



Item No: 17

Meeting Date: Wednesday 13th May 2026

Glasgow City Integration Joint Board

Report By: Lynsey Smith, Assistant Chief Officer, Operations and Governance

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Glasgow City HSCP Domestic Abuse Strategy 2023-2028 – Progress Report

Purpose of Report:

The purpose of this report is to provide the Integration Joint Board (IJB) with an updated progress report on the implementation of the Glasgow City Health and Social Care Partnership (HSCP) Domestic Abuse Strategy 2023–2028.

Background/Engagement:

The report outlines progress against key strategic priorities and commitments, highlights areas where implementation is well advanced, and identifies priority areas for further development over the coming period.

This update is intended to provide assurance to the IJB that governance, leadership and delivery arrangements remain robust, that learning from practice and performance is informing improvement, and that the HSCP continues to meet its statutory and strategic responsibilities in relation to domestic abuse as a significant public health and public protection issue.

Governance Route:

The matters contained within this paper have been previously considered by the following group(s) as part of its development.

- HSCP Senior Management Team
- Council Corporate Management Team
- Health Board Corporate Management Team
- Council Committee

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	Update requested by IJB <input checked="" type="checkbox"/> Other <input type="checkbox"/> Not Applicable <input type="checkbox"/>
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Recommendations:	The Integration Joint Board is asked to: a) Note the progress made in implementing the Glasgow City HSCP Domestic Abuse Strategy 2023–2028; b) Acknowledge areas of strength and those identified for continued development; and c) Note that further progress updates will be brought to the IJB in 12 months.
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Relevance to Integration Joint Board Strategic Plan:

Consistent with the Partnership's key strategic priorities in relation to; prevention and early intervention; supporting greater self-determination and informed choice and; strengthening communities to reduce harm (p23-24).

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome(s):	Relevant to all 9 National health and Wellbeing Outcomes
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Personnel:	Staff across all HSCP services will be required to be trained and developed in order to have and maintain a level of knowledge and skills to allow them to recognise abuse at an early stage, have the confidence and ability to provide early and continuing support, and be able to deliver the strategic priorities.
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Carers:	Carers will benefit from the commitments in the Strategy to develop clearer guidance and more targeted training for staff in order to better support carers.
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Provider Organisations:	Implementation of the Strategy requires better and increased collaborative working with external agencies and partners.
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Equalities:	An assessment of the impact of the Domestic Abuse Strategy on protected characteristic groups has been carried out as part of the development of the Strategy. https://glasgowcity.hscp.scot/publication/eqia-gchscp-domestic-abuse-strategy
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Fairer Scotland Compliance:	Implementation of the Strategy will contribute to supporting those suffering from domestic abuse to mitigate the impact of socio-economic disadvantage.
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Financial:	None
Legal:	None
Economic Impact:	None
Sustainability:	Implementation of the commitments in the Strategy will improve longer term sustainability of services which respond to domestic abuse.
Sustainable Procurement and Article 19:	None
Risk Implications:	None
Implications for Glasgow City Council:	GCC will wish to be assured that implementation of the commitments contained within the Strategy continue to make a significant contribution to improving the public health of its population.
Implications for NHS Greater Glasgow & Clyde:	NHSGGC will wish to be assured that implementation of the commitments contained within the Strategy continue to make a significant contribution to improving the public health of its population.
Direction Required to Council, Health Board or Both	
Direction to:	
1. No Direction Required	<input checked="" type="checkbox"/>
2. Glasgow City Council	<input type="checkbox"/>
3. NHS Greater Glasgow & Clyde	<input type="checkbox"/>
4. Glasgow City Council and NHS Greater Glasgow & Clyde	<input type="checkbox"/>

1. Purpose of Report

- 1.1 The purpose of this report is to provide the Integration Joint Board (IJB) with an updated progress report on the implementation of the Glasgow City Health and Social Care Partnership (HSCP) Domestic Abuse Strategy 2023–2028.
- 1.2 The report outlines progress against key strategic priorities and commitments, highlights areas where implementation is well advanced, and identifies priority areas for further development over the coming period.
- 1.3 This update is intended to provide assurance to the IJB that governance, leadership and delivery arrangements remain robust, that learning from practice and performance is informing improvement, and that the HSCP continues to meet its statutory and strategic responsibilities in relation to domestic abuse as a significant public health and public protection issue.

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2. Strategic Context and Background

- 2.1 The [Glasgow HSCP Domestic Abuse Strategy](#) was approved by the IJB in [March 2023](#) and represents the Partnership's first dedicated, whole-system strategy for preventing and responding to domestic abuse across all care groups and services. The Strategy is aligned to the principles of [Equally Safe](#) and reflects a shared understanding that domestic abuse is gendered, persistent across the life course, and requires a coordinated, trauma-informed and evidence-based response.
- 2.2 Domestic abuse continues to present a significant level of risk and harm across the city and remains a prominent feature within child protection, adult support and protection, homelessness and criminal justice activity. This has reinforced both the relevance and urgency of the Strategy and the importance of sustaining momentum in its implementation.
- 2.3 The vision for the Strategy is:
- “Domestic abuse is unacceptable and tackling domestic abuse is everybody’s responsibility. We aim to prevent domestic abuse from happening because Glasgow’s people deserve to flourish in a safe environment without fear and where they are free from harm. We will promote safety and support women, children and young people, and men from crisis to recovery, and ensure everyone has access to the right help and support when they need it.”*
- 2.4 Since approval, implementation of the Strategy has been overseen through established public protection governance structures, with the Domestic Abuse Strategic Oversight Group providing strategic leadership, coordination and scrutiny. Delivery is progressed through operational groups spanning Children and Families, Adults and Older People, Public Protection including Homelessness Alcohol Drug Recovery Services and Justice Services, ensuring that actions are embedded within frontline practice rather than operating as a standalone programme.

3. Progress Since IJB Approval

- 3.1 Good progress has been made during the reporting period in strengthening the infrastructure required to support consistent and effective responses to domestic abuse across the HSCP. This has included consolidation of governance arrangements, expansion of workforce development activity, and increased alignment between domestic abuse priorities and related strategic programmes across all care groups.
- 3.2 A key area of progress has been investment in workforce capability. Significant numbers of staff across the HSCP have now completed [SafeLives](#) and [Safe and Together](#) training. This has been further complemented by bespoke development activity, including [Homicide Timeline](#) briefings and a suite of training delivered within Homelessness Services. Collectively, this contributes to more confident and consistent practice, improved identification and management of risk, and a clearer focus on the behaviours of those who

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cause harm, rather than placing responsibility on those who experience abuse.

- 3.3 The HSCP has also continued to strengthen multi-agency arrangements, particularly in relation to Multi-Agency Risk Assessment Conference (MARAC) participation, routine enquiry and information sharing. Housing-led prevention approaches, including strengthened engagement with registered social landlords, are now embedded and provide a more proactive and coordinated response to housing-related domestic abuse risks.
- 3.4 In parallel, work has progressed to strengthen organisational learning and assurance. Practice audits, service evaluations and lived experience feedback continue to inform service development. An audit of the impact of the Safe and Together implementation in the South area of Glasgow evidenced positive changes in practice and culture. In response, the Domestic Abuse Strategic Oversight Group has refreshed its focus on performance, data quality and exception reporting to better support continuous improvement and assurance.

4. Progress Against the Six Strategic Priorities of the Strategy

4.1 Strategic Priority 1 – Prevention and Early Help

Commitments under this priority are evidenced through a wide range of housing-led, preventative and early intervention activity across HSCP services. This includes the implementation of routine enquiry across all care groups; the development and roll-out of an assessment toolkit within Justice Social Work Services; the adoption of the Safe and Together model within the South Children and Families Team; and the introduction of targeted practice tools such as the Guided Conversations Workbook for fathers and the Direct Workbag for Domestic Abuse, designed to support children affected by domestic abuse.

Focused work within the Asylum and Bridging Team has further strengthened support for refugee women and children experiencing domestic abuse. In addition, the inclusion of domestic abuse services within the HSCP's central resource directory supports earlier identification of risk and more timely access to appropriate support. While not exhaustive, this activity demonstrates strong delivery against prevention and early help commitments and growing workforce confidence in identifying and responding to domestic abuse at an earlier stage.

4.2 Strategic Priority 2 – Survivors and People Who Suffer From Domestic Abuse

Activity under this priority reflects continued progress in strengthening safety, support and access to services for survivors across the life course. Commitments relating to MARAC (Multi Agency Risk Assessment Conference), robust information sharing and multi-agency risk management arrangements continue to be progressed, with sustained multi-agency engagement providing assurance that survivor safety and recovery remain central to operational and governance arrangements.

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Homelessness Services have integrated domestic abuse indicators within core recording systems, improving the visibility of survivor needs and supporting more responsive service planning. The ongoing review of MARAC processes and closer alignment with wider public protection frameworks further reinforces a consistent, survivor-centred approach to risk management, protection and support.

4.3 Strategic Priority 3 – People Who Harm Through Domestic Abuse

Commitments relating to work with people who cause harm are being progressed through Justice Social Work Services and Children and Families Services. This includes the implementation of a Justice Social Work assessment toolkit and the development of a Safer Framework for men who are not eligible for the Caledonian System Change Programme. The need to strengthen intervention options for individuals who do not meet thresholds for accredited programmes is recognised as a priority and is being progressed through existing governance arrangements.

Within Children and Families Services, the Guided Conversation Workbook for fathers supports more consistent, purposeful engagement with men as part of child protection and family support frameworks, helping to address patterns of harmful behaviour alongside a continued focus on safety.

4.4 Strategic Priority 4 – Working with People Across Their Whole Life Course

Delivery under this priority has been reflected in a more consistent application of domestic abuse informed practice across children's, adults', older people's and justice services. Health and Social Care Connect play a key role as first point of contact with the HSCP, with a consistent, trauma-informed approach to the handling of HSCP referrals, including those relating to domestic abuse. This provides an important foundation for early identification, proportionate response and appropriate onward routing, ensuring that indicators of domestic abuse are recognised consistently at the first point of contact.

The implementation of routine enquiry across multiple care groups, alongside established practice tools and assessment frameworks, further supports earlier identification of domestic abuse and a more joined-up response at key transition points. Activity across services demonstrates a growing focus on understanding and responding to domestic abuse as a life-course issue, recognising cumulative harm, intersecting needs and the importance of continuity of support over time.

4.5 Strategic Priority 5 – Working Together with Our Staff, Partners and People with Lived Experience of Abuse

Commitments under this priority continue to be advanced through strengthened multi-agency partnership working and workforce engagement through our developing training programme. Integrated public protection governance arrangements, improvements to information sharing, and

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sustained collaboration across MARAC, MAPPA (Multi Agency Public Protection Arrangements) and related protection structures provide assurance of collective responsibility for safety and public protection.

An integrated training needs assessment has been undertaken with the explicit aim of informing development of a coherent, HSCP-wide domestic abuse training strategy. This will clarify expectations, competence levels and ongoing development requirements, supporting consistent practice across services. Work to embed lived experience insights within learning, service improvement and assurance activity remains a core area of focus and commitment.

4.6 Strategic Priority 6 – Using Evidence-Based Approaches to Create Changes in Cultural Norms, Attitudes and Values

A significant proportion of the Strategy's commitments relate to strengthening workforce capability, culture and the use of evidence to drive improvement. Progress in this area is reflected in the delivery of Safe Lives and Safe and Together training, with emerging feedback indicating increased staff confidence and a more consistent, shared understanding of domestic abuse across all care groups. This is supporting more informed practice responses and a common professional language when working with individuals and families affected by domestic abuse.

There is also a growing emphasis on data quality, performance management, audit activity and organisational learning. Homelessness Services have made notable progress, including the introduction of specific domestic abuse indicators to strengthen recording and reporting arrangements. Justice Services have likewise enhanced their suite of performance indicators to provide a more detailed and balanced picture of their work with men who harm, alongside women and children who have experienced domestic abuse. We recognise that further strengthening of assurance arrangements, including exception reporting and systematic data mapping, is essential to support a more robust, evidence informed approach to learning and continuous improvement, and to clearly articulate the impact of the Strategy over time.

5. Areas Requiring Further Development

5.1 While progress is evident, the scale and complexity of the Strategy mean that a number of areas require continued focus. In particular, further work is required to:

- Finalise and implement a coherent HSCP wide domestic abuse training strategy that clarifies expectations, required competencies and how impact will be measured over time;
- Strengthen data collection, analysis and reporting arrangements to enable more consistent performance monitoring across care groups and partner services;

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- Further embed routine enquiry and safe recording practices within adult and older people's services, where domestic abuse may not be the primary presenting issue;
- Continue development of intervention options for people who cause harm and who do not meet thresholds for existing accredited programmes;
- Ensure staff support arrangements are robust across both Council and Health HR policies, including wellbeing support for staff working with individuals affected by domestic abuse, and appropriate support for staff who may themselves be experiencing domestic abuse.

5.2 These areas are recognised risks within a complex system and are being actively addressed through the Domestic Abuse Strategic Oversight Group and linked governance structures.

6. Recommendations

6.1 The Integration Joint Board is asked to:

- a) Note the progress made in implementing the Glasgow City HSCP Domestic Abuse Strategy 2023-2028;
- b) Acknowledge areas of strength and those identified for continued development; and
- c) Note that further progress updates will be brought to the IJB in 12 months.