

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

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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

Priority All priorities

Ambition statement All ambition statements

Programme of Work All 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 re-traumatisation, 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, its 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 all 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 on 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 e-learning 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 in-house.
- 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



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 ☒ No ☐

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? <https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments>

Yes ☐ No ☒

5.2 Financial impact

Does the report contain any financial impacts?

Yes ☒ No ☐

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?

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 ☒ No ☐

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.

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.

5.4 Legal impact

	<p>Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p>
<p>5.5</p>	<p>Data protection impact</p> <p>Does the report / project / practice contain or involve the processing of personal data?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, is the processing of this personal data likely to result in a high risk to the data subject?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to dataprotection@northlan.gov.uk</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>
<p>5.6</p>	<p>Technology / Digital impact</p> <p>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?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p> <p>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)?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>
<p>5.7</p>	<p>Environmental / Carbon impact</p> <p>Does the report / project / practice contain information that has an impact on any environmental or carbon matters?</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p>
<p>5.8</p>	<p>Communications impact</p> <p>Does the report contain any information that has an impact on the council's communications activities?</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p>
<p>5.9</p>	<p>Risk impact</p> <p>Is there a risk impact?</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>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?</p> <p>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</p>

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 Duty

Does 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 to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared 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 ☐

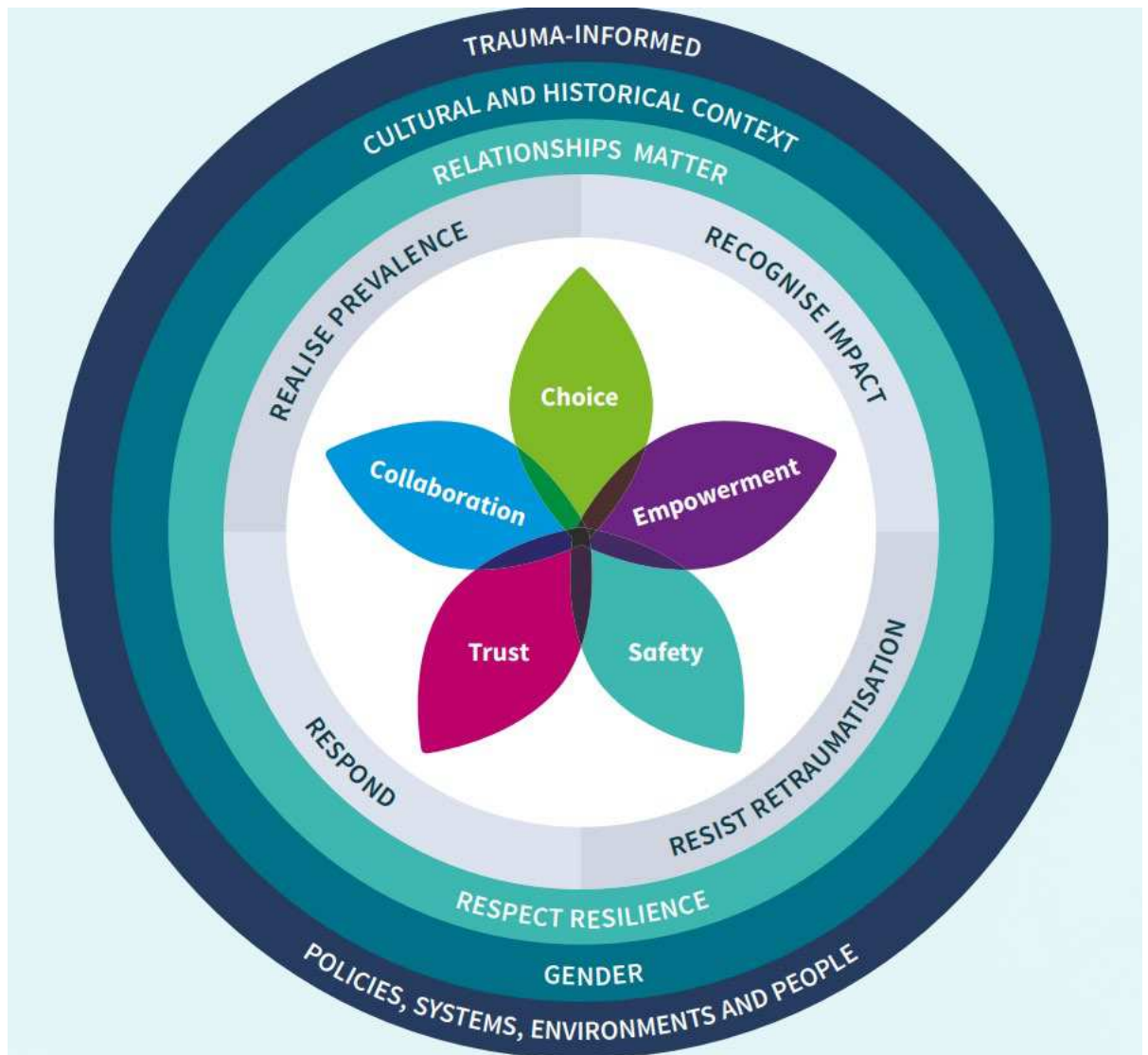
If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC).

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?

Yes ☐ No ☒

Trauma Informed System



National Trauma Training Plan

 TRAUMA INFORMED PRACTICE	 TRAUMA SKILLED PRACTICE	 TRAUMA ENHANCED PRACTICE	 TRAUMA SPECIALIST PRACTICE
<p>All workers.</p> <hr/> <p>Examples could include shop workers, taxi drivers, recreation workers and office workers.</p>	<p>Workers who are likely to be coming into contact with people who may have been affected by trauma.</p> <hr/> <p>Examples could include some lawyers, GPs, teachers, support for learning staff, police officers, nursery staff, sports-club coaches, receptionists, dentists, judges, A&E workers, lecturers, housing workers, care workers, service managers, youth development workers, health visitors and counsellors.</p>	<p>Workers who have a specific remit to respond to people known to be affected by trauma</p> <p>—AND—</p> <p>are required to provide advocacy support or interventions</p> <p>—OR—</p> <p>are required to adapt the way they work to take into account trauma reactions to do their job well and reduce risk of re-traumatisation</p> <p>—OR—</p> <p>are required to manage these services</p> <hr/> <p>Examples could include some lawyers, mental health nurses and workers, specialist domestic abuse support and advocacy workers, educational support teachers, some specialist police officers, some psychiatrists, forensic medical examiners, social workers, prison staff, secure unit workers, drug and alcohol workers and specialist counsellors.</p>	<p>Workers who have a specific remit to provide specialist interventions or therapies for people known to be affected by trauma with complex needs.</p> <hr/> <p>Examples could include social workers with specialist roles / training, major incident workers, some psychiatrists, managers of highly specialist services, psychologists and other therapists.</p>

Trauma Informed Practice and Service Delivery

Appendix 3



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

Level 3

Level 4

Level 5

LIVE
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WORK
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VISIT

		2023/24				2024/25				2025/26				2026/27				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	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
Trauma informed organisation & service delivery	Develop a comprehensive local Trauma Plan to ensure trauma informed practice and systems are embedded within the council's operating model.																				
	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



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Trauma informed organisation & service delivery								ID	2023/24				2024/25				2025/26				2026/27				2027/28			
Deliverable	Project activity	ID	Lead	Responsible Officer	Start date	End Date	Progress		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 Oct-Dec	Q4 Jan-Mar
Develop a comprehensive local trauma plan to ensure that Trauma informed practice and systems are embedded within the council's operating model	Agree a project brief for creating the framework for North Lanarkshire becoming a trauma-informed organisation	1	Andrew Gillies	Alison Gordon	Nov-23	Feb-24	Complete	1																				
	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 council	2	Andrew Gillies/Margaret Flavell	Alison Gordon	Nov-23	Feb-24	Complete	2																				
	Create and embed understanding across council management teams to ensure awareness of the council's commitment to become trauma-informed as an organisation	3	Andrew Gillies/Margaret Flavell	Alison Gordon	May-23	Mar-24	Complete	3																				
	Identify areas and teams to test trauma-informed approaches	4	Allison Lang	Andrew Gillies	Nov-23	Jun-24	2 services currently identified - Active & Creative Communities , Housing .	4																				
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.	Strengthen staff care, support and wellbeing through the integration of trauma-informed principles within the council's Mental Health and Wellbeing strategy.	5	Allison Lang/Fiona Duddy	Andrew Gillies/Fiona Whittaker	Jan-24	Mar-28	Service groups and governance established. Review of mental Health strategy in progress.	5																				
	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	Allison Lang/Norma Lang	Pauline McCafferty	Apr-23	Mar-28	Training sub group established with training plan developed.	6																				
	Ensure children, families, and communities are involved in the design of trauma informed services.	10	Allison Lang/Lindsay Tierney and Julie McGhee	Andrew Gillies & Margaret Flavell	Dec-23	Mar-26	Ongoing scoping of co production work in whole family support and adult services .	10																				
	Positively influence the design and environment of our schools, town centres, community hubs and service delivery locations by embedding the principles of trauma design	11	Robin Jefferson	Sara Tennant	Apr-23	Mar-28	Engagement with citizens and designs adpated.	11																				
	Develop a framework for measuring impact of trauma-informed principles for staff and people who use services	12	Allison Lang/Graeme Cowan	Andrew Gillies	Apr-24	Mar-25	Data and evaluation group established to review existing frameworks and make proposals to embed TIP principles.	12																				
	Equip managers with the knowledge of principles of trauma informed leadership in order to support the workforce respond sensitively and effectively to individuals using council services who are affected by trauma.	13	Andrew Gillies	Alison Gordon	Apr-23	Mar-28	Leadership session delivered to OMT March 24	13																				

Detailed project activity, progress and measures of success