

REPORT TO: CITY GOVERNANCE COMMITTEE – 1 DECEMBER 2025
REPORT ON: DEVELOPING A WHOLE FAMILY SUPPORT APPROACH
REPORT BY: CHIEF EXECUTIVE
REPORT NO: 349-2025

1.0 PURPOSE OF REPORT

To provide an overview of Whole Family Support (WFS) approach, including initial assessment of where this more focussed and integrated approach should be prioritised in Dundee.

2.0 RECOMMENDATIONS

It is recommended that committee:

- a) notes the contents of this report and agree the WFS approach in principle;
- b) agrees to officers engaging with communities in the East End and North East wards to develop this approach and how it should be coordinated; and
- c) further updates will be brought forward as the approach develops.

3.0 FINANCIAL IMPLICATIONS

There are no direct financial implications arising from the agreement of this report.

4.0 BACKGROUND

4.1 Whole Family Support is aligned to Scotland's strategy to tackle child poverty, improve wellbeing and deliver more effective public services as highlighted in the Public Service Reform Strategy and Independent Care Review. The approach recognises that families often face interconnected challenges - such as poverty, poor housing, and health inequalities - that require coordinated, person-centered responses. The key Principles of Whole Family Support are:

- **Prevention First:** Early intervention to prevent crises before they escalate.
- **Person and Family-Centered:** Support is tailored to the unique and often overlapping needs of each family, with a focus on dignity, trust, and empowerment.
- **Integrated Services:** Breaking down silos between services (e.g., health, education, housing, social work) to provide seamless and flexible support.
- **Co-Production:** Families are involved in designing and shaping the services they use.
- **Place-Based Delivery:** Support is rooted in local communities, recognising the importance of local context, assets, and relationships.

4.2 The Scottish Government are working with six local authorities as 'early adopters' of WFS being: Glasgow, Clackmannanshire, North Lanarkshire, North Ayrshire, Aberdeen, and **Dundee**. The programme is closely tied to child poverty reduction and delivery of "The Promise." Glasgow and Clackmannanshire are further ahead with their plans.

4.3 The six Chief Executives are meeting with the Public Service Reform Directorate about how the Scottish Government can work together to drive forward whole family support and deliver on the flexibilities, in particular funding and reporting, needed from Scottish Government to further support the work being undertaken locally. Regular meetings are in place with local leads and SG officials to work through any barriers and agree actions related to these but also share learning across different early adopter areas.

4.4 WFS Approach clearly aligns with one of our most challenging priorities for the city and the Council, being to **Reduce Child Poverty and Inequalities**, as set out in both the City Plan 2022-2032 and the Council Plan 2022-2027. It also provides an important opportunity to integrate this work more closely with our protecting people approach, trauma informed

leadership and practice developments, and with responses to frailty not only in the older population given the challenging healthy life expectancy in Dundee being around 56 years old.

- 4.5 At the same time as delivering on the key priorities within increasingly pressured budgets, developing thinking and action on public service reform, it is necessary to ensure that there are strategic, medium- and long-term solutions to the fundamental and deep-rooted challenges in public sector funding and demands on services.

5.0 WHOLE FAMILY SUPPORT (WFS) – DUNDEE

- 5.1 The WFS approach in Dundee is evolving from work on stronger integration across services, taking learning from a range of targeted place-based approaches already deployed, like the Linlathen Pathfinder (now known as the Fairer Futures Partnership), Local Fairness Initiatives, Planet Youth and What Matters 2 U. Some of this key work has recently been nationally recognised via the two Gold Awards achieved at the COSLA awards on 13 November 2025. The Local fairness Initiative won the Best Team Award, and the Family Empowerment project won the Strengthening Communities and Local Democracy Award.

- 5.2 It is about considering greater funding flexibility, reduced reporting burdens, how communities help shape any changes as the new approach develops and how partners respond collectively and flexibly to meet their needs. This includes how the community planning partners via the Dundee partnership Management Group also deploy their resources.

- 5.3 A key part of the approach involves the use of data to support decision making to best target resources to where it is needed the most to reduce inequalities. An assessment of key data produced for the annual Poverty Profile, Census and expanded to consider data across key themes like how the city is tackling poverty was undertaken – see Appendix 1. This clearly draws us to remain focused on the East End ward of the city as it is the most impacted by poverty and inequality. Given the recent changes to locality working and the new Drumgeith Campus opening, this could be expanded to include the North East also.

- 5.4 In relation to the most deprived areas of the City i.e., 5% most deprived, 52.8% (1,622) of children living in the 5% most deprived, live in the East End (33.5%) and North East (19.3%) wards. The next highest are Coldside at 18.2% and Lochee at 15.8%. The East End however, flags most consistently as an area for concern across the range of data collated.

- 5.5 Expanding the area of focus and taking the learning from Linlathen and WM2U, the support and services that families receive could look different depending on specific circumstances, but it should always be underpinned by a whole-family approach, where multi-disciplinary professionals wrap support around the family to address challenges at the earliest opportunity. This is **to ensure families receive the right support, at the right time, for as long as needed with a strong emphasis on early intervention to prevent crisis and trauma-informed approaches**. It also builds on the no wrong door ethos where families are able to connect with the right support, through an integrated and relationship focused approach that adapts to their needs instead of feeling like they simply don't know where to go or being handed or passed between different teams or service.

- 5.6 Key elements for this enhanced approach could include:

- a) **Link or key worker model** - the importance of trusted relationships with workers who understand local areas, their people's needs, and services within them is highlighted in learning from our current place-based initiatives. Link/key worker models involve supporting, advocating, and navigating families as they access services across the public sector. The ethos is no wrong door with workers able to support any issues and drawn in 'specialists' as needed. This is likely to involve more outreach work targeting those families

in the 5% most deprived areas in the wards, Low-Income families, and other priority families.

- b) **Drop-in sessions** - The model of weekly drop ins with multiple partners in attendance providing support and services in localities was a development in Linlathen from the Dundee Pathfinder (now referred to as Fairer Futures Partnership). Early work indicated that the target families face complex barriers to employment, such as childcare, health issues, transport, and a lack of understanding of available support services and benefits. Employability support and services is a key strand of work that is embedded and crucial to reducing poverty in the city.

Drop ins are now taking place in Brooksbank Centre (Tuesdays), Douglas Community Centre (Wednesdays), and Drumgeith Campus (Thursdays). Expansion of services included in this model and/or fuller integration of key services could be a future development. Ongoing work highlights high levels of physical and mental health problems impacting employment outcomes. Developing more health interventions could be a key expansion to the 'drop in' model by assessing the health needs to develop clinics, checks and screening programmes within this area to support key health issues.

- c) **Prevention & Early Intervention Hub** - Multi-agency team designed to provide timely support to most vulnerable residents. This would bring together staff from various local public and third sector services e.g. housing, police, health, social work, education, CLD, LACD and third sector. This approach will call on other services across the partnership as required.
- d) **Out of hours** - Children, families and communities often have ready access to services during normal working hours (Monday to Friday 9.00 – 5.00) then mainly emergency only services via limited out of hours provision. Issues that occur with normal working hours often escalate due to normal routines and support not being available, particularly over weekends.
- e) **Other targeted services** - wider discussions would take place to look at other enhanced services and/or targeted work in the area based on the data available. Other areas to explore that have been suggested:
- Skills to support families – digital, numeracy/literacy, homework support
 - Uptake campaigns – free travel and school meals, benefits like Scottish Child Payment and Pension Credit
 - Outdoor spaces and physical activities

5.7 There are enablers or system-level changes required to support delivering real change like this and there will be asks from other partners, locally, regionally, and nationally. These include:

- Policy alignment and funding flexibility deployed to act as a greater leverage of change. This would include how we work with Trusts and charitable funders to maximise the external funding and contributions they bring to the city.
- Linked to funding requirements a streamlining of reporting requirements to governments, scrutiny bodies and other agencies, would support more focus on actions and improving outcomes.
- Using data in a more deliberate and intentional manner to focus on targeted enhanced approaches, spend to save and spend to invest.
- Creating a culture for change and public service reform to have more focus on early help, intervention and prevention. This would also include leadership development across partners to support change.

- A deeper understanding and analysis of the 'as is' system from diverse perspectives to assess risk and support people in the transition to new more integrated and sustainable way of working.
- Build the capacity for change in terms of both resources and people.

5.8 Whole Family Wellbeing Fund (WFWF) is being provided to support the transformation of how family support is delivered. In Dundee some of this funding will support the development of our approach linked with any further funding flexibilities, future funding and/or external funding from charitable organisations.

6.0 NEXT STEPS

Developing WFS Together

6.1 To date the voice of our communities and lived experience has been brought into the thinking for this approach in several ways, as well as partners bringing their shared intelligence from communities and communities of interest to the table. Specific pieces of work such as in Linlathen and Stobswell, What Matters 2 U, Planet Youth, Local Community Planning processes, the Fairness Conference and case studies told through the Local Child Poverty and Fairness Report have contributed and will continue to do so. It is also worth noting that last year's Budget Consultation highlighted support for the council delivering services differently, and strong support services tackling poverty and inequality.

6.2 As the approach is developed, more participation and engagement with our citizens in the East End and North East will be undertaken to refine and improve what the approach is. The voices of our young people in the area will be captured through the Planet Youth work in Greenfield Academy. There is now an opportunity to align several pieces of work around the shared outcomes, scaling up and adapting across the council family, partners and our communities to best effect.

6.3 Central to the success of re-designing services to enable communities to thrive is fostering trust, building stronger community connections, and empowering individuals to be part of the decision-making process in their communities. Working with the Community Empowerment team and the What Matters 2 U team, the initial participation and engagement work would be deployed from January to March 2026 to work through how community needs mirror or change what is set out in section 5.6.

6.4 This work will also help to scope 'asks' of key community planning partners to ensure the collective efforts are aligned on improving key outcomes for these communities, this includes the resources deployed through Council's two key strategic partners - Leisure and Culture Dundee and the Health and Social Care partnership.

Governance

6.5 Within the Council, the Council Leadership Team will oversee this work via the Transformation Board initially and it will be reported through the Transformation Programme. The governance will be reviewed as the work develops, and more partners are involved.

6.6 Resources required to programme manage this significant project will be secured within current budgets and funding available.

7.0 POLICY IMPLICATIONS

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

8.0 CONSULTATIONS

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

9.0 BACKGROUND PAPERS

None.

GREGORY COLGAN
CHIEF EXECUTIVE

DATE: 14 NOVEMBER 2025











ANDREA CALDER
HEAD OF CHIEF EXECUTIVE'S SERVICE

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DATA USED IN ASSESSMENT

Population














	North East	East End	Strathmartine	Coldside	West End	Lochee	Maryfield	The Ferry	Dundee	Scotland
 Population - Total	16,574	14,926	19,792	18,160	20,873	19,957	18,368	19,550	148,470	
 Population - Female	8,541	7,861	10,254	9,006	10,851	10,294	9,216	10,205	76,228	
 Population - Male	8,033	7,065	9,538	9,154	10,022	9,663	9,422	9,345	72,242	
 Population - Under 16	3,494	2,830	3,793	2,301	2,049	3,745	2,333	2,992	23,537	
 Percentage of population under 16	21%	19%	19%	13%	10%	19%	13%	15%	16%	16.3%
 Population in most deprived quintile	35.5%	76.0%	42.1%	60.8%	9.9%	46.2%	43.4%	0.0%	37.7%	20%
 Population in least deprived quintile	0%	0%	9.4%	5.2%	23.0%	12.9%	0.0%	68.9%	15.9%	20%
 Population - White Scottish/British	92%	88%	92.2%	78.3%	71.2%	85.7%	70.3%	91.6%	83.3%	87%
 Population - Other White	4.9%	5.2%	4.2%	7.6%	9.8%	6.6%	10.0%	3.2%	6.5%	5.8%
 Population - Ethnic Minority Groups	3%	6.6%	3.6%	14%	18.9%	7.8%	19.7%	5.2%	10.1%	7.1%













Health



	North East	East End	Strathmartine	Coldside	West End	Lochee	Maryfield	The Ferry	Dundee	Scotland
 Has a long term, health condition, illness or disease	21.3%	24.8%	22.5%	22.7%	17.6%	21.8%	19.8%	23.0%	21.6%	21.4%
 Physical Disability	10.4%	13.6%	11.5%	12.3%	6.6%	10.9%	8.9%	8.8%	10.3%	9.7%
 Mental Health Condition	13.2%	15.7%	12.1%	17.1%	16.4%	13.2%	17.3%	8.0%	14.1%	11.3%
 Unpaid Carer	13.2%	14.0%	13.6%	11.0%	7.9%	11.9%	9.7%	12.5%	11.6%	11.9%
 Alcohol-related hospital admissions per 100,000	404.2	1123.3	481.8	1131.7	662.0	760.5	754.3	352.3	675.0	532.0
 Drug-related hospital admissions per 100,000	229.8	653.1	204.9	617.6	461.8	601.3	553.1	62.5	408.2	201.8
 Potentially Preventable Admissions per 100,000	2124	2640	2117	2203	1150	2150	1674	1458	1907	1691
 Life Expectancy - Males	74.8	71	75.5	71.3	74.5	72.9	72.4	81.1	74.6	76.8
 Life Expectancy - Females	79.4	75.4	79.9	76.8	80	79.2	79.2	83	79.2	80.8
 Healthy Life Expectancy - Females	-	-	-	-	-	-	-	-	56.3	60
 Health Life Expectancy - Males	-	-	-	-	-	-	-	-	56.2	59.6


Child Poverty & Education



	North East	East End	Strathmartine	Coldside	West End	Lochee	Maryfield	The Ferry	Dundee	Scotland
 Child Poverty (number)	632	755	657	638	315	747	541	198	4,483	145,804
 Child Poverty (%)	18.1%	26.7%	17.3%	27.7%	15.4%	19.9%	23.2%	6.6%	18.7%	16.3%
 Children living in 5% most deprived datazones (number)	673	949	443	418	66	592	168	0	3309	n/a
 Children living in 5% most deprived datazones (%)	19.3%	33.5%	11.7%	18.2%	3.2%	15.8%	7.2%	0.0%	14.1%	n/a
 Lone Parent Households with dependant children	11.1%	9.8%	9.1%	5.6%	3.4%	8.1%	4.2%	3.5%	6.6%	6.1%
 % of Total number of care experienced children	16.0%	22.7%	8.0%	16.0%	9.3%	15.3%	11.3%	1.3%	n/a	n/a
 School Attendance - Overall	88.6%	87.9%	89.0%	89.8%	91.8%	89.8%	90.9%	93.3%	89.9%	n/a
 School Attendance - Primary	92.5%	91.5%	92.9%	93.1%	93.1%	93.0%	93.3%	95.4%	93.0%	n/a
 School Attendance - Secondary	84.0%	83.2%	85.0%	85.8%	90.1%	85.8%	88.0%	91.4%	86.5%	n/a
 No Qualifications	22.3%	25.0%	21.9%	19.2%	8.0%	20.1%	13.9%	10.4%	17.0%	16.0%

Housing, Work and Money



	North East	East End	Strathmartine	Coldside	West End	Lochee	Maryfield	The Ferry	Dundee	Scotland
 Income Deprived %	17.6%	26.9%	17.1%	21.5%	10.0%	19.7%	16.4%	5.5%	16.4%	n/a
 Employment Deprived %	11.9%	19.2%	12.4%	16.8%	7.8%	16.0%	12.9%	5.3%	12.5%	n/a
 Households in receipt of Universal Credit (number)	2315	2828	2349	2893	1389	3010	1988	692	17464	475,241
 Households in receipt of Universal Credit (%)	34.0%	39.0%	28.0%	28.0%	15.0%	32.0%	22.0%	8.0%	25.0%	18.6%
 Number of households with single adult council tax discount	41.4%	51.2%	38.9%	53.5%	39.5%	48.0%	46.1%	37.3%	44.7%	38.5%
 Number of dwellings in council tax bands A to C	80.2%	90.4%	70.1%	85.7%	65.2%	79.7%	79.7%	29.6%	72.3%	58.7%
 Social Rented Households	35.2%	39.5%	28.2%	31.5%	17.7%	32.3%	23.2%	6.5%	26.2%	22.5%

