

REPORT TO: HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD –
15 DECEMBER 2021

REPORT ON: MULTI-AGENCY PROTECTING PEOPLE GOVERNANCE ARRANGEMENTS

REPORT BY: CHIEF OFFICER

REPORT NO: DIJB60-2021

1.0 PURPOSE OF REPORT

This report provides an overview of multi-agency governance and strategic arrangements for protecting people activities across the Dundee Partnership, including the contribution of the Health and Social Care Partnership.

2.0 RECOMMENDATIONS

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

- 2.1 Note the content of this report.
- 2.2 Note the arrangements that are in place for the representation of the Health and Social Care Partnership at the Chief Officers Group and protecting people committees (section 4.2 and 4.4).

3.0 FINANCIAL IMPLICATIONS

- 3.1 None.

4.0 MAIN TEXT

- 4.1 The Dundee City Plan identifies community safety and the protection of vulnerable people as a top priority and recognises the importance of excellent collaborative working between all community planning partners, which is crucial if services for people at risk of harm are to be effective. The multi-agency protecting people governance and strategic structure that supports this collaborative working is summarised in appendix 1.

Dundee Chief Officers Group

- 4.2 Public protection is led by the Chief Officers Group (COG), supported by the multi-agency protecting people committees which correspond to each of the different at-risk groups. Shared protecting people priorities reflect the lived experience of children, young people and adults in Dundee and the need for collaborative working to effectively and consistently address inter-related risks. The Dundee COG is chaired by the Chief Executive, Dundee City Council and vice-chaired by the Detective Chief Superintendent, Police Scotland. Wider membership is drawn from Dundee City Council (CSWO, Neighbourhood Services and Children and Families Services), Dundee Health and Social Care Partnership, Police Scotland, NHS Tayside, the Scottish Prison Service, the Scottish Fire and Rescue Service and the Third Sector Interface. All of the independent chairs for the five public protection committees are also members of the COG. The Health and Social Care Partnership is represented by the Chief Officer, with the Chief Social Work Officer / Head of Service, Health and Community Care and the Service Manager, Strategy and Performance also being members of the group.
- 4.3 The core functions of the COG are: mutual accountability; scrutiny; assurance; oversight of risk; and, leadership. The COG vision is:

Dundee's future lies with our people and communities; they deserve sector leading support and protection. We will work together with communities to prevent harm, keep people safe and protect them when they can't protect themselves.

The group has adopted the following core principles:

- The protection of people in Dundee is everyone's business and is part of our work to create a community which is healthy, safe, confident, educated and empowered.
- Protecting people is an important part of our commitment to tackle the root causes of social and economic exclusion and inequality. People will be able to access the support and protection they need when they need it, regardless of their characteristics, background or circumstances.
- We will work with communities and people with lived experience to understand public protection problems and to design, test and implement solutions.
- We will deliver our vision by working in partnership across the public, voluntary, community and private sectors. We value the unique knowledge, skills and contributions that each partner has to make to deliver our vision for protecting people.
- The workforce delivering protection supports and services will have the right knowledge, skills, support and experience to ensure people are safe and protected.
- We are committed to being a learning and continuously improving partnership. We will build on our strengths, learn from our mistakes and work towards a sector leading approach.

On a six-monthly basis the Chair of the COG provides an update report on protecting people leadership activities to Dundee City Council, Community Safety and Public Protection Committee and to the Integration Joint Board.

- 4.3 As well as overseeing the work of the protecting people committees, the COG is supported by the Transforming Public Protection (TPP) Oversight Group and the Tayside Learning Review Working Group. The TPP Oversight Group is chaired by the Chief Social Work Officer (Head of Service, Health and Community Care) provides ongoing multi-agency leadership for the implementation of the TPP Programme. NHS Tayside chairs the Tayside Learning Review Working Group that provides leadership and direction to ongoing work to map and review existing case review mechanisms and to identify areas for improvement and for strengthened collaborative working.

Protecting People Committees

- 4.4 Each individual protecting people committee is the lead multi-agency partnership responsible for delivering the core functions of continuous improvement, public engagement and communication, strategic planning, assurance, oversight of strategic risk and leadership. There are five core protecting people committees: Dundee Adult Support and Protection Committee, Dundee Alcohol and Drugs Partnership, Dundee Child Protection Committee, Dundee Violence Against Women Partnership and the Tayside MAPPA Strategic Oversight Group. Close strategic links are also maintained with strategic partnerships for humanitarian protection and suicide prevention. As well as working in collaboration with the other protecting people committees, each group contributes to local, regional and national planning and strategic fora. The Health and Social Care Partnership is represented at the Adult Support and Protection Committee, Alcohol and Drugs Partnership and Child Protection Committee by senior operational and strategic managers. Membership of the Violence Against Women Partnership is currently being reviewed.
- 4.5 The appointment of independent chairs for each of the protecting people committees provides strong strategic leadership, direction and scrutiny in delivering cross-cutting priorities and individual committee delivery plans. Independent chairs are appointed as independent contractors through a formal procurement process with input from multi-agency partners. Appointments are normally reviewed every two years, although this has not been possible during the pandemic period. As part of leadership development activity undertaken by the COG in 2019 a role descriptor was developed in relation to the position of Independent Chair outlining the overall purpose of the role, main accountabilities and summarising the personal qualities, values, behaviours, skills and knowledge, understanding and experience required. A copy of the role descriptor is attached as appendix 2.

- 4.6 As well as providing regular assurance reports to the COG (bimonthly) and ongoing monitoring of key risks through the protecting people strategic risk register, the protecting people committees provide a range of reports to a variety of governance groups / bodies. Reporting to the Dundee Partnership is described at section 4.8. The Adult Support and Protection Committee, Child Protection Committee and Tayside MAPPA Strategic Oversight Group produce and publish annual reports as required either by statute or national guidance. The Alcohol and Drugs Partnership and Violence Against Women Partnership make annual returns to the Scottish Government; this year they are also producing summary, public facing versions to enhance public accountability in relation to their areas of work. These annual reports are submitted to both Dundee City Council committees and to the Integration Joint Board for scrutiny. The statutory Chief Social Work Officer (CSWO) Annual Report, submitted to Dundee City Council committee for scrutiny and to the Integration Joint Board for information, also contains extensive content about protecting people activities, performance and impact. In addition to annual reporting, a variety of subject specific reports are provided to the Integration Joint Board on protecting people matters including reports on delegated functions relating to adult support and protection and drug and alcohol services. For these delegated functions Clinical, Care and Professional Governance Groups consider matters such as inspection gradings, adverse incidents and case reviews on an ongoing basis.

Dundee Partnership

- 4.7 Whilst the COG is the primary governance and strategic group overseeing protecting people matters on behalf of the Dundee Partnership, Executive Boards for Children and Families, Community Safety and Justice and Health, Care and Wellbeing oversee priorities relating to children, young people and adults at risk. These include: increasing the safety and protection of young people; reducing substance use; improving mental health and wellbeing; reducing levels of domestic abuse; and, reducing levels of re-offending. Each of the three executive boards has representation from the Health and Social Care Partnership; the Chief Officer co-chairs the Health, Care and Wellbeing Executive Board and the Head of Service, Health and Community Care and other senior operational and strategic managers are members of all three executive boards.
- 4.8 There is significant overlap between the membership of the COG, the executive boards and the Dundee Partnership; the chair of the COG is also the co-Chair of the Dundee Partnership. Through the executive boards formal reports are submitted on progress in implementing protecting people priorities on a 6-monthly basis (although reporting cycles have been disrupted over the last 18 months by the COVID pandemic). In addition, separate reports have been provided about specific protecting people priorities; most recently progress in relation to the Action Plan for Change to tackle drugs deaths. The interface between the protecting people governance and strategic structure and Dundee Partnership has developed significantly over the lifetime of the current City Plan (2017-2026), with increased clarity of interface and responsibility between the executive boards, the Dundee Partnership and the COG. The Dundee Partnership intends to review the City Plan during 2022/23. Through this process it is intended to formalise and further strengthen the arrangements that have developed since 2017.

Protecting People Strategic Support Team

- 4.9 The protecting people committees in Dundee have been provided with strategic support by a co-located team of staff since 2011. Since then, working arrangements and practices have gradually moved from being committee specific (for example, Lead Officers for each committee) to take a more integrated approach. Cross-cutting working groups have been established to address some common priorities / areas of business and a number of officers within the team have taken a lead for specific functions / tasks across all committees.
- 4.10 The Protecting People Strategic Support Team is a multi-agency resource who work at the direction of the COG and the protecting people committees. The core role of the Protecting People Strategic Support Team is to support the COG and the committees to discharge their core functions. They are hosted by the Health and Social Care Partnership on behalf of the COG; whilst they are included in the resource delegated to the IJB the team remain accountable to the committees, and through them to the COG. The Service Manager, Strategy and Performance provides line management and day-to-day support to the team.

Governance and Strategic Structure Review

- 4.11 Following a programme of organisational development activity undertaken by the COG as part of the Transforming Public Protection Programme in 2019 a decision was made to undertake a substantive review of the multi-agency protecting people governance and strategic structure. The COG identified that the current protecting people governance and strategic structure in Dundee is expansive, has evolved incrementally over the last 10 years and would benefit from a 'whole systems' review. This review made significant progress over the early months of 2020; with 2 potential future options developed for consultation. This consultation was able to progress between the first and second waves of the pandemic at the end of 2020. A preferred option has now been identified and a short-life working group has been convened to develop a full business case for further consultation; this work has again been impacted by the second wave of the pandemic and pressures associated with the joint inspection of services for children at risk of harm in Dundee. However, the COG remains committed to identifying a structure that is focused on delivering core functions; that supports genuine and effective participation from all stakeholders; supports a whole system protecting people approach; supports a strategic commissioning approach; and that is sustainable and has clear and effective interfaces with other planning arrangements, particularly the Dundee Partnership.

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 Members of the Chief Officers (Public Protection) Strategic Group, including the Independent Chairs of the Adult Support and Protection Committee, Child Protection Committee, Tayside MAPPA Strategic Oversight Group and Violence Against Women Partnership, Dundee City Council Management Team, the Chief Finance Officer, Head of Service, Health and Community Care and the Clerk have been 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.

Vicky Irons
Chief Officer

DATE: 16 November 2021

Kathryn Sharp
Service Manager, Strategy and Performance

Protecting People Multi-agency Governance and Strategic Structure



Protecting People Independent Chair / Convenor Role Descriptor

Overall Purpose of the Role

To work collaboratively as part of the COG Team to provide a whole systems approach to the leadership of public protection responses. To support the Committee to fulfil its core functions of continuous improvement, public engagement and communications, strategic commissioning, assurance, oversight of strategic risk and leadership. To facilitate mutual accountability for delivery of improvement priorities and performance targets and provide independent advice and assessment of performance and risk to the COG and other stakeholders.

Main Accountabilities

1	<p>To provide effective leadership of the Committee, ensuring that all functions are discharged to a high standard, in a timely and proportionate manner and in accordance with relevant legislative requirements (including sections 42 – 47 of the Adult Support and Protection (Scotland) Act 2007¹). Including by:</p> <ul style="list-style-type: none"> • Facilitating Committee meetings, setting the agenda, approving minutes and overseeing systems of accountability for the completion of agreed actions. • Overseeing the production, review and publication/submission of the Committee's strategic commissioning plan and annual report. • Overseeing arrangements for communication of the work of the Committee to relevant stakeholders. • Overseeing the inclusion of the expertise of People with Lived Experience in arrangements for discharging Committee functions. • Participating in regular meetings with the COG and senior officers from component organisations where required. • Contributing to the agreement of priorities and workplans for the Protecting People Strategic Support Team.
2	<p>To demonstrate integrated leadership for public protection, including through representation at agreed Community Planning and other strategic groups (local, regional and national). This might include acting as a spokesperson for the Committee in the media and at public events where appropriate.</p>
3	<p>To facilitate mutual support and accountability for the delivery and quality of public protection responses in-line with the COG vision and agreed strategic priorities. This includes seeking appropriate assurances from partner organisations, as well as provision of assurance to the COG.</p>
4	<p>To oversee the identification and management of strategic risks to the delivery of the COG vision and priorities and Committee strategic commissioning plan.</p>
5	<p>To promote a culture of continuous improvement and reflective learning for public protection at a strategic level.</p>
6	<p>To facilitate the joint strategic commissioning of public protection responses for Dundee.</p>
7	<p>To oversee the initial and significant case review process, including overseeing the commissioning of SCRs and integration of learning into practice. This might include chairing the SCR Panel as required.</p>

¹ Sections 42 – 47 of the Adult Support and Protection (Scotland) Act set out statutory duties in relation to Adult Protection Committees, membership, Committee procedure, duty to provide information to the Committee, biennial reports and guidance. Section 42 (1) describes the statutory functions of the Committee which the Convenor, through their leadership, must ensure are fulfilled.

8	To provide independent advice and support to the COG, Strategic Support Team, senior officers from partner organisations and other relevant strategic groups.
9	To facilitate resolution of any conflicts arising with the Committee, supporting members to reach positive solutions.

Personal Qualities

Personal Qualities	Description
Selflessness	Act solely in terms of the public interest. (Principle of Public Life)
Integrity	Avoid placing yourself under any obligation to people or organisations that might try inappropriately to influence you in your work. Do not act or take decisions in order to gain financial or other material benefit for yourself, your family or your friends. Must declare and resolve any interests and relationships. (Principle of Public Life) Please refer to Protecting People Committee / COG Code of Conduct (currently being drafted).
Objectivity	Act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias. (Principle of Public Life)
Accountability	Be accountable to the public for your decisions and actions and submit yourself to scrutiny necessary to ensure this. (Principle of Public Life). Be open to challenge and accept question as seeking to understand (rather than as criticism).
Openness	Act and take decisions in an open and transparent manner. Do not withhold information from the public unless there are clear and lawful reasons for so doing. (Principle of Public Life)
Honesty	Be truthful, honest and open. Be brave.
Resilient	Accept feedback as an opportunity for reflection and learning.

Values

Value	Description
Commitment to shared vision	Maintain a focus on the agreed vision for public protection and make decisions / take actions directed to achieve this. Recognise that each agency / person is part of a whole system and work within a wider Protecting People approach.
Trust	Show trust in members of the COG and Committees.
Respect	Respect the different views, opinions, constraints and expertise held by different members and organisations. Respect the confidentiality of discussions.
Inclusive	Include all those with a role in protecting people in recognising and discharging a shared responsibility for public protection. Think beyond organisational boundaries.
Passion	Demonstrate an interest, commitment and ambition for protecting people at risk.

Behaviours

Behaviour	Description
Learning	Be open to doing things differently and learning new approaches / ways of doing things from others.
Contribute	Contribute your transferrable skill set as well as your subject expertise.
Consistency	Be consistent in your actions and communications – align these to the agreed vision for Protecting People.
Transparency	Provide / share all of the relevant information with those who need to know and understand it.
Delegate	Delegate leadership of risks and actions throughout the Protecting People structure. Support and empower the Committee members and Strategic Support Team to lead and make decisions.
Mutual Support	Share responsibility and ownership when there are challenges to be overcome.
Personal responsibility	Take personal responsibility for being informed and prepared. If you do not know something pro-actively seek out the required information.

Skills

Skill	Description
Advocacy	Advocate on behalf of the people you are seeking to protect.
Influence	Influence others to change, take action and recognise their responsibility for protecting people.
Analytical	Ask questions of information to establish an understanding of its potential meaning.
Strategic	Focus on strategic leadership and on agreed priorities. Take a whole systems approach. Seek assurance regarding relevant operational matters and empower Committee members to address concerns in appropriate operational forums.
Constructive challenge	Challenge others in a way that is constructive, respectful and helpful.
Communicative	Listen to understand, communicate views pro-actively and use common / understandable language.
Judgement	Ability to make reach considered conclusions and decisions.

Knowledge, Understanding and Experience

Area of knowledge, understanding and experience	Description

Public Protection	Knowledge, understanding and experience of protecting people issues, including relevant legislative and policy provisions and best practice.
Role of different organisations / posts	Knowledge and understanding of local, regional and national arrangements for protecting people, including the distinct roles of Chief Officers, the Chief Social Work Officer and other professional leads.
Political systems	Knowledge, understanding and experience of local political systems, including the governance and scrutiny role of Elected Members of the Council, NHS Board members and Integration Joint Board members.
Strategic commissioning	Knowledge and understanding of the strategic commissioning cycle and experience of applying this in practice across multi-agency environments.
Strategic risk management	Knowledge and understanding of systems and processes for strategic risk identification and management.
Organisational development and leadership	Knowledge, understanding and experience of whole systems and participative leadership, change management, conflict resolution and organisational culture and behaviour.
Performance and quality assurance	Knowledge, understanding and experience of performance management and quality assurance systems in complex environments, including outcome measurement and reporting.

Addendum – Key provisions of sections 42 – 47 of the Adult Support and Protection (Scotland) Act 2007

42 Adult Protection Committees

(1) Each council must establish a committee (an “Adult Protection Committee”) with the following functions—

(a) to keep under review the procedures and practices of the public bodies and office-holders to which this section applies which relate to the safeguarding of adults at risk present in the council's area (including, in particular, any such procedures and practices which involve co-operation between the council and other public bodies or office-holders to which this section applies),

(b) to give information or advice, or make proposals, to any public body and office-holder to which this section applies on the exercise of functions which relate to the safeguarding of adults at risk present in the council's area,

(c) to make, or assist in or encourage the making of, arrangements for improving the skills and knowledge of officers or employees of the public bodies and office-holders to which this section applies who have responsibilities relating to the safeguarding of adults at risk present in the council's area,

(d) any other function relating to the safeguarding of adults at risk as the Scottish Ministers may by order specify.

(2) In performing its functions, an Adult Protection Committee must have regard to the desirability of improving co-operation between each of the public bodies and office-holders to which this section applies for the purpose of assisting those bodies and office-holders to perform functions in order to safeguard adults at risk present in the council's area.

46 Biennial Report

The convener of an Adult Protection Committee must, as soon as practical after such date as the council may direct biennially—

(a) prepare a general report on the exercise of the Committee's functions during the 2 years ending on that date, and

(b) after securing the Committee's approval of the report, send a copy of it to—

(i) each of the public bodies and office-holders represented on the Adult Protection Committee by virtue of section 43(4),

(ii) the Scottish Ministers,

(iii) the Mental Welfare Commission for Scotland,

(iv) the Public Guardian,

(v)[F1SCSWIS] (where it not represented on the Committee), and

(vi)any other public body or office-holder as the Scottish Ministers may by order specify.

47 Guidance

Adult Protection Committees, and councils, must have regard to any guidance issued by the Scottish Ministers about their functions under sections 42 to 46.