NORFOLK COMMUNITY SAFETY PARTNERSHIP

# Domestic Homicide Review Elouise Action Plan October 2026

| Recommendation | Scope Local or National | Action | Lead Agency | Key Milestones | Target Completion Date | Outcome and Date of Completion |
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| To fully embed 'The Voice of the Child' and use of the 'Arthur' Pneumonic Checklist when recording domestic abuse incidents and associated crimes | Local | Training for front line staff and specialist units. Format and awareness raising platform to be confirmed. | Norfolk Police | MASH A/DI progress recommendation with all officers. | April 2024 | Completed<br><br>Training/awareness implemented on development days for front line officers and specialist officers as part of development days. ARTHUR pneumonic now used when reporting on the Voice of the Child in child protection investigations/ Full intranet briefing to all to raise awareness. |
| A mechanism to be identified that flags new incidents/crimes which are recorded, relating to a victim and associated family members who have previously, or are currently, open to MASH and who remain at high risk. | Local | a) Liaise with local SBOS Teams/Athena Leads to identify a mechanism to 'flag' intra-familial domestics to MASH that have been previously managed at High Risk.<br>b) Incorporate a change to Force Policy to introduce the requirement for a MASH DS to appropriately record their rationale around | Norfolk Police | a) Ongoing - Norfolk Constabulary Horizons Team are reviewing current Domestic Triage Matrices as part of wider review into MASH workflows and risk identification methods<br><br>b) As of September 2024, all intra-familial domestics that are assessed as Medium and High risk are triaged by the DAST DI / DS as to whether further | April 2024 | Completed Oct 25<br><br>a) Horizons has developed a revised triage matrix in Power BI that identifies all intrafamilial domestic cases where any involved party has previously been assessed as high risk.<br><br>B and C) Complete as per key milestone work.<br><br>There is appropriate prioritisation and oversight of the cases by the Detective |

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| | | undertaking safeguarding for intra-familial matters.<br><br>c) Review to include mention that any associated crime is being managed in accordance with expected standards. | | safeguarding action is required by DAST.<br><br>c) This review incorporates appropriate rationale for level of involvement and includes statement around management of investigation being in accordance with to expected standards. | | Sergeants and Inspectors overseeing this work within the safeguarding environment. |
| Victim experienced gender inequality in multiple NSFT assessment considerations. These aspects of the DHR will be fed into the Trust's Pillar work to drive improvements in culture across the Trust. A 7-minute briefing will be developed, focussing on these aspects, which will be available Trust wide. | Local | A 7- minute briefing will be developed, focussing on these aspects, which will be available Trust wide. | NSFT | Two 7-minute briefings have been developed in response to this case.<br><br>a) A 7-minute briefing on Professional Curiosity was published in April 2024 encouraging staff to 'think the unthinkable' and challenge presumptions on what might be occurring in a family home.<br><br>b) A 7-minute briefing on Gender Inequality and Intersectionality has been developed, agreed and published on the Trust's Intranet | July 23<br><br>April 2025 | Complete - 7minute briefing published on trust-wide intranet April 2025 |

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| | | | | pages. This is trust-wide briefing encourages all staff to raise awareness, challenge unconscious bias, and encourage professional curiosity. | | |
| A review of the ED electronic EDIS system will be undertaken, to explore if it is possible to add some social/domestic abuse triggers so staff can easily document this information. | Local | A review of the three ED electronic EDIS systems in the acute trusts will be undertaken, to explore if it is possible to add some social/domestic abuse triggers so staff can easily document this information | Hospital A<br><br>ICB | A review of EDIS took place and there is a safeguarding button staff can document information into. The trust has adopted "Do you feel safe at home" question which is included in triage training.<br><br>July 25 ICB review with further local hospitals to identify if system in use.<br><br>The ICB will explore the existence of safeguarding documentation capabilities with the other two acute trusts.<br><br>Further county hospital confirmed there is a system for alerts for | Aug 2026 | Complete - This action will ensure that the appropriate partnerships are sighted on practice change and improvements in the three acute trusts.<br><br>Ongoing - 15/7/25 The program for EDIS is in progress and NHS digital leading on EPR whole health system. |

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| | | | | high-risk patient who are at risk of DA at the request of the police or the local authority, although for not all MARAC identified individuals.<br><br>All patients (child/adult) are asked do you feel safe at home to be included in the triage section with an escalation box. Further work will continue with ICB leads/hospital.<br><br>The ICB to ensure that the appropriate governance processes are in place to evaluate the use of this function in provider settings.<br><br>The ICB to feedback to the NSCP and NSAB and assure that the process is in use and effective. | Sept 2025<br><br>March 2026 | Ongoing – DARDR oversight group to support this action and outcomes. |
| A policy will be developed to ensure that victims of domestic abuse are | Local | Adjustments to policies that are already in place. The assessment will be case by case based on | Housing Association A | March 2025<br><br>Changes have been made to the policy and | Apr 25 | Additions to procedures across Lettings and Tenancy for Freebridge Community |

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| safeguarded against ongoing abuse where perpetrators refuse to either remove themselves from tenancies following separation or build up rent areas after the victim has left the shared property. | | evidence provided to the Safeguarding Team and conversations with the Operations Manager | | procedures used by the Housing provider.<br><br>Policies and procedures are reviewed every 12 months to assist with any changes.<br><br>New section added to policy - Where there is evidence of domestic approach, working together with the Tenancy team is required to ensure that all safeguarding measures have been taken. Ensuring the victims needs are considered against the normal procedures, and discretion is used to work outside of the normal procedure. An example of this could be when the perpetrator refuses to either leave the property or sign the correct paperwork, and when rent arrears are present on the account. This will need to be discussed with the | | Housing to reflect this change.<br><br>Completed March 2025 changes to policy with new section being added.<br><br>This is subject to continuous review through the team leader of this area and in addition the safeguarding lead. |

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| | | | | Lettings and Tenancy Manager to explore all options available to assist the customer in this difficult time. This will need to be discussed with the Lettings and Tenancy Manager to explore all options available to assist the customer in this difficult time. | | |
| Education settings across Norfolk will be encouraged to upskill key staff, within safeguarding and pastoral support teams, into DA Champion roles. Learning from this review will be shared to form part of this Norfolk wide initiative. | Local | Nidas continue to offer 2 Day Norfolk Domestic Abuse Champions training, which is targeted at Health and Education sectors. | Norfolk County Council Education<br><br>NIDAS | Trained Domestic Abuse Champions across the health and education sectors.<br><br>Offer specific domestic abuse training packages to our Domestic Abuse Champions Network and funding partners that include OPCCN, Norfolk County Council, Norwich City Council and Broadland and South Norfolk Councils:<br><br>• Domestic Abuse Awareness<br>• DASH<br>• Impact of domestic abuse and young people | April 25 | Complete<br><br>September 2023 - NIDAS resumed delivery of Domestic Abuse Champion Training for education and health colleagues. The information was disseminated to Norfolk schools and colleges through the Key Adult DSL network. DSL webinars continue to have a regular focus on DA related issues with October 2023 webinar delivered by Norfolk Constabulary.<br>DA training subgroup of DASVG completed mapping of training offer across agencies and has collated a single training framework for all agencies. |

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| | | | | • Domestic abuse and older people<br>• Honour based abuse, forced marriage and Female genital mutilation.<br>• Technology facilitated domestic abuse.<br>• Stalking and harassment<br>• Male victims and domestic abuse<br><br>NIDAS training packages are compliant with the Norfolk DA training standards developed by the Norfolk Community Safety Partnership. | | May 2024: The Education Safeguarding Team developed a training package for all school staff that meets the specified Norfolk requirements.<br><br>In the Spring/Summer Terms 2024, targeted work was undertaken with the 25 schools that had received the highest number of Operation Encompass notifications who did not already have a DA Champion<br><br>NIDAS DA champion records show 227 education domestic abuse champions across 177 education settings: an increase of 50 since the previous Feb 2024<br><br>The work with schools regarding domestic abuse via Operation Encompass was highlighted as a strength in the JTAI regarding Domestic Abuse (December 2024) |
| Ongoing training about the accommodation & housing including support we can give young people 16/17 years old. | Local | | Children Social Care | Updated training to be rolled out for all practitioners.<br><br>Training is grounded in the principles of the Southwark Judgment and the Joint Housing | Sept 25 | Completed Sept 25<br><br>To strengthen our collective response to homelessness among 16- and 17-year-olds, updated training has been rolled out for all practitioners. It ensures that staff are equipped to identify and respond to homelessness |

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| | | | | Protocol and is supported by a new leaflet for young people June 2025 that explains their rights and entitlements.<br><br>Review new referral where homelessness is a feature. | | risks at the earliest point of contact, particularly through the Children's Advice and Duty Service (CADS).<br><br>As part of this enhanced approach, every new referral where homelessness is a feature will now be assigned a reviewing officer. This role is pivotal in ensuring that young people receive clear, accurate, and timely information about their rights and available support pathways. The reviewing officer also ensures that assessments are robust and that interventions are aligned with statutory duties and best practice standards.<br><br>This strategic shift designed to improve outcomes by embedding consistent advocacy and support mechanisms. Young people will be guided through their options, including the possibility of being housed under Section 20, and will have access to advocacy services such as NYAS to help them navigate these decisions. The aim is to ensure that every young person receives the support they need to make informed choices, whether that involves returning home, being placed with extended family, or entering care. |

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| A Senior Practitioner will be identified within the Pandora who will link in with the CSC Team as a single point of access. | Local | Pandora to identify CSC Specialist DA worker. | Pandora | Pandora to meet with CSC.<br><br>Meeting with specialist DA workers in Children's Services with Pandora team Sept 25, to explain services of Pandora and explore further working opportunities.<br><br>Full safeguarding processes in place with CSC.<br><br>CSC DA Lead will be attending team meeting on 12th Nov 25. | Nov 25 | This link will strengthen our relationship with CSC and give us more of a voice in complex cases.<br><br>Complete: Identified NCC CSC Lead worker identified to be a single point of access with service provider.<br><br>NCC CSC Lead worker has attended Pandora team meeting 12 Nov 25 meeting to support with all future contact where required. |
| A scoping exercise will be undertaken to identify strong MASH models across England and Wales, to consider possible replications of the model within Norfolk. | Local | a) Linking in with the National MASH Communities of Practice. | Police | CCS have been involved in a multi-agency piece of scrutiny work led by NSCP and NSAB around MASH. Findings around what an effective MASH model will look like is being presented to executive leadership March 25.<br>Police are managing a full review with national scoping in partnership with Police Horizons | Dec 25 | Ongoing - Police to provide full outcome update will be made available to the DARDR Panel for this recommendation. |

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| | | | | team. A full outcome update will be made available to the DARDR Panel for this recommendation. | | |
| Each agency involved in the review, aside from those within the education sector - will provide assurance that their "did not attend/was not brought" policy includes identification of risk where individuals have not been brought to appointments. A template policy statement will be made available for those agencies who did not have this in place. | Local | Norfolk and Waveney ICB will share their primary care template/sample policy – this will be hosted on the Knowledge NoW website as a 'professionals only' access. | Norfolk and Waveney ICB | CCS have a robust Was not Bought policy in place which identifies risks associated when not brought to medical appointments and the impact of this on the child/young person/adult.<br><br>The ICB developed and launched a template Was Not Brought/DNA policy for primary care in 2023, it was reshared in March 2024 and again in October 2024. It is due for review in March 2026. It was also shared with the local Mental Health Trust, the Norfolk CSP and the Norfolk SAB.<br><br>The ICB will undertake a gap analysis will all the NHS provider | Mar 2023<br><br>May 2025<br><br>Sept 2025 | Completed in 2023 and refreshed in Oct 2024.<br><br>Evaluation of the effectiveness of the policy in practice to be undertaken in summer of 2025.<br><br>June 2026 – Update from ICB - The Was Not Brought (WNB) policy for primary care has been developed and recirculated on several occasions to support consistent practice across services.<br><br>Any policy gaps identified and filled to ensure that all its NHS commissioned services |

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| | | | | services it commissions to explore if DNA policies include Was not Brought. | | (and beyond the scope of this review) have the appropriate policies and processes in place. |
| | | | | The ICB to ensure all NHS provider services have a Was not Brought policy (stand alone or included in the DNA policy). | Sept 2025 | This process creates a mechanism to monitor the impact of adopting new practices (where this occurs) and allows the ICB to work with its commissioned services to improve outcomes in this area of practice. |
| | | | | The ICB to ensure that the appropriate governance processes are in place to evaluate policy use in provider settings. | | This action will ensure that the appropriate partnerships are sighted on practice change and improvements. |
| | | | | The ICB to feedback to the NSCP and NSAB and assure that the policy is in use and effective. | | June 2026 - 2025 GP annual audit indicate that the policy continues to be regarded as effective, appropriate, and well embedded within primary care settings. |
| | | | NCHC/EEC | NCHC This forms part of our Safeguarding Adults Policy and is also part of Safeguarding Children Policy. | May 25 | |
| | | | | Safeguarding People policy updated and aligned as new Trust | Sept 26 | June 2026 - All services are expected to comply with the policies, which are approved through the Trust's internal |

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| | | | | since April 2026. Was Not Brought policy will be aligned across the Trust in coming months for both organisations legacy policies. Standalone policy also used to support practice for nonattendance of vulnerable adults. | | governance processes. This includes ensuring that policies are effectively communicated to staff and that service delivery and safeguarding processes are aligned with policy requirements. These policies are being reviewed and aligned with those of the predecessor organisations to establish a single, consistent Trust-wide approach.<br><br>Completed |
| Each agency involved in the review – aside from those within the education sector - will provide assurance that they have trauma informed processes in place, including trauma informed supervision where appropriate, and all key staff have been trained in trauma informed practice. | | a) Information shared with agencies regarding definitions of, and expected practices linked to, trauma informed practice.<br><br>b) Assurance will be provided by each agency involved in the review, that the available practice training materials have been accessed by staff.<br><br>c) Panel members ensuring that the NCSP/NSAB led trauma | All | 2022 NSCP received funding from Norfolk and Waveney CCG to deliver a programme of learning events around Trauma Informed Practice to the children and vulnerable adults safeguarding sectors in Norfolk.<br><br>Multi-layered programme of learning included:<br>• half-day Introduction to Trauma Informed Practice sessions<br>• full day Trauma | July 2024 | December 2023<br><br>Full report provided to NCSP regarding training delivered. Complete with all agencies involved in review/delegate feedback/learning outcomes and full feedback regarding the programme of learning and implementation of practice for front line workers.<br><br>These learning opportunities ran throughout 2023 and continue into 2024. Report produced for NSCP and NSAB Dec 23 outcome<br>601 multi agency practitioners attended. |

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| | | informed practice training materials are accessed, utilised and embedded within their organisation, with a focus embedding including trauma informed supervision and all key staff being trained in trauma informed practice.<br><br>d) Agencies involved in the review will monitor and report take up levels of NCSP/NSAB trauma informed training<br><br>All<br>Note : Education panel leads have provided full details for education colleagues to access to universal, targeted and bespoke trauma informed practice available through a variety of mechanisms. | | Informed Practice training<br>• two-day Reflective Supervision Skills training<br>• Trauma Toolbox for Staff sessions, which aimed to address the impact of working with trauma on practitioners themselves<br>• a two-day leadership conference to consider organisational and secondary trauma lead by specialist.<br><br>NCHC and CCS (now EEC) update: Training developed to support safeguarding and human factors as a new Trust.<br>Reflective supervision for safeguarding children's practitioners in place and supported by a policy for delivery.<br>Safeguarding adult teams are now supporting increased offer of reflective supervision for adult services. | May 25 | NSCP and NSAB provided further multi agency Trauma Informed Practice Sessions for Practitioners working with vulnerable adults and Children across Norfolk<br><br>Completed – NCHC Assurance TIP forms part of L3 Safeguarding Adults Refresher training. Mandatory training every 3 years.<br><br>Childrens Safeguarding Supervision takes place regularly and is well embedded.<br><br>No adult Safeguarding Supervision programme in place. Likely form part of workplans over coming 2 years with merger between CCS and NCHC.<br><br>Update: New organisation EEC Safeguarding Supervision Policy in place. Roll out of Adult Supervision structure part of the Safeguarding workplan for the |

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| | | Lincolnshire multi agency training to be reviewed, ensuring it is trauma informed, with a specific review on language. | Lincolnshire Community Safety Partnership | All 4 of Lincolnshire's boards have identified the need for a trauma informed training package and LDAP (Lincolnshire Domestic Abuse Partnership) and LSCP (Lincolnshire Safeguarding Children's Partnership) are chairing this partnership meeting to ensure a basic package is available to all professionals regardless of their role. This will lead into an in-depth trauma informed learning package for those who engage on a 1-1 basis with service users.<br><br>CCS has a robust safeguarding supervision policy | | coming two years. EEC Safeguarding Team to undertake review of safeguarding supervision arrangements following organisational integration.<br><br>Completed June 26<br><br>Lincolnshire County Council Offered by the Lincolnshire Domestic Abuse Partnership, Lincolnshire Safeguarding Adult Board, Lincolnshire Safeguarding Children Partnership, and partner agencies, offer a free multi agency eLearning module which has been designed for all professionals working with children, young people, and adults.<br><br>The training provides an essential foundation in trauma-informed practice. This training is available to multi agency partners. The training evaluation for all attendees is in place and provides valuable feedback including what worked well, and areas for training improvement.<br><br>Completed - All safeguarding supervisors are required to complete relevant supervision courses to deliver mandated safeguarding supervision that is trauma informed quarterly. |

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| | | | Childrens Social Care<br><br>Adults Social Care<br><br><br><br><br><br><br><br>NSFT | embedded in Norfolk. delivered jointly adult and children to meet the needs of the Intercollegiate Documents, trauma informed practice is part of all of training packages.<br><br><br><br><br><br>NSFT has a robust safeguarding supervision policy which requires practitioners to attend and engage with safeguarding supervision at least six-monthly.<br><br>Trauma informed practice is embedded within training | Jan 2024 | In addition to this any member of staff can request contact from a professional nurse advocate who can offer trauma informed support. All mandated training packages are delivered jointly adult and children to meet the needs of the Intercollegiate Documents, trauma informed practice is part of all of training packages.<br><br>Complete: Policy Implemented Jan 2024,<br><br><br><br>Safeguarding supervision is embedded within Trust policy Safeguarding supervision complements existing training in Trauma informed practice and reflective supervision; drop-in sessions are available to all staff in addition to planned attendance. |
| All professionals involved in Initial and Review Child Protection Conferences should be trained in the use of Signs | Local | a) All partners who engage in ICPC/RCPC will be sent the details of Signs of Safety/risk scaling training.<br>b) Partners who have staff attending | Children Social Care | In CCS all relevant 0-19 staff who attend ICPS and RCPS are trained in Signs of safety, and this model is well embedded in practice and also | Sept 25 | Complete - As part of their pre-conference responsibilities, Independent Chairs will ensure receipt of a comprehensive Multi-Agency Chronology (MAC), inclusive of RAG ratings that assess both risk and impact to the child. This chronology forms a |

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| of Safety risk scaling. The training is available via Norfolk Children Safeguarding Partnership – and agencies should provide assurance that their key staff members have attended this training. | | conferences will sign an agreement indicating that their staff are trained in the Signs of Safety/Risk Scaling<br><br>Note - Lincolnshire inter agency children safeguarding training includes Early Help, Child in Need and Child Protection scaling – no further action required from Lincolnshire | | used to support our supervision model.<br><br>Transforming Care Navigator Teams (LD&A and MH) | Sept 25 | critical component of the conference report, which also incorporates partner agency scaling and proposed recommendations regarding the current safeguarding context.<br><br>To promote clarity and shared understanding, Independent Chairs will proactively engage with all involved professionals prior to the conference. These conversations aim to outline the process, address any queries, and reinforce expectations around contribution and collaboration.<br><br>Recognising the varying levels of experience and confidence among social care staff, targeted support is provided. Team Managers and Child Protection (CP) experts are available to accompany less experienced practitioners, ensuring they are well-prepared and supported throughout the conference process.<br><br>Complete - Signposted staff to the eLearning and additional session on SoS to be delivered by one of the Team with specialist knowledge. This will be followed up to ensure learning has been achieved. and embedded. Update |

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| | | | ICB | GWO checked and confirmed completion with Care Navigators and Care Coordinators as to their update regarding Signs of Safety training.<br><br>Complex Care Commissioning Team (ICB) Undertake eLearning. GWO checked and confirmed completion with Complex Care Commissioning as to their update re action.<br><br>ICB Safeguarding Team<br><br>July 25 update - As a panel member the ICB don't attend ICPC's/RCPC's | 08 Jan 26<br><br>12th Jan 26 | requested for the end of September 2025.<br><br>Undertake eLearning check. 8 Jan 26 - Learning check completed by GWO with Transforming Care Navigator Team. Team complete.<br><br>Complete – Health professionals would be signposted to attend the signs of safety training by their own organisations as a matter of course safeguarding training.<br><br>Undertake eLearning check. 8 Jan 26 - Learning check completed by GWO with Complex Care Commissioning Team. 50% Team complete. Prty requirement for final 50% to complete. |

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| | | | Lincolnshire Community Safety Partnership | In Lincolnshire there is scaling across early help, CIN, and CP embedded in inter agency modules 1-4 which looks at the processes in depth and scaling exercises completed as part of that training. | July 25 | Completed CCS – Full audit with practitioner numbers and details of staff attending this training is evidenced and can be sought from the NSCP.<br><br>As part of CCS annual record keeping, voice of the child and safeguarding referral audits assurance is provided that the signs of safety model is embedded in practice. |
| | | | Cambridge Community Services (Now East of England Community Health & Care) | As part of CCS safeguarding competencies all staff are required to complete the signs of safety training to ensure they can meaningfully engage in ICPC/RCPC. | May 25 | |
| | | | NCHC | Include SOS in Childrens Core Training and utilise in practice | | Completed - NCHC Assurance<br><br>Signs of Safety risk scaling is included as part of our Level 3 Safeguarding Childrens Core Training.<br><br>It is included within NCHC Safeguarding Childrens Policy. |

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| | | | | | | Staff are encouraged to use the scaling.<br><br>The Safeguarding Team are able to offer support to staff around Signs of Safety if required. |
| A case study will be developed to share Elouise's story; to highlight the need to recognise children as victims of abuse, this will be available for use in training within all agencies. | Local | NCSP team to review and update the information contained on multi agency DHR Webinar training to contain the learning relating to this review on permission to publish.<br><br>DASVG Training Subgroup Develop to develop a briefing on this case/type of abuse for the partnership to use in briefings and agency delivery for supervision.<br><br>NSCP team to work with DASVG Training Subgroup/DASVG CYP to review domestic abuse | NCSP in collaboration with Author | Oct 26 - Progress and develop on publishing review. Work with NSCP to support promulgation of information through all available partnership outlets.<br><br>Deliver DHR webinar on recommendations from DHR.<br><br>Briefing to be developed and used as training aid for partners in local training. | Mar 27 | Support professionals to develop knowledge and skills to:<br><br>(i) understand the dynamics, patterns, intent and impact of abuse on all associated in the relationship.<br>(ii) look beyond immediate risk in order better meet all victims needs which is inclusive of children.<br>(iii) Accurate and up to date information is available for the public who may need help or support regarding domestic abuse for all associated in the relationship. |

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| | | training, and update to ensure it effectively covers this recommendation learning – implemented in Norfolk Domestic Abuse Training Standards 2023 | | | | |
| A general briefing tool will be developed to share the learning from the review. | Local | The resources which are available to support the engagement of fathers will be shared, for all agencies to access when working with families.<br><br>The Norfolk Safeguarding Adult Board and Norfolk Safeguarding Childrens Partnership escalation policy, to be used to manage conflict. and raise concerns within a multiagency response.<br><br>The scope of the NHCP - particularly where domestic abuse is known or suspected – to encourage referrals for families into the NHCP.<br><br>The services available to young carers and a reminder that young people | NCSP in collaboration with Author LT | Oct 26 - Progress and develop on publishing review as per recommendation 13<br><br>Work with NSCP to support promulgation of information through all available partnership outlets.<br><br>Deliver DHR webinar on recommendations from DHR.<br><br>Briefing to be developed and used as training aid for partners in local training. | Mar 27 | Ongoing - Included in above action. |

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| | | with caring responsibilities should be offered this support.<br><br>Risk assessment and management of the whole family. | | | | |
| **Recommendation from Home Office Quality Assurance Panel** | **Scope Local or National** | **Action** | **Lead Agency** | **Key Milestones** | **Target Completion Date** | **Outcome and Date of Completion** |
| Children's Social Care should ensure that Child Protection Plans do not include anger management as an intervention for perpetrators of domestic abuse, including controlling and coercive behaviour. Where domestic abuse has been identified, practitioners should instead consider evidence-based specialist perpetrator interventions that address patterns of abuse, accountability, and risk reduction. | Local | Children's Social Care to review and update Child Protection Plan guidance, templates, practitioner communication and training to ensure that anger management is not recommended as an intervention for perpetrators of domestic abuse, including controlling and coercive behaviour. | Norfolk Children's Services | Guidance Development and Approval<br><br>Review existing guidance/toolkits/training and identify required updates.<br><br>Develop clear messaging that anger management is not an appropriate intervention for domestic abuse perpetrators.<br><br>Staff Communication and Briefing<br><br>Distribute guidance to all Children's Social Care and Independent Statutory Services staff.<br><br>Deliver briefings through team meetings, practice | Oct 2026<br><br>Nov 2026 | By April 2027, staff will demonstrate an understanding of appropriate evidence-based interventions for domestic abuse perpetrators.<br><br>There will be no instances in audited cases/Child Protection Plans where anger management is recommended as a response to domestic abuse behaviour. |

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| | | | | forums, email communications, etc.<br><br>Embedding in Practice<br><br>Managers reinforce expectations through supervision and case discussions.<br><br>Case File Audit<br><br>Undertake an audit of a sample of cases where domestic abuse identified in cases across Children's Social Care and Independent Statutory Services to ensure impact of comms.<br><br>Evaluation and Reporting<br><br>Analyse audit findings. Identify any areas requiring further improvement.<br><br>Report outcomes to senior leaders/DASVG CYP subgroup and agree next steps. | Jan 2027<br><br>Feb 2027<br><br>April 2027 | |