering and adoption and in the 12-month period 3 new fostering households and 3 sets of adopters were approved. Within this period no fostering households have been de-registered.

As part of our celebration of foster carers during Foster Care Fortnight the team hosted a garden party and a bi-annual civic reception. The theme for this year's garden party was "what I want to be when I grow up". The day was a great success with support from local police and fire service, which the children seemed to enjoy.



Improved Outcomes for Care Experienced Children and Young People

There has continued to be a considerable amount of joint activity to help increase support to care experienced children and young people in school and improve attendance, inclusion, attainment and positive destinations. This includes the development of a LAC Charter outlining shared practice principles between Head Teachers and Social Work Teams; a new Inclusion Policy which encourages additional joint support to pupils at risk of school exclusion; the implementation of the Breakthrough Mentoring scheme in all 8 secondary schools and Offsite Education; and support from the designated Pupil Support Workers.

To date, the Breakthrough Mentoring Scheme has worked with over 400 pupils considered to be on the edges of care or currently in care and feedback from both Head Teachers and children and young people has been positive. The team of 8 Pupil Support Workers have also been working with pupils to encourage attendance and engagement. This includes supported transition from P7 to S1, sessions aimed at improving self-esteem, acting as a 'Buddy' in Team Around the Child and Child Protection Case Conference meetings, facilitating the formation of secondary school Champions' Boards and encouraging care experienced secondary pupils to engage with the Young Persons Participation Group. The Council is currently exploring how the mentoring scheme and the Support Workers might align.

In relation to training and employment, a designated Care Leavers Employability worker is now linked with all secondary schools to enable early identification of and support to care experienced leavers who are likely to find the transition particularly challenging. The worker coordinates and/or directly provides wrap-around support as the young person moves out of school towards further education, apprenticeships or employment. In the last year, the worker has supported 55 young people towards a sustained positive destination. Of these 55 young people, 46 were initially unemployed, 3 were in-work and 6 were disengaged from school prior to support taking place. The approach has contributed towards 53% moving into positive destinations over the last 12 months, with ongoing support provided to others.

There has also been an increase in the number of care leavers attending college or training, with 82 young people supported by the Throughcare and Aftercare Team in either further education or training. The team works closely with Dundee and Angus College, contributing towards the college being the top performing in Scotland for care experienced learners last year, with a 68% completion rate against a national average of 58.7%. To help sustain the impact of this and related support, the Council guaranteed interview scheme for care experienced young people who meet the essential criteria in person specifications also remains in place. Under this scheme, 18 care experienced applicants actively applied for posts in the last 12 months.

Health and Social Care

In Health and Social Care there have also been a number of developments that have focused on planning for change and testing new, more integrated ways of working. These developments have been driven by changes in legislation as well as the implementation of the Health and Social Care Partnership Strategic and Commissioning Plan.

Drug Death Action Plan for Change

The Dundee Drug Commission Report "Responding to Drug Use with Kindness, Compassion and Hope" was published in August 2019. The report provided 16 recommendations for change that focused on issues relating to leadership, stigma, treatment and support, drug related deaths, the protection of children and young people and mental health. In response the Dundee Partnership created the multi-agency Dundee Action Plan for Change. This was approved by the IJB in December 2019. Some key achievements of the action plan to date (March 31st, 2020) include;

- A governance review of the ADP was carried out and a revised governance structure implemented. The ADP has taken a leading role in developing, progressing and monitoring the actions for change. An ADP Implementation Group has been set up to replace the current Alcohol and Drug Strategic Planning Group. Five workgroups have been established and are now leading on specific elements of the development and progress of the plan for change. The workstreams include Substance Harm Immediate Responses, Whole System of Care, Children and Families, Prevention and the Resilient Communities.
- There has been an increase in assertive outreach including a test of change through the Integrated Substance Misuse Service to follow up with people who disengage.
- Same-day prescribing and direct access clinics have been implemented by Integrated Substance Misuse Services. ISMS have started moving towards delivering services from different localities within Dundee to increase the prescribing capacity as well.
- Dundee has volunteered to be an early adopter of the Scottish Government pilot to develop a joint mental health and substance misuse approach.
- Three new non-medical prescribing (NMP) trainee nurses have been placed within Children and Families Teams.
- Dundee has been working towards implementing trauma informed approaches, targeting those at increased risk of substance use / and death. A trauma informed leadership test of change was launched in Dundee. A front-line workforce mapping was also carried out and a Trauma Training Framework is under development.
- To ensure gendered approaches are considered in all activities and accommodated in design and delivery of services this has been embedded into the Dundee Action Plan for change.

There will be ongoing challenges to deliver on the Dundee Action Plan for Change, especially with the outbreak of the COVID-19 pandemic. However, the ADP remain committed to progressing this work as much as possible given the current climate.

Non-Fatal Overdose Test of Change

As one of the immediate responses to the Dundee Drugs Commission a multi-agency group to address non-fatal overdoses was established in October 2019. A 5 day a week multi-agency conference call was established to share information about individuals reported by Police or the ambulance service to have had a non-fatal overdose the day before. Through information sharing the group was able to identify the agency best placed to follow up the non-fatal overdose and encourage the individual to accept support to address their substance use. Community Justice has participated in the call from its inception, providing information about justice involvement, any relevant links to children who may be impacted and being one of the agencies tasked to make the follow up contact within 72 hours of the incident. The non-fatal overdoses group has increased all agencies knowledge of each other's work and co-ordinated the multiagency response, as well as ensuring that a timely offer of support takes place.

Community Mental Health - Older People

The Community Mental Health Older People Teams worked to further improve and integrate their service over the last year. This included the re-design of management structures with joint team leads and senior practitioner roles and the increase in support work staff to enable people to remain living in their communities. This team also developed and implemented a joint risk assessment procedure and the provision of further support to the Intermediate Care Unit. Joint risk assessment provides an opportunity for the person and everyone working with them to share information and experience regarding any risks for that person. This ensures the person is fully involved and prevents the person

having to tell their story multiple times and allows practitioners to identify the most appropriate method/person to provide support for the individual.

The CMHTOP have worked with a service user who has had long standing mental health issues. In their younger years they were admitted to hospital for mental health care and treatment on several occasions. The service user was transferred to the Mental Health Team for Older People for care and support. Through assessment it was apparent that the person required the support of both mental health and social work. The main goal of the person was to remain out of hospital or a care home and live in the community. Although there were risks identified the joint approach to risk assessment and planning within the team assisted this goal. The mental health nurse and social worker worked jointly with the individual to support and protect while also ensuring they had choice and were able to make decisions. The individual remained in a community setting until the end of their life.

Social Care Response Service

Social Care Response service is an emergency service which is responsive, reactive, robust interagency community service. The service provides a 24 hours a day 365 days a year response. They work in partnership with Scottish Ambulance Service, Police, Fire Service Community Nursing and Out of Hours Services. They employed more staff in 2019 to meet demographic challenges along with the rising needs and demands within the community. The service provides Assistive Technology equipment where they have seen a significant demand over the years. Therefore in 2020 Technology Assistants will double to meet these demands. Technology Assistants will be available to 7 days a week and will provide a service after 5pm. The Care Inspectorate commended Social Care Response in having the most up to date lifting equipment for service users along with the latest pieces of technology.

"This is a very good service I am treated with dignity and respect"

"They are there when I need them. I don't mind if I get male or female carers they always respect my privacy and make me feel safe. A good bunch! 10 out of 10!"

"They help me a lot and it means my family don't have to worry about me as they are too far away, I like all my carers they are all really nice and friendly, please don't change them"

"The service I have received has been second to none, all the carers are excellent with a friendly and helpful attitude, I could not wish for better"

Mental Health - Wellbeing Points

The Penumbra's Carer Wellbeing Point pilot project has been designed to run from January 2019 until May 2020. Support Workers from Penumbra have been available in a range of community venues across Dundee providing drop in sessions that carers can access directly. The pilot aims to provide an easily accessible point of information so carers can be aware of what's available to support them in their caring role. This includes information on services and supports in Dundee, alongside resources that promote positive wellbeing. So far this has proven to be an effective approach to supporting people in their local area and increasing identification of carers as it is generating conversation about caring and what being a carer means.

Through the Wellbeing Points Support Workers have provided a range of personalised responses and follow up support where required. This has included information and sign-posting in relation to areas such as: mental health and wellbeing; carers health checks; crisis contact numbers and safe planning for those experiencing distress and suicidal thoughts; finances and welfare reform;

drug and alcohol use; counselling services; informal community-based group; short breaks and volunteering opportunities. Some bereavement support has also been provided including supporting those bereaved by suicide. At present, Penumbra have increased their presence in areas where people have been affected by recent completed suicides to offer people in these local communities greater opportunities to be supported and increase awareness of what is available to them in these circumstances.



"I went to a Wellbeing Point at Kirkton Community Centre not knowing what was on offer. The Penumbra Worker made me feel very at ease as I emotionally explained my situation. She gave me a lot of useful advice and signposting, all relevant to the support I was looking for and support that could be useful for my children. If it wasn't for the Wellbeing Point I wouldn't have found the help and support with Penumbra I was needing."

"Thanks for talking to me and giving me the information on what's there to support me as a Carer. It can be difficult supporting my son with his mental health problems, as well as my Husband's physical health. It's good to know about the groups at the Dundee Carers Centre and support from Penumbra for my son"

Joint Work between Children and Families and Health and Social Care

Integrated Substance Misuse / Children and Families Service

In December 2019 as part of a range of actions designed to keep children safe from substance use and its consequences a partnership approach across Children and Families and Health and Social Care saw the introduction of 3 trainee non-medical prescribing staff from the core Integrated Substance Misuse Service (ISMS) service being co-located with social work locality and intake teams. Through this we are seeing evidence of improved and increased partnership working with better outcomes for children of people who use substances.

Alongside this a range of joint training events across the two services are planned with one of these taking place prior to lockdown. This was very well attended and generated lots of information sharing and discussion of ideas to support partnership working. Further events are in the pipeline but currently impacted by the pandemic.

Sandra was known to ISMS however did not have a current worker. She had been off Methadone for two years and reported stability. She was feeling isolated due to being the sole carer for her 2-year-old son and reported a lapse into heroin use.

The duty ISMS staff member discussed child protection concerns with the locality nurse. The health visitor was identified and contacted and a family arrangement was put in place for the care of Sandra's son.

The Locality nurse agreed to support Sandra and began to engage with her. After further assessment it was felt that she may require a low dose of opiate substitute therapy (OST) in order to stabilise. Locality Nurse completed a full assessment and liaised with prescribing staff for Sandra to be started on this. Locality nurse supported her to manage her anxiety around starting treatment.

Sandra's son was returned to her care where he remains and she has now evidenced over 3 month's stability in treatment.

Interventions

Rapid response and intensive support in order to fully assess situation

Patient commenced on OST

Relapse prevention work

Outcomes

Parent now stable in treatment.

Son now returned home to stable environment.

Parent now more supported by Nursery placement.

High Risk Victims of Domestic Abuse

This year we established a short life working group (including Perth and Kinross and Angus) and developed an improvement plan for MARAC's across Tayside. A new MARAC co-ordinator was appointed and this role has been developed to include leading an operational development group, reviewing processes and procedures for MARAC and creating guidance for all agencies involved in the MARAC process. Two representatives from Dundee are now trained to deliver Safelives MARAC reps training and a MARAC development session was held including all stakeholders involved in MARAC. A Tayside wide steering group has now been established to take forward actions from the development session, ensure that the MARAC operates in line with legal responsibilities and changes to best practice guidance, address any operational issues.

MIA – Supporting women with domestic abuse and substance use

Heather had been open several times to domestic abuse services, however due to her substance use and chaotic lifestyle it had been challenging to maintain a supportive relationship.

Heather had been referred to MARAC by another domestic abuse service so for advocacy purposes MIA attempted to make contact with her but was unable to contact Heather on the mobile number recorded and it was unclear where Heather was staying. Heather had been the victim of a severe physical domestic assault by her long term abusive on/off partner who also displayed controlling, jealous and harassing behaviours. MIA shared concerns with Police that Heather was a vulnerable person who we were unable to trace.

I called ISMS who advised that the last they were aware Heather was staying at B&B accommodation, ISMS were able to inform me that Heather collects her methadone prescription from a local chemist. I visited this chemist and asked the pharmacist if Heather has been attending, they said Heather collects her prescription most mornings and had already been in today, I asked if I could leave a mobile phone and personal alarm and asked that the pharmacist take Heather aside privately to provide her with these so support services can make contact with Heather. The pharmacist shared concerns that the alleged perpetrator also attends the chemist to collect his prescription so I was able to share these concerns at MARAC for safety planning purposes.

Case was discussed at MARAC and an action plan was for Heather to engage with Assertive Outreach Support to assist with her housing applications, Heather had told me that she did not engage in substance use support groups as she was fearful the perpetrator would also be present so on learning this information at MARAC ISMS agreed that they would continue with 1:1 and telephone support and social work would re-engage Heather with clinical staff to explore substance misuse treatment options.

MIA were able to provide Heather with shopping vouchers to purchase clothing and personal items, having these items and her own mobile phone Heather was able to feel secure and safe enough to liaise with support services to create a robust safety plan taking into consideration Heather's substance use and the additional barriers this may cause.

Transforming Public Protection Programme

During 2019/20 partners across children's and adult services continued to work together to deliver the Transforming Public Protection Programme. The programme aims to ensure that our approach to public protection is of a consistently high quality and is supported by the right range of resources. As well as focusing on improving the leadership of public protection responses, work will also take place to make sure that processes that provide immediate and longer-term responses to people in need of protection are as good as they can be.

Three operational teams across Children and Families Service and Dundee Health and Social Care Partnership have continued their work to improve critical aspects of public protection practice: risk assessment practice, chronologies, quality of supervision and case file auditing. Teams have been utilising the Model for Improvement and PDSA (Plan, Do, Study, Act) cycles to develop and test changes at a small scale within their teams. Across each team activity has been practitioner planned and led.

The West 1 Locality Team within the Children and Families Service has completed their initial work to develop and test a format and guidance for chronologies. The COVID-19 pandemic provided an opportunity to adopt the approach developed by the team across the whole Children and Families Service, with teams being supported to focus on completion of new format chronologies during the period of homeworking. This followed on from work within the service to ensure that there is a consistent approach to storing chronologies on the MOSAIC case management IT system. Data from the services demonstrates that completion rates for new format chronologies achieved over the lockdown period:

Completion rate for New Format Chronologies introduced in 1st May 2020			
	Completion Rate for New Format Chronologies*	Open Cases**	New Chronologies started
01 May 2020	0%	2,864	-
01 June 2020	33%	2,530	841
01 Jul 2020	47%	2,226	1,049
01 Aug 2020	58%	1,963	1,130
28 Aug 2020***	66%	1,720	1,130

***Note:** Prior to May chronologies were completed for children on the existing format available on the MOSAIC case management system

**** Note:** Open cases defined as an individual with a Caseworker, Co-worker or Duty worker relationship with no end date.

***** Note:** figures for 1st and 28th August are coincidentally the same. New chronologies have been started within the month

The Learning Disability Care Management Team within Dundee Health and Social Care Partnership has also completed their initial work to develop and test a format for risk assessment. This is now to be tested across wider teams within the service. Work is currently going to build the test workflows into the MOSAIC case management IT system, after which a learning and development session will be delivered to support teams who are to participate in the wider testing exercise.

During the winter of 2019 a group of managers from within the Children and Families Service developed and tested a tool for quality assurance of case files. Following positive feedback from the initial test plans were developed to scale up testing across the whole service from March 2020; whilst some auditing activity did take place the scale was significantly impacted by the pandemic response (with approximately half of the planned audit activity being undertaken). Plans to repeat the planned service wide test are to be implemented in September and October 2020. In parallel the Health and Social Care Partnership are currently assessing the suitability of the tool for regular quality assurance audits of adult case files.

Over the next 12 months practice improvement will focus on testing and embedding of new risk assessment approaches within the Health and Social Care Partnership. Children and Families colleagues are continuing to focus on increasing the proportion of open cases with new format chronologies and work will be undertaking to quality assure chronologies that are in place. Consideration will also be given to the transfer of learning between children and adult services, with the possibility of further adaption of chronology and risk assessment formats for use in the opposite setting. Further testing of the case file audit tool will be taken forward in the Children and Families Service, with work to adapt and begin testing in Health and Social Care also being progressed.

There has been a refreshed approach to personalisation and outcome focused practice within the Health and Social Care Partnership over the last 12 months. An Integrated manager within the service has taken a leadership role to coordinate and progress this workstream. This includes direct operational staff, the third sector, learning and workforce development and links are currently being developed with the private provider sector to develop more options and choice for supported people in Dundee.

An overall action and development implementation plan covers strategic and operational objectives, the plan is aligned to the Self Directed Support Implementation Plan 2018-2021 and links to themes from the Care Inspectorate Thematic Review 2019. Priority areas for development covered within the plan are:

- Mosaic Process mapping - review of the operational system in use for assessment and outcome to bring in line with SDS legislation.
- Finance - covers links to wider operational procedures and aligns to include an eligibility criteria to deliver the best use of partnership resources.
- Legislation, policy, procedure, guidance and operational flow - as with the other areas a working group with cross departmental representation has been set up to review and update these. This is also includes consultation, feedback and input with the public via the Carers Centre.
- SDS Information and Communication - development of electronic information available to the public via various websites and other media platforms. Hard copies are also made available for people who require them, as are various community languages and communication formats.
- Training Delivery Programme - cover aspects of frontline practitioner and various colleagues, including partnership senior management team(s) and Elected Members to raise awareness and understanding of process and impact (in terms of audit and budget).
- Statistical Information - development of tools to records data and statistical evidence including data required to be submitted to Scottish Government.
- Performance, Quality Assurance, Governance and Legal - various working groups developed to progress within each area.
- Contracts and Commissioning - development and progression of SDS contracts with provider sector, specifically focusing as an area to develop Option 1 and 2 market positions. Option 3 is strongly linked to resource allocation management and the eligibility criteria, workstreams across sectors are linked to these looking at improving flow and budget management while improving quality of services.

It is vital that discussions and progression with health colleagues across partnership services to improve understanding of Self-Directed support is continued. Our aim is to use reflection, audit and analysis of performance data to underpin reviews of action plans and subsequent delivery to improve services.

A particular area to highlight is through consultation and feedback from care management/social work and third sector teams we have recognised the need to improve our training and address gaps in understanding to ensure a more robust understanding of SDS practice, values and principles. Working in partnership with Learning and Development a new training platform will shortly be launched with a strategy to ensure SDS re-training for all staff using the Articulate Platform. This will ensure face to face and online training for easier access. A training toolkit is in development and is integrated into the redesign of the assessment, this is strongly based on a good conversation model.

Self-Directed Support

The Health and Social Care Partnership has continued to operate a small dedicated Self-Directed Support Team who support finance, training, guidance and direct support to individual service users and/or their care managers to provide information to enable service users to make the right choice and decision for themselves. The team works across adult and children services and works closely with the third sector in particular the Carer's centre.

Encouraging people to have choice and control over the services and supports they receive has continued to be a priority. The table below shows that the number of people who received Self Directed Support options 1 and 2 has increased in 2019/20. The amount spent on delivering services and supports under options 1 and 2 has increased considerably from just over £1M in 2015/16 to £5.5M in 2019/20.

	2015-16		2016-17		2017-18	
Option	No. of people	Cost	No. of people	Cost	No. of people	Cost
Option One Total	58	£928,673	60	£1,087,024	74	£1,522,411.91
Option One - Adults only	50	£865,451	52	£1,016,659	65	£1,413,325.70
Option Two	22	£96,279	30	£308,726	39	£287,817.47
	2018-19		2019-20			
Option	No. of people	Cost	No. of people	Cost		
Option One Total	103	£1,875,293.80	122	£3,432,428.45		
Option One - Adults only	79	£1,640,764.55	81	£2,701,004.72		
Option Two	70	£613,366.38	161	£2,062,732.02		

Since the implementation of the Social Care - Self-Directed Support (Scotland) Act 2013 the number of packages of care for people opting for Options 1 and 2 has increased year on year. Over the last year there has been an increase in spend of 3% for Option 1 and 236% for Option 2.

Within Children and Families Services, where there is an assessed need for services for children with a disability a full discussion with parents and carers about all 4 Self Directed Support options takes place. In many cases working in collaboration with Dundee Carers Centre, 'option 1' services continue to increase in number and as a proportion of the total number of services. Confidence grows as new models of support are created. The Personal Assistant training pilot below is an example of a valuable innovation.

Personal Assistant Training for Young People pilot programme.

The idea behind the 3 week programme stemmed from discussions with families who had children with additional support needs. Some parents were keen to employ Personal Assistants of a similar age and with similar interests to provide support to their children through the direct payment scheme.

The pilot programme was run in partnership with Young Carers Project , Children with Complex and Additional needs Children and Families Service, Youth Employability and Learning Organisational Development in Dundee City Council.

11 young people were identified to take part in the pilot aged between 17 and 22 years old and 9 young people completed the course,

The young people achieved employability skills and completed core training courses to equip them to support and care for others. They then received certificates of achievement to verify that they completed the course to support future employment. To date 3 have found work as personal assistants and 3 others have gone on to further education.

Quotes from course participants

"I learned a lot doing this course and would recommend it to "

"Learning new skills that make you confident"

"It's fun, inclusive and you learn new things and get to meet new people"

" It's a good way to improve confidence and acquire new skills on the way"



15 Challenges for the year ahead

At the time of publication of this annual report social work and social care services, alongside other public, third and private sector services, are responding to the unprecedented challenge of the COVID-19 pandemic. Social work and social care services for adults, children and young people have been rapidly re-designed to meet the needs of individuals and families (including carers) who have been directly impacted by COVID-19, as well as to maintain essential services to individuals and wider communities. Significant work has also been undertaken to support our social work and social care workforce and unpaid carers and to protect their mental health and wellbeing. The social work and social care response to the COVID-19 pandemic will be reported on in my next annual report. Recovery Plans for the Health and Social Care Partnership and Council Children and Families Service set the context within which we will undertake wider improvement activities during 2020/21 and will have a significant impact on the capacity and resources available to address improvement priorities. At this time I have identified a small number of improvement priorities that I will seek to support the social work and social care workforce and our partners to implemented over the next 12 months alongside our COVID-19 recovery work.

In this context, over the next year our priorities for Social Work and Social Care will be:

- Across all services, continued implementation of the Transforming Public Protection Programme with the Care Inspectorate with a focus on the roll out of new approaches to chronologies and risk assessment and further development of options appraisal for the future delivery of multi-agency screening functions.
- In Children's Services, continue to progress the work of CELCIS ANEW, WM2Y and Fort which alongside the PACE program and our improvement plan are aligned to our commitment to implement the findings of the Independent care review in Dundee whilst at the same time ensuring defensible practice which supports children and addresses risks.
- In Community Justice, work with partners to continue to develop new approaches to women, employability, prison release, electronic monitoring, males aged 21-26 years at risk of custody and young people. This will be particularly challenging given the impact of the pandemic on delaying Court processes and rising levels of imprisonment.
- In Health and Social Care, continue to strengthen our arrangements for responding to adults at risk and improvement activities in response to complex delayed discharge and unscheduled care. We will also focus on continuing our work with partners to implementation action plans in responses to the Dundee Drugs Commission and Independent Inquiry into Mental Health Services in Tayside.
- In Health and Social Care, participate in the national review of adult social care, sharing our experiences and learning from the integration of health and social care services.
- In all areas, continue to address major financial challenges which will continue to require new ways of working, the active involvement of communities in service redesign, joint work with neighbouring authorities and prioritisation of resources towards key needs.

Appendix 1

Summary of Care Inspectorate Gradings – All Registered Services with the exception of Care Homes in Dundee

Organisation	Name of Service	Service Type	Category LA/ Priv/Vol	Inspection Date	People's Wellbeing	Quality of Care and Support	Quality of Environment	Quality of Staffing	Quality of Management & Leadership
Dundee City Council	White Top Centre	Adult Respite	LA	31/07/19		6	n/a	n/a	5
Dundee City Council	Mackinnon Centre	Adult Respite	LA	06/12/19		5	n/a	n/a	4
Dundee City Council	Oakland Centre	Support Service	LA	28/09/16		6	5	6	5
Dundee City Council	Wellgate Day Support Service	Support Service	LA	25/02/16					
Dundee City Council	Weavers Burn	CAH/HS	LA	23/07/19		5	n/a	5	5
Dundee City Council	Craigie House	Care Home	LA	12/12/19	5	5	n/a	n/a	n/a
Dundee City Council	Menzieshill House	Care Home	LA	18/09/19	5	5	n/a	n/a	n/a
Dundee City Council	Turriff House	Care Home	LA	25/11/19	4	4	n/a	n/a	n/a
Dundee City Council	Janet Brougham House	Care Home	LA	08/11/19	5	4	n/a	n/a	n/a
Dundee City Council	Gillburn Road	Respite	LA	11/11/19		3	n/a	n/a	4
Dundee City Council	The Junction	Care Home	LA	05/09/19		4	n/a	n/a	n/a
Dundee City Council	Millview Cottage	Care Home	LA	26/07/19		4	n/a	3	3
Dundee City Council	Drummond and Forester House	Care Home	LA	20/01/20		3	4	3	3
Dundee City Council	Fairbairn St YPU	Care Home	LA	11/11/19		4	n/a	n/a	n/a
Dundee City Council	Fostering Services	Fostering	LA	20/11/17		5	n/a	n/a	4
Dundee City Council	Adoption Services	Adoption	LA	20/11/17		5	n/a	n/a	4
Dundee City Council	Through-care & Aftercare Service	Housing Support Service	LA	17/03/16		4	n/a	5	3
Dundee City Council	Homecare Social Care Response Service	Housing Support Service	LA	18/02/20		5	n/a	5	5
Dundee City Council	Care at Home City Wide	Care at Home and Housing Support combined	LA	31/01/20		5	n/a	5	5

Appendix 1 (continued..)

Organisation	Name of Service	Service Type	Category LA/ Prvt/Vol	Inspection Date	People's Wellbeing	Quality of Care and Support	Quality of Environment	Quality of Staffing	Quality of Management & Leadership
Dundee City Council	Home Care Enablement and Support City Wide and Community MH Older People Team	Care at Home and Housing Support combined	LA	31/01/20		5	5	n/a	n/a
Dundee City Council	Supported Living Team	Support Service	LA	01/10/19		6	n/a	6	5
Dundee City Council	Dundee Community Living	Support Service	LA	13/09/19		6	n/a	6	6

n/a - not assessed (including where there is no requirement to be assessed)

2019-20

19-20

2019-20

2019-

019-20

2019-20

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