



**DOMESTIC ABUSE-INFORMED PRACTICE AND SYSTEMS:  
A SELF-ASSESSMENT TOOL  
AND EVALUATION FRAMEWORK**

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## INTRODUCTION



### BACKGROUND AND AIMS

Both in Scotland and across the world, domestic abuse survivors, usually mothers, have traditionally been held responsible for the impact of that abuse on their child. There has been a tendency for systems, services and workforces to focus on domestic abuse survivors' decision making, rather than the perpetrator's pattern of coercive control, as being the primary risk and safety concern for children.

Often there are expectations that domestic abuse survivors will show that they are protective by carrying out drastic actions that significantly impact the child and family functioning, like moving home, ending the relationship or calling the police. Systems can fail to see the myriad other efforts that domestic abuse survivors undertake to keep their children safe and provide a stable, nurturing and healing environment. Conversely, there has been a lack of accountability for perpetrators in our systems, both as domestic abuse perpetrators and for their role as fathers in families.

Domestic abuse-destructive practices can be defined as policies and practices that actively harm adult and child survivors of domestic abuse or make it harder for them to access support and assistance. These practices act as a significant barrier to achieving Scotland's vision of ensuring children and young people grow up loved, safe and respected so that they are able to realise their full potential.

In communities across Scotland, women, children and young people experiencing domestic abuse are at increased risk of harm both while restrictions are in place to respond to the COVID-19 pandemic and as we transition to the "new normal." At times of crisis, systems may revert back to non-domestic abuse-informed practice and processes, such as the "failure to protect narrative." Social distancing restrictions may make it harder to assess for domestic abuse and assess and intervene with the perpetrator. The combination of moving back to the "failure to protect" paradigm and an increased likelihood of reduced interventions with perpetrators may lead to a potential increase in children being placed into care.

Given that the risk and intensity of domestic abuse are likely to be heightened for the foreseeable future, it is more vital than ever that systems and services are in place locally and nationally that embed and promote good practice. The Self-Assessment tool and Evaluation Framework aim to support stakeholders with this task by helping them to assess the extent to which their organisation is domestic abuse-informed and identify any areas for improvement.



### KEY PRIORITIES AND POLICY CONTEXT

Domestic abuse-informed practice contributes to a number of key priorities that local and national stakeholders are currently working to.

#### *Supporting a Shift Towards Prevention and Early Intervention*

The Public Service Reform agenda highlights the importance of working collaboratively to ensure that systems and services in place across Scotland respond to people's needs, improve outcomes and make the best use of public resources. Central to this approach is supporting a shift towards early intervention and prevention wherever possible.

Domestic abuse is costly, in both financial and human terms. The costs are high principally because opportunities for early intervention and prevention are routinely missed, leading to more expensive and intensive interventions being required in later life.

Public Health Scotland recognises domestic abuse as an adverse childhood experience (ACE), which, without appropriate support, can increase a child's risk of suffering from trauma and other negative outcomes throughout

their lives. This may include being taken into care, being excluded from school, experiencing poor physical and mental health, experiencing problem alcohol and drug use and being in the criminal justice system.

By supporting local authorities to ensure children affected by domestic abuse receive high-quality, trauma-informed and child-centred support as early as possible, this tool aims to prevent these negative outcomes from occurring and help to ensure children are supported to achieve their full potential.

#### **Delivering 'The Promise'**

In February 2020, the Care Review published its findings on Scotland's Care System. The Review highlighted that, despite local and national systems having been set up across Scotland with the aim of protecting children against harm, these very systems can often prolong the harm and trauma that children experience.

Specifically, the Care Review highlighted that a significant number of children affected by domestic abuse in Scotland are currently being taken into care when their needs would be better met through receiving an effective multi-agency, holistic response from social workers and other key agencies. In line with the approach highlighted above, the Care Review recommends that this response should incorporate a child-friendly, non-victim blaming and trauma-informed approach. The Review also highlights the importance of ensuring there is consistent practice across Scotland which holds perpetrators to account and enables effective interventions that create opportunities for change and desistance, which is possible with support.

By supporting local authorities to embed domestic abuse-informed practice, policies and systems, this project contributes to the Promise's commitment to prevent further harm to children affected by domestic abuse.

#### **COVID-19 Recovery and Renewal**

Local authorities, in collaboration with specialist third sector and public sector partners, have a key role to play in ensuring the needs of children and young people experiencing domestic abuse are identified and addressed as COVID-19 restrictions begin to be lifted across Scotland and we move towards the recovery and renewal phase of the pandemic.

The COVID-19 Supplementary Violence Against Women Guidance published by the Scottish Government and COSLA highlights the importance of local authorities supporting professionals within child protection, adult protection and criminal justice social work to adopt a whole-system, child-centred approach when working with families experiencing domestic abuse as part of their wider COVID-19 Recovery and Renewal strategies. Specifically, the guidance highlights the need to ensure that social work professionals have the capacity and capability to work with adult and child survivors of domestic abuse moving forward, as well as perpetrators of that abuse.

Additionally, the COVID-19 pandemic has also highlighted weaknesses in how systems and services respond to some of the most vulnerable people in society and the inequalities of outcomes that this can lead to. Rather than reverting to previous systems and structures, a number of organisations are now highlighting the importance of using local and national recovery strategies to help 'Build back Better'. By supporting local authorities to move towards a whole systems approach to addressing domestic abuse, this resource aims to support that ambition.

An overview of other key drivers is outlined in Appendices A and B of this document.



#### **THE SAFE & TOGETHER PRINCIPLES**

The Safe & Together Model aims to help change the conversation about how practitioners work with families impacted by domestic abuse perpetrators' behaviours. It is an internationally recognised suite of tools and interventions designed to help child welfare professionals become domestic abuse-informed. Continuously refined through years of experience implementing the Model across the world, it is an evidence-based practice that can help improve competencies and cross-system collaboration.

The Safe & Together Model, as a systems change framework, offers language, thinking and practices that help increase accountability for perpetrators as parents, reduce victim-blaming and improve outcomes for children and families.

The Model aims to address domestic abuse-destructive practices by providing a set of principles and components that can guide domestic abuse-informed practice. These include:

1. Keeping the child safe and together with the non-offending parent;
2. Partnering with the non-offending parent as the default position; and
3. Intervening with the perpetrator to reduce risk and harm to the child.

Domestic abuse-informed practice can be defined as a perpetrator pattern, child-centred, survivor strengths-based approach to working with domestic abuse. Having domestic abuse-informed practices, policies and systems means that survivors are more likely to see child welfare and protection systems as supportive resources and cross-system collaboration is likely to be improved through common frameworks and language. The [Continuum of Domestic Abuse-Informed Practice](#) outlines the various stages involved for systems to become domestic abuse-informed.

It is anticipated that this resource will be particular use for social work professionals and it is recommended that professionals working across different policy areas collaboratively undertake the self-assessment exercise at least once every two years. As well as helping to identify any areas for improvement, this will provide organisations with a useful benchmark against which future progress and performance can be measured.

## DOMESTIC ABUSE-INFORMED SELF-ASSESSMENT TOOL AND EVALUATION FRAMEWORK

Domestic abuse can be one of the most difficult and complicated issues for social workers in child protection and other family-serving agencies. Without strong domestic abuse-informed policy, practice support and standards of collaboration, these cases will continue to challenge the system, reduce positive outcomes for families and leave workers feeling disconnected from their values as social workers and practitioners.

This Self-Assessment Tool and Evaluation Framework takes a reflective look at key areas of policy and practice from a domestic abuse-informed perspective. The tools can be used to engage key staff in a reflective process, viewing their own system through a domestic abuse-informed lens. Rather than allowing an outside entity to simply observe and give judgment without intimate knowledge of the system, this participatory process encourages critical thinking, which in itself promotes organisational change and sustainability.

This process will evaluate the organisation's key activities, functions, policies and resources to determine strengths and needs related to domestic abuse-informed policy and practice. Recommendations from using this tool can be shared to facilitate wider discussion and can be the foundation for developing an improvement plan to help achieve better outcomes for families and support workers.



### AIMS OF THE SELF-ASSESSMENT TOOL AND EVALUATION FRAMEWORK

The overall aim of the self-assessment tool and evaluation framework is to support local authority areas to assess, measure and demonstrate the extent to which their workforces, systems and processes are domestic abuse-informed and the impact of this on practice, policy, and the families affected by domestic abuse.

Specifically, the Self-Assessment Tool aims to raise awareness of what domestic abuse-informed systems and processes look like at both an operational and strategic level and supports stakeholders to assess the extent to which their organisation reflects best practices. The Evaluation Framework aims to measure the impact of local organisational systems and processes on the lives of families affected by domestic abuse and the workforces that support them.

The Self-Assessment and Evaluation Framework are designed to be completed together to provide a comprehensive qualitative and quantitative assessment of the extent to which organisations are domestic abuse-informed in order to help identify and drive forward improvements to ensure that children and families affected by domestic abuse achieve the best possible outcomes.

More specifically, the Self-Assessment Tool and Evaluation Framework aim to:

1. Act as a tool for enabling local areas to assess, measure and demonstrate the progress they are making in developing and embedding sustainable, domestic abuse-informed workforces, systems and processes, and the impact of this on outcomes for families affected by domestic abuse;
2. Support local areas to better understand specific barriers and enablers and areas for improvement;
3. Act as a tool to feed into outcome evaluations and cost-benefit analyses of domestic abuse-informed workforces, systems and processes locally and nationally, providing data to develop a Scottish evidence base which contributes nationally and internationally;
4. Highlight how high-quality and sustainable development of domestic abuse-informed workforces, systems and processes contributes to local outcomes, broader community planning priorities, and national strategic outcomes; and

5. Be a resource for local areas who would like to develop domestic abuse-informed workforces, systems and processes by providing accurate data that can be used in seeking ongoing investment in relevant training and development across Scotland.

A logic model outlining the key activities and outcomes this Framework aims to assess is outlined below.



### SCOPE OF THE SELF-ASSESSMENT TOOL & EVALUATION FRAMEWORK

It is anticipated that the Self-Assessment Tool and Evaluation Framework will form part of a suite of resources/tools that will be used to measure and understand the progress that is being made at a local and national level to develop and embed domestic abuse-informed workforces, systems and processes. Other resources/tools are likely to include:

- [Equally Safe Quality Standards and Performance Framework](#)
- [Community Justice Outcomes, Performance and Improvement Framework](#)
- The Violence Against Women Partnership Self-Assessment Checklist
- Other local performance management data, including the SOLACE/COSLA COVID-19 datasets
- Casefile and pathways audits
- Workforce satisfaction/wellbeing surveys
- Safe & Together Global Evaluation Data
- Safe & Together Training Evaluation Data

Having a consistent approach across all local areas that wish to assess their progress in developing domestic abuse-informed workforces, systems and processes will also provide a useful national picture of trends, gaps, challenges and opportunities, as well as an opportunity to share good practice and support continuous improvement.



### DOMESTIC ABUSE-INFORMED SELF-ASSESSMENT TOOL

This Self-Assessment Tool gives insight into your organisation's strengths and areas for improvement around the intersection of domestic abuse and child protection.

The tool is split into two sections:

1. The first section considers the knowledge, skills and support that practitioners need at an operational level in order to support a perpetrator pattern, child-centred, survivor strengths-based approach to working with families experiencing domestic abuse. It outlines what an authorising environment for domestic abuse-informed practice looks like by clarifying what leadership, management and supervisors expect of their workforce; and
2. The second section considers the leadership required at a strategic level to ensure that robust, joined-up systems are in place to support a consistent and sustainable response.

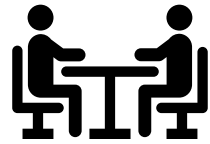
Collectively, the two sections of the tool aim to help you assess the extent to which your organisation is domestic abuse-informed and is working to evidence-based best practice.

If you want to discuss your results, the Safe & Together Institute and the Improvement Service has a range of tools, training and processes to help your organisation on the journey to become more domestic abuse-informed.

**DEVELOPING DOMESTIC ABUSE INFORMED SYSTEMS: A LOGIC MODEL**

INPUTS	OUTPUTS/ACTIVITIES	SHORT-TERM OUTCOMES		MEDIUM-TERM OUTCOMES	LONG-TERM OUTCOMES	NATIONAL PRIORITIES
Local authority funding for relevant training, support & implementation (e.g., Safe & Together)	Work with families experiencing domestic abuse, including assessment, interviews, documentation and case planning Practitioner supervision and CPD	Practitioners are more likely to identify the impact of domestic abuse on children Practitioners are more likely to adopt a strengths-based approach and partner with the non-offending parent		Strengthened multi-agency and cross system collaboration at operational and strategic levels through common systems and languages	Adult and child survivors' safety and wellbeing is maximised, with improved outcomes for survivors	<b>EQUALLY SAFE PRIORITIES</b> Interventions are early and effective, preventing violence and maximising the safety and wellbeing of women, children and young people
<b>REACH</b>	Local implementation Changing policy and protocols	Perpetrators are more likely to be held to account for their behaviour and receive parenting and behaviour change support		Local policy and practice ensure approaches to tackling domestic abuse are early, effective and consistent	A whole system, child-centred approach to domestic abuse is fully embedded at strategic and operational levels	Men desist from all forms of violence against women and girls, and perpetrators of such violence receive a robust and effective response
Practitioners Managers and supervisors Leaders and decision-makers Service users and people with lived experience	Domestic abuse-informed quality assurance Domestic abuse-informed supervisory practices A domestic abuse-informed authorising environment Domestic abuse-informed collaborative work across all sectors	Practitioners are more likely to recognise the complex intersections among domestic abuse, mental health and problem alcohol/drug use Adult and child survivors are more likely to remain safe and together		Practitioners feel safe, supported and empowered, leading to improved staff wellbeing Leaders promote a whole systems approach to domestic abuse Fewer children taken into care, reducing court and system costs Adult and child survivors' experiences of statutory systems continues to improve and there is increased engagement with services		<b>COMMUNITY JUSTICE COMMON OUTCOMES</b> Partners plan and deliver services in a more strategic and collaborative way Effective interventions are delivered to prevent and reduce the risk of further offending <b>NATIONAL OUTCOMES</b> We grow up loved, safe and respected so that we realise our full potential We live in communities that are inclusive, empowered, resilient and safe

## SECTION 1: ENSURING PRACTITIONERS HAVE THE KNOWLEDGE, SKILLS AND SUPPORT THEY NEED TO ADOPT A DOMESTIC ABUSE-INFORMED APPROACH TO WORKING WITH FAMILIES EXPERIENCING DOMESTIC ABUSE



### PARTNERING WITH THE NON-OFFENDING PARENT

Partnering with the adult domestic abuse survivor is a critical tool towards safety and wellbeing for children impacted by domestic abuse perpetrator behaviour. In a domestic abuse-informed system, this practice principle is clearly articulated in policy and supported at every level of the organisation. Partnering involves seeing the survivor as a natural ally around child welfare and communicating that the perpetrator is 100% responsible for their own behaviour and its consequences. This focusses engagement with the adult survivor on her safety and wellbeing, not just the children's. Partnering understands the survivor's protective efforts and collaboratively safety plans with her for her own and her children's benefit. Partnering practices are the antithesis of "failure to protect" practices where survivors are held responsible for the impact of domestic abuse on their children.



Partnering with the adult survivor is one of the key principles of domestic abuse-informed practice. Here are some questions to think about. In your organisation:

- Do you explicitly guide staff not to use "failure to protect" language against domestic abuse survivors?
- Do you support staff to identify a full range of the survivor's protective practices, not just separating, calling the police, seeking a protective court order or going into a domestic abuse shelter/ refuge?
- Do you expect staff to articulate the risk and harm to children through a perpetrator pattern-based lens, not a victim-blaming lens?
- Is the practice of partnering with the adult survivor around the safety and wellbeing of their children well-articulated and supported across your organisation?



### INTERVENING WITH PERPETRATORS

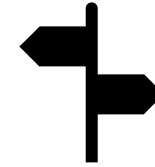
Intervening with perpetrators is one of the key principles of domestic abuse-informed systems. While accountability for perpetrators is a critical aspect of intervention, this language keeps the focus on working with the perpetrator to improve child and family functioning. This means considering what interventions can be developed with the perpetrator so the family is safer and functions better. These interventions can be diverse – from criminal justice or court-focused interventions to a focus on engagement, such as effective interviewing strategies or behavioural case plans. In the context of child welfare and protection, these interventions are focused on the perpetrator as a parent and can occur whether the perpetrator is in the home or not and whether the family stays together or not. Interventions are focused on producing behaviour change that is meaningful and dependable.

One of the hallmarks of domestic abuse-informed child welfare practice is a focus on perpetrator patterns and seeing perpetrators' behaviour as the foundational source of the risk and safety concerns presented by domestic abuse.



Here are some questions to think about. In your organisation:

- Do you provide staff with sufficient training around interviewing, engagement and assessment of perpetrators?
- Are there expectations from supervisors and other managers that engagement of perpetrators is expected on a routine basis?
- Are your staff focused on the behaviour of the perpetrator and assessing behavioural change?
- Do your policies and protocols support engagement of perpetrators, including the emotional and physical safety of the staff who work with them?
- Does your organisation make meaningful attempts to engage domestic abuse perpetrators around their abusive behaviour?



### DOMESTIC ABUSE PERPETRATION AS A PARENTING CHOICE

The concept of having high standards for fathers is central to domestic abuse-informed practice. A critical aspect of this is that domestic abuse perpetration is seen as a parenting choice. This places the domestic abuse perpetrator's choices and behaviour as central to child safety and wellbeing and holds them accountable for the impact on child and family functioning. While both men and women can be violent and controlling and abuse children, and domestic abuse can occur in heterosexual and same-sex relationships, child welfare and protection systems must address the double standard in parenting expectations of men and women if they want to become domestic abuse-informed.

In the past, a gender double standard was embedded in a "failure to protect" approach. This usually meant that domestic abuse survivors, who were usually mothers, were held responsible for their partner's choice to abuse. Good domestic abuse practice includes developing your organisation's capacity to support meaningful engagement with domestic abuse perpetrators. This requires an agency culture that values work with fathers, appreciates the negative and positive impact fathers can have on families and sets similar expectations for fathers as parents as it does for mothers.

Without this, your organisation may focus heavily on the adult survivor, incorrectly implying that the changes she makes can guarantee the perpetrator will not become violent again. Engagement from services and their expectations end up being focused heavily or exclusively on the adult survivor. Holding perpetrators accountable supports partnering with the adult survivor, who will be more likely to work with a system that does not blame her for the impact of the perpetrators' behaviour on the child and family functioning.



Addressing gender double standards in parenting and seeing domestic abuse perpetration as a parenting choice is a critical component of domestic abuse-informed practice. Here are some questions to think about. In your organisation:


- Is equal emphasis placed on engaging mothers and fathers?
- Is domestic abuse perpetration recognised as a parenting choice?
- Does your child welfare system set the same level of parenting expectations for fathers as for mothers?
- Does your organisation record how each parent separately contributes or detracts from children's wellbeing around the various SHANARRI indicators?



### ASSESSING THE WIDE-RANGING IMPACT OF COERCIVE CONTROL ON THE CHILD

It can be common for child welfare and protection systems to assess the impact of domestic abuse on children through the narrow lens of physical danger and trauma. While this is a critical aspect of any assessment, it often limits concerns to the immediate consequences of physical violence. Questions focus on whether the child saw or heard the violence, or whether they were in the house at the time of an incident.

Good practice recognises a wide range of controlling and abusive behaviours and their longer-term impact on the child. Assessment of harm should include an understanding of how a wide range of controlling behaviours impact on the survivor's parenting and how the family functions.


-  Domestic abuse-informed child welfare and protection practice documents the relationship between the domestic abuse perpetrator's pattern of behaviour and other family and child issues. Here are some questions to think about. Do the assessments undertaken by your organisation:
- Recognise how perpetrator's patterns contribute to loss of income, housing instability, educational and social disruption?
  - Recognise how perpetrator's patterns cause or exacerbate problem drug or alcohol use and mental health issues in adult or child survivors?
  - Recognise how perpetrator's patterns interfere with the day to day routine and basic care of children?
  - Outline the multiple pathways to harm from the domestic abuse?

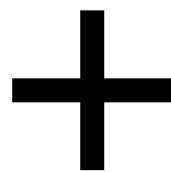


### ASSESSING SURVIVORS' PROTECTIVE CAPACITIES

Reviewing survivors' protective capacities involves a strengths-based assessment of the multiple ways in which they are promoting child and family functioning in the context of the perpetrator's behaviour pattern. It addresses gender double standards of parenting by valuing things that might normally be expected of mothers and moves away from a limited understanding that protective efforts only include leaving, calling the police or obtaining a court order. A comprehensive strengths-based lens highlights the ways in which survivors provide their children with physical and emotional safety, support healing from trauma and provide a nurturing and stable environment for their children. Highlighting survivors' protective capacity creates positive strength-based partnerships with survivors.

*One of the hallmarks of domestic abuse-informed child welfare and protection practice is a focus on the survivor's protective efforts. This helps systems to move away from a 'failure to protect' narrative, addresses the gender double standard of parenting and supports partnering with the survivor.*

-  Here are some questions to think about. In your organisation:
- Do assessments include information about a wide range of survivor's protective efforts?
  - Does documentation show the multiple ways in which survivors provide physical and emotional safety, support healing from trauma and provide a nurturing and stable environment for their children?
  - Is there evidence in files that practitioners regularly attribute these protective efforts directly to the survivor?




### ADDRESSING INTERSECTIONS AND INTERSECTIONALITIES

Many families impacted by domestic abuse perpetrators' behaviours have multiple, complex, intersecting issues. In the past, we might have referred to these as co-occurring issues. However, the language of co-occurrence often does not provide us with a sense of how these issues interact. For example, listing the family's issues is not as powerful as explaining how the domestic abuse perpetrator interfered with his partner's recovery. Using an intersections framework versus a co-occurrence model framework, we increase perpetrator accountability, improve our ability to diagnose and treat each member of the family, and improve our ability to support the adult and child survivors. It is critical to a perpetrator pattern-based approach to be able to tell the story of how the perpetrator's behaviours intersect with a survivor's mental health and/or problem drug and alcohol use issues. The following is a rubric that can help assess this:

- Did his behaviours cause her mental health/problem drug and alcohol use?
- Did his behaviours exacerbate her existing issue?
- Did his behaviours interfere with her treatment/recovery efforts?

We also need to consider intersectionalities. Intersectionality refers to the interconnected nature of social categorisations such as race, class, and gender as they apply to a given individual or group, which may lead to discrimination or oppression, or increase the perpetrator's power. For example, domestic abuse perpetrators may gain additional power and their partner greater vulnerability and sense of entrapment when he comes from a privileged group and she from a group that has been historically discriminated against or oppressed.

*Domestic abuse-informed child welfare and protection practice includes being able to assess the intersections and intersectionalities between the domestic abuse perpetrator's pattern of behaviour and other issues, such as mental health, problem drug and alcohol use and race.*

-  Here are some questions to think about. In your organisation:
- Is there evidence of clear and comprehensive assessments and documentation of the intersection of domestic abuse and other issues, like problem drug and alcohol use, race or class?
  - Does the documentation reflect an identification of how intersectionalities may lead to discrimination or oppression, or increase the perpetrator's power?
  - Do your staff receive training on how to address the intersection of domestic abuse and other issues?




### CREATING PERPETRATOR PATTERN-FOCUSED CASE PLANS

In recent years, child protection agencies have leaned heavily on separation, calling the police or getting a protective court order as a measure of an adult survivor's commitment to protecting her children. It has been used as the yardstick of a survivor's understanding of the harm domestic abuse perpetrators are doing to children. This practice may increase the harm to families by forcing them to make choices that increase the risk of more abuse and/or isolate them further from support. Separation, calling the police and getting a protective court order are some of the options that can sometimes increase safety and wellbeing. The problem occurs when systems use them as the standard to measure protective capacity in all domestic abuse survivors. Automatically assuming these are the right options is not good practice, and is potentially dangerous, child welfare and protection practice.

A shared, common-sense, cross-sector approach to real change focuses on three important questions for evaluating perpetrator change:

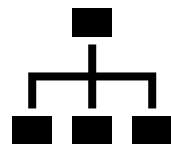
- Naming the behaviours - Has the perpetrator admitted to a meaningful portion of what he has done?
- Claiming the harm - Is the perpetrator able to talk about the impact of his abusive behaviours on others and himself?
- Making real changes - What relevant changes has the perpetrator made in his behaviour pattern?

*Domestic abuse-informed case plans are focused on perpetrator behaviour change, not the actions of the survivor.*

-  Here are some questions to think about. In your organisation:
- Is there strong documentation of the perpetrator's pattern of behaviour and its impact on child and family functioning to provide the foundation for behavior-focused case plans?
  - Do your case plans avoid focusing solely on separation, calling the police or getting a protective court order as a measure of an adult survivor's commitment to protecting her children?
  - Do your case plans focus on concrete behaviour change from the perpetrator rather than just highlighting referrals to services?
  - Do you develop behavior-focused case plans aimed at the perpetrator?
  - Do your plans include a way to measure meaningful perpetrator behaviour change?

An assessment template to support your organisation to assess the extent to which you currently meet these operational and strategic competencies is included in Appendix A

## SECTION 2: ENSURING A SUSTAINABLE, JOINED-UP, DOMESTIC ABUSE INFORMED APPROACH TO WORKING WITH FAMILIES AFFECTED BY DOMESTIC ABUSE IS EMBEDDED AT A STRATEGIC LEVEL



### COLLECTIVE LEADERSHIP FOR DEVELOPING DOMESTIC ABUSE-INFORMED SYSTEMS

Strong leadership is critical to ensuring that a strategic and sustainable approach is taken to developing domestic abuse-informed systems and workforces within – and across organisations.

Collective leadership is needed to drive sustainable change in both policy and practice, with decision-makers working across different agenda areas and partnerships including child protection, adult protection, community justice, health and social care, drug and alcohol partnerships, violence against women and the voluntary sector being integral to ensuring this happens in a high-quality, sustainable way.

As well as helping to shape the approach that is taken to develop domestic abuse-informed systems within organisations, decision-makers have a key role to play in ensuring professionals working at all levels within the organisation have the support they need to improve their practices as well as to provide scrutiny and oversight to ensure this happens.

*Strong and effective leadership across the whole organisation is key to ensuring a domestic abuse-informed approach is taken to improving outcomes for children affected by domestic abuse.*



Here are some questions to think about. In your organisation:

- Is there strong and effective collective leadership for ensuring domestic abuse-informed systems are in place across different policy areas?
- Is there a steering/ leadership group in place to progress this work, which includes senior representatives from all relevant policy areas including violence against women, child protection, adult protection, community justice, health and social care, drug and alcohol partnerships and the voluntary sector?
- Are all key partners working effectively together at a strategic level to achieve improved outcomes for children affected by domestic abuse?
- Is there a designated person within the organisation who has lead responsibility for coordinating work within this area?
- Where appropriate, are elected members and other senior stakeholders engaged in shaping this work and play an active role in supporting and scrutinising performance.
- Do senior decision-makers routinely highlight links between improving outcomes for children affected by domestic abuse and the wider strategic outcomes the organisation is working to?



### JOINED UP WORKING AND POLICY COHERENCE

In order to develop sustainable, domestic abuse-informed systems and workforces within and across organisations, it is critical that policies and processes across all relevant agendas promote consistent messages/ principles about working with families experiencing domestic abuse. They need to end highlight shared outcomes. Specifically, this should include:

- taking a perpetrator pattern, child-centred, survivor strength-based approach to working with families affected by domestic abuse;
- partnering with the non-perpetrating parent

- holding the perpetrator to account for their behaviours and the harm they cause the child; and
- keeping the child together with the non-perpetrating parent wherever possible

To minimise the risk of siloed working, all relevant strategies within organisations should aim to highlight shared objectives in relation to improving outcomes for children affected by domestic abuse, with these outcomes also being embedded in high-level strategies such as Local Outcome Improvement Plans, Children's Service's Plans and Public Protection Strategies where appropriate.

Ensuring that the key principles of domestic abuse-informed practice are embedded in the assessment tools used by professionals in different policy areas is also key to supporting a consistent approach to be taken. This may include, but is not limited to, assessments undertaken in relation to referrals to MARACs, MATACs, Child Protection Cases, the Children's Hearing System, drug and alcohol services and Domestic Abuse Perpetrator Interventions.

*Joined-up working across different policy areas is key to ensuring that a domestic abuse-informed approach is taken to working with families affected by domestic abuse.*



Here are some questions to think about. In your organisation:

- Are domestic abuse protocols in place across key policy areas, like Critical Incident/ Child Fatality Reviews, quality assurance and worker safety policies?
- Are there domestic abuse protocols in place across key practice areas, like specific protocols for domestic abuse screener/ intake or investigations/ assessment processes?
- Do you have any specialised domestic abuse tools, guidelines or instructions for front line staff e.g., interview or documentation prompts?
- Is the need to improve outcomes for children affected by domestic abuse reflected in the strategic & operational plans of all relevant directorates/ policy areas?
- Are there clear statements in all relevant policies and processes that relate to children and families that recognise the importance of (i) taking a child-centred approach to working with families affected by domestic abuse; (ii) holding the perpetrator to account for their behaviours and the harm they cause the child and (iii) keeping the child together with the non-perpetrating parent wherever possible?
- Wherever possible, do the risk assessment tools and reporting frameworks that are used across different policy agendas support a consistent approach to promoting shared principles/ approaches when working with families experiencing domestic abuse?
- Are effective processes in place for addressing issues that cut across different policy areas to avoid 'siloed' or inconsistent approaches to working with members of families where domestic abuse is taking place?



### INVESTING IN PEOPLE AND SYSTEMS

Ensuring all professionals working in an organisation have the knowledge, skills and ongoing support they need to make domestic-abuse-informed decisions is key to improving outcomes for children affected by abuse.

While it essential that practitioners who come into direct contact with families affected by domestic abuse receive adequate training to assess and respond to risk in an informed way, it is equally important that their supervisors/ managers also receive appropriate training to support them with this task.

The specific learning and development activities that professionals working across an organisation should undertake should be tailored to their specific role and responsibilities. The allocation of specific staff time to undertake training and develop practice is critical.



*At a time when budgets continue to be under pressure, promoting a joined-up, strategic approach to developing domestic abuse-informed systems and workforces across the organisation can help ensure that best use is made of available resources.*

- Here are some questions to think about. In your organisation:
- Is there a workforce development strategy in place that aims to ensure that all professionals who come into contact with children and families have the training and support they need to identify and respond to domestic abuse in an informed way? This should include new workers, existing workers, supervisors, managers and staff involved in court processes or the legal system.
  - Are ongoing learning and development opportunities available for professionals working across the organisation, that are tailored to their specific roles?
  - Is there cross-system collaboration in place to ensure that domestic abuse-informed learning outcomes are fully embedded in training that key professionals working in policy agendas, including community justice, problem alcohol and drug use, adult protection and child protection, are required to undertake?
  - Do decision-makers identify opportunities for professionals working across different policy agendas to pool budgets, training and other resources to help develop and deliver domestic-abuse-informed systems and workforces across the organisation?
  - Do decision-makers undertake an annual analysis of what is locally spent when working with families affected by domestic abuse, and the impact that this is having on improving outcomes for children?



### MEASURING PROGRESS AND PERFORMANCE

Identifying a set of key performance indicators that are both meaningful and measurable, is key to ensuring organisations have a robust understanding of both:

- the numbers of children that the organisation identifies as experiencing domestic abuse; and
- the positive or negative impact that the systems in place across the organisation are having on these children and their mothers.

To be most effective, the indicators used to measure progress and performance should be evidence-based, agreed between partners and should also read across to outcomes in other strategic plans that the organisation is working towards. These may include (but are not limited to) strategies relating to Violence Against Women, Child Protection, Adult Protection, Children's Services, GIRFEC, Community Justice and Problem Alcohol and Drug Use.

A set of performance indicators that organisations can use to measure progress in developing domestic abuse-informed systems and workforces are included in the next section of this tool.

*Ultimately, having robust performance management and reporting systems in place is key to supporting organisations to measure progress in developing domestic abuse-informed systems and enable strategic decision-makers to identify and address any area for improvement.*

- Here are some questions to think about. In your organisation:
- Do professionals working across different policy areas collect and analyse data that helps to identify which families are experiencing domestic abuse, and how that may intersect with other support needs they have?
  - Do you have clear performance measurement and reporting processes in place that enable all stakeholders to understand the impact that systems and services are having on children experiencing domestic abuse?
  - Do you actively use performance information to facilitate constructive strategic discussion and decisions, and to make improvements where any areas of under-performance are identified?

An assessment template to support your organisation to assess the extent to which you currently meet these operational and strategic competencies is included in Appendix A.

## EVALUATION FRAMEWORK



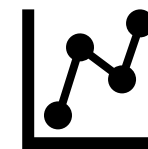
### INTRODUCTION AND AIMS

The Evaluation Framework aims to collate relevant data on for a small set of indicators to support local areas to measure and demonstrate the progress they are making in developing domestic abuse-informed workforces, systems and processes in a high-quality, sustainable way, and the impact this is having on the lives of adult and child survivors of domestic abuse.

Three types of indicators are included in the evaluation framework:

- Inputs in terms of funding for relevant training and support (e.g., Safe & Together);
- Activities, including domestic abuse-informed training; and
- Outcomes measuring the impact of the training on practice and policy, and the impact this has on the safety and wellbeing of adult and child survivors of domestic abuse.

The relationships among these indicators are demonstrated in the logic model on p.?



### COLLECTING DATA

Key indicators start on pp.18. Local areas currently collect data for each of these indicators (e.g., via existing datasets for Scottish Government publications).

Additional indicators are listed on pp. 21. Data collection for each of these indicators will currently vary by the local area and may require additional local data analysis and/or pathways audits to complete, but the indicators reflect good practice in the type of data collection required by a domestic abuse-informed system.

The information collected for key and additional indicators will support local areas to complete the self-assessment, as this will provide areas with data, case studies and evidence to answer each of the self-assessment questions.

## KEY INDICATORS

## INPUTS

The input indicators are used to identify the level of investment from local authorities towards training and support to develop domestic abuse-informed workforce, systems and processes.

No	Ref	Indicator	Source	Definition	Rationale
1	I1	Amount (£) invested locally in domestic abuse-informed training (e.g., Safe & Together)	Local implementation group	<p>The total amount that has been spent on domestic abuse-informed training in the local authority area.</p> <p>Local areas are requested to provide the total amount of local investment in this training, broken into:</p> <ul style="list-style-type: none"> <li>• Training</li> <li>• Other support and resources</li> </ul> <p>Broken into:</p> <ul style="list-style-type: none"> <li>• Year</li> <li>• Funding source</li> </ul>	<p>This measure will help local areas to understand the total level of investment in domestic abuse-informed training.</p> <p>This data will also contribute to local and national cost-benefit analyses of relevant domestic abuse-informed training.</p>

## KEY INDICATORS

## OUTPUTS/ACTIVITIES

The outputs/activities indicators measure the progress local areas are making in developing domestic abuse-informed workforces, systems and processes through collecting data/information on the extent to which relevant domestic abuse-informed training has been delivered at a local level.

2	A1	Number of practitioners, supervisors/managers and leaders who have received domestic abuse-informed training	Local implementation group	<p>Total number of practitioners, supervisors and leaders who have received domestic abuse-informed training in the local authority area.</p> <p>Local areas are requested to provide the total numbers of those who have received domestic abuse-informed training, broken into:</p> <p>Training type (for Safe &amp; Together):</p> <ul style="list-style-type: none"> <li>• Core</li> <li>• Coach</li> <li>• Advocate</li> <li>• Train the trainer</li> <li>• Advanced</li> <li>• Supervisor</li> <li>• Supervisor training credential</li> </ul> <p>Sector:</p> <ul style="list-style-type: none"> <li>• Children &amp; families social work</li> <li>• Criminal justice social work</li> <li>• SCRA</li> <li>• Children's Panel members</li> <li>• Alcohol &amp; drugs</li> <li>• Mental health</li> </ul> <p>Staff level:</p> <ul style="list-style-type: none"> <li>• Practitioner</li> <li>• Supervisor/manager</li> <li>• Leadership</li> </ul>	<p>This measure will help local areas to understand the total number of those trained, and to assess which areas and levels might require training in the future to develop sustainability and embed the key principles in policy and practice.</p>
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## OUTCOMES

The outcome indicators provide an overview of the impact that the activities and outputs have had in the local authority area for:

- i. women and children affected by domestic abuse
- ii. the child welfare workforce, including practitioners and decision-makers
- iii. local systems and processes to tackle domestic abuse

The indicators primarily focus on the short- and medium-term outcomes included in the logic model. It is recognised that these indicators do not cover all of the outcomes in the logic model or provide learning about the external factors that may impact on whether or not an outcome has been achieved. Other methods, such as in-depth evaluations, will need to be undertaken to capture this additional learning.

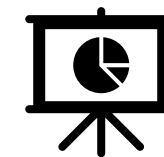
3	O1	Number of children on the Child Protection Register where domestic abuse is a concern	SOLACE COVID-19 Child Protection Dataset	Local areas are requested to provide the total number of children in the local authority area who have been placed on the Child Protection Register, where domestic abuse is a concern.	<p>This measure will help to identify if embedding domestic abuse-informed key principles in practice and policy contributes to positive shifts in local responses to domestic abuse.</p> <p>Specifically, this measure will help to identify if embedding domestic abuse-informed key principles contributes to practitioners' and decision-makers' increased understanding of domestic abuse and its impact on children, particularly when it is not the presenting issue and when it occurs alongside complex interactions with mental health and/or problem alcohol/drug use.</p>
4	O2	Number of children accommodated where domestic abuse is a concern	Local Authority and Scottish Government datasets	Local areas are requested to provide the total number of children in the local authority area who have been accommodated where domestic abuse is a reported concern, broken into: <ul style="list-style-type: none"> <li>• Kinship care</li> <li>• Foster</li> <li>• Adoption</li> <li>• Residential</li> <li>• Other community</li> </ul>	<p>This measure will help to identify if embedding domestic abuse-informed key principles in practice and policy contributes to positive shifts in local responses to domestic abuse.</p> <p>Specifically, this measure will help to identify if embedding domestic abuse-informed key principles contributes to an increased likelihood that practitioners and decision-makers will support children remaining with the adult survivor, rather than being placed into care.</p>

## ADDITIONAL INDICATORS

The following indicators are designed to help local areas develop a richer picture of the extent to which local workforces, systems and processes are domestic abuse-informed. Collecting data for these additional indicators will:

- Support local areas to complete the self-assessment by providing data, case studies and evidence to answer each of the questions;
- Represent good practice in data collection, particularly in terms of evidencing engagement with families with lived experience to shape services and systems; and
- Provide more detailed information about where additional training, support, data collection, workforce development and engagement with lived experience may be required.

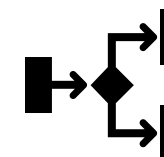
If the data for the additional indicators listed below is not currently collected at a local level, additional data/pathways/case file analyses may be required. The indicators refer back to the logic model at the start of the document in terms of inputs, reach, outputs/activities and outcomes.



### OUTPUTS/ACTIVITIES

Undertaking case file/pathways audits will help to identify the extent to which key domestic abuse-informed principles are embedded in local practice. This will help to identify where further training and support may be needed to further increase practitioners' skills, knowledge and confidence when working with families affected by domestic abuse. The audits could include an analysis of:

- The extent to which case files demonstrate partnering with survivors and adopt a strengths-based approach;
- The extent to which case files demonstrate assessment of and engagement with perpetrators, and the development of behavioural case plans;
- The extent to which case files demonstrate an understanding of complex interactions between domestic abuse, mental health and problem alcohol/drug use, particularly where domestic abuse may not be the presenting issue; and
- The extent to which case files demonstrate an understanding of the wide-ranging impact of domestic abuse on children and young people.



### OUTCOMES

Collecting local qualitative and quantitative data related to the impact of domestic abuse on children and young people is good practice within domestic abuse-informed systems and processes. Collecting this data can help identify the impact that systems and services are having on children experiencing domestic abuse. This data can also enable strategic decision-makers to identify and

address areas for improvement. Additional indicators to consider are:

- Number of children in compulsory measures of care, with domestic abuse as a concern (e.g., from SCRA)
- Number of children placed in the care of the perpetrator (e.g., from case file/pathways audits)
- Number of children returned to their mother's care (e.g., from case file/pathways audits)
- Families' experiences of child welfare & protection support, systems and processes (e.g., through exit interviews)

Access to systems-wide data related to domestic abuse is also good practice, as this supports cross-referencing and provides a more detailed picture of the impact of systems and processes on children and young people affected by domestic abuse. It may be useful to consider whether your organisation is able to cross-reference domestic abuse-related data with:

- Child protection screening decisions/interagency referral decisions
- Referrals to the Reporter with ground 67(f) (the child has, or is likely to have, a close connection with a person who has carried out domestic abuse)

- Children's Hearing domestic abuse referral grounds and their relation to other grounds for referral
- Children's Hearings which take place with ground 67(f)
- The outcome of legal processes (CPOs, CSOs, child removal or placement, including the length of time of accommodation, adoption or permanency orders)
- Drug and alcohol-related cases\
- Child deaths or critical incidents

## APPENDIX A: SECTION 1 SELF ASSESSMENT FORM

For each of the seven areas discussed in this section, please rate the extent to which you agree/disagree with each of the statements in this checklist using the following scale:

STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	STRONGLY AGREE
1	2	3	4	5

Please also provide evidence that supports your views of the extent to which your organisation is currently working in a domestic abuse-informed way, and identify any areas for improvement.

QUALITY STATEMENT	RATING 1-5
1=Strongly Disagree; 2=Disagree; 3=Neither Agree nor Disagree; 4=Agree; 5=Strongly Agree	
<b>Partnering with the non-offending parent</b>	
My organisation explicitly guides staff not to use "failure to protect" language against domestic abuse survivors.	
My organisation supports staff to identify the full range of a survivor's protective practices, not just separating, calling the police, seeking a protective court order or going into a domestic abuse shelter/ refuge.	
My organisation expects staff to articulate the risk and harm to children through a perpetrator pattern-based lens, not a victim-blaming lens.	
The practice of partnering with the adult survivor around the safety and wellbeing of their children is well-articulated and supported across my organisation.	

**Please provide examples and/ or evidence to support your ratings above:**

**Please provide suggestions for any improvements needed within your organisation that would better enable it to meet the above quality statements:**

QUALITY STATEMENT	RATING 1-5
1=Strongly Disagree; 2=Disagree; 3=Neither Agree nor Disagree; 4=Agree; 5=Strongly Agree	
<b>Intervening with perpetrators</b>	
My organisation provides staff with sufficient training around interviewing, engagement and assessment of perpetrators.	
There is an expectation from supervisors and other managers within my organisation that engagement of perpetrators should happen on a routine basis.	
Staff within my organisation are focused on the behaviour of the perpetrator and assessing behavioural change.	
The policies and protocols within my organisation support safe engagement with perpetrators, including ensuring the emotional and physical safety of the staff who work with them.	
My organisation makes meaningful attempts to engage with domestic abuse perpetrators around their abusive behavior.	

**Please provide examples and/ or evidence to support your ratings above:**

**Please provide suggestions for any improvements needed within your organisation that would better enable it to meet the above quality statements:**

QUALITY STATEMENT	RATING 1-5
1=Strongly Disagree; 2=Disagree; 3=Neither Agree nor Disagree; 4=Agree; 5=Strongly Agree	
<b>Recognising domestic abuse perpetration as a parenting choice</b>	
My organisation places equal emphasis on engaging both parents.	
The child welfare system within my organisation sets the same level of parenting expectations on fathers as it does on mothers.	
My organisation records how each parent separately contributes or detracts from children's wellbeing in relation to relevant SHANARRI indicators.	
My organisation recognises domestic abuse perpetration as a parenting choice.	

**Please provide examples and/ or evidence to support your ratings above:**

**Please provide suggestions for any improvements needed within your organisation that would better enable it to meet the above quality statements:**

QUALITY STATEMENT	RATING 1-5
1=Strongly Disagree; 2=Disagree; 3=Neither Agree nor Disagree; 4=Agree; 5=Strongly Agree	
<b>Assessing the wide-ranging impact of coercive control on the child</b>	
The assessments undertaken by my organisation recognise how a perpetrator's patterns of behaviour contribute to loss of income, housing instability, and educational and social disruption.	
The assessments undertaken by my organisation recognise how a perpetrator's patterns of behavior cause or exacerbate problem drug or alcohol use and mental health issues in adult and/or child survivors.	
The assessments undertaken by my organisation recognise how a perpetrator's patterns of behavior interfere with the day-to-day routine and basic care of children.	
The assessments undertaken by my organisation outline the multiple pathways to harm from domestic abuse.	

**Please provide examples and/ or evidence to support your ratings above:**

**Please provide suggestions for any improvements needed within your organisation that would better enable it to meet the above quality statements:**

QUALITY STATEMENT	RATING 1-5
1=Strongly Disagree; 2=Disagree; 3=Neither Agree nor Disagree; 4=Agree; 5=Strongly Agree	
<b>Assessing the survivors' protective capacities</b>	
The assessments undertaken across my organisation include information about a wide range of survivor's protective efforts.	
Documentation within my organisation shows the multiple ways in which survivors provide physical and emotional safety, support healing from trauma and provide a nurturing and stable environment for their children.	
There is evidence in organisational files that practitioners regularly attribute these protective efforts directly to the survivor.	

**Please provide examples and/ or evidence to support your ratings above:**

**Please provide suggestions for any improvements needed within your organisation that would better enable it to meet the above quality statements:**

QUALITY STATEMENT	RATING 1-5
1=Strongly Disagree; 2=Disagree; 3=Neither Agree nor Disagree; 4=Agree; 5=Strongly Agree	
<b>Addressing intersections and intersectionalities</b>	
Is there evidence of clear and comprehensive assessments and documentation of the intersection of domestic abuse and other issues, like problem drug and alcohol use, race or class?	
Does the documentation reflect an identification of how intersectionalities may lead to discrimination or oppression, or increase the perpetrator's power?	
Do your staff receive training on how to address the intersection of domestic abuse and other issues?	

**Please provide examples and/ or evidence to support your ratings above:**

**Please provide suggestions for any improvements needed within your organisation that would better enable it to meet the above quality statements:**

QUALITY STATEMENT	RATING 1-5
1=Strongly Disagree; 2=Disagree; 3=Neither Agree nor Disagree; 4=Agree; 5=Strongly Agree	
<b>Creating perpetrator pattern focused case plans</b>	
My organisation collects strong documentation of the perpetrator's pattern of behaviour and its impact on child and family functioning to provide the foundation for behavior-focused case plans.	
Case plans within my organisation avoid focusing solely on separation, calling the police or getting a protective court order as a measure of an adult survivor's commitment to protecting her children.	
Case plans within my organisation focus on concrete behaviour change from the perpetrator rather than just highlighting referrals to services.	
My organisation develops behavior-focused case plans aimed at the perpetrator.	
Case plans within my organisation include a way to measure meaningful perpetrator behaviour change.	

**Please provide examples and/ or evidence to support your ratings above:**

**Please provide suggestions for any improvements needed within your organisation that would better enable it to meet the above quality statements:**

## SECTION 2 SELF ASSESSMENT FORM

For each of the four areas discussed in this section, please rate the extent to which you agree/disagree with each of the statements in this checklist using the following scale:

STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	STRONGLY AGREE
1	2	3	4	5

Please also provide evidence that supports your views of the extent to which your organisation is currently working in a domestic abuse-informed way, and identify any areas for improvement.

QUALITY STATEMENT	RATING 1-5
1=Strongly Disagree; 2=Disagree; 3=Neither Agree nor Disagree; 4=Agree; 5=Strongly Agree	
<b>Collective Leadership for Developing Domestic-Abuse Informed Systems</b>	
There is strong and effective collective leadership across my organisation for ensuring domestic abuse-informed systems are in place across different policy areas.	
There is a steering/ leadership group in place to progress domestic abuse-informed practice, which includes senior representatives from all relevant policy areas, including VAW, child protection and criminal justice social work.	
All key partners within my organisation are working effectively together at a strategic level to achieve improved outcomes for children affected by domestic abuse.	
There is a designated person within my organisation who has lead responsibility for coordinating work within this area.	
Where appropriate, elected members and other senior stakeholders are engaged in shaping domestic abuse-informed systems and play an active role in supporting and scrutinising performance.	
Senior decision-makers within my organisation routinely highlight links between improving outcomes for children affected by domestic abuse and the wider strategic outcomes the organisation is working to.	

**Please provide examples and/ or evidence to support your ratings above:**

**Please provide suggestions for any improvements needed within your organisation that would better enable it to meet the above quality statements:**

QUALITY STATEMENT	RATING 1-5
1=Strongly Disagree; 2=Disagree; 3=Neither Agree nor Disagree; 4=Agree; 5=Strongly Agree	
<b>Joined-up working and policy coherence</b>	
Domestic abuse-informed protocols are in place across key policy areas, including Critical Incident/ Child Fatality Reviews, quality assurance and worker safety policies.	
Domestic abuse-informed protocols are in place across key practice areas, including specific protocols for domestic abuse screener/ intake or investigations/ assessment processes.	
Specialised domestic abuse tools, guidelines and/ or instructions are available for all relevant front line staff (e.g., interview or documentation prompts).	
The need to improve outcomes for children affected by domestic abuse is reflected in the strategic & operational plans of all relevant directorates/ policy areas across my organisation.	
There are clear statements in all relevant policies and processes that relate to children and families that recognise the importance of: <ul style="list-style-type: none"> <li>(i) taking a child-centred approach to working with families affected by domestic abuse;</li> <li>(ii) holding the perpetrator to account for their behaviours and the harm they cause the child; and</li> <li>(iii) keeping the child together with the non-perpetrating parent wherever possible.</li> </ul>	
Wherever possible, the risk assessment tools and reporting frameworks that are used across different policy agendas in my organisation support a consistent approach to promoting shared principles/ approaches when working with families experiencing domestic abuse.	
There are effective processes in place for addressing issues that cut across different policy areas in my organisation to avoid 'siloed' or inconsistent approaches to working with members of families where domestic abuse is taking place.	

**Please provide examples and/ or evidence to support your ratings above:**

**Please provide suggestions for any improvements needed within your organisation that would better enable it to meet the above quality statements:**



QUALITY STATEMENT	RATING 1-5
1=Strongly Disagree; 2=Disagree; 3=Neither Agree nor Disagree; 4=Agree; 5=Strongly Agree	
<b>Investing in People and Systems</b>	
There is a workforce development strategy in place within my organisation that aims to ensure that all professionals who come into contact with children and families have the training and support they need to identify and respond to domestic abuse in an informed way. This includes new workers, existing workers, supervisors, managers and staff involved in court processes or the legal system.	
There are ongoing domestic abuse-informed learning and development opportunities available for professionals working across my organisation, that are tailored to their specific roles.	
There is cross-system collaboration in place across my organisation to ensure that domestic abuse-informed learning outcomes are fully embedded in training that key professionals working in policy agendas, including community justice, problem alcohol and drug use, adult protection and child protection, are required to undertake.	
Decision-makers within my organisation identify opportunities for professionals working across different policy agendas to pool budgets, training and other resources to help develop and deliver domestic abuse-informed systems and workforces.	
Decision-makers within my organisation undertake an annual analysis of what is spent locally when working with families affected by domestic abuse, and the impact that this is having on improving outcomes for children.	

**Please provide examples and/ or evidence to support your ratings above:**

**Please provide suggestions for any improvements needed within your organisation that would better enable it to meet the above quality statements:**

QUALITY STATEMENT	RATING 1-5
1=Strongly Disagree; 2=Disagree; 3=Neither Agree nor Disagree; 4=Agree; 5=Strongly Agree	
<b>Measuring Progress and Performance</b>	
Professionals working across different policy areas in my organisation collect and analyse data that helps to identify which families are experiencing domestic abuse, and how that may intersect with other support needs they have.	
There are clear performance measurement and reporting processes in place across my organisation that enables stakeholders to understand the impact that systems and services are having on children experiencing domestic abuse.	
Senior leaders and decision-makers within my organisation actively use performance information to facilitate constructive strategic discussion and decisions and to make improvements where any areas of under-performance are identified.	

**Please provide examples and/ or evidence to support your ratings above:**

**Please provide suggestions for any improvements needed within your organisation that would better enable it to meet the above quality statements:**

## APPENDIX B: WHAT NATIONAL POLICIES AND STRATEGIES DO DOMESTIC ABUSE-INFORMED WORKFORCES, SYSTEMS AND PROCESSES CONTRIBUTE TO?

<b>SCOTTISH GOVERNMENT NATIONAL OUTCOMES</b> (National Performance Framework, 2019)	
<ul style="list-style-type: none"> <li>We grow up loved, safe and respected so that we realise our full potential</li> <li>We live in communities that are inclusive, empowered, resilient and safe</li> </ul>	
<b>National Context</b>	<b>What priorities and outcomes does Safe &amp; Together contribute to?</b>
<a href="#">Children and Young People's Mental Health Taskforce: Delivery Plan (2018)</a> aiming to improve mental health services for young people	<p>Outcomes:</p> <ul style="list-style-type: none"> <li>Children and young people at various ages and stages have earlier and more effective responses to their mental health needs, preventing those needs from developing and escalating</li> <li>Fewer young people require specialist services because their mental health needs were not addressed through effective and earlier intervention</li> </ul>
<a href="#">COSLA and Scottish Government Guidance for Violence Against Women Partnerships (2016)</a>	Guidance recommends a focus on prevention and early intervention
<a href="#">Community Justice National Strategy (2016)</a> , Scottish Government's vision and aims for improved community justice and <a href="#">Outcomes, Performance and Improvement Framework (2016)</a> , designed to guide and support Community Justice partners as they improve community justice outcomes in their areas	<p>Structural outcomes:</p> <ul style="list-style-type: none"> <li>Partners plan and deliver services in a more strategic and collaborative way</li> <li>Effective interventions are delivered to prevent and reduce the risk of further offending</li> <li>People have better access to the services they require, including welfare, health and wellbeing, housing and employability</li> </ul> <p>Person-centric outcomes:</p> <ul style="list-style-type: none"> <li>Life chances are improved through needs, including health, financial inclusion, housing and safety being addressed</li> <li>Individuals' resilience and capacity for change and self-management are enhanced</li> </ul>

<b>National Context</b>	<b>What priorities and outcomes does Safe &amp; Together contribute to?</b>
<a href="#">COVID-19 Supplementary National Violence Against Women and Girls Guidance (2020)</a>	<p>Key messages and actions include:</p> <ul style="list-style-type: none"> <li>Encourage community planning partners to work together to ensure a consistent approach to meeting the needs of WCYP, particularly in adult protection, child protection and criminal justice responses</li> <li>Adopt a whole-systems, child-centred approach to working with families experiencing domestic abuse &amp; ensure children are involved in decision-making where appropriate</li> <li>Emphasis on prevention and early intervention in long-term recovery responses</li> </ul>
<a href="#">Curriculum for Excellence (2008)</a> , the national curriculum used from nursery to secondary school in Scotland	<p>Health and wellbeing outcomes for children and young people:</p> <ul style="list-style-type: none"> <li>Develop my self-awareness, self-worth and respect for others</li> <li>Meet challenges, manage change and build relationships</li> <li>Experience personal achievement and build my resilience and confidence</li> <li>Understand and develop my physical, mental and spiritual wellbeing and social skills</li> <li>Assess and manage risk and understand the impact of risk-taking behavior</li> </ul>
<a href="#">Early Years Framework (2008)</a>	<p>Priorities:</p> <ul style="list-style-type: none"> <li>Helping children, families and communities to secure outcomes themselves</li> <li>A focus on engagement and empowerment of children, families and communities</li> </ul> <p>Outcomes:</p> <ul style="list-style-type: none"> <li>Parents feel better supported and have improved parenting skills</li> <li>Greater capacity amongst parents to improve outcomes for themselves</li> <li>Improved engagement with children and families</li> </ul>
<a href="#">Equally Safe (2018)</a> , Scottish Government and COSLA's strategy to tackle and eradicate violence against women and girls	<p>Priority 3: Interventions are early and effective, preventing violence and maximising the safety and wellbeing of women, children and young people</p> <p>Priority 4: Men desist from all forms of violence against women and girls and perpetrators of such violence receive a robust and effective response</p>

National Context	What priorities and outcomes does Safe & Together contribute to?
<p><a href="#">Getting it right for every child (GIRFEC)</a>, Scotland's approach to ensuring children, young people and their families receive the right help at the right time from the right people.</p>	<p>Fundamental GIRFEC principle:</p> <ul style="list-style-type: none"> <li>• Tackle needs early, ensuring needs are identified as early as possible to avoid bigger concerns or problems developing</li> <li>• GIRFEC's wellbeing indicators (SHANARRI) identify that each child should be safe, healthy, achieving, nurtured, active, respected, responsible and included</li> </ul>
<p>This number may go up when DA-informed practices get instituted. (2016), guidance produced for local authorities by COSLA and Scottish Women's Aid</p>	<p>Priorities within the commissioning process:</p> <ul style="list-style-type: none"> <li>• Recognise the need for greater emphasis to be placed on quality rather than cost or price</li> <li>• Focus on protecting women and children, with early provision of support</li> <li>• Ensure services are informed by a gendered analysis of domestic abuse</li> <li>• Fund services that demonstrate a commitment to promoting children's rights and recognise that children and young people have their own unique needs in regard to domestic abuse</li> </ul>
<p><a href="#">Independent Care Review (2020)</a></p>	<p>Findings include:</p> <ul style="list-style-type: none"> <li>• Care experienced children and young people are substantially more likely to face disadvantage and poorer outcomes</li> <li>• A focus on prevention and early intervention</li> <li>• The need to adopt the principles of supporting families, supporting the victim (mainly mothers), working with perpetrators to understand patterns of abusive behavior and ensuring the perpetrator is held to account</li> <li>• Families and children's needs are best met through an effective, multi-agency, holistic response to domestic abuse that incorporates a child-friendly, non-victim blaming and trauma-informed approach</li> <li>• There must be support for families which is early, intensive and domestic abuse-informed...with consistent practice across Scotland</li> </ul>
<p><a href="#">Justice in Scotland: Vision and Priorities, 2017-2020</a>, Scottish Government's plan for a just, safe and resilient Scotland</p>	<p>Priority 1: We will enable our communities to be safe and supportive, where individuals exercise their rights and responsibilities</p> <p>Priority 5: We will work quickly to identify offenders and ensure responses are proportionate, just, effective and promote rehabilitation</p>

National Context	What priorities and outcomes does Safe & Together contribute to?
<p><a href="#">National Guidance for Child Protection in Scotland (2014)</a>, provides a framework for agencies and practitioners at local level to agree processes for working together to safeguard and promote child wellbeing.</p>	<p>Recognises national and local partnership priorities for safeguarding children and young people, including:</p> <ul style="list-style-type: none"> <li>• The need for practitioners to recognise that domestic abuse involves both an adult and child victim, and the impact of domestic abuse on children</li> <li>• The impact of domestic abuse on a child should be understood as a consequence of the perpetrator choosing to abuse, rather than the non-abusing parent/caregiver's failure to protect</li> <li>• Supporting and protecting the non-abusing parent can be the most effective way to protect children within the household</li> </ul>
<p><a href="#">Public Health Priorities for Scotland (2018)</a>, Scotland's six public health priorities</p>	<p>Priority 2: A Scotland where we flourish in our early years</p>
<p><a href="#">Scottish Programme for Government 2019-2020</a>, Scottish Government's plans and actions for the year</p>	<p>We will promote the principles of the Safe &amp; Together Model™ which seeks to keep children who have experienced domestic violence safe and together with their non-abusive parent while supporting and acknowledging non-abusive parents' protective efforts and ensuring perpetrators are held accountable for their abuse.</p>

## APPENDIX C: NATIONAL AND INTERNATIONAL LEGISLATION AND DRIVERS

<b>Children and Young People Act (Scotland) (2014)</b>	Designed to put the majority of the GIRFEC approach onto a legislative footing, and further Scottish Government's ambition for "Scotland to be the best place to grow up"
<b>Council of Europe Convention on Preventing and Combating Violence against Women and Domestic violence (the Istanbul Convention)</b>	The Convention has a strong focus on prevention, protection and prosecution
<b>Equality Act (2010)</b>	Legally protects people from discrimination in the workplace and in wider society
<b>Global Platform for Action</b>	Calls on governments to take integrated measures to prevent and eliminate violence against women and girls
<b>Human Rights Act (1998)</b>	Sets out the fundamental rights and freedoms to which everyone in the UK is entitled
<b>Public Sector Equality Duty</b>	A duty on public authorities to consider or think about how their policies or decisions affect people who are protected under the Equality Act (2010)
<b>United Nations Convention on the Elimination of Discrimination Against Women (CEDAW)</b>	One of the core international human rights treaties of the United Nations treaty system, CEDAW is a human rights treaty exclusively devoted to gender equality
<b>United Nations Convention on the Rights of the Child (UNCRC)</b>	Human rights treaty that covers all aspects of a child's life, and sets out the civil, political, economic, social and cultural rights that all children everywhere are entitled to



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