

If not
you
...**who?**

Dundee Child Protection Committee



Annual Report

April 2016 - March 2017

Delivery Plan

2017 - 2018

www.dundeeprotects.co.uk



Dundee
Child Protection
Committee

Contents

Introduction	3
Protecting People	5
Child Protection	7
Child Protection in Dundee	
Child Protection Committees	
Dundee Child Protection Committee	
Functions of the Dundee Child Protection Committee	
Continuous Improvement	11
Policies, Procedures and Protocols	
Strategic Developments	15
Self-Evaluation	
Balanced Scorecard	
The Child Protection Process	
One Family's Experience of the Child Protection Process	21
Information, Engagement & Communication	23
Child Protection Buddy Case Study	25
Training and Staff Development	27
The Next 12 Months	31
Appendices and Delivery Plans 2017-18	34
Bibliography	47

Introduction

Independent Chair of Dundee Child Protection Committee

I am pleased to introduce the Child Protection Committee's Annual Report for 2016-17. I hope that this report will help to promote public awareness and understanding of work that is being carried out across Dundee City to protect children and young people from harm.

In 2015 a decision was taken to introduce the role of Independent Chair to the Committee; I was subsequently appointed as Chair in December 2015. In 2016 we reviewed committee membership to ensure that the committee was composed of the right people, with relevant authority, to meet the challenges ahead; challenges including those raised by the Joint Inspection of Services in Dundee that reported in early 2016, a Significant Case Review undertaken in Dundee in 2016 and Scottish Government initiatives including the Child Protection Improvement Programme.

Members of the committee actively participated in two development days that identified and set the priorities for 2016-17, priorities informed by research, practice and self-evaluation; neglect, domestic abuse, sexual abuse and substance misuse. The Child Protection Delivery Plan attached to this report sets out how we plan to deliver on these priorities. I have absolutely no doubt that committee members, and the services and agencies they represent, are wholly committed to ensuring, through effective partnership working, the successful delivery of our one year targets and thereafter our longer term outcomes.



Norma Ritchie
Independent Chair
Dundee Child Protection Committee



Protecting People



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

Key Principles of Protecting People

The protection of people in Dundee is part of the overall provision of services that will deliver positive outcomes for people in Dundee.

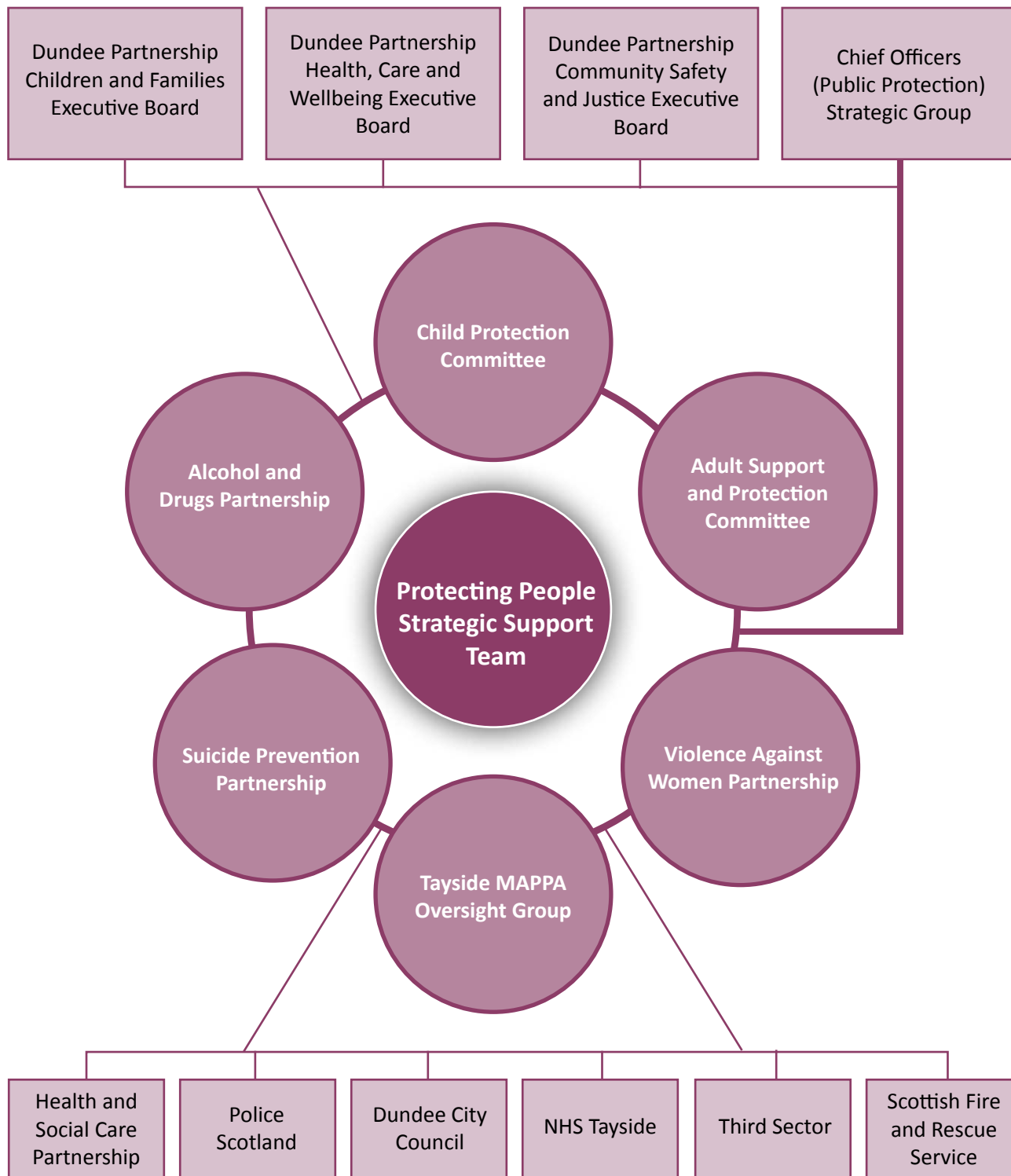
The people delivering those services will have the knowledge, skills and experience to deliver quality services.

We will deliver our vision by working in partnership across the statutory (Dundee City Council, NHS Tayside, Police Scotland and Scottish Fire and Rescue Service) and voluntary sector.

We will work with our partners in other local authority areas, both in Tayside and throughout Scotland, to improve services to protect people and work towards a consistent approach.

The wider Protecting People strategic agenda in Dundee City is led by a number of key public protection partnerships - these include the Adult Support and Protection Committee, the Child Protection Committee, the Violence Against Women Partnership and the MAPPA Strategic Oversight Group, all reporting to the Chief Officers Group (COG).

The Chief Officers (Public Protection Strategic Group) is the forum within Dundee with responsibility for shaping the operational development of public protection arrangements across the city. It works through public safety and partnership committees statutory and otherwise to assess risk and works to reduce it. The image below illustrates the relationship between the various bodies and groups as they work together to protect the people of Dundee.



Child Protection



All agencies, professional bodies and services that deliver child and/ or adult services and work with children and their families have a responsibility to recognise and actively consider potential risk to a child, irrespective of whether the child is the focus of their involvement. Child Protection Committees have overall strategic responsibility for the continuous improvement of child protection policy and practice in their local areas. There are 31 child protection committees across Scotland and they consist of representatives from a range of backgrounds including the police, health services, local authorities, children services and community planning structures and relevant voluntary sector fora amongst others.

Child Protection in Dundee

Dundee is home to 23,871 children and young people under the age of 16, most of whom live in safe and nurturing home environments where they are supported to develop and reach their full potential.

It is widely recognised that children and young people living in poverty often have poorer outcomes than their more affluent peers. Deprivation is a significant issue for Dundee with almost half of its children and young people, 11, 665 (43.4%), living in communities identified as the most deprived in Scotland.

Deprivation also contributes to the prevalence of other health and social inequalities such as alcohol and substance misuse, physical and mental health and domestic abuse and these in turn are recognised as contributory factors to the abuse and neglect of children.

However, any child, from any background, living in any community can be at risk of abuse or neglect and we all share a responsibility to protect children from harm.

All local authority areas have a responsibility to provide supports and services to minimise risk and protect children and young people. This includes raising awareness amongst the public, supporting the development of our community as well as the provision of a structure by which risks can be identified, responded to and, where necessary, appropriate proportionate action taken.

Child Protection Committees

Child Protection Committees were first established in each local authority area across Scotland in 1991. Since then, they have been subject to many reforms and reviews, in particular in 2005 when they were strengthened as part of the Scottish Executive's Child Protection Reform Programme.

Child Protection Committees are locally based, inter-agency strategic partnerships responsible for the design, development, publication, distribution, dissemination, implementation and evaluation of child protection policy and practice across the public, private and wider third sectors in their locality and in partnership across Scotland. Their role, through their respective local structures and memberships, is to provide individual and collective leadership and direction for the management of child protection services across Scotland. They work in partnership with their respective Chief Officers' Groups and the Scottish Government to take forward child protection policy and practice across Scotland.



Dundee Child Protection Committee

The Dundee Child Protection Committee core membership consists of representatives of key stakeholder agencies, namely...



The committee is chaired by an independent chairperson contracted to fulfil this role by Dundee City Council on behalf of Dundee Child Protection Committee. The Vice Chair role is undertaken by the Service Manager, Strategy and Performance Team, Children and families Service, Dundee City Council.

There may be more than one representative of a partnership agency, for example, The Chief Social work Officer for Dundee City attends together with a Learning and Organisation Development Officer. The committee also has a number of minuted members who are not required to attend every meeting. In addition, the Lead officer is neither a core nor minuted member but provides the necessary support for the committee. Full details of the membership of Dundee Child Protection Committee can be found in **Appendix 1**.

The work of the Dundee Child Protection Committee takes place within a framework on both a local and national level. The committee is represented in a Tayside collaborative as well as the Central and North Scotland Child Protection Committee Consortium and National Chairs and Lead Officers groups. Over the past 12 months this has provided an opportunity to share learning and experiences and develop areas for joint working in an effort to further development continuous improvement of child protection policy and practice.

Functions of the Dundee Child Protection Committee

The functions of the Child Protection Committee are *continuous improvement, strategic planning, public information and communication*.

Continuous improvement



The Child Protection Committee has a key role to play in the continuous improvement of child protection policy and practice. A number of functions relate directly to this key role.

Policies, Procedures and Protocols

Over the last year Dundee Child Protection Committee has sought assurances from constituent services and agencies that they have in place their own up-to-date child protection policies, procedures, protocols, guidelines and other relevant materials. In addition to this the committee provides support so that child protection policies, procedures, protocols and guidelines are developed around existing and emerging key issues, where there is agreement that this is required. The following is a summary of key achievements and developments over the past year.

The National Child Protection Improvement Programme

In March 2017, the Scottish Government published the [Child Protection Improvement Programme Report](#) based on nine key areas of work.

The Child Protection Improvement Programme report sets out 35 Actions covering children's hearings; leadership and workforce development; inspections of children's services; neglect; data and evidence; child sexual exploitation; child internet safety; and trafficking. Dundee Child Protection Committee has overseen the initial response to this which is now being progressed by the Child Protection Delivery Group.

Police Scotland Risk and Concern Project

In April, the Child Protection Committee was briefed on plans for the rollout of the Risk and Concern Project across Scotland. The project brings a consistent approach and equity of service across Scotland through the development of an efficient and effective process, practice, training and skills that will inform and underpin the research, assessment and sharing of concern reports with relevant partners.

NHS Unborn Baby Protocol

A refreshed NHS Tayside Unborn Baby Protocol was developed by NHS Tayside Child Protection Team in collaboration with maternity services, and in consultation with other professionals who work with children and families. Work relating to a Tayside wide multi agency protocol in respect to unborn babies is under way.

Children and Families No Knives Better Lives

In response to the tragic events that led to the death of a school pupil in Aberdeen new guidance about how agencies should respond to the discovery of a knife being carried by a young person was developed.

Response to Local Practice Issues

The Child Protection Committee has overseen the development of policy and practice in response to local needs and events, specifically a review of additional education provision and the Council Transport Policy for school pupils.

CELCIS Neglect Project: Getting it Right in Dundee

As part of the Child Protection Improvement Programme, in September 2016 the Centre for Excellence for Looked After Children in Scotland (CELCIS) established a neglect pilot programme in three local authority areas: Inverclyde, Dundee, and Perth and Kinross.

The pilot programme seeks to support local authorities to improve the help offered to families experiencing multiple pressures where children may be at risk of, or experiencing, neglect. It was developed in response to the findings of the:

- **Brock report**, in terms of strengthening the help available to children and families who are 'vulnerable', 'known' or 'on the radar', while taking into account barriers to early intervention
- **Christie Commission**, which recommends an emphasis on prevention and early intervention for both child wellbeing and budgets
- **Daniel review** of response to child neglect in Scotland

The pilot programme will promote the sharing of knowledge across education, health and children's services to identify existing areas of good practice, as well as areas where improvements can be made.

Child Sexual Exploitation Coordinator

Dundee is one of two pilot areas (along with Aberdeen) to host a Child Sexual Exploitation (CSE) Co-ordinator. The programme is funded by Barnardo's Scotland, Police Scotland and Comic Relief. The aim of the programme is to reach, protect and support children and young people who are at risk of CSE in the local area. CSE Advisors from the charity's RISE (Reducing the Impact of Sexual Exploitation) service support Police Scotland's officers by improving their support to children under the age of 18. In consultation with Police Scotland, the CSE Advisor assists in identifying and disrupting perpetrators and perpetrator networks, protecting current victims, and preventing potential victims, by bringing together intelligence information.

Response to Domestic Abuse

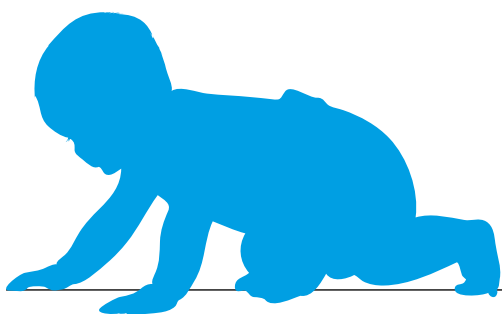
Safe and Together is an approach to working with children and families affected by domestic abuse. It focuses on working with the non-abusing parent, normally the mother, to protect the safety and wellbeing of their children whilst supporting the perpetrator of the abuse to recognise the impact of their behaviour and offer them opportunities to address this. During 2016-17, an initial group of 20 multi-agency staff were trained in this approach and have begun to implement this in practice and to share their learning with other staff. A specific member of staff has been employed to offer support in working with perpetrators of domestic abuse. During 2017-18, a further 20 multi-agency staff will receive training in the Safe and Together approach, which will enhance Dundee's ability to support more families to benefit from this.

Significant Case Reviews

The committee has considered recommendations from Significant Case Reviews undertaken out with Dundee to ensure that any learning from such reports can, where appropriate, inform good practice. In 2016 Dundee Child Protection Committee undertook its own Significant Case Review which was reported in February. Key learning from this forms the basis of the SCR and GIRFEC Practice Improvement Plan as well as informing the Child Protection Delivery Plan. (Appendix Two). Examples of key developments include the Disability Pathway and toolkit training and progressing the inclusion of local practitioner networks.

National Child Abuse Inquiry

During 2016-17 a range of agencies have been involved in responding to the National Child Abuse Inquiry. The Inquiry is looking at the abuse of people who were in care as children. The Child Protection Committee has undertaken work locally to raise awareness amongst survivors of abuse about the inquiry and other processes through which they can have their experiences heard.



If not

you
who?



Strategic Developments



Under the leadership of the Independent Chair work has taken place to ensure that the Committee has a membership that reflects the fact that the protection of children and young people is everyone's responsibility.

The new membership, supported by a Lead Officer, have identified four key priorities for child protection in Dundee: domestic abuse, neglect, sexual abuse and substance misuse. These priorities were informed by what the Committee already knew about children and young people who come into contact with formal child protection processes and by a social survey of school aged children and their parents undertaken in 2014. This has contributed to the wider strategic agenda.

To progress this strategic agenda, Dundee has produced its first [City Plan](#) which identifies the biggest strategic priorities, opportunities and challenges ahead as we seek to improve the city over the next ten years.

The Child Protection Committee has overseen the development of the Dundee Child Protection Delivery Plan. A copy of this plan is can be found in Appendix Two of this report.

Self-Evaluation

In Dundee, our self-evaluation programme consists of a series of linked activities which include a focus on both quantitative and qualitative indicators. It involves a range of complimentary methods and approaches which, when applied together, help us to continuously reflect, learn, act and further improve outcomes for communities and service users, or jointly understand barriers to progress and develop realistic, achievable plans. The diagram below illustrates the local component parts of continuous improvement.



Social Work cases were the subject of specific self-evaluation in 2016-17. Future activity is planned around Team around the Child Processes involving neglect as well as Community Justice, Domestic Abuse cases and Children’s Services residential care.

Stakeholder agencies also regularly carry out their own self-evaluation activity which is shared with the committee and contributes to the strategic development process.

Balanced Scorecard

The balanced scorecard is an agreed set of strategic (high-level) performance measures structured around a common template, supporting performance measurement and management.

It is used by Local Authorities, NHS, Police, Community Safety Partnerships, Community Planning Partnerships, central government, audit & inspection agencies and the voluntary sector. In Dundee these are reported to the Chief Officer’s (Public Protection) Group.

The Child Protection Process

The following summarises activity reported within the Balanced Scorecard relating to the formal child protection process over the past year.

The Child Protection process is one end of a spectrum of staged interventions applied across the partnership in Dundee to address concerns in respect of children and young people. Social Work come into contact with a very small number of families, with the majority not requiring any additional support at all. All children however will, at various stages, have ongoing input from health or education professionals and it is these services that are often the first point of contact to recognise and respond to issues of concern. When a child or young person is identified as having significant additional support or wellbeing needs, a written plan describing these needs and how they might be met is prepared. This involves a “Team around the Child” meeting which includes parents, the child or young person and any other professional agencies who may provide support.

Most Team around the Child meetings will not result in statutory child protection procedures, the presenting issues being adequately addressed by the appropriate agencies at the appropriate stage.

Similarly, Police Scotland operate a “Risk and Concern Hub” ensuring that all concerns raised are assessed appropriately and where information is shared with partners in a timely manner to enable the necessary additional support from all partner services.

However, for a small number of children and young people there are a variety of ways in which members of the public, family members or staff working across the city can raise concerns about the safety of children and young people.

410 new referrals made to the Local Authority relating to child protection concerns in 2016.

Some of these referrals may not relate to risk that requires a statutory response, however where it is suspected that a child or young person has suffered, is suffering or may be at risk of harm or abuse then a joint assessment of this risk is undertaken.

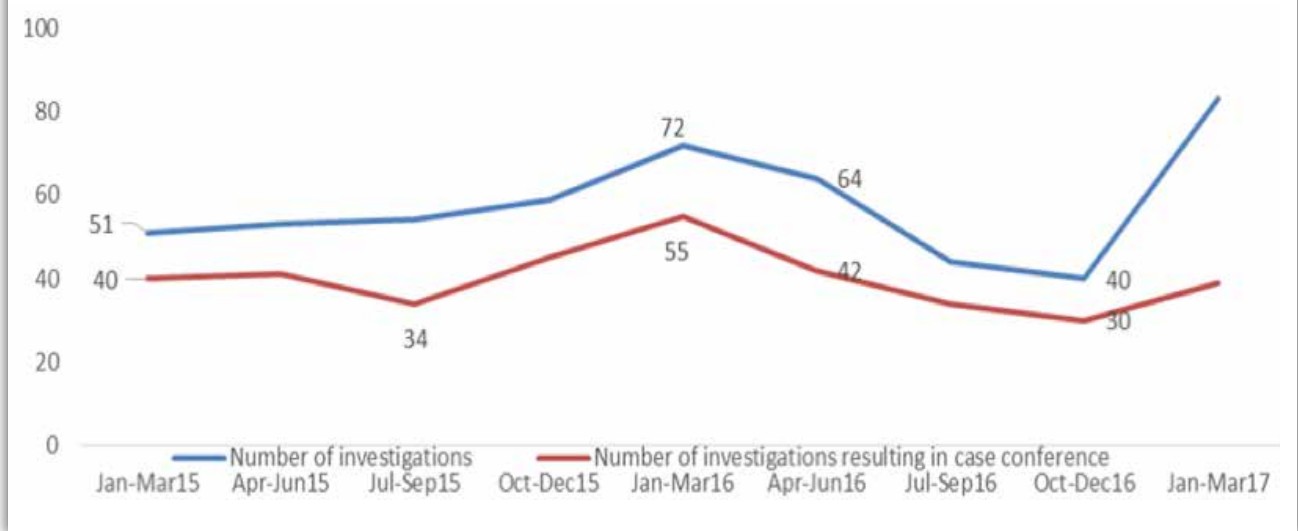
231 Child Protection Investigations were undertaken in Dundee over the past 12 months

An initial child protection case conference (ICPCC) is held if the child is assessed as being at risk of significant harm, so that all of the relevant professionals can share information, identify risks and outline what needs to be done to protect the child.

Any agency may request a Case Conference and Social Work Services are responsible for responding to the request. A significant part of the function of the case conference is to determine if a child’s name should be entered onto the Child Protection Register.

145 Initial case conferences convened in Dundee over the past 12 months

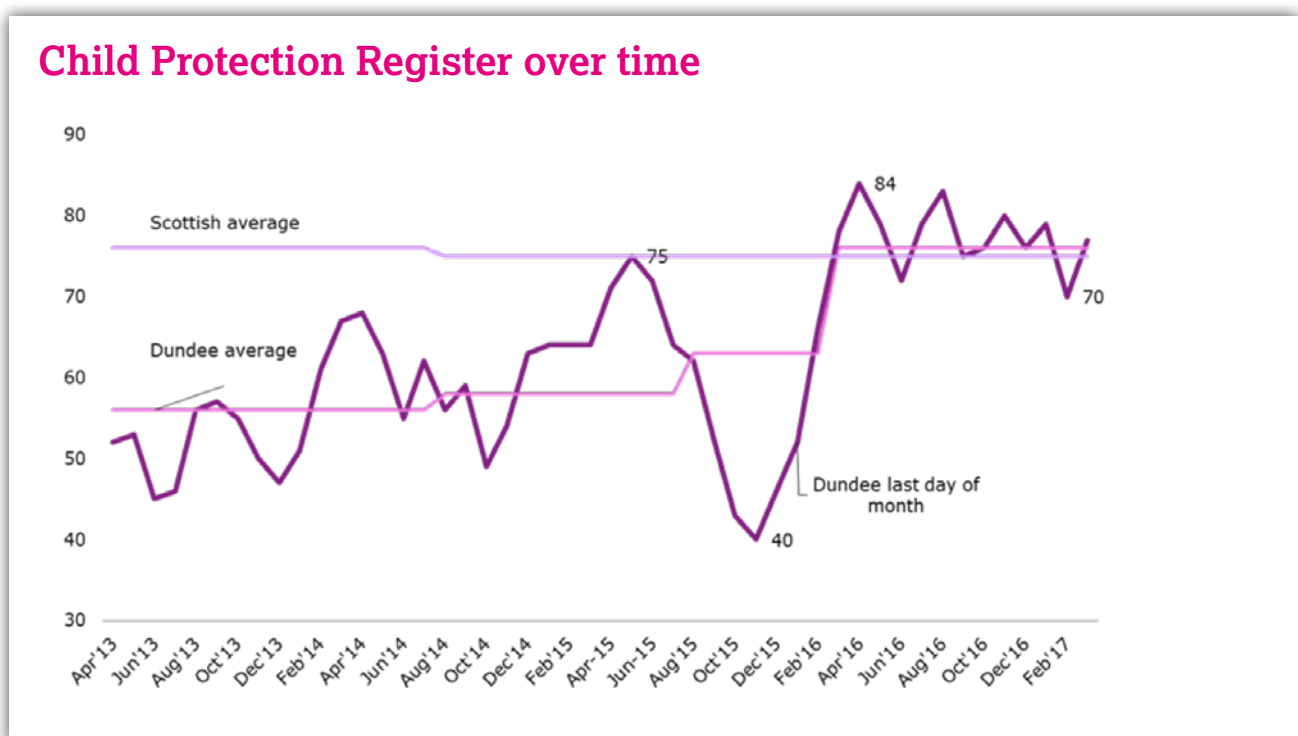
Number of Child Protection Investigations and Initial Case Conferences undertaken in Dundee between January 2015 and March 2017



Every local authority area in Scotland has a child protection register, which is a list of children who may be at risk of current or future harm. A child's name (including unborn babies) will be entered onto the register when they are believed to be at actual or potential risk of significant harm. The number of children whose names are on the register at any given time will vary.

77 children and young people were on the Child Protection Register for Dundee on 31st March 2017

Child Protection Register over time



Children's names can be entered onto the register for a variety of reasons relating to identified risk.

A child's name will remain on the register until it has been agreed by a Child Protection review Case Conference that they are no longer at risk of significant harm. This may be because the issues identified as placing them at risk have been addressed and no longer warrant registration, the child has been made subject to a supervision order by way of a Children's Hearing or the child is being cared for by someone else in a living environment other than the one in which they were considered to be at risk. This may be with relatives or family friends (kinship care) or in a foster placement or residential establishment.

86% of children, between April 2016 and March 2017, had their names removed from the Child Protection register with 12 months of the original registration date

48% of children, between April 2016 and March 2017, had their names removed from the Child Protection register with 6 months of the original registration date

If, at any point during the child protection process, a child is considered to be in immediate danger, an order can be made through the sheriff court. A child protection order (CPO) can be issued to immediately remove a child from circumstances that put them at risk, or to keep a child in a place of safety (e.g. a hospital). Anyone can apply to the sheriff for a CPO although in practice this is normally undertaken by the local authority. These emergency measures allow time to decide the best way to protect a child. This may involve a case conference and possibly care proceedings.

42 Child Protection Orders were granted in Dundee over the last year.

One Family's Experience of the Child Protection Process



A referral was made by midwifery and considered at the Multi Agency Screening Hub (MASH) in relation to concerns for an unborn baby (UBB).

Concerns noted at the time were.

- Unplanned pregnancy
- Mother (Ms X) prescribed methadone, previous IV drug misuse, complex medical history as a result of drug misuse and the victim of historical serious domestic assaults
- Ms X had an older child who was legally placed permanently with paternal grandparents
- Police intelligence suggesting Ms X was involved in prostitution and supply of illicit drugs
- Father (Mr Y) had recently been released from prison
- Mr Y had history of recreational substance misuse prior to his incarceration
- Both parents had a criminal history involving violence and domestic incidents with previous partners

The New Beginnings Service (NBS) was identified as the most appropriate pathway for addressing the identified risks.

A **Social Worker** oversaw and coordinated the multi-agency approach in respect of this family. An UBB risk assessment was undertaken.

This involved a **Senior Family Support Worker** who contributed to the pre-birth parenting capacity assessment and a **Specialist Midwife** who offered additional antenatal care to Ms X as well as information in relation to the possible effects of maternal substance use on the baby.

A **Charge Nurse** assisted in stabilising Ms X on a drug treatment programme engaged and supported her during and post pregnancy.

A **Mental Health Nurse** provided support to Mr Y in addressing long term mental health issues and worked closely with his Criminal Justice Worker in addressing his offending behaviour.

A **Health Visitor**, alongside **Hospital staff** supported the baby's discharge from hospital which was attended by parents, maternal grandmother and professionals involved with the family, as well as hospital staff. An assessment plan was implemented and both parents were clear about expectations of them and a visiting schedule agreed for professionals.

Outcome

The regular communication between professionals involved with the family encouraged a collaborative approach to assessing and tracking risk as well as potentially increasing parenting capacity and parental readiness to effect and sustain change. Professionals gathered relevant information to inform proportionate decisions based on their knowledge, skills, professional experience, judgement and a shared understanding of the context. These aspects of the collaborative approach assisted with informing decisions and offering solutions to reduce and minimise known risks.

Baby was discharged home to mother's care with name remaining on the Child Protection Register, a review was scheduled for six months' time.

“Having all the workers in one team (Social Worker, Drug's Worker and Midwife) is great; it helps them all communicate quickly and see if there are any problems and if there are can get them sorted quickly.

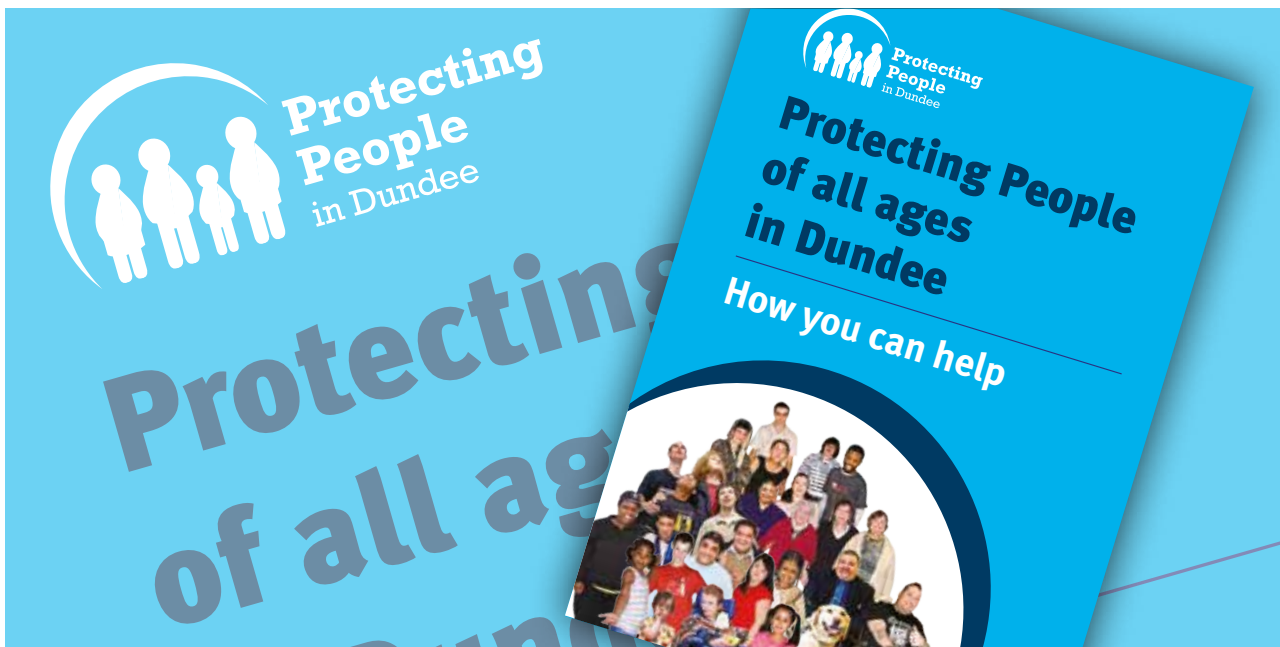
When my baby was in hospital and I was staying with him, some of the staff thought that I was under the influence and I wasn't. The social worker was able to talk to the specialist midwife who then visited me and confirmed I wasn't. This stopped things spiralling out of control and put an end to it.

What really helps is that all the workers are saying the same thing and this made it clear. They were all really honest at the start about what needed to change, they were upfront from the very beginning. They weren't against me, they were working with us and that made it easier for me to be honest. New Beginnings do work with people. If people are open and honest then they will definitely gain from the service. It's changed my view of social work.

It was great that they brought my mum on board. If my mum wasn't involved, things wouldn't have gone as well; I wouldn't have worked so well with them. My mum trusts them so I could too.

The fact they were so honest with me at the start was the wake-up call I needed – they were clear that if I didn't do what I needed to then my baby wouldn't be coming home.” Ms X

Information, Engagement & Communication



Over the past year there have been three primary areas of focus in respect of Information, Engagement and Communication.

Public Awareness and Engagement

[Protecting People of All Ages in Dundee](#) is a booklet which provides information for people who have concerns about harm and ensures they are directed to the right public protection agency. It was revised and published as an easy read version during the summer of 2016. The booklet was put together with the involvement of community representatives of the 8 Local Community Planning Partnerships (LCPP's) in Dundee.

It is supported by 4 key protecting people forums: Dundee Child Protection Committee (CPC), Dundee Adult Support & Protection Committee, Dundee Violence Against Women Partnership and Tayside Multi-Agency Public Protection Arrangements (MAPPA).

These bodies are involved with children in need of care and protection, adults in need of support and protection, adults and children affected by domestic abuse and sexual violence and protecting the general public from people who could be dangerous.

The Protecting People Team have promoted the public protection agenda at a number of local events including the Dundee Farmers Market and Flower and Food Festival.

Together with colleagues working within the Community Safety partnership, a Facebook page has been run throughout the year highlighting areas of local and national importance and publicising development and events relating to community safety and Protecting People.

Engaging with the workforce

The past year has seen the development of the Child Protection Practitioner Forum in Dundee. Supported directly by a Service Manager from the Children and Families service and the Lead Officer Protecting People this has provided a means by which practitioners can share knowledge, skills and experience as well as communicate directly with the Child Protection Committee and Chief Officers Group. The forums have focused on particular areas for discussion and development including domestic abuse and statutory intervention processes.

Engaging with Young People subject to Child Protection Procedures

Children 1st Dundee Child and Family Engagement Service supports the Child Protection “Buddy” programme. Buddies support children in the child protection process before, during and after decision-making meetings, helping them to express and share their views either in person or by expressing them on their behalf with their consent.

The buddy approach makes the most of the positive relationships already existing within the child’s network as an alternative to introducing another unknown adult into the child’s life. As such, the Buddy is usually a person already known to the child who, with the child’s agreement, helps them to choose how they want to participate and share their views in their child protection case conference. So far, Buddies have come from a range of roles within education, social work, health services and voluntary organisations.



Child Protection Buddy Case Study



The Background

Kayleigh is 4 years old and along with her 2 older sisters, was involved in the child protection process for several months. Kayleigh's sisters were offered a child protection Buddy to help them participate and share their views in the child protection decision-making meetings, however, at only 4 years of age, Kayleigh did not fit the age criteria for Buddy support. Kayleigh's mother and the professionals involved felt that, with help from the right person, Kayleigh could also contribute to the decisions being made and they wanted to make sure that she could have a Buddy if she wanted one.

The Buddy Relationship

Kayleigh had a lovely relationship with Sue, her Nursery Head-teacher who was really keen to find out what was involved in being a Buddy. Sue worked with the Engagement Service to build her confidence in the Buddy role and began to use her time spent with Kayleigh in a different way, weaving the Buddy role into their relationship and helping Kayleigh to develop an age-appropriate understanding of the process she was part of. Kayleigh engaged really well in expressing herself and in deciding what thoughts and feelings she wanted to share. As her Buddy, Sue helped Kayleigh to understand that the adults in her meeting wanted to hear what it was like to be her so that everyone could help to make sure she was safe and happy.

As part of the Buddy work, Kayleigh invented a Buddy Hat which, when it was worn, allowed the wearer to share her views on her behalf.

The Impact

Kayleigh's views were shared on her behalf in 2 child protection case conference reviews and in the intervening core groups over a period of 6 months. Kayleigh did not attend these meetings in person but, in every other way, was very visible and involved. The Buddy support helped Kayleigh to make active contributions to the conference discussions and decisions through expressing and sharing her views. Kayleigh was only four years old but she understood that the adults in her life wanted to hear what she had to say and that this would help them to make safe decisions for her and her siblings.

The Challenges

Sue was re-located to another nursery part-way through Kayleigh's registration period. She was concerned that this would affect her ability to continue as Kayleigh's Buddy and made sure she raised this concern as early as possible. The professionals from the Agencies involved worked together to find a way round this obstacle by communicating, negotiating and finding the flexibility to ensure that Sue could remain as Kayleigh's Buddy for the remainder of her time on the child protection register, despite the change in work circumstances.

The second review case conference was arranged during the school holidays when Sue was unavailable. After some discussion, a Plan B was agreed where Lynn (Social Worker) would wear Kayleigh's Buddy Hat and share her views in the conference in Sue's absence. Thinking ahead, preparation and good communication between Kayleigh, Sue and Lynn ensured that Kayleigh's views were still shared as she'd wished despite the practical challenges.

Kayleigh's name has now been removed from the child protection register
(Names have been changed for the purposes of the case study)



Training and Staff Development



In order to deliver on the key elements required to protect children across Dundee there are extensive learning and development opportunities available across the partnership which underpin child protection practice, policy and procedure and equip the workforce with the competence, knowledge and skills, applicable to their role. There have been a number of enhancements made to the opportunities available in 2016-17.

One of the roles of the child protection committee is to be assured that learning and development opportunities undertaken on a single agency basis compliment the multi-agency approach on delivering key functions, securing positive outcomes for children and families and keeps children safe. The Protecting People Learning and Development Task Group comprises of multi-agency representatives and informs our planning in Dundee. Our approach acknowledges that learning and development takes place through a broad range of formal training, structured work-based activities, self-directed reading and reflection as well as courses delivered online.

Within the broad context, it is acknowledged that it is “everyone’s job” to keep children safe. Dundee City Council has adapted the National Child Protection Learning and Development Framework to provide a tool to assist managers, supervisors, individual workers and carers (paid or unpaid) from all agencies to identify their learning needs and plan a Protecting People learning and development pathway accordingly. This shared learning and development framework allows all partner agencies to match the learning and development requirements specific to role and to access appropriate opportunities to develop the skills and experience required.

Our planning of learning and development opportunities is done in partnership with Angus and Perth & Kinross. Our materials and delivery methods are nationally benchmarked through the Child Protection national learning and development group. This supports cohesion across the local geographic area and quality assures the content and provision of learning and development initiatives.

Delivery of direct face to face training takes place on a rolling calendar and includes introductory training, such as 'An Introduction to Multi-Agency Childcare and Protection' as well as specialist courses such as 'Joint Investigative Interviewing'. We will be continuing to work to provide enhanced learning opportunities for example on Risk Assessment and Working with Resistance as part of our emerging plans. This is integrated in our work to support excellence in multi-agency practice on GIRFEC approaches alongside our continued focus on specific Child Protection learning and development.

Some examples of our learning and development activities are provided here:

Introductory Courses

In Dundee "An Introduction to Multi-Agency Childcare and Protection" is a workshop aimed at a broad range of professionals and volunteers working with adults and young people, these include; children and family workers, health visitors, teachers, youth workers, students and the voluntary sector. This course is delivered regularly across the city and is offered in day and evening sessions. The course provides information and encourages practitioners to reflect on child protection issues including: signs and symptoms; identifying risk; roles and responsibilities in relation to child care and protection. The course has been benchmarked nationally and feedback from participants has been consistently good..

In 2016-17 this training has been delivered to general multi-agency groups of practitioners and in response to particular areas of identified need. For example we provided a full course to all Community Learning and Development staff working across their adult learning, youth work and communities service areas as part of their annual in-service training. This course has also been adapted to be offered directly to young volunteers and a resource/information pack was also developed to support this.

We also have a series of courses available on subjects including Child Protection, Neglect, GIRFEC and Domestic Abuse through a shared elearning platform commissioned for Dundee. We have continued to review the materials available to ensure these are relevant, of high quality and up to date.

Children with Disabilities

An initiative developing cross-sector trainers and face to face workshops has been running on this specific issue. There is additionally an online module focusing on recognition and responding to children with disabilities in need of protection. This was developed in line with national resources and in response to issues identified from Significant Case Reviews.

Child Sexual Exploitation

We have delivered a series of multi-agency training sessions on CSE and supported a focus on this issue in many shared forums including for Designated Child Protection Officers from Schools. This is an area of continuing work.

Safe and Together

Together with colleagues in Fife, David Mandel Associates were commissioned to train 20 practitioners in the Safe and Together Model Suite of Tools and Interventions. This is a perpetrator pattern based, child centred, survivor strengths approach to working with domestic abuse. It is complimented by the Domestic Abuse advisor post located within the Multi Agency Screening Hub and offers a behavioural focus which highlights the “how” of the work, offering practical and concrete changes in practice across the partnership.



The Next 12 Months



The coming year presents a number of challenges and opportunities for Dundee Child Protection Committee.

The key areas for focus are detailed in the Child Protection Delivery Plan included in Appendix Two. Many areas of progress made in the last twelve months will continue to develop.

Getting it Right in Dundee

This has evolved from the ongoing work in partnership with CELCIS and will continue throughout the year supporting and developing the role of the named person or person's and lead professional across the partnership and developing family focused practice.

Dundee Significant Case Review

The GIRFEC Improvement Group will continue to implement the SCR plan linking with the Child Protection Delivery Group and reporting to the CPC as appropriate.

Domestic Abuse

Building on the success of partnership working with Fife colleagues, Dundee City has developed a learning partnership with Angus Council and has commissioned a further phase of training of Safe and Together in order to embed the values and changes in practice required to realise a perpetrator pattern based, child centred, and survivor strengths approach across the city.

Child Sexual Exploitation

A revised Child Sexual Exploitation plan is being developed to assist in the identification and disruption of perpetrators and perpetrator networks, protecting current victims, and preventing potential victims, by bringing together intelligence information. Training and public awareness also feature as part of these developments.

Joint Working with the Alcohol and Drug Partnership

The coming year will see much closer working between the Child Protection Delivery Group and the Alcohol and Drug Partnership, with each delivery plan explicitly identifying areas for development.

Committee Developments

The committee will contribute to a more comprehensive learning and continuous improvement framework which encapsulates aspects of organisational development and communication and awareness raising. A public information awareness raising campaign in respect of Child Protection is planned as well as greater collaboration with other partnership areas across Tayside and elsewhere to maximise opportunities for shared commissioning of learning and development activities and to plan for future challenges.

In order to progress and monitor the key aspects of the Child Protection Delivery Plan, a sub group of the Child Protection Committee is being established. This will include key representatives of the partnership who will be responsible for overseeing the actions detailed in the plan. The coming year will also see the formation of the Tayside Collaborative Safeguarding and Child Protection Priority Group which will seek to identify and progress areas for collaboration across Dundee, Angus and Perth & Kinross to deliver on the priorities set out in The Tayside Plan for Children, Young People and Families.

**Appendices
and Delivery Plans
2017-2018**



Appendix 1

Dundee Child protection Committee Membership as of March 2017

Position

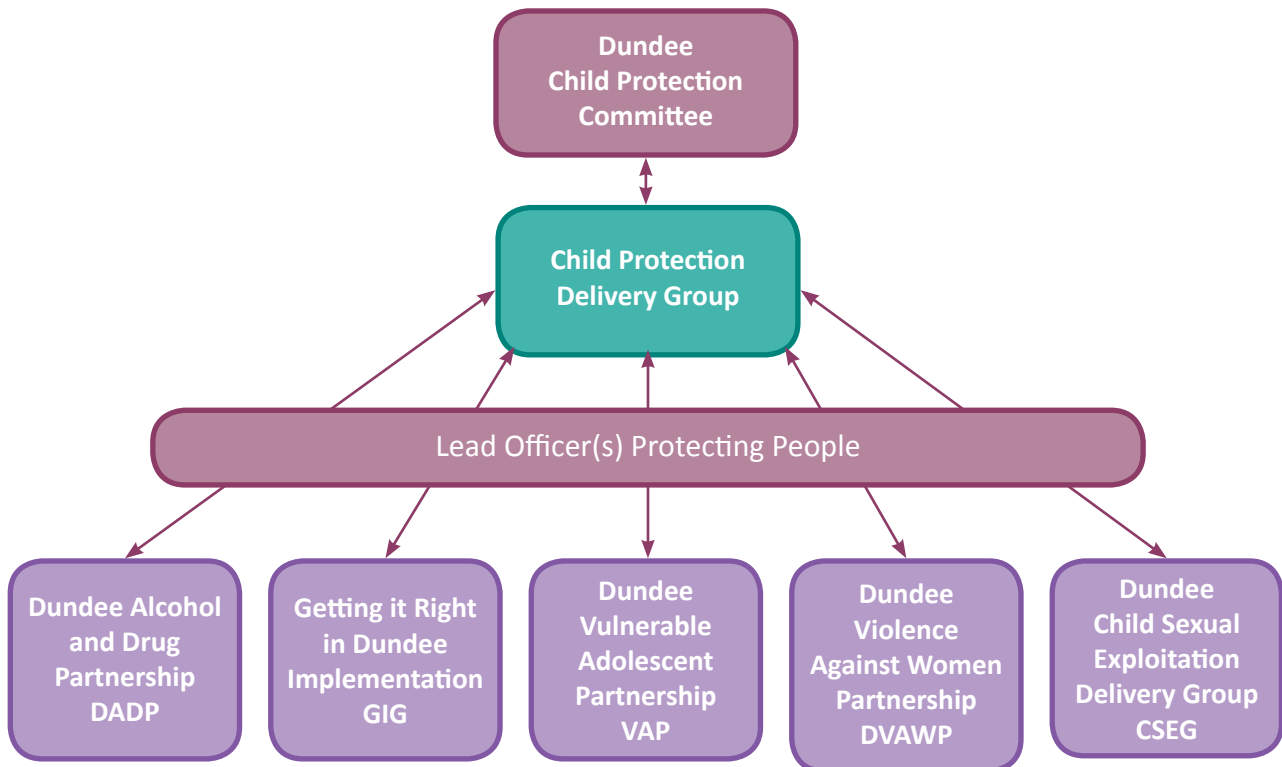
Organisation

The following are core members. Dundee CPC also has a number of minuted members who are not required to attend every meeting. In addition, the Lead officer is neither a core nor minuted member but provides the necessary support for the committee.

Independent Chairperson	Dundee Child Protection Committee
Lecturer Social Work	Dundee University
Chief Executive Officer (Cair Scotland) (Alcohol and Drug Partnership Representative)	Alcohol and Drug Partnership
Chair of the Vulnerable Adolescent Partnership	Dundee City Council
Chief Social Work Officer	Dundee City Council
Learning and Organisational Adviser	Dundee City Council, Learning and Organisational Development Service
Strategy and Performance Manager (IJB)	Dundee Health and Social Care Partnership
Principal Officer / Chief Social Work Officer	Dundee City Council, Children and Families Service, Strategy and Performance
Service Manager (Vice Chair)	Strategy and Performance Team, Children and families Service, Dundee City Council
Locality Manager	Scottish Children's Reporters Administration
Assistant Director (Third Sector Rep)	Barnardo's Scotland
Independent Chair	Violence Against Women Partnership
Protecting People Team Leader	Dundee City Council, Neighbourhood Services
Lead Paediatrician Child Protection	NHS Tayside
Lead Nurse Child Protection	NHS Tayside
Lead Nurse Children and Young People	NHS Tayside
Detective Chief Inspector PPU & CID Partnerships and Support	Police Scotland

Appendix 2

This plan sets out our goals for the next year as well as the over all long term outcome to improve the circumstances of children identified of being at significant risk of harm. Consequently some of the baselines and measures will be subject to development by the Child Protection Delivery Group who will report directly to the Child Protection Committee. The diagram below outlines the relationship between the Child Protection Delivery Group, The Child Protection Committee and the other strategic partnerships whose job it is to deliver on the actions detailed in the plan.



Dundee Child Protection Committee	
Guardian / Keeper	Child Protection Committee per the Lead Officer Protecting People
Version Number:	1.0
Approved by CPC	5 December 2017
Publication Date:	
Effective From:	
Review Date	Continuous

The partnership groups detailed above will have their own delivery plans which contribute to addressing a number of identified risk factors. It is these groups that will be taking forward most of the actions identified in the following plan.

Dundee Child Protection Committee Delivery Plan

Long Term Outcome	Key Performance Indicators		Baseline	3 year target 2019-20	10 year target 2025-26
<p>Improve outcomes for children and young people identified as being at risk of significant harm, including those at risk from domestic abuse, substance misuse sexual abuse, child sexual exploitation(CSE) and neglect</p>	<p>Increase the proportion of children and young people identified as being at risk of significant harm who are more safe, healthy, active, nurtured, achieving, respected, responsible and included following single or multi-agency support</p>	<p>To be established in 2017-18</p>	<p>10% improvement</p>	<p>To be established in 2020</p>	

Short Term Outcome/Output (1 year)

How we will know we are getting it right					
KPI	Action	Measure	Baseline 16-17	1 year target 17-18	Lead Group and or officer
<p>We will reduce risk of significant harm and ensure appropriate support is provided where early concerns are identified</p>	<p>Plan and implement a comprehensive locality based multi-agency learning and development programme covering core requirements in:</p> <ul style="list-style-type: none"> • Risk assessment • Child's Plans • Chronologies • Wellbeing Wheels • Resistance 	<p>Working Group to complete design of open access learning resource and workshop programme (December 2017)</p> <p>Quantified paper to be submitted to C&F Exec. Board requesting dedicated staff facilitator resources (December 2017)</p>	<p>Production of open access learning resource</p>	<p>By Dec 2017</p>	<p>DCC Learning & Organisational Development DCC Strategy & Performance</p>
<p>Complete the review of TATC / CP multi-agency procedures to support locality based training and practice development</p>	<p>TATC procedures updated to include issues from the Significant Case Review relating to assessing children and young people within a family context (August 2017)</p> <p>A multi-agency Steering Group has an overview of the multi-agency CP Procedures. Staff member seconded to update Multi Agency CP Procedures. The draft revised multi-agency procedures will be submitted on a chapter by chapter basis to the CPC. Planned completion date March 2018</p>	<p>50 practitioner learning workshops to be delivered covering 600 identified key practitioners (January to May 2018)</p> <p>Updated multi-agency Child Protection Procedures to be completed and approved (March 2018)</p>	<p>Delivery of training by May 2018</p>	<p>By March 2018</p>	<p>DCC Learning and Organisational Development DCC Strategy & Performance DCC Strategy & Performance Protecting People Lead Officer</p>

Short Term Outcome/Output (1 year)		How we will know we are getting it right			
KPI	Action	Measure	Baseline 16-17	1 year target 17-18	Lead Group and or officer
Plan and implement a programme of multi-agency training with those agencies on the periphery of child protection to: <ul style="list-style-type: none"> • Support early identification and reporting of child concerns • Ensure agency recording and escalation routes are clear and understood by staff 	Nationally benchmarked multi-agency training is available to all agencies and encompasses these actions. Key focussed e-learning programmes available to all. Learning sessions to be delivered to multi-agency groups . Delivery Training for Trainers programme.	Evaluation of action relating to implementation of comprehensive locality based multi-agency learning and development programme			DCC Learning & Organisational Development
% of Social Work case files/records audited with chronologies in place	Evaluation of action relating to implementation of comprehensive locality based multi-agency learning and development programme	Comparison of data obtained from application of Dundee City Learning and Continuous Improvement Framework 2017 -2020	75%	100%	DCC Strategy & Performance
% of case files/records audited with child's plans judged to be good or better	Ensure that all TATC Level 2-3 cases have a chronology, wellbeing wheel and child's plan.	% files held on MOSAIC containing chronology, wellbeing wheel and child's plan by the time they reach a TATC review meeting.	85%	90%	DCC Strategy & Performance
Assessment of need is informed by the Chronology and Wellbeing Wheel, child's plan and / or GIRFEC Health Assessment	Ensure that all TATC Level 2-3 cases have a chronology, wellbeing wheel and child's plan.	% files held on MOSAIC containing chronology, wellbeing wheel and child's plan by the time they reach a TATC review meeting.	TBC	70%	DCC Strategy & Performance
New model of case based self-evaluation to be piloted throughout 2017	New model of case based self-evaluation will be agreed and implemented by committee.	Development and implementation of new model of case based self-evaluation	0	In place	DCC Strategy & Performance

Short Term Outcome/Output (1 year)		How we will know we are getting it right			
KPI	Action	Measure	Baseline 16-17	1 year target 17-18	Lead Group and or officer
Learning from Best Practice Collaborative Review will be shared with committee.	Undertake at least one Best Practice Collaborative Review a year in respect of Child Protection.	Report on Best Practice Collaborative Review provided to committee	0	One annually	DCC Strategy & Performance Lead Officer Protecting People
Number of unborn babies' subject to UBB protocol	Implement the NHS Unborn Baby Protocol Contribute to development of Tayside wide multi-agency protocol Reduce delays from identification of concern to referral	UBB protocol fully implemented Development of Tayside wide multi-agency protocol TBC	Draft March 2017 TBC TBC		NHS Tayside Lead Nurse Child Protection NHS Tayside Lead Nurse Child Protection
All agencies consistent in responding to unborn baby concerns	Multi-agency Unborn Baby Protocol to be developed. UBB Working Group	Development of Tayside wide multi-agency protocol	0	1	NHS Tayside Lead Nurse Child Protection
Parenting strategy in place	Contribute towards the development of a Parenting Strategy Strategy and Performance	Number of CPC members actively involved in development of strategy.	0	2	Principal Officer Strategy and Performance Children and Families Service
Learning from Dundee SCR actioned and cascaded across partnership	Delivery of High Level Improvement Actions detailed in SCR Practice Improvement Plan 2017 -2018	Number of Medium term Actions Completed within Timescales		100%	Getting it Right in Dundee Implementation Group

Short Term Outcome/Output (1 year)		How we will know we are getting it right			
KPI	Action	Measure	Baseline 16-17	1 year target 17-18	Lead Group and or officer
Number of children and young people whose names are removed from the child protection register achieving good outcomes.	Twice yearly self-evaluation of children's plans to ensure that appropriate supports are in place for children and young people whose names are removed from the child protection register CPC overview of Strategy and performance Action	% of children and young people re-registered within 12 months % of children and young people re-registered within 24 months.	TBC		Principal Officer Strategy and Performance Children and Families Service Ref: Dundee City Learning and Continuous Improvement Framework 2017 -20
We will reduce the number of children and young people affected by sexual abuse and child sexual exploitation	Robust dataset in place showing prevalence of child sexual abuse and CSE Identification: Collate data from multi-agency sources to establish prevalence of sexual abuse and CSE	Data from each agency available	SW and Police only	All agencies	CSE steering group. Lead Officer Protecting People
% of actions in CSE prevention programme completed	Prevention: Develop and implement a CSE prevention programme. CPC overview of CSE steering group	CSE prevention programme in place.	no	yes	As above
% of perpetrators of child sexual abuse monitored through MAPPA	Work with Multi-Agency Public Protection Arrangements (MAPPA) to ensure perpetrators of sexual abuse are targeted and monitored CPC overview of CJS data	% of perpetrators of sexual abuse monitored through MAPPA	CJS	100%	Senior Manager Community Justice Services

Short Term Outcome/Output (1 year)		How we will know we are getting it right			
KPI	Action	Measure	Baseline 16-17	1 year target 17-18	Lead Group and or officer
Number of cases where Care And Risk Management protocol used.	Assessment: Ensure children and young people identified as being at risk of serious harm to others are assessed through the CARM protocol CPC overview of VAP data	Number of cases where CARM protocol used.	0	100%	Senior Manager Community Justice Services
Partnership stakeholders supporting the approach to night-time economy	Supportive responses: Work with the CSP on an approach towards the night-time economy and CSE CPC overview of CSE steering group	Clear approach in place and understood by staff	no	yes	CSE steering group. Lead Officer Protecting People Community Safety Partnership
Number of relevant staff trained in trauma informed practice	Recovery: Work with Learning and Organisational Development to develop and implement trauma informed practice training CPC overview of PP LOD strategy group	Training delivered	0	1	DCC Learning & Organisational Development
We will reduce the number of children and young people affected by substance misuse	Robust dataset in place showing number of children and young people affected by parental substance misuse and number of children and young people misusing substances <ul style="list-style-type: none"> Identification: Collate data from multi-agency sources to establish prevalence of <ul style="list-style-type: none"> Substance misusing adults with children and young people in their households Substance misusing adults with children and young people Children and young people misusing substances 	Data from each agency available.	To be informed by ADP Action Plan	All agencies	Lead Officer Protecting People and ADP representative

Short Term Outcome/Output (1 year)		How we will know we are getting it right			
KPI	Action	Measure	Baseline 16-17	1 year target 17-18	Lead Group and or officer
% of parents accessing substance misuse services who have parenting capacity form completed and passed on to children's services	Assessment: Revisit guidelines regarding the use of the parenting capacity form and promote its use for all adult services CPC overview of Adult Services reporting	Relaunch of the parenting capacity tool, especially for all service users with substance misuse issues	0	1	Lead Officer Protecting People and HSCP /ADP representative
Substance Misuse Strategy for children and young people in place	Work with the Alcohol and Drug Partnership (ADP) to develop and implement a substance misuse strategy for children and young people and families CPC overview of ADP developments	Substance Misuse Strategy for children and young people in place	0	1	ADP representative
% of staff aware of, and implementing, co-sleeping guidance	Supportive Responses Develop and implement co-sleeping guidance. CPC overview of ADP developments	Co-sleeping guidance in place	0	1	ADP representative
All agencies and services working to agreed definition of neglect	Identification: Agree and promote definition of neglect. CPC overview of GIG and CELCIS programme	Definition is clear	0	1	Principal Officer Strategy and Performance Children and Families Service
Robust dataset in place showing prevalence of neglect	Identification: Collate data from multi-agency sources to establish prevalence of neglect CPC overview of GIG and Getting it Right in Dundee	Data from each agency available.	0	All agencies	As above

Short Term Outcome/Output (1 year)		How we will know we are getting it right			
KPI	Action	Measure	Baseline 16-17	1 year target 17-18	Lead Group and or officer
% of children and young people where Chronology, well-being wheel and /or GIRFEC assessment (NHS) are effectively used to inform child's plan.	Assessment: Ensure all children and young people in the child protection system have a child's plan, chronology and well-being wheel. CPC overview of Strategy and Performance Action	% of C&YP in CP system with up to date: - child's plan - chronology -well-being wheel	CPC Dataset		Ref: Dundee City Learning and Continuous Improvement Framework 2017 -20
Ensure initial referral discussions (IRDs) and child protection case conferences (CPCC's) are held within agreed timescales.	Supportive Responses: Identify and address barriers to IRDs and CPCCs being held within agreed timescales CPC overview of Strategy and Performance Action	-- % IRDs within timescales - % initial CPCCs within timescales -% review CPCCs within timescales			Lead Officer Protecting People overview of Strategy and Performance Action
% of localities in Dundee actively piloting or implementing CELCIS suggested actions	Supportive Responses: Work with CELCIS to develop and implement a four year programme towards reducing neglect CPC overview of GIG and Getting it Right in Dundee	% of CPC members actively engaged in CELCIS Getting it Right in Dundee	To be confirmed	50%	Principal Officer Strategy and Performance Children and Families Service
Number of questions arising from SCR answered	Supportive Responses: Support action plan arising from SCR (2016) CPC overview of multi-agency response to SCR questions	Progress reported to CPC	0	1	TBC
We will reduce the number of children and young people affected by domestic abuse	Robust dataset in place showing prevalence of domestic abuse Identification: Collate data from multi-agency sources, including Multi-agency Risk Assessment Conferencing (MARAC), to establish prevalence of domestic abuse	Data from each agency available	0	All agencies	Lead Officer(s) Protecting People DVAWP representative

Short Term Outcome/Output (1 year)		How we will know we are getting it right			
KPI	Action	Measure	Baseline 16-17	1 year target 17-18	Lead Group and or officer
% of relevant case files following domestic abuse guidance	Assessment: Implement Domestic Abuse guidance to enable informed assessments	Guidance implemented	0	1	As above
	Assessment: Implement multi-agency domestic abuse risk assessment tools –	Number of cases where assessment tools used.	0	To be determined	As above
Improved outcomes for children and young people living in households where domestic abuse is identified	Supportive Responses: With the Violence Against Women Partnership (VAWP), - Roll out the Safe and Together Model across the city -implement an early intervention domestic abuse perpetrator programme	Perpetrator programme			Lead Officer(s) Protecting People
		Number of practitioners trained Implemented based on worker resource model.	20	40	
Number of children and young people affected by domestic abuse accessing MIA	Supportive Responses: With the VAWP, further ensure access to Multi-Agency Independent Advocacy (MIA) and Women's Aid children's workers	Number of children and young people affected by domestic abuse - accessing MIA - accessing Women's Aid children's workers			Lead Officer(s) Protecting People
Number of children and young people affected by domestic abuse accessing Women's Aid children's workers					
We will promote a multi-agency learning culture in respect of Child Protection.	Ensure CPC involvement in integrated GIRFEC and Protecting People self-evaluation activity	Number of agencies and services contributing to multi-agency self-evaluation activity		6	Principal Officer Strategy and Performance Ref: Dundee City Learning and Continuous Improvement Framework 2017 -20
	Learning from multi-agency self-evaluation activity.				

Short Term Outcome/Output (1 year)		How we will know we are getting it right			
KPI	Action	Measure	Baseline 16-17	1 year target 17-18	Lead Group and or officer
Learning from SCR's and inspection reports integrated into local practice	Disseminate learning from published SCR's and Care Inspectorate Inspections undertaken at local and national level. Draft protocol for the identification, response to, cascading and monitoring the progress of learning from Significant Case Reviews, Initial Case reviews and Local Adverse Event Reviews.	Number of SCR's and inspection reports considered by CPC and CPEG	100%	100%	Child Protection Delivery Group members. Lead Officer Protecting People
% of actions from inspections completed within timescale	Consider and respond to the recommendations in local child protection inspections	Action plan in place	1	1	As above
That the CPC works effectively to deliver for the people of Dundee to meet their outcomes.	The CPC to participate in self-evaluation activity in conjunction with the Scottish Government Transformation, Performance and Improvement Team	Completion of self-evaluation activity and associated actions.		By March 2018	Lead Officer Protecting People Programme Manager – Transformation, Performance and Improvement Team
We will provide children and young people with opportunities to be listened to and heard at all stages of the child protection process	Review the availability of advocacy services	Review completed	0	1	

Short Term Outcome/Output (1 year)		How we will know we are getting it right			
KPI	Action	Measure	Baseline 16-17	1 year target 17-18	Lead Group and or officer
% of Review CPCs for children and young people aged 5+ supported by CP Buddy	Promote and support further roll out of the CP Buddy, e.g. by having one IRO and service manager on CPC championing the approach?	% of Review CPCs for children and young people aged 5+ supported by CP Buddy			DCC Strategy & Performance
The CPC will be assured as to the extent to which children, young people and their families are benefiting from getting the right help at the right time from the right people.	Develop and undertake a satisfaction survey of families whose children have been on the child protection register. Contribute to development of Corporate Parenting Plan to establish data relating to experiences of LAC and LAAC in Dundee.	Delivery of survey and analysis of returns. Inclusion of Measure in Corporate Parenting Plan.	0	1	Protecting People Team Lead Officer Protecting People Service Manager Children and Families.
We will promote public identification and reporting of Child Protection concerns	Number of members of the public reporting child care and protection concerns Ensure public awareness of child protection is included in the public communication and awareness raising programme –	Number of public events where child protection highlighted		TBC	Lead Officer Protecting People Communications and Engagement Group
Ensure that learning and outcomes from above is communicated in the right way at the right time to the right audience	Ensure that learning and outcomes from strategic planning and evaluation relating to Child Protection in Dundee are represented in Protecting People Communication Group, and within their Communication Plan.	Progress on Communication and Engagement activity to be reviewed by committee at every meeting.			Lead Officer Protecting People Communications and Engagement Group

Short Term Outcome/Output (1 year)		How we will know we are getting it right			
KPI	Action	Measure	Baseline 16-17	1 year target 17-18	Lead Group and or officer
That the public and partnership are kept informed of up to date and relevant issues in respect of Child Protection.	Develop Child Protection content in advance of relaunch of new Protecting People website.	Launch of Protecting People website.		By March 2018	Lead Officer Protecting People Communications and Engagement Group
	Develop and deliver a public information awareness raising campaign in respect of Child Protection.	Commencement of Campaign followed by subsequent evaluation		By March 2018	Lead Officer Protecting People Communications and Engagement Group
	Review online presence and use of social media as part of the wider communication strategy	Progress to be reported at each CPC meeting		By March 2018	Lead Officer Protecting People Communications and Engagement Group
Involvement of practitioners across the partnership in the development of strategy and services in respect of Child Protection	Continue to progress development of Child Protection Practitioners forum and ensure two way communication between operational and strategic stakeholders.	Evaluation of quarterly forum meetings to be tabled at relevant CPC meetings.			Lead Officer Protecting People

Bibliography



Scottish Government (2017) “Child Protection Improvement Programme Report”

<http://www.gov.scot/Resource/0051/00514761.pdf>

Protecting People in Dundee (2017) “Protecting People of all Ages in Dundee”

<http://www.dundeeprotectsadults.co.uk/sites/default/files/Protecting%20Dundee%20A5%20Booklet2.pdf>

Brock, Jackie.(2014) “Safeguarding Scotland’s Children from Child abuse. A review of the Scottish system.” Children in Scotland

<http://www.gov.scot/Resource/0046/00463125.pdf>

Christie, Campbell. (2011) “Commission on the Future Delivery of Public Services”, Scottish Government

<http://www.gov.scot/resource/doc/352649/0118638.pdf>

Daniel, Brigid, et al. (2012) “Review of Child Neglect in Scotland”, Scottish Government

<http://www.gov.scot/Resource/0039/00397132.pdf>

Dundee Partnership (2017) “City Plan for Dundee. 2017 – 2026”

https://www.dundee.gov.uk/sites/default/files/publications/city_plan_latest.pdf

If not
you?
...**who?**

Dundee Child Protection Committee
c/o Andrew Beckett, Lead Officer
Protecting People Team
Dundee House
North Lindsay Street
Dundee, DD1 1NF
t: 01382 433343

www.dundeeprotects.co.uk



**Dundee
Child Protection
Committee**