North Lanarkshire Council Report

Wellbeing and Tackling Poverty Committee Does this report require to be approved? ⊠ Yes □ No Ref AG/AGI Date 26/04/24 Implementation of trauma-informed practice and organisational culture North Lanarkshire

From	Alison Gordon, Chief Social Wo and Integrated Practice)	rk Officer (Educati	on and Families, Justice
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Executive Summary

In May 2023, the Wellbeing and Tackling Poverty Committee endorsed a vision and strategy for North Lanarkshire to become a trauma informed Council.

The values and principles which underpin being trauma-informed align with Plan for North Lanarkshire and, as such, trauma is now a core component of the Council's Programme of Work 2023-28. This demonstrates our commitment to the culture and system change across the Council to create the conditions in which staff feel supported to care for and respond to citizens in ways that recognise the impacts of trauma and create relationships that heal and resist re-traumatisation and in turn strengthening our communities.

The purpose of this report is to provide Committee with progress being made towards achieving our ambition and ask committee to agree our Trauma Plan which sets out the steps to ensuring North Lanarkshire becomes a leading trauma-informed council.

Recommendations

It is recommended that the Wellbeing and Tackling Poverty Committee

(1) Endorse the North Lanarkshire Trauma Plan (Appendix 3).

The Plan for North Lanarkshire

PriorityAll prioritiesAmbition statementAll ambition statementsProgramme of WorkAll Programmes of Work

1. Background

- 1.1. As highlighted to Committee on 5 May 2023, evidence of the full impact of trauma, particularly adverse childhood experiences (ACES) has been emerging now for some time, establishing beyond doubt that its effects can be wide-ranging, substantial, long-lasting, and costly (NHS Education for Scotland, 2021). In response to this, the Scottish Government established a National Trauma Training Programme, led by NHS Education for Scotland (NES) to support the ambition, agreed with COSLA, to create trauma-informed and trauma-responsive workforce and services across Scotland.
- 1.2. Being trauma informed means being alert to the prevalence of trauma and making adjustments to how we work to take trauma into account and support recovery. It is rooted in 5 key principles: Choice, Collaboration, Trust, Safety and Empowerment which should be applied organisationally as well as in individual practice (see Appendix 1). Services are organised in ways that promote safety and trust to prevent retraumatisation, and this is effective in preventing concerns and difficulties escalating, which in turn have a human and economic cost. It therefore applies across the whole Programme of Work.

2. Report

- 2.1. To ensure that trauma-informed practice and principles inform and strengthen our strategic priorities and plans across the council, its implementation is now a key strand of the Programme of Work 2023-2028. A new steering group has therefore been established comprising senior officers from across the range of council services to plan for its implementation and reporting to the Resilient People Board.
- 2.2. In line with the commitments made in the Programme of Work, as reported to the Policy and Strategy Committee, the steering group has developed a trauma plan (Appendix 3) focused on creating the culture and conditions across the council to enable staff to respond in ways which recognise the impacts of trauma and promote recovery, ensuring services and effective supports are accessible for those who need them. The plan draws on the 5 key drivers for trauma-led organisations which emphasise the importance of leadership and the wellbeing of the workforce:
 - Leadership and management
 - Workforce wellbeing
 - Workforce knowledge and skills
 - Experts by experience
 - Data and feedback loops
- 2.3. As trauma is an underpinning approach, the plan does not replace or duplicate other work but is designed to ensure that trauma is recognised and informs all our business, including important strategic plans, including strategic plans and supports impacting on staff mental health and wellbeing. Crucially, therefore, the plan will focus on supporting leaders and managers recognise the importance of trauma, it relevance and their role in creating the conditions for its implementation. In parallel a roadmap for Leadership and Operating Model programme within One Service Programme of Work has been developed as a vehicle that cements the principles of being a trauma informed organisation to all projects within the programme. It provides a focus for activity and assessment of progress over the next 5-years. We recognise, however, the system and cultural shifts that are required of being trauma informed will take time and the trauma plan will target support to teams and services ready to apply the trauma principles and test changes. We will report on progress against the plan to committee on an annual basis.

Progress to date

2.4. As the plan has been developed, work to implement trauma-informed approaches has been ongoing across a range of council services as outlined below.

Trauma design principles

- 2.5. The Council's programme of work to 2028 and underpinning capital delivery programme over the next 5-years will see continued significant investment in the built environment impacting positively on our communities. In parallel the Council will continue to transition towards a future operating model which will see greater reach into our communities through more integrated service delivery and community led approaches that will see all services take forward significant transformational change and redesign over the next five years. This redesign cuts across all areas of the trauma lens roadmap with a specific focus on trauma design principles.
- 2.6. The physical environment is important for both staff and for people accessing our services as trauma design principles are important in <u>all</u> settings. In summary, trauma design principles encourage spaces that are bright, warm, more flexible and create a better sense of safety for people and that offer a calming environment if possible. Our aim is to avoid triggering trauma or any past trauma experienced in an educational, clinical, care or other setting and reduce or remove things that could cause this.
- 2.7. In support of this a number of actions have been progressed in our plan as detailed below:

Co-design with communities to inform our future operating model:

2.7.1 Since February 2023 over 500 people from our communities have been engaged in workshops or individual journey mapping to capture their experiences of our services, asking them what they need, how this could be improved or delivered differently and mapping their journey's through different pathways of support. Much of the feedback to date emphasises the importance of place-based approaches and how important the physical environment is for people accessing supports and services so that they feel welcome, confident, secure, and safe as they engage with us or our partner agencies and community and voluntary sector organisations.

New Community Hub development and asset reconfiguration

- 2.7.2 We have been actively looking at how we improve the design of spaces through our work to design new community hubs such as Newmains & St Brigid's, Riverbank and Chryston and as we work with services to reconfigure and adapt our assets and service delivery areas e.g. Buchanan Centre, Bron Way Coatbridge Community Centre Hub and other spaces such as Ravenscraig Sports Facility, This has involved people with lived experience of trauma walking round spaces to carry out an audit, using the trauma informed lens tool, to make recommendations for improvement whilst capturing some journeys of people that we support.
- 2.7.3 Improvement actions have included:
 - more welcoming and inclusive language in signage
 - more calming paint colours, use of glass and natural materials to make spaces bright and calming

- removing buzzers people would have used to access services that were perceived as stigmatising and creating shared and more welcoming reception areas with softer / more flexible furniture that can be moved around if needed
- making sure information resources are available for people should they need them.
- minimising clutter in communal areas and workspaces is also an action encouraged.

Housing Services

- 2.8 The Local Housing Strategy (2021 2026) sets out several actions which seek to develop a trauma informed workforce with a commitment to deliver trauma informed practice training for all housing staff, across all roles within the organisation, with a tailored approach to the level of trauma training required depending on the specific role. Work on this has already commenced with Training Needs Analysis undertaken across the wider housing solutions service in partnership with talent and organisational development, to identify the appropriate level of training required for each specific role within Housing Solutions. Work is now underway to help officers complete the required training, and to ensure appropriate recording and monitoring, given the range of training available/already completed by housing staff.
- 2.9 In addition to this, several officers within the Housing Service completed the Solihull training, and North Lanarkshire Council Housing Service has led the development of a national Housing Options Training Toolkit, which comprises a suite of on-line training modules for housing staff in the social sector. This toolkit has been developed with the support of the Scottish Government and has been rolled out nationally across all local authorities. The modules incorporate trauma informed practice awareness as well as additional related materials and resources that aim to support housing staff in adopting a trauma informed approach to all aspects of service delivery.
- 2.10 A trauma informed practice group has been established in housing to progress the trauma road map to put in place a systematic process for ensuring trauma informed practice is considered as part of any aspect of review in housing services.

Education and Families

- 2.11 Within the Education and Families, the Roadmap to Recovery, approved by the Education and Families Committee in September 2022, sets out a strategy to develop a trauma skilled work force, building on established work around nurture, resilience and other approaches based of forming strong relationships with children and families. The Educational Psychology Service (EPS) has been delivering ongoing training and development in these areas and this provides a useful basis for schools to start from, when responding to the needs of individuals and groups of children.
- 2.12 Over the school session 22/23 more than 1,000 staff from early years, primary, secondary and ASN schools have attended a range of health and wellbeing staff development sessions delivered by the Educational Psychology Service. These included Nurturing Approaches, Resilience Planning Toolkit, Relationships and Brain Development, Wellbeing, stress and anxiety and sleep. So far this year demand remains high for this training with at 900 people having attended training up to March 2024.
- 2.13 EPS also continue to deliver training on the Resilience Planning Toolkit (RPT) to build practitioner's capacity in analysis of assessment information and ultimately to support in the planning for children in a trauma informed way.

A total of 89 establishments have also undertaken Resilience Planning Toolkit training. This represents over 500 staff trained in using the Resilience Planning Toolkit to support planning.

- 2.14 In addition to the training offers from EPS, Education Scotland have delivered 4 Keeping Trauma in Mind sessions in conjunction with NL staff, to staff in schools across North Lanarkshire.
- 2.15 The Joint Inspection of services for children at risk of harm published in October 2023 found that we were 'working hard to embed a culture of trauma-informed practice and this too supported meaningful relationships. In particular, inspectors found that trauma-informed practice was understood through child protection investigations, interviews of children who had been abused using the new Scottish Child Interview Model and within the contextual safeguarding approach.
- 2.16 The Resettlement Team, working with refugees and displaced people from Syria, Afghanistan and Ukraine recognise the significant impact of trauma on the people they are supporting. To strengthen their approach the team has participated in Skilled Trauma Training sessions facilitated by NHS Lanarkshire Psychological Trauma Training Team (see para 2.21 and Appendix 3 below). The training has provided the team with increased awareness, information, and tools to recognise trauma and support recovery. In implementing the learning, the Resettlement team has been involving the people they support, as experts by experience (a driver for trauma informed practice) to respond effectively to the signs of delayed trauma, including work in partnership with NHS Lanarkshire to source more bespoke mental health and counselling. An additional benefit of the training is that team have a heightened awareness of the impact on themselves and colleagues of working with people experiencing trauma. As a consequence, we have put in place increased training, supervision and peer support alongside afterwork walking groups and team development sessions and this has improved staff wellbeing, confidence and resilience.

Training

- 2.17 The Trauma Training Plan, developed by NHS Education for Scotland (NES), tailors training to the type of role and function performed by staff across 4 practice levels: trauma informed; trauma skilled; trauma enhanced, and trauma specialist (**see Appendix 2**). As part of our implementation plan, a trauma subgroup has worked closely with the NHS to develop approaches to all four practice levels:
- 2.18 As referenced within section 2.8 above a training needs analysis (TNA) tool has been developed and piloted within our Housing Management Service. The tool is called 'What level is my role' and has been designed to help staff identify which level of training they require relevant to their role. The pilot has proved successful with all staff across this service having a clear understanding on the level of training they need to complete. Across the Service this varies from Level 1 Level 3 and work is now underway to give staff access to the training they require. The TNA will be introduced to all Services to ensure staff identify the correct level of learning for their role.
- 2.19 **Trauma Informed Level 1:** In May last year, the Wellbeing and Tackling Poverty Committee decided that the whole workforce should be trained to Informed level. An elearning module for all staff has now been developed and is available on LearnNL. The module has been introduced to the council's corporate and operational management team (which includes all headteachers) with the expectation that managers determine the most appropriate time to introduce the training in line with service and team plans over the course of the Programme of Work. Follow-up will be provided to teams and

services to support application of tools to assess how trauma informed services are and to make changes.

- 2.20 Members have had the opportunity to participate in Informed Level Trauma training facilitated by NHS Lanarkshire. 10 members attended in person or online last year.
- 2.21 **Trauma Skilled Level 2:** Building a network of trainers is part of our plan to support the roll out of these face-to-face reflection sessions at level 2. 8 staff have completed the NHS Transforming Connections training and attended a follow 'Train the Trainer' programme. This will allow the council to provide Trauma Skilled Level 2 training inhouse.
- 2.22 **Trauma Enhanced Level 3:** The training subgroup is working with the NHS to identify a suitable additional learning programme for staff requiring Level 3 training. Once developed, all staff who have been identified as requiring Level 3 will have access to this learning.
- 2.23 An area has been created on LearnNL to host the trauma learning resources for Trauma training at levels 1-3. This includes additional e-learning modules created by NHS which focus on supporting staff to look after their own psychological wellbeing. NLC has a large complex workforce and work is underway to make this learning accessible to our frontline staff who do not have direct access to a device on which to complete the learning.

3 Measures of success

- 3.1 Staff are trained in Trauma Informed Practice at the level commensurate with their role.
- 3.2 Improvement action on trauma design of spaces are delivered in line with the implementation of town and community hubs with ongoing learning feeding into future design.
- 3.3 Staff engagement, retention and wellbeing is improved through the implementation of trauma informed work at a systems level.
- 3.4 Council staff, services, and environments recognise the prevalence and impact of trauma, how they may create barriers to support, the key role they play in people's recovery, and how they can reduce the possibility of re-traumatisation.
- 3.5 Outcomes for children, young people and adults are improved through positive relationships with staff and evidenced in feedback from citizens on their experiences.

4 Supporting documentation

4.1 **Appendix 1 –** Trauma Informed System **Appendix 2 –** National Trauma Training Plan **Appendix 3 –** Trauma Plan

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Alison Gordon Chief Social Work Officer

5. Impacts

5.1	Public Sector Equality Duty and Fairer Scotland Duty Does the report contain information that has an impact as a result of the Public
	Sector Equality Duty and/or Fairer Scotland Duty?
	Yes \square No \square
	If Yes, please provide a brief summary of the impact?
	There is a growing body of evidence that impact of adverse childhood experiences and trauma contribute to increased risk of a wide range of physical and mental health conditions and social problems, including involvement in the justice system (Scottish Government, 2018). A trauma-informed approach to the delivery of services mitigates these risks and is an important component in the strategic work to reduce inequalities and delivering priorities within the Council's new Programme of Work.
	If Yes, has an assessment been carried out and published on the council's website? <u>https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments</u>
	Yes No No
5.2	Financial impact Does the report contain any financial impacts?
	Yes \boxtimes No \square
	If Yes, have all relevant financial impacts been discussed and agreed with
	Finance? Yes ⊠ No □
	If Yes, please provide a brief summary of the impact?
	n roo, ploado provido a bhor danimary or the impact.
	To support implementation an officer has been seconded to Cost of the Trauma Informed Practice implementation post (NLC 12) at mid-point including on costs is 0.8 FTE. This is a temporary post for two years funded from Scottish Government Grant which is being carried forward into 2024-25.
5.3	HR policy impact Does the report contain any HR policy or procedure impacts?
	Yes \square No \square
	If Yes, have all relevant HR impacts been discussed and agreed with People Resources?
	Yes 🛛 No 🗆
	If Yes, please provide a brief summary of the impact?
	Trauma Informed Practice features as a firm commitment within the strategy, delivery framework and objectives of the Equalities Delivery Board. In terms of trauma design of town and community hubs and their spaces, the Council's Safety and Wellbeing team and Equalities officer are involved in plans and improvement actions. The council's mental health strategy for staff will be updated to reflect the trauma principles.
5.4	The TOD team are engaged in training roll out proposals contained in this report and as HR policies are reviewed the impacts of trauma will be considered in development of guidance and toolkits to promote the wellbeing of staff. It is important to note that many staff may have experienced trauma themselves. Legal impact
5.4	Legai mipaci

	Does the report contain any legal impacts (such as general legal matters, statutory
	considerations (including employment law considerations), or new legislation)?
	Yes D No 🛛
	If Yes, have all relevant legal impacts been discussed and agreed with Legal and
	Democratic?
	Yes ⊓ No ⊠
	If Yes, please provide a brief summary of the impact?
5.5	Data protection impact
	Does the report / project / practice contain or involve the processing of personal
	data?
	Yes D No 🖂
	If Yes, is the processing of this personal data likely to result in a high risk to the
	data subject?
	Yes D No D
	If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-
	mailed to dataprotection@northlan.gov.uk
5.6	Technology / Digital impact
	Does the report contain information that has an impact on either technology, digital
	transformation, service redesign / business change processes, data management,
	or connectivity / broadband / Wi-Fi?
	Yes D No 🖂
	If Yes, please provide a brief summary of the impact?
	Where the impact identifies a requirement for significant technology change, has
	an assessment been carried out (or is scheduled to be carried out) by the
	Enterprise Architecture Governance Group (EAGG)?
	Yes D No 🛛
5.7	Environmental / Carbon impact
	Does the report / project / practice contain information that has an impact on any
	environmental or carbon matters?
	Yes 🗆 No 🖾
	If Yes, please provide a brief summary of the impact?
5.8	Communications impact
	Does the report contain any information that has an impact on the council's
	communications activities?
	Yes 🛛 No 🗆
	If Yes, please provide a brief summary of the impact?
5.9	Risk impact
0.0	Is there a risk impact?
	Yes \square No \square
	If yes, please provide a brief summary of the key risks and potential impacts,
	highlighting where the risk(s) are assessed and recorded (e.g., Corporate or
	Service or Project Risk Registers), and how they are managed?
	OCIVICE OF FIDEOLINISK NEGISICIS, AND NOW LIEV ALE MANAGEU!
	There are risks to children and families of re-traumatisation and increased distress if
	staff are insufficiently trauma-informed in their approach and practice. The roll out of
	The Training Plan is a national policy priority and the extent to which services have
	integrated and applied the approach will be subject to external scrutiny, particularly
	in any joint strategic inspection of children's or adult services. If our workforce do not

recognise trauma as an important factor impacting health throughout a person's life, there is a risk that we do not enhance the positive impact we are seeking to achieve against our citizens health and wellbeing outcomes.

If our physical spaces are not designed and maintained to offer a sense of safety, calmness, dignity, and promoting choice and control it could significantly impact the positive impact and aspiration we have for our town and community hubs. This also extends to an impact on productivity of staff and our ability to provide supports and services that are inclusive and responsive in their delivery. The trauma roadmap applied to our operating model for town and community hubs will address this risk through the improvement action.

Attention to the principles of Trauma Informed Practice has now been incorporated into the revised Strategic Policy Framework adopted by the Policy and Strategy Committee on 16 March 2023. Furthermore, Trauma Informed Practice now firmly sits within the objectives of the Council's Equalities Delivery Board.

The steering group is creating a project risk register in line with the development of the implementation plan.

5.10	Armed Forces Covenant DutyDoes the report require to take due regard of the Armed Forces Covenant Duty (i.e.does it relate to healthcare, housing, or education services for in-Service or ex-Service personnel, or their families, or widow(er)s)?Yes⊠No□If Yes, please provide a brief summary of the provision which has been made toensure there has been appropriate consideration of the particular needs of theArmed Forces community to make sure that they do not face disadvantagecompared to other citizens in the provision of public services.
	Our approach to participation planning to ensure that all citizens with lived experience are included in co-design/co-creation of services, and we engage with relevant organisations. Completion of EQIA for operating model for town and community hubs
5.11	Children's rights and wellbeing impact Does the report contain any information regarding any council activity, service delivery, policy, or plan that has an impact on children and young people up to the age of 18, or on a specific group of these? Yes No If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC). Implementation of trauma-informed approaches to supporting children fulfil a broad range of Articles from UNCRC but particularly Article 12 (duty to seek views of the
	child) and Article 39 (duty to support children recover from trauma). If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?

Appendix 1

Trauma Informed System



Appendix 2

National Trauma Training Plan



Trauma Informed Practice and Service Delivery

The project plan is divided into three parts:

- 1. Project theme and the Key Deliverables agreed within the Programme of work
- 2. Key Deliverables and supporting project activity
- 3. Further actions which give more detail in delivering the project activity





Appendix 3





		2023/24				202	4/25			202	5/26			202	6/27		2027/28				
Project / theme within Programme of Work	Key deliverable in Programme of Work	Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar																
	Develop a comprehensive local Trauma Plan to ensure trauma informed practice and systems are embedded within the council's operating model.																				
service delivery	Implement the Trauma Plan with a focus on creating the culture and conditions across the council to enable staff to respond in ways which recognise the impacts of trauma, promote recovery, prevent re-traumatisation, and ensure services and effective supports are accessible to / effective for those who need them most.																				

Project theme and the Key Deliverables agreed within the Programme of Work







Trauma informed organisation & service delivery									202	23/24			20	24/25			2025	2025/26			2026/27				2027/28			
10	ID	Lead	Responsible Officer	Start date	End Date	Progress	ID	Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar	Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar	Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar	Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar	Q1 Apr-Jun	Q2 Jul-Sep	Q3 Q4 Oct-Dec Jan-I		
Lanarkshire	hire 1	Andrew Gillies	Alison Gordon	Nov-23		Complete	1																					
ross council ent the		Andrew Gillies/Margaret Flavell	Alison Gordon	Nov-23	3 Feb-24	Complete	2																					
ement teams ome trauma-		Andrew Gillies/Margaret Flavell	Alison Gordon	May-23	3 Mar-24	Complete	3																					
ches	4	Allison Lang	Andrew Gillies	Nov-23	3 Jun-24	2 services currently identified - Active & Creative Communities , Housing .	4																					
integration of alth and		Allison Lang/Fiona Duddy	Andrew Gillies/Fiona Whittaker	Jan-24	4 Mar-28	Service groups and governance established. Review of mental Health strategy in progress.	5																					
use the ation of	6	Allison Lang/Norma Lang	Pauline McCaffert	hy Apr-23	3 Mar-28	Training sub group established with training plan developed.	6																					
n the design	sign 10	Allison Lang/Lindsay Tierney and Julie McGhee	Andrew Gillies & Margaret Flavell	Dec-23	3 Mar-26	Ongoing scoping of co production work in whole family support and adult services .	10																					
chools, town by embedding		Robin Jefferson	Sara Tennant	Apr-23	3 Mar-28	BEngagement with citizens and designs adpated.	11																					
ormed	12	Allison Lang/Graeme Cowan	Andrew Gillies	Apr-24	4 Mar-25	Data and evaluation group established to review existing frameworks and make proposals to embed TIP principles.	o 12																					
na informed iduals using	ing		Alison Gordon	Apr-23	3 Mar-28	Leadership session delivered to OMT March 24	13																					
iduals	us		using 13				using	using	using	using	using	using a second se	using and a second s	using														

Key Deliverables and supporting project activity



Key Deliverables and supporting project activity



Trauma informed organisation & service delivery Project Activity		Detailed Project Activity	Laad	Senior Responsible	Start	End Det-	Progress and measures of success
	1.1	Project brief drafted & submitted to the steering group	Allison Lanc	Senior Responsible officer Andrew Gilles	Start date Nov-23	Feb-24	Complete . Project goals, strategies and timelines established
Agree a project brief for creating the framework for North Lanarkahire becoming a trauma-informed organisation	1.2	Device the forement of the Steering group	Antres Olies	Andrea Giles	Jan-24	Deb-24	Coveriale. Designif senais stratiguing and firmalizes antiphishard
Create a trauma stearing once of key managers	2.1	Establish a Terrer of Defensors for the Stearing organ	Allson Lang	Antres	Nru-71	Feb-24	Consider TCB
Create a trauma steering group of key managers from across council services to oversee the project and develop and implement the trauma plan across the second	2.2	Review group memberahip to ensure that each relevant agency is	Alleon Lang	Gilles/Margaret Fizvell	Nov-23	Feb-24	Panadala kata kina ki antina na mina ka mana maina dahan.
	2.3	Review group memberahip to ensure that each relevant agency is represented.	Allow Loss	Andrew Gilles/Margaret Flavel	Nov23	Teb 34	English on a second WB
	11	The second design of the secon	And they	GileeMargant Fizzel	May-23	Mar-24	
Create and embed understanding across council management teams to ensure awareness of the council's commitment to become trauma-informed as		Awareness raising of TP across the Council management teams with Silvering group members supporting their services to implement and embed trauma informed change.	Allson Lang /Andrew Gilles	Andrew Galles	Nay-25	100-24	Company Headerston to approx 200 managers at Cells in March 24
an organisation	3.2	Ensure TIP is a feature of employment policy and is incorporated into future revisions of policy.	Fiona Duddy	Fiona Whitaker	Apr-24	Apr-25	
	23	An Elected member has become a Trauma champion to raise awareness of, encourage and influence action to develop a Trauma-informed and responsive veriforce and culture across North Lanakahire	Councillor Woods	Councillor Woods	Jun 23	Dec 23	Councillor Woods has become Trauma champion for the Council . Specific actions will be developed in collaboration with Councillor Woods on an ongoing basis.
	3.4	Incorporate TIP into the Elected Members development programme	David Watson	Pauline McCafferty	May 24	May-25	
	15	Trauma training course developed for elected members within the Council and available as an E learning module on Learn NL.	Claire Stewart /Norma Lang / David Wateon /Alleon Lang	Pauline McCafferty	Mar 23	May 23	Complete . Delivered to 10 elected members in 2 sessions in March 23 and now sealable as an E learning module on Learn NL.
	3.6	Set up communications group with representation from across services to plan and develop Comms strategy looking at messaging, media and frequency - linkage to Trauma Steering group for sign of approxel.	Watson /Allson Lang Allson Lang /Colin Fraser	Andrew Gilles	Aug-23	Aug-25	Group established in August 23 Scope agreed with group members.
	1.7	hequency - Inkage to Trauma Salering group for sign of approal. Initial communication messaging developed for all staff on TP to support Informed level having course- delivery date to be agreed. Presentation compiled for OMT lexiculing tim of TP in operation in services.	Allson Lang/Colin	Andrew Gilles	5ep-23	Mar-24	Presentation developed including examples of TIP in practice, filmed in Feb 2024. Presentation given to CMT with expectations about communication and sharino with services and teams
	3.8	compiled for CMT including film of TIP in operation in services . Top presentation delivered at Operational management meeting in March 2024 to continue to raise awareness of TIP & supporting role of managem	Andrew Gilles	Andrew Gilles Alson	Nov 23	Mar-24	sharing with services and teams Complete . Increased seareness by managers of plan for North Lan to be a teams informed organisation and their role in staff support.
	1.9		Desine McCafferty		Mac.26	Mar-20	baums informed organisation and their role in staff support.
	3.1	Ensure TIP becomes a feature of the workforce planning process and is incorporated into future workforce plans		Pauline McCafferty Fiona Whitaker			Communication Officer Identified and plan being developed
	21	Creation of Trauma publicity materials to support messaging at in house events and other forums	Praser		7,000	nay 23	
Identify areas and teams to test trauma-informed approaches	41	Senior Officer supporting services to develop their Trauma implementation plans based on service priorities. Prioritization will then be based on service readiness and capacity of learns to leat trauma informed services have been been been been been been been be	Allicon Lang/Sileering group	Andrew Gilles	Nov-23	Jun-24	Housing Active & Creative Communities are working to develop Trauma plans . Psychological Services are embedding Trauma informed approaches within their ealisting Roadmap to recovery plan .
Strengthen staff care, support and wellbeing through	5.1	approxime. Establishment of service level groups to develop service implementation	Alison LangiTiona	Fiona Whitaker	Jan-24	Mar-28	Review of Mental Health strategy has commenced with aim be informed by Trauma principles
Strengthen staff care, support and wellbeing through the integration of trauma-informed principles with the council's mental health and wellbeing atrategy		Establishment of service level groups to develop service implementation plans and outrall services group to lead on strategy council side. Development of service well being plans that are informed by staff using trauma principles.	Duddy				Trauma principies
	5.2	The Education service will develop a trauma informed approach to staff support and integrate staff wellbeing into relevant approaches e.g. Ontical incidenta.	Nicola Harvie /Educational Paychology /HR	Gerard McLaughlin	Mar-24	Mar-25	Tourna informed staff support available . % of staff showing satisfaction with use of the ESO Staff Wellbeing Service
Promote the second	6.1			Paulos Mc	May 23	pa	Count resulted in July 2022. Tradeires also secondado
Promote the awareness, confidence, and skills of staff to use the principles of trauma informed practice through the integration of trauma principles in training and development.	6.1	Develop a training sub group with representation across council services and partners to develop a training plan and implementation actions .	Alleon LangNorma Lang	Paume Nocameny	say 25	100-25	Group created in late 2022 . Training plan created with ongoing implementation actions .
	6.2	Review of existing braining programmes in services using trauma lens. Amendments to programmes to include TIP principles.	Pauline McCafferty	Pauline McCatterty	Mar-22	Mar-28	TP principles now integrated into public protection training.
	63	Undertake an audit to identify current traums informed approaches operating within schools and to share this information with establishments	Nancy Ferguson	Nancy Fergusoni And	Jan-22	5ep-22	Information from audit integrated into trauma begets within Educational and Families Health & wellbeing Roadmap to Recovery.
	6.4	Ensure new mentoring programme incorporates trauma principles	Norma Lang / Liam Charles	Pauline McCatterty	Mar-23	Dec-24	Mentoring programme in development
	6.5					0:123	
		Creation of an E learning, informed level module supported by TPTIC Dr Claire Stewart .	Claire Stevert' Norma Lang	auna Noualfarty	Aug 23	Jet 25	
	6.6	Roll out the e-learning informed module across the council to support staff become trauma aware relearnt to their role	Pauline McCafferty	Pauline McCafferty	Apr-24	Mar-26	E-learning moduled developed and presented to Operational Management Team ready for roll out.
	6.7	Identify a pool of trainers to support delivery of skilled level training and	Alleon Lang/Norma Lang/ Claire Stewart	Pauline McCaliferty	Apr-23	Mar-26	Pool of trainers identified and trained in March 2024. Capacity of training pool
		Identity a pool of trainers to support delivery of skilled level training and wellchroughs. Information session, provided by 1971C in Dec 2023. Applications submitted and reviewed in Jan 24 with T4T course in Merch supported by NES.	Lang/ Chire Stewart				Pool of trainers identified and trained in March 2024. Capacity of training pool to be developed commensative and training. Numethank train participants who state than Indicators - Si splate of training. Numethank train participants who state than have a before reservoirs of how to apply the principles of training informed particle to their work. Si of participants confident to apply what they we termed.
	6.8	Promote the use of the training needs analysis loci. What level is my relative across all Services to ensure staff identity the correct level of training for their role	Pauline McCafferty / Norma Lang	Pauline McCatterty	Apr 23	Mar-24	practice to their work .% of participants confident to apply what they've learned. Housing pilot complete and progress will be reported to Steering group to determine next steps .
		training for their role					
	6.9	Scoping out of options for enhanced level baining at level 3 of the NES	Alleon Lang	Andrew Gilles & Pauline McCafferty	Dec-23	Mar-28	North Lan unsuccessful in application to national, TRGWS learn to become a
		Scoping out of options for enhanced level training at level 3 of the NES transmook as no suitable course exists for social work or other staff atting at level 3.		Pauline McCatterty			North Lan unauccessful in application to nellonal, TRGWS team to become a plot implementation alle in 2324 . Future implementation dates may provide an opportunity . Physile training provider information has been acoped out .
	6.1	Identifyinduct and delver traums reprove any finition for one which	Note Network	Gerard M-In other	Der. 2*	100.74	Creation and plot of new materials. To goldwind Insisters. To feasthart him
		Identify/adapt and deliver traums resources and training for use within educational establishments (with support from NES) . This will include use of Education Scotland Trauma training .	Nicola Harvie, Educational Psychology & CIILa	on are not again.	0.00-22	200720	Creation and pilot of new materials. N uptake of training ,% feetback from participants who state they have a before awareness of how to apply the principles of trauma informed practice to their work .
	L						
	6.11	Educational establishments to review their universal, additional and intensitie offers and embed nurture ,realience and traums informed approaches.	Establishments with Educational Psychology CIL support	Gerard McLaughlin	Mar-22	5ep-28	S increase of the surbles of establishment trained in the surface, restlence and trauma informed approaches from current baselines. Aggregated data from achool improvement plans alreading. So it schools embedding curvesmal, additional and intensite trauma informed approaches % of approaches & offered family level support. School attendance figures.
Ensure children, families, and communities are involved in the design of trauma informed	7.1	Involve people with lived experience of trauma in the design of supports and services building on existing engagement & participation structures.	Alleon Lang/Lindeay Terney and Jule McGhee	Andrew Gilles & Margaret Flavel	Dec-23	Mar-26	Initial scoping work carried out across the Council in Children & Adult services. TVP principles evident in engagement / consultation via the Voice group and in whole family support.
services			McGhee				whole family support
Positively influence the design and environment of	8.1	Develop a trauma informed roadmap for the LSCM and asset rationalisation PoW.	Sara Tennant / Robin Jefferson / Audrey Cameron	Charles McCabe	Apr-22	May-25	No. of new lown and community hubs / service delivery spaces that have been designed in line with tourns principles – target 7 by December 2022 and 21 by December 2024
Positively influence the design and environment of our schools, town centres, community habs and service delivery locations by embedding the principles of trauma design by 2025.		Land annual Port.	Audrey Cameron				
	8.2	Incle eperts with experience includuals with land experience in the co	Sara Ternant	Charles McCabe	Aer-23	Mar-20	No. of new town and community holds / service delivery spaces that have been designed with reput to proposals by the NL desibility access panel. Target 21 by December 2024. Plan of engagement in place for community halos and family support. 500 periclosets since Feb 2023.
		Incle experts with experience (individuals with load experience) in the co- design of our assets through community consultations, focus groups, welkthroughs and customer journey mapping.	Sara Ternant Robin Jefferson Charles McCabe Audrey Cameron				participants since Feb 2023.
	8.3	Build a requirement into our tender processes around 'Place' that bidders have demonstrable experience of trauma design in the built environment.	Robin Jefferson	Charles McCabe	Jan-24	Mar-28	
	-						
	8.4	Apply learnings from co-design weikthroughs and journey mapping into the architectural design of assets and spaces - both inhouse and procured services.	Sara TennantiRobin Jefferson	Charles McCabe	Apr-24	Mar-28	
	8.5	Conduct formal leasens learned exercise for all town and community hub / asset rationalisation and investment projects from go twe'transition/operation and apply this to future projects.	Sara Ternanti Robin Jefferson	Charles McCabe	Apr-24	Mar-25	
		Invitransitonioperation and apply this to future projects.					
	8.6	Work with the employee equalities officer to identify what a hub /service	Sara Tenanti Robin Jefferson (Audrey	Charles McCabe	Apr-24	Mar-28	
		Work with the employee equalities officer to identify what is hub-harvice delivery area from that point of contact could have to support different groups of people inci. from targeted initianity groups.	Jefferson /Audrey Cameron				
	8.7	Describable saveless marked from Photostic Tomore	Sara Torres	Charles	A	pa	
	6.7	Proactively work as part of the DigitaRL 'reproving customer experience (ICE)' subgroup to consider how the principles of traums design can be incorporated as the ICE delivery plan emerges	Sara Tennant, Lynda Donnelly, Lynn Gow	Charles McCabe / Sars Ternant	Apr-24	smr-25	
	L					L	
	6.6	Arrual trauma informed audits scheduled for at least the 7 agreed hubshervice delivery areas with agreed areas for improvement taken forward frough improvement action plan. Funding from hub revenuelcapitd programme as needed.	Sara Ternant/ Robin Jefferson	Charles McCabe	Apr-24	Mar-28	
		revenue)capibil programme az needed.					
	8.9	Identify teams within asset and procurement additions inclued in both the design and early implementation of community holes to complete relevant Teams Informed training as a priority, with training for other staffing groups agreed through Add's SAT.	Anne Hanion Robin Jefferson	Charles McCabe	Apr-22	Mar-25	% upbike of training % feedback from participants who stale they have a beller awareness of how to
		Tosuma informed training as a priority, with training for other staffing groups agreed through A&PS SMT.					St splate of heating. St splate of heating, and provide the splate heat sources and heat to splay heap hericipan of teams informed practice to their work. Sheathank of provident confident to splay what hey in heared Defence of teaming applied to new development and insertinest projects No. If new heat not community has Ari manifest adding spaces that have been designed to line with principles—berg 21 by December 2024.
	8.1	Mentify specific asset rationalization and investment projects within the operating model programme where integrated teams included in front facting service ability table part in relevant Trauma Informat training or facting services.	Sara Ternant /Liam Charles	Sara Termant	Apr-22	Mar-28	designed in line with principles - beget 21 by December 2024 % upbas of training from restrictions - the data than the second
		symmetry incose programme where integrated teams involved in front facing service delivery take part in relevant Trauma Informed training or development sessions.	Channes				Supplies of training the second secon
Develop a framework for measuring langest of framework	9.1	Work with experts by experience and staff to identify how trauma informed	Allson Lang Grae	Andrew Gilles	Feb 24	Mar 24	the 5 principles of TP incl. they feel services are responsive and they are treated with dignity. Data group established Feb 24 . Scope to -review existing encadement and
Develop a framework for measuring impact of trauma- informed principles for staff and people who use services		Work with experts by experience and shaft to identify how traums informed principles can be measured - what does TP look like in practice including namative accounts, updating existing evaluation frameworks to reflect TP	Cowan		-		Data group estabilished Feb 24. Scope to -review existing engagement and participation strategies to ensure they are informed by TP principles. Specifically involving people who are a wide mange of Council services and also staff. Opportunities identified for people to be comulated and to contribute through a mange of machanisms, both in partors and online.
	9.2	Silesting group members to ensure participation and engagement strategies and any gaps are shared with SO (11P)	Allson Lang	Andrew Gilles	Feb-24	Mar-28	Ensuring alignment of plans across Children Services Planning Partnership & the Health & social Care Partnership with ${\rm TP}$ plan .
	9.3	Establish a short life working group with service representation to look at existing data collection and gaps. Incluement of the Equality officer involved to provide linkage between boards .	Alleon Lang/Julie McGee	Graham Cowan	Feb-24	Mar 26	Group established in Feb 24. Scope of group, agreed to cobite estiting T87 data across Council services, to analyse quality of information and processes and to identify gaps in current data collection and make recommendations as to how this will be addressed.
		All US -					this will be addressed.
Equip managers with the knowledge of principles trauma intermed leadership in order to support	10.1	Promote attendance at STILT for all managers, leaders and members of Health and Weilbeing groups and monitor uptake across Senices.	Andrew Gilles /Margaret Flavel	Andrew Gilles	Apr-23	Mar-28	Promoled at silvering group in 2023 & again in March 24 Liptake will be monitored across services
the workforce respondensitively and effectively to individuals using council services who are affected by trauma.							
	10.2	Promote TIP within Leadenship Development modules available on LearnNL: Through the leadenship academy, promote TIP at every	Pauline McCafferty	Fiona Whitaker	Mar-24	Mar 28	
		Learne Through the leadership academy, promote TIP at every opportunity.					
	10.3	Silvering group members to work with learns within their services in	Steering Group	Andrew Giller &	Dec-23	Mar 28	Service areas in Education and Families, Housing & Active and Creative
		Silvering group members to work with learns within their services to support implementation - walkfitrough tool and implementation of service specific transvorks such as the Roadmap to Recovery in Education.	Steering Group members	Andrew Gilles & Margaret Ravell			Service areas in Education and Families, Housing & Active and Creative Communities developing Trauma plans .
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Detailed project activity, progres	s and	I measures of success.					