

ANNEXURE A - ACTION PLAN

Recommendation	Scope of recommendation i.e. local or regional	Action to take	Lead Agency	Key milestones achieved in enacting recommendation	Target date	Completion date and outcome
Strengthen and improve safeguarding adult and children's training.	Local	Domestic abuse will become the primary focus for our Level 3 safeguarding training for both adults and children, rather than just being a feature. The training will encompass: Enhancing Trust staff confidence in recognising the signs and responding effectively to domestic abuse disclosures. Improve staff understanding and awareness of professional curiosity. Frequent attendees. Consideration for individuals with alcohol misuse/substance misuse as a form of self-neglect. Consider cases holistically. Staff will be encouraged to consider all presentations rather than in isolation. In addition, staff will be encouraged to consider professional meetings/ Multi-disciplinary Team Meetings (MDT's) when risk assessing patients. The link between domestic abuse, substance misuse, and mental health. Learning from domestic homicide reviews will be integrated into the training.	Frimley Health NHS Foundation Trust (FHFT)	Current domestic abuse training package has been reviewed and will be updated accordingly. Practice point/ Fact sheet finalised in January 2025. The learning will be included within bespoke training from July 2025, followed by a rolling program lasting 12 months until July 2026. Utilise Domestic Abuse Awareness Month in October to establish a Domestic Abuse focus month within FHFT. This initiative will include weekly webinars and communications featuring a Domestic Abuse safety message each week.	July 2026 Completed July 2026 October 2025	Staff will be more confident in asking questions about domestic abuse. They will also gain a better understanding of routine enquiries, professional curiosity, self-neglect and the safeguarding concerns associated with both current and historical domestic abuse.

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Incorporate the role of hospital IDVA into the training sessions.	Local	The IDVA will provide training about recognising and responding to the signs of domestic abuse as well as the link between physical symptoms of domestic abuse and the mental symptoms.	Frimley Health NHS Foundation Trust (FHFT)	Since May 2025, the IDVA sits within ED to ensure support for ED staff. Utilise Domestic Abuse Awareness Month in October to establish a Domestic Abuse focus month within FHFT. This initiative will include weekly webinars and communications featuring a Domestic Abuse safety message each week in the Emergency Department.	July 2026 October 2025	Provide specialist domestic abuse support and undertake risk assessments. This will enable staff to better recognise and respond appropriately to disclosures of domestic abuse.
EPIC Template/Flow sheet implementation.	Local	The Emergency Department (ED) will work with the EPIC team to create a template or flow sheet focused on routine enquiry for domestic abuse. This will serve as a prompt for staff when a patient discloses domestic abuse.	Frimley Health NHS Foundation Trust (FHFT)	Early discussions have commenced regarding the template with the ED EPIC Analyst.	October 2025	Improving the early identification of domestic abuse by supporting staff to ask the right questions and gather information effectively.
Strengthening communication and supervision with Alcohol Liaison Teams.	Local	Supervision is being offered to the alcohol liaison team to encourage better reflection and improve communication between teams including early recognition of safeguarding concerns and completion of appropriate multi-agency referrals.	Frimley Health NHS Foundation Trust (FHFT)	Supervision has commenced within Wexham Park Hospital.	Ongoing	Ongoing This will enable staff to collaborate effectively in providing patient care and ensuring that safeguarding concerns are identified at an early stage.
When closing cases every attempt should be made to make a final call to the client reminding them of the support plan and safety planning completed, and if possible, signposting them on for further support from other organisations. Exit assessment to be completed accordingly.	Local	This recommendation has been included in our new protocol for clients in our service. Effective from 1 st May 2025.	South West Surrey Domestic Abuse Service (SWSDAS)	Recommendation is actioned. New protocol in place.	01 May 2025	Completed Clients are informed and supported at the point of case closure, with clear understanding of their safety plan and awareness of where to seek further help.

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Protocol to advise clients who are at standard/medium risk, but we believe to be minimising high risk abuse, that a full disclosure may give them access to comprehensive multi-agency safeguarding through the MARAC process.	Local	Develop in-house protocol.	South West Surrey Domestic Abuse Service (SWSDAS)	Protocol finalised and discussed with frontline workers.	October 2025	Increase in referrals to MARAC from SWSDAS.
Integrate trauma-informed principles into all substance use support plans, ensuring staff receive regular training in trauma-informed care and domestic abuse awareness. Training to specifically address recognising and responding to both past and ongoing abuse, and the intersection between trauma, domestic abuse, and substance use.	Local	Train all staff in trauma-informed care practices and revise substance use support plans to include safety, trust-building, peer support, and empowerment strategies tailored to individuals with lived experiences of trauma. Develop and implement a mandatory annual training programme covering trauma-informed approaches and domestic abuse dynamics in the context of substance use.	Surrey and Borders Partnership NHS Foundation Trust (SaBP)	Partially completed - further work required with remaining teams.	December 2025	Individuals will receive more trauma-aware, support, while staff maintain the skills and confidence to address the overlap between domestic abuse and substance use.
Increase awareness of non-victim blaming language to support clinicians to understand the importance of this and how it can influence their thinking and decisions, as well as those of the adults who make use of our services.	Local	Share learning about use of language at Quarterly Learning Event. Provide awareness raising session to Ambassadors Against Domestic Abuse Group. Share information about non-victim blaming language as a learning summary for all teams. Encourage teams to attend the Anti-Victim Blaming microteach session provided by Transform Your Training.	Surrey and Borders Partnership NHS Foundation Trust (SaBP)	Presentation completed and information shared. Awareness sessions delivered to Ambassadors. Present summary at Divisional Quality Assurance Groups and disseminate to all services. Include in summary and present as above.	June 2025 July 2025 Completed October 2025 October 2025 and ongoing	Completed Reduce incidents of DA survivors disengaging from our service due to not feeling heard or understood.
Ensure that carers are recognised and provided	Local	Continue to monitor recognition and recording of carers and support in place.	Surrey and Borders Partnership NHS	Regular monitoring is undertaken through audits, with results	Ongoing	Ongoing To ensure that we work in partnership with

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with appropriate advice and support.		Share learning from this Review with all teams.	Foundation Trust (SaBP)	discussed at Quality Assurance Group and appropriate actions taken.		carers and fully embed the Triangle of Care approach across all services.
Embed gender-responsive practices within services, ensuring that women have access to female key workers where preferred.	Local	Develop and implement policies that prioritise gender-responsive matching of key workers, particularly in cases involving trauma or domestic abuse. Ensure service users are routinely offered the option to work with a female and that this preference is respected and documented.	Surrey and Borders Partnership NHS Foundation Trust (SaBP)	Review i-Access Standard Operating Procedures to ensure this is included and that all staff are aware.	December 2025	Enhance safety, trust and engagement for women affected by domestic abuse.
Ensure domestic abuse specialist services are contacted and integrated into substance use care plans immediately upon disclosure of domestic abuse.	Local	Establish clear procedures for referring individuals to domestic abuse specialist services at the first point of disclosure. Provide joint training for substance use and domestic abuse professionals to foster collaborative, survivor-centred approaches.	Surrey and Borders Partnership NHS Foundation Trust (SaBP)	Develop procedures in partnership with DA specialist services and disseminate to all services and publish on the intranet. Develop training session in partnership with DA specialist services and jointly present.	December 2025 April 2026	Timely input from domestic abuse specialists will ensure safer, more coordinated support for individuals affected by both domestic abuse and substance use.
HRCG practitioners to explore domestic abuse at every contact with known victims, including individuals identified as perpetrators. In contact with women who are known to had/have experienced domestic abuse, the 'routine question' to be viewed as a targeted approach. That practitioners understand the increased risk both during to and post separation of domestic abuse. For practitioners to understand the negative impact of domestic abuse on survivors, their mental health	Local	Training to include the need to respond to survivors that is considerate of their individual circumstances and how to explore the risk of domestic abuse in a meaningful way. Targeted domestic abuse exploration when working with survivors, including when the perpetrator is no longer in the family home, or the relationship is reported to have ended. Understanding the ongoing risk of domestic abuse when the perpetrator is no longer living in the home or separation is reported. Not to rely on parents self-reporting and seek information from other agencies. Learning from DARDR to continue to be shared across the services via group and 1:1 supervision, safeguarding supervisors' meetings quality and governance, team meetings, senior leadership team meetings	Surrey Child and Family Health HCRG Named nurses and clinical service leads	Evidence is that domestic enquiry is taking place at every opportunity. Explore the use of pop-up prompts and template on clinical records to remind practitioners and evidence that this is happening.	June 2026	Earlier identification/ disclosure of the risk or experiencing of domestic abuse for both survivors and children. Information shared with other agencies as appropriate, referrals to other services and agencies. Survivors and children are safeguarded at the earliest opportunity.

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and their ability to meet their children's needs and that this continues post separation.		and clinical practice assessor meetings as well as away days and internal training.				
0-19 team practitioners to routinely enquire about domestic abuse whenever it is safe to do so.	Local	Training to be delivered by the safeguarding children team. To share importance of during Safeguarding supervision via 1:1, group supervision and via several meetings including in safeguarding supervisors' meetings, 0-19 team meetings, senior leadership team meetings and clinical team lead meetings.	Surrey Child and Family Health named nurses and clinical service leads	Evidence that domestic enquiry is taking place at every opportunity. Explore the use of pop-up prompts and template on clinical records to remind practitioners and evidence that this is happening.	June 2026	Earlier identification/ disclosure of the risk or experiencing of domestic abuse for both survivors and children. Information shared with other agencies as appropriate, referrals to other services and agencies. Survivors and children are safeguarded at the earliest opportunity.
Practitioners to take a more proactive approach to understanding the role of partners within the family, ensuring that fathers are routinely considered in assessments and actively engaged when involved.	Local	Fathers and partners are not routinely registered on clinical records unless they receive a service from community health, to create a record would be an IG breach. Their details, any health concerns, what support / role are already captured at targeted antenatal visits, new birth visits, transfer in, family health needs assessment and sg contacts. The named nurses are part of SE community health providers meetings and the non-registration of fathers, especially those who are discussed at MARAC has been raised with NHS England as a risk.	Surrey Child and Family Health named nurses and clinical service leads	Evidence in records that fathers/ partners details are recorded, what their role is in the family unit, any health needs or concerns that could impact on their parenting/ risk to partner or children.	June 2026	Improved engagement with father's, earlier identification of any risks. Information shared with other agencies as appropriate, referrals to other services and agencies.
Ensure that Section 9 assessments are offered at the point when the three-point test is applied to a safeguarding concern, where there appears to be care and support needs. This may include setting clear timeframes for completion.	Local	Early identification of whether a person has eligible social care needs under the Care Act 2014 with timely intervention. A reminder to be circulated to staff and the information to be included in the in-house SG training.	Surrey County Council Adult Social Care (ASC)	A reminder has been circulated to staff. Approval has been obtained from the SG Head of Service to include this content in the in-house training programme.	Completed September 2025	Enable more timely safeguarding responses, appropriate referrals, and effective interventions.
Schedule professionals' meetings earlier, ideally during the s42 enquiry to adopt a multi-agency approach. Complex cases should include consultation	Local	Initiate multi-agency professionals' meetings early in Section 42 enquiries, with specialist input (e.g. substance misuse, mental health) for complex cases.	Surrey County Council Adult Social Care (ASC)	As above.	September 2025	Comprehensive support plans in collaboration with partner agencies to reduce risk.

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with relevant specialists e.g. substance misuse and mental health practitioners.						
Conduct regular best practice sessions in teams for all social care professionals on the MARAC process, including how to make referrals and reporting concerns.	Local	Local Best practice sessions for Adult Social Care professionals. Liaise with Surrey Police to explore opportunities for joint training or access to their existing training offer.	Surrey County Council Adult Social Care (ASC)	Consider inviting the police to support these sessions to demonstrate good practice.	January 2026	Professionals will have a greater understanding of the MARAC process, leading to improved responses to domestic abuse cases and more streamlined support pathways.
Liaise with Surrey County Council Academy to explore available training on trauma informed approaches (TIA) for all social care practitioners.	Local	Collaborate with Surrey County Council Academy to embed trauma-informed approaches within the core training offer for all social care practitioners. This should include increasing staff understanding of trauma and the long-term impact of Adverse Childhood Experiences (ACEs).	Surrey County Council Adult Social Care (ASC)	Public Health has agreed to deliver a learning set across ASC to support broader information analysis and enhance decision-making, assessment and support planning.	December 2025	Staff will be better equipped to provide trauma-informed, person-centred support to individuals affected by Adverse Childhood Experiences (ACEs).
Review how victims of domestic abuse can be appropriately supported when they do not consent to ongoing involvement from CSC.	Local	Review and strengthen Practice Standards in this area, ensuring alignment with the shift towards Early Help under the 'Families First' agenda. This should include consideration of how support is offered and how families can be helped to develop greater trust and confidence in the support provided by children's services.	Surrey County Council Children's Social Care (CFL)	Practice Standards specifically reference signposting and facilitating contact with relevant supports and these are supported by Audit findings.	April 2026	Continued appropriate safeguarding support, with staff equipped to balance consent with risk.
Review how CFL gains information about involved agencies and what information can be gained/shared where full consent is not provided.	Local	Review whether the child safeguarding element is too easily set aside and consent issues become dominant when a range of parenting challenges are present. To be discussed at C-SPA Strategic Board.	Surrey County Council Children's Social Care (CFL)	Webinar/Team Tuesday sessions emphasising the Surrey "Golden Thread" around consent and how to make judgements on when to override consent.	April 2026	Enable staff to make informed safeguarding decisions within legal and ethical frameworks.
Circulate management advice stating that all minutes must be uploaded to the Wisdom section of the child's record as soon as they have been approved and signed off.	Local	To be raised at Countywide Performance Meeting in June 2025 with Management Advice note sent out to all practitioners thereafter.	Surrey County Council Children's Social Care (CFL)	Reinforce recording expectations and standards already set out.	July 2025	Completed Improved consistency and timeliness in record-keeping, ensuring key decisions and discussions are accessible to staff supporting the children.
All patients who disclose domestic abuse (current,	Local	Learning from this case is shared with all Surrey GP practices via an information	Surrey Heartlands ICB	Information on local DA Outreach support offer is	September 2025	Patients who disclose DA will receive the

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recent or historic) to be offered information on local domestic abuse outreach services. This may involve signposting (providing information and contact details for self-referral) or making a referral on the individual's behalf, guided by the person's wishes.		cascade to practice managers and safeguarding leads, and through discussions at the quarterly practice leads' forum and in supervision sessions.		shared, and the importance of signposting/referring is reiterated. Case is discussed with all practice leads attending quarterly sessions.		relevant referrals required to access DA services.
All staff to be reminded that significant mental health and/or substance misuse issues may meet the Care Act definition of adults with care and support needs. The impact of these issues on the individual's daily function should be considered to inform discussions about referrals into adult social - whether for a care and support needs assessment and/or an adult safeguarding referral.	Local	Learning from this case is shared with all Surrey GP practices via an information cascade to practice managers and safeguarding leads, and through discussions at the quarterly practice leads' forum and in supervision sessions.	Surrey Heartlands ICB	Information on the use of the Care Act in patients with significant mental health and/or substance misuse issues is shared. Case is discussed at the quarterly forums/supervision sessions attended by practice safeguarding leads.	September 2025	Staff will be able to identify and understand the care and support needs of patients with significant mental health and or substance misuse issues and make the necessary referrals into Adult Social Care.
Increase staff awareness of post-therapy triggers and ensure check-in support is in place.	Local Multi-Agency	Provide targeted training for staff on common post-therapy triggers and implement a structured follow-up system, including scheduled check-ins and accessible support channels, to monitor and respond to clients' emotional wellbeing after therapy sessions.	CSC (CFLL) SaBP SWSDAS	CFLL: Learning sessions to be held with staff. Structured check-ins will be integrated as part of home visits when seeing children on CP/CIN plans to monitor and support parents in managing post-therapy triggers. SaBP: Review existing procedures to monitor for post-therapy triggers and ensure that check-in support is robust. Ensure there are processes in place to provide	Ongoing April 2026 May 2026	Help prevent relapse or crisis, promote emotional safety and support sustained recovery for individuals after therapy ends.

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				assurance that these procedures are implemented. SWSDAS: The process will be revisited to ensure counsellors provide feedback to outreach workers regarding post-therapy concerns for follow-up.	September 2025	
Recognise post-separation abuse, including coercive control, as a significant and ongoing risk factor for substance use, mental ill-health and physical health.	Local Multi-Agency	Incorporate training on post-separation abuse and coercive control into staff development, and update risk assessment protocols to ensure these factors are systematically identified, documented and addressed in safety planning.	ASC (AWHP) CSC (CFLI) ICB SaBP	ASC: Included in our country wide SG domestic abuse training. Programme went live on 29 July 2025. Discussions held and agreed with Public Health to deliver a learning set across ASC to support a learning set across ASC to support broader information analysis and enhance decision making assessment and support planning. CSC: This training will be incorporated into current training. As part of planning for Families First reviews and updates, risk assessment tools will be included that incorporate post-separation abuse indicators. ICB: A learning event was delivered focusing on thematic learning from Surrey DHR/DARDRs. The webinar recording	July 2025 July 2026 April 2026 June 2024	Completed Earlier intervention, more joined-up support and trauma-informed care, improving safety and outcomes for survivors. Completed

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				remains available for access, and training links are regularly publicised through the Surrey Heartlands ICB safeguarding newsletter. A further domestic abuse learning event is currently being planned. SaBP: Incorporate these issues into existing training. Monitor staff attendance at Tay training sessions covering these topics. Include in Domestic Abuse toolkit to support staff.	Autumn/winter 2025 December 2025 April 2026 May 2026	
Incorporate routine assessment for coercive control within substance use patterns to ensure early identification and appropriate intervention.	Local Multi-Agency	Embed questions related to coercive control into standard substance use assessments and intake procedures. Provide training for all staff on recognising signs of coercive control within the context of substance abuse.	FHFT SaBP	FHFT: Discussions already underway with the ED EPIC Analyst to develop a template or flowsheet to support routine enquiry about domestic abuse. SaBP: Review assessment proforma with Substance Misuse Services and embed assessment on electronic record system.	December 2025 May 2026	As per recommendation.
Where a service user demonstrates motivation for recovery, offer access to in-patient, trauma-informed rehabilitation that addresses both substance use and trauma concurrently.	Local Multi-Agency	Establish clear referral pathways to trauma-informed residential services that specialise in dual-diagnosis or co-occurring conditions.	ASC (AWHP) SaBP	ASC: Meeting held with substance misuse manager and team. When referrals are made for residential rehabilitation, a person-centred support plan to be completed to	June 2024	Completed As per recommendation.

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				ensure the service can meet the individual's needs effectively and appropriately. SaBP: Review Standard Operation Procedure to ensure it is clear, that a formal referral to the Local Authority for assessment for residential rehabilitation must be made when an adult requests this or is identified as someone who could benefit from it.	May 2026	
Professionals across all agencies should be trained to recognise the strong link between domestic abuse and suicide risk.	Local Multi-Agency	Practitioners must be supported to identify, assess and appropriately respond to suicide risk within the context of domestic abuse.	ASC (AWHP) CSC (CFLL) FHFT ICB SaBP SWSDAS	ASC: Reminders of all domestic abuse training and microteach sessions will be circulated to all staff. Additionally, NHS England's new guidance, <i>Staying Safe from Suicide</i>, will be shared with all staff across ASC. CFLL: Promote reflective supervision to strengthen practitioners' skills in identifying and assessing suicide risk in domestic abuse cases with complex needs and ensure referral pathways to mental health services are clearly defined and communicated across all agencies. FFHT: Domestic abuse training package has been reviewed, to highlight the link between	July 2025 Ongoing July 2026	Completed Frontline practitioners confident in assessing suicidal ideation and intent. Ongoing

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				domestic abuse and increased risk of suicide. ICB: SSAB suicide and domestic abuse webinar delivered in 2024. Suicide Prevention GOSS form presented by the public health suicide lead to health forum. SaBP: Review current suicide prevention training to gain assurance that the link with domestic abuse is robustly covered. SWSDAS: Suicide Prevention and Intervention Policy, Suicide Prevention and Intervention Prompt Sheet and Safety Plan template, Suicide risk flag on case management system, Suicide Awareness and Prevention training.	November 2024 December 2025	Completed Already in place and embedded in practice.
Recognise the significant emotional impact that loss of child custody can have on a parent, particularly where there are pre-existing vulnerabilities such as substance misuse, mental ill-health, or a history of trauma.	Local Multi-Agency	Embed trauma-informed training across relevant services. Establish clear referral pathways for emotional and psychological support following child removal. Include loss of custody as a risk factor in assessments.	ASC (AWHP) CSC (CFLL) FHFT ICB SaBP Surrey Child and Family Health (HCRG) SWSDAS	ASC: Addressed with staff by the substance misuse manager. Staff to be reminded that this should be considered within the Care Act 2014, Section 9 assessment. Public Health to deliver a learning set across ASC. CFLL: As part of the Families First service delivery changes,	July 2025 July 2026 April 2026	Completed Earlier, coordinated and trauma-informed multi-agency intervention for vulnerable parents, with the aim of reducing relapse, disengagement and risk of harm.

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				promote whole-family assessments that take into account the mental health of both children and parents in these situations. FHFT: Incorporate into the updated domestic abuse training programme. Launch a Domestic Abuse Awareness Month campaign in October, featuring weekly webinars and communications that highlight key safety messages. ICB: Awaiting recommendations from SCC SAR. SaBP: Review relevant policies and procedures to ensure that the impact of loss of child custody is considered in relation to reviewing risk assessments and decision relating to psychological support. Include in Think Family Guidance and share with all staff and promote within established forums. HCRG: Trauma informed tool kit to be embedded across community children services in SCFH.	Started July 2025 on a 12-month rolling. (July 2026) December 2025 April 2026 December 2025 July 2026	
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				SWSDAS: Trauma Informed Policy, Trauma Informed Training and Counselling available as part of service provision.		Already in place and embedded in practice.
Agencies to adopt a more coordinated approach to multi-agency engagement, including joint visits and shared communication protocols.	Local Multi-Agency	Review and update inter-agency protocols to promote joint working and coordinated planning. Introduce a system to assign a lead professional/key worker in complex or 'high risk' cases. Develop or adopt shared communication tools (e.g. secure platforms or shared care plans) to support consistent messaging and reduce service user burden.	ASC (AWHP) CSC (CFLL) SaBP SWSDAS	ASC: Substance misuse team and SaBP (i-Access) team are currently co located. Meetings held to put together a better streamlined communication and recording following MDT meetings. CFLL: Assign a lead professional to improve accountability and ensure consistent support for families with complex, multi-layered needs. Develop a protocol that supports shared assessment tools and multi-agency chronologies to enhance information flow and support coordinated care planning. SaBP: Review i-Access procedures relating to recording of discussions about patients with partner agencies, including ASC, to ensure this is robust and understood by all staff. SWSDAS: MARAC participation, regular case	May 2025 December 2025 January 2026 December 2025	Completed Improved service user experience through reduced emotional trauma and minimise emotional impact of repeated disclosures. Already in place and embedded in practice.

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				management discussions considering requirements for professionals meeting, all cases have a key worker. Organisation signed up to Surrey multi-agency information sharing protocol to enable effective information sharing.		
Professionals should be supported to recognise how race, cultural identity, and extended family dynamics can influence experiences of domestic abuse, particularly for individuals of mixed heritage.	Local Multi-Agency	Provide training on cultural competence and anti-discriminatory practice in the context of domestic abuse. Ensure risk assessments consider racial and cultural factors, including hostility from extended family.	ASC (AWHP) CSC (CFL) FHFT SaBP Surrey and Child Family Health (HCRG) SWSDAS	ASC: EDI is part of Surrey County Council's strategic plan for AWHP for 2025/26. CFL: Training already in place. Incorporate racial and cultural considerations into risk assessments within the context of domestic abuse. FHFT: Domestic abuse training package has been reviewed and will be updated to reflect the impact of trauma, consider racial and cultural factors, including hostility from extended family and highlight the link between domestic abuse and increased risk of suicide. HCRG: SCFH have contributed to a working group regarding cultural competency for a child SG Review. There is work in progress from the Partnership. FHN	July 2026 January 2026 Partially implemented. Started July 2025 on a 12-month rolling programme. July 2026	Improved safeguarding and engagement through culturally sensitive, informed responses to domestic abuse, leading to increased trust from victims of diverse and mixed heritage backgrounds.

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				assessments address friends and family support/relationship; DA routine enquiry explores if there is any DA from friends/family. SaBP: Update current training to ensure this is included. Include in Professional Curiosity toolkit which is being developed. SWSDAS: Anti-oppressive and anti-racism training, DASH risk assessment, reflective approach in case management discussions.	December 2025	Already in place and embedded in practice.
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