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14 April 2025

**Members of the
Wellbeing and Tackling Poverty Committee**

Chief Executive's Office

Rachel Blair
Chief Officer (Legal & Democratic)
Civic Centre, Windmillhill Street,
Motherwell ML1 1AB
www.northlanarkshire.gov.uk

Notice is given that a Meeting of the **Wellbeing and Tackling Poverty Committee** is to be held in the Council Chamber, Civic Centre, Windmillhill Street, Motherwell, ML1 1AB on Friday, 25 April 2025 at 10:00 AM which you are requested to attend.

The agenda of business is attached.

Rachel Blair
Chief Officer (Legal & Democratic)

Members :

C Costello, K Harmon, C Barclay, B Baudo, H Brannan-McVey, J Cairns, G Currie, P Di Mascio, F Fotheringham, W Goldie, J Jones, P Kelly, J Keltie, A Khan, J Leckie, H Loughran, B McCluskey, A McCrory, L Mitchell, P Patton, C Quigley, D Robb, L Stubbs, S Watson, C Williams.

Agenda

- 2 **Declarations of Interest In Terms of the Ethical Standards In Public Life Etc. (Scotland) Act 2000**
- 3 **Towards a Fairer North Lanarkshire - Tackling Poverty Strategy 2023 to 2026 Update**
Submit report by the Chief Social Worker (Education, Families, Justice and Integrated Practice) providing an update on the Tackling Poverty Strategy 2023 to 2026 focussing on the driver of Income from Employment.
(copy to follow)
- 4 **Review of Holistic Supports Driver** 5 - 16
Submit report by the Chief Social Worker (Education, Families, Justice and Integrated Practice) providing an update on the Tackling Poverty Strategy 2023 to 2026, Local Child Poverty Action Report and associated Action Plans with a particular focus on the driver of Holistic Supports.
- 5 **Public Sector Equality Duties - Composite report**
Submit report by the Chief Officer (People Resources) setting out a comprehensive summary demonstrating that the Council was successfully meeting its responsibilities under the PSED Duty; providing a summary of North Lanarkshire' achievements against the Equality Outcomes set out for 2021-2025 and outlining the revised Equality Outcomes for 2025-2029 which supports and underpins the Councils ambition for our staff, residents and communities. (copy to follow)
- 6 **Local Child Poverty Action Report 2023/24 - External Feedback** 17 - 26
Submit report by the Chief Social Work Officer (Education, Families, Justice and Integrated Practice) providing an update on the feedback received from the Improvement Service on the North Lanarkshire Local Child Poverty Action Report 2023/24.

- 7 **Response from Chief Secretary to the Treasury –
Two Child Benefit Cap** 27 - 32
Submit report by the Chief Officer (Legal and Democratic) noting the response from the Chief Secretary to the Treasury regarding the two child benefit cap.
- 8 **Implementation of trauma-informed practice and
organisational culture North Lanarkshire** 33 - 50
Submit report by the Chief Social Work Officer (Education, Families, Justice and Integrated Practice) detailing the progress in the delivery of the Trauma Plan.

North Lanarkshire Council Report

Wellbeing and Tackling Poverty Committee

Does this report require to be approved? Yes No

Ref AG/JC

Date 25/04/25

Review of Holistic Supports Driver

From Alison Gordon, Chief Social Work Officer (Education, Families, Justice & Integrated Practice)

E-mail gordonal@northlan.gov.uk **Telephone** 01698 332001

Executive Summary

The purpose of this report is to provide an update on the Tackling Poverty Strategy 2023 to 2026, Local Child Poverty Action Report and associated Action Plans with a particular focus on the driver of **Holistic Supports** in line with the approach to progress reporting previously agreed at the Wellbeing and Tackling Poverty Committee involving a cyclical *deep dive* on the drivers around which our strategy is framed.

The Policy and Strategy Committee approved the refreshed '*Towards a Fairer North Lanarkshire*' Tackling - Poverty Strategy for 2023-2026 and the Local Child Poverty Action Report 2024, on 1st November 2024. The new and refreshed strategy is closely aligned with the *Resilient People* strand of the Council's Programme of Work and encompasses an integrated multi service approach, alongside an increased focus on working externally with all community planning partners, communities, and people with lived experience of poverty co-ordinated through the Tackling Poverty Officers Action Group (TPOAG).

Recommendations

It is recommended that the Wellbeing and Tackling Poverty Committee:

- (1) Note and endorse the update of the tackling driver 'Holistic Supports' and associated actions.

The Plan for North Lanarkshire

Priority	All priorities
Ambition statement	All ambition statements
Programme of Work	Resilient People

1. Background

- 1.1 The Policy and Strategy Committee approved the refreshed '*Towards a Fairer North Lanarkshire*' Tackling - Poverty Strategy for 2023-2026 in September 23 and the Local Child Poverty Action Report 2024, on 1st November 2024. The Strategy and Action Plan

sets out our ambition to continue to tackle poverty and child poverty, building on our previous actions and some of the positive foundations achieved through the previous strategy for 2020-2023. The new and refreshed Tackling Poverty Strategy encompasses an integrated multi service approach within the Council, alongside an increased focus on working externally with all community planning partners, communities, and people with lived experience of poverty.

- 1.2 The Tackling Poverty Strategy supports the Plan for North Lanarkshire's current Programme of Work priorities and ambitions, promoting the strengths and skills of individuals and families, increasing economic activity, and providing practical and holistic support intervening upstream wherever possible to prevent the longer-term harms associated with poverty.
- 1.3 The holistic and integrated approach is fundamental to the *Plan for North Lanarkshire* and whilst maintaining strong links with other elements of the Council's Programme of Work, Tackling Poverty is now a central strand of the '*Resilient People*' Programme, whose principal aim is to deliver whole family support locally, when families need it, in a way that is consistent with The Promise Principles and The Tackling Poverty Strategy. This involves an integrated approach, working with partners, to provide an earlier and more effective response to need, promoting the strengths and skills of individuals and families, increasing economic activity, and providing practical and emotional support. This approach is also embedded within the roll out of town and community hubs to maximise opportunities for community-led and strengths-based approaches.
- 1.4 The Tackling Poverty Strategy within the ***Resilient People*** programme of work recognises the importance of an holistic approach reflected also in the addition of holistic support within the national framework set by *Best Start, Bright Futures* reflecting that often the most direct, efficient and effective way of helping families is to provide responsive financial support and economic opportunities to achieve lasting change. The new Strategy reflects this, being structured around the four key drivers of:
 - Increasing income via employment.
 - Maximising income via social security benefits.
 - Reducing the cost of living; and
 - Holistic Supports
- 1.5 The new Tackling Poverty Strategy also continues the approach of incorporating the Local Child Poverty Action Report (Action Plan), aligning both Plans into the same lifespan from 2023 to 2026. Both the local authority and NHS have agreed that the Local Child Poverty Action Reports should be an integral part of the overall strategy also enabling our statutory duty to report to Scottish Government on an annual basis and recognising that child poverty is integrally linked with poverty and wellbeing within the wider community. To support reporting and measuring impact amongst targeted groups the action plan will detail which each action relates to, identifying those actions that are specifically aimed at the child poverty priority groups.

2. Report

- 2.1 The Wellbeing and Tackling Poverty Committee held on 3rd November 2023, were advised that the TPOAG had agreed new monitoring templates for the tackling poverty drivers to allow us to track "*How we will know if we are making a difference*". In line with our approach to progress reporting each tackling poverty driver being cyclically the focus of TPOAG meetings, to allow the Group to analyse in detail each action, using national and local data (quantitative and qualitative) to ensure that the Actions within

the driver, and the outcomes set by the Scottish Government and our Action Plan are being met.

- 2.2 The TPOAG have also created 20 new measures as part of the Strategic Performance Framework which were approved by the Resilient People Board in January 2024.
- 2.3 A RAGG system also continues to be applied to the Action Plan, for each poverty driver.
- Red – Action remains outstanding.
 - Amber – Work has started on this action but requires further work to complete.
 - Green – Action is completed and remains ongoing.
 - Grey – Action has been completed and requires no further action.
- 2.4 Using this approach the Tackling Poverty Officer Action Group identify tasks that are completed (or ongoing), tasks that are amber or red will be taken to the Resilient People Board for further consideration.

Update – Holistic Supports

- 2.5 Holistic Supports are the wrap around supports delivered collaboratively to address the impacts of poverty, not only the financial impact but the wider health and wellbeing impacts on individuals and families.
- 2.6 There are currently nine actions in “Holistic Supports” (appendix 1), however, the current measures under sustaining tenancies will be moved to “increase income from social security” and a new measure will replace this as outlined below.
- 2.7 **Action One - Sustain Tenancies** – Tenancy sustainment is measured when a house has been let and sustained for over 52 weeks, houses returned within the year are considered a tenancy failure. The current measure is around income generated and number of benefit checks. The TPOAG were advised that from April 24 to January 25 the activity within housing had resulted in the completion of 6886 benefit checks and generated around £9.9 million.
- 2.8 The TPOAG in March 2024, agreed that included in this measurement should be our tenancy sustainment levels for new tenancies sustained for more than a year. It was reported that there had been an increase from 91% in 2022/23 to 91.5% in 2023/24.
- 2.9 The TPOAG agreed that current measure around income maximisation and benefit checks should be moved to “Increase Income via Social Security Benefits”, with the more appropriate measure of sustainment levels remaining together with a new action of “Implement a system of follow up wellbeing and tenancy sustainment “check ins” ins’. This is an enhancement of the existing system of resettlement visits for specific identified groups (young people and people with an identified support need).
- 2.10 The current Action One has been given a green on the RAGG status, as this work is ongoing as part of the Tackling Poverty Strategy
- 2.11 **Action Two - Whole Family Support** – Whole Family Support has a particular focus on early intervention and prevention services at a universal level to children and families tailored to individual need and building on existing GIRFEC and GIRFE pathways.

- 2.12 In line with the Tackling Poverty Strategy, a cash first approach is also embedded within our approach to whole family support.
- 2.13 Action Two has moved from the previously reported amber in April 2024, to green. The newly commissioned early help family support service named Families Here and Now Service (FHANS) has been operating since April 2024, where it started delivering in Newmains, quickly expanding to cover Wishaw. The service has since been expanded across other localities with FHANS now offering group work and drop-in sessions.
- 2.14 Key presenting issues for parents and carers engaging during early roll out of this service were parenting support, poverty and mental health whilst the presenting issues for children and young people were difficulties within education or attendance, additional support needs and mental health.
- 2.15 These key issues reflect fully the themes reported in our the mental health, wellbeing and resilience and family support task groups and the Strategic Needs Assessment underpinning our current Children's services plan with this in turn providing a level of assurance that this new early support service is providing a vehicle to support these key areas of need.
- 2.16 The families using the service, have children mostly between 1 – 12 years of age, and all except 2 families who worked with the service for long enough to report outcomes, reported these to be improved as a result of the right support. (the two families who reported decreased outcomes were linked to external factors and were not specifically linked to the support they were receiving).
- 2.17 The next step in joint work between this new service and the Tackling Poverty Team is ensure "cash first" solutions are available to Families Here and Now Service, enhancing access to the right support, at the earliest time using a relationship-based approach, to future proof and maximise the financial situation of families.
- 2.18 Work continues across North Lanarkshire to promote the service.
- 2.19 Action Two was given a green on the RAGG status due to the development of the service and the existing structures to allow for development.
- 2.20 **Action Three - Arrest/Referral Service** – The Tackling Poverty Action Plan identified enhancing the existing Arrest/Referral Service provided by Phoenix Futures who will meet with people who have been arrested due to drug offences and offer support to them. The TPOAG were advised that from March 23 to April 24, there had been 5357 entries to the Coatbridge Custody Suite. In this same period 305 referrals to the Arrest referral service were made. Those who engaged in the support were connected to a range of holistic supports, including addiction services and community supports.
- 2.21 Referrals to the Tackling Poverty Team have been minimal. The service recognises this and that more work is required to understand the role of welfare support and income maximisation into 2025.
- 2.22 The service is currently going through an independent evaluation, and it is understood that this is an area that will be addressed in this.
- 2.23 Action Three remains an amber on the RAGG status, with this as an area for development following the evaluation.

- 2.24 **Action Four - Poverty Awareness Sessions** - Bespoke Poverty Awareness Sessions continue to be created and delivered. To date 586 people have attended these sessions. Internally we have delivered sessions to staff from Scottish Welfare Fund, justice services, probationary teachers, numeracy coaches, school staff and social work. Externally the Sessions have been delivered to staff from Turning Point, Xavarien Fathers and Barnardos.
- 2.25 The delivery of bespoke sessions continues internally and externally on request.
- 2.26 A small working group has been established to create a digital online poverty awareness pack. The packs will have a core section for all staff with additional sections specific to children and families, older people, justice etc. The group is in its infancy, and consideration will be given to include the core module in mandatory training for all council staff.
- 2.27 Action Four has been given an amber on the RAGG status. The digital pack is in its infancy with decisions to be made in relation to including Poverty Awareness Sessions as mandatory for all staff.
- 2.28 **Action Five – Community Solutions** – Following the decision for this to remain within Holistic Supports. VANL provided an update to the TPOAG.
- 2.29 Community Solutions is a successful, cross sector health and social care investment and improvement programme for North Lanarkshire. The programme aims to improve people’s health, wellbeing, quality of life and equality by investing in community led initiatives which build community, family and individual strengths and resources, with a focus on prevention and early intervention.
- 2.30 In 2023-24, over £3.8 million of funding was managed through the programme, awarded to 238 projects, delivered by 93 CVS organisations.
- 2.31 VANL reported that over 20,000 children and young people’s health and wellbeing have been improved, 9055 family relationships were strengthened, and 10,475 children, young people and families became more resilient.
- 2.32 Action Five has been given a green on the RAGG status, reflecting the work being done by VANL.
- 2.33 **Action Six – Financial Education (Adults)** The decision to incorporate all actions related to financial education into two headings, under Holistic Supports was agreed at the Tackling Poverty Officers Action Group on the 22nd March 2024.
- 2.34 Building on the work of 2023/24 where 119 sessions were delivered with 420 people attending. The Multiply Project continues to grow and expand, offering more sessions and different topics to people. From April 24 to January 25, the Multiply Project had delivered 60 financial education sessions to 289 people.
- 2.35 The sessions cover; budgeting, reducing costs, affordable credit, savings, using online tools to remain on budget, scam awareness, fuel and energy savings tips and wage slips.
- 2.36 Sessions have been delivered to NLC Modern Apprentices, Mears Apprentices, Prison Leavers, Men’s Space Groups, Disability Groups, Young Mothers, CAB to Careers and employers from Eurocentral.

- 2.37 Action Six is green in the RAGG status, this work is established and whilst courses will continue to be adapted to meet the audience, this is now working as part of the Strategy.
- 2.38 **Action Seven – Financial Education (Children and Young People)** Committee were informed that in April 2024, this area was reported as a red, this was based on discussions with the children and young people via “The Three Questions” programme, where we asked; “how is the cost of living affecting you”, “how is the cost of living affecting others in the community” and “what would you like us to do about it”.
- 2.39 In response to the last question “what would you like us to do about it”, children and young people continually identified “financial education” within the top three solutions.
- 2.40 Education have responded to this request from the young people and a workplan was drawn up to ensure that financial education is embedded throughout the curriculum as reflected previously in a focussed report to Committee.
- 2.41 Scotland’s Financial Schools (SFS) have also provided support to North Lanarkshire’s schools. As of of January 2025.
- 20 North Lanarkshire teachers attended online financial education in terms 1 and 2, with a further 8 registered for the forthcoming term
 - 80 numeracy leads attended sessions
 - 17 school visits by SFS had taken place with 354 pupils attending
 - 9 further bookings had been confirmed
 - further schools were waiting to confirm the dates.
- 2.42 Action Seven has moved from red to green in the action plan. Work continues across our schools with the three questions, with one cluster being identified as a pilot to carry out intense work around the Cost of the School Day and Poverty Proofing.
- 2.43 **Action Eight – Community Boards to Support the Tackling Poverty Agenda** this would be addressed by delivering tackling poverty awareness sessions and the delivery of the Councils’ Tackline Poverty Agenda through the community boards supporting the strategy.
- 2.44 A pilot in Coatbridge was arranged to have poverty awareness sessions delivered to community groups, however, only one group proceeded with this, with residents of a sheltered housing complex receiving the session.
- 2.45 Action Eight is an amber in the RAGG; the creation of the digital poverty awareness sessions will be made available to all community groups, with work being done with corporate comms helping promote this. It is anticipated this will allow this action to move to a green in future reports.

3. Measures of success

- 3.1 The successful delivery and outcomes of the 2023 – 26 Towards a Fairer North Lanarkshire Tackling Poverty Strategy Action Plan

4. Supporting documentation

4.1 Appendix 1 Updated Action Plan “Holistic Supports” – April 24 – March 26



**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 <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact? Challenge Poverty Week is fully aligned with the requirements of the Fairer Scotland Duty, its purpose being to reduce the inequalities caused by socio economic disadvantage. 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 <input type="checkbox"/> No <input checked="" type="checkbox"/>
5.2 Financial impact Does the report contain any financial impacts? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant financial impacts been discussed and agreed with Finance? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?
5.3 HR policy impact Does the report contain any HR policy or procedure impacts? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant HR impacts been discussed and agreed with People Resources? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?
5.4 Legal impact Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic? Yes <input type="checkbox"/> No <input type="checkbox"/> 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 <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, is the processing of this personal data likely to result in a high risk to the data subject? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to dataprotection@northlan.gov.uk Yes <input type="checkbox"/> No <input type="checkbox"/>
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 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 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?

The Tackling Poverty Officers Action Group Sub Group developed a Communications Plan (Global Messages/Events) with Corporate Communications.

5.9 Risk impact

Is there a risk impact?

Yes No

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?

Tackling Poverty has been identified as a Corporate Risk, with the Chief Social Work Officer as the risk lead. Towards a Fairer North Lanarkshire - Tackling Poverty Strategy sets out a planned approach which seeks to eliminate poverty or make very significant reductions in the level of poverty resulting in benefit to the residents and including improvement in the overall level of health and wellbeing of communities.

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.

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).

In North Lanarkshire we recognise that tackling poverty and inequality does not fall to one Service, or one Sector, we must therefore work together to use our resources effectively and efficiently to ensure that all our communities have access to opportunities that will lead to better outcomes for people in terms of employment, wellbeing and inclusive growth.

If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?

Yes

No

Key	TP Strategy Only	TP Strategy and LCPAR
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HOLISTIC SUPPORTS													
Action	Brief Description	How We Measure Success	Links to Other Strategies	Link to Programme Of Work	2022/23 Baseline	2023/24 Outcomes	2024/25 Outcomes	2025/26 Outcomes	Timescales	Status	Identify if applies to TPS &/or LCPAR	Lead Team	Monitoring Information
Sustain Tenancies	Deliver increased financial advice and assistance via 8 income maintainers	Increase incomes from social security, reducing rent arrears and sustaining tenancies in social rented homes	Local Housing Strategy	Resilient People	£15,041,070 income generated - 407 benefit checks completed	£18,850,629 income generated - 7040 benefit checks completed	As of Jan 25 - £9,923,466 income generated - 6886 benefit checks completed *NEW MEASURE AROUND WELFARE CHECKS TO BE INCLUDED IN 25/26 ACTIONS		Ongoing	Ongoing	TP Strategy and LCPAR	Housing Solutions	Number of Benefit Checks / Benefit Claims / Resolutions Income Generated
Whole Family Support	To create a flexible, reliable and integrated support for families to ensure that every family who needs support gets the right support at the right time.	People have access to income maximisation, employability and money advice services at the right time.	Childrens Services Plan	Resilient People	n/a	Barnardos awarded the contract - Families Here and Now Service started June 2024	As of Jan 25 - 55 families, 67 children & young people, 47 parents and carers assisted		2023 - 26	ongoing	TP Strategy and LCPAR	Education, Children and Families	Inter service referrals
Arrest / Referral Service	The North Lanarkshire Arrest Referral Service is focussed on early intervention by providing support to people whilst held in police custody and connecting them to services within the community to address individual needs.	Number of referrals to the tackling poverty team	Community Justice Improvement Plan	Resilient People	n/a	Meeting held - service leaflets provided	As of Jan 25 - 385 referrals to the Arrest Referral Project however, no referrals to the TPT		2025	ongoing	TP Strategy and LCPAR	The service is delivered by Scottish Drugs Forum and Phoenix Futures and funded by North Lanarkshire Alcohol and Drug Partnership for a period of 18 months as a Test of Change.	number of referrals / income generated / debt advice provided / financial education
Poverty Awareness Sessions	Bespoke poverty awareness sessions for council, NHS and third sector partners	Number of people attending the sessions and ultimately the number of referrals this leads to	The Plan for North Lan	Resilient People	n/a	529 staff attended poverty awareness sessions (health/education/CLD/social work/nsw/ NLADP/ One Parent families/NL Disability Forum	As of Jan 25 - 586 staff attended poverty awareness sessions (health, education, social work, SWF, justice, Barnardos, Xavarian Families)		ongoing	ongoing	TP Strategy and LCPAR	The Tackling Poverty Team	number of sessions delivered / number of people attending / referrals following the training
Community Benefits	To increase the number of tackling poverty interventions / fair work interventions within community benefits	improve the economic, social or environmental well-being of our communities	The Plan for North Lan	transforming places	Recent figures show the local economy continues to grow, reflecting a positive position in North Lanarkshire compared to a negative growth position locally, however, moving forward we must see more tackling poverty related interventions within community benefits	no update available	moved to income from employment		ongoing	ongoing	TP Strategy Only	Enterprise and Communities	Number of Tackling Poverty interventions
Community Solutions Programme	Wide ranging community supports provided by Community and Voluntary Sector organisations to support residents wellbeing including those in poverty or at risk of poverty including: food, mental health and wellbeing	Improved wellbeing	Community Solutions Strategy and Investment Plan 2023 and HSCNL Commissioning Plan 2023 - 26	Resilient People	n/a	no update available	As of Jan 25 - £3.8 million of funding was managed through the programme. 15,475 young people & families reported being more resilient - 20,013 children and young people health & wellbeing improved - 9055 family relationships improved		ongoing	ongoing	TP Strategy and LCPAR	VANL	Learning and impact reports
Financial Education (Adults)	The Multiply Project is a government initiative helping adults to improve their numeracy skills, people can access numeracy qualifications with the access of the Community Learning and Development Service and will be able to access financial education from the Tackling Poverty Team.	people develop the knowledge, skills and attitudes needed to manage money well and make informed decisions.	The Plan for North Lan	Resilient People	n/a	start up and development (119 sessions delivered - 420 people attended)	As of Jan 25 - 41 groups, 60 financial education sessions 289 attendees		Project ends March 2025	On going	TP Strategy and LCPAR	The Tackling Poverty Team	number of courses delivered / number of attendees
Financial Education (children and young people)	Following the "three questions" delivery of a revamped financial education for the primary children	the younger children asked for financial education - the programme will ensure that we meet the needs and requests of our children	The Plan for North Lan	Resilient People	n/a	*Audit of financial education activity in schools *Discussions with Scotland's Financial Schools re delivery	As of Jan 25 - 20 NL teachers have attended online sessions with 8 in the next session 80 numeracy leads attended sessions 17 schools visits by sfs with 354 pupils attending		in development	in development	TP Strategy and LCPAR	The Tackling Poverty Team	number of sessions completed in schools - Number of young people who attend the sessions
Community Boards to support the tackling poverty agenda	Through tackling poverty awareness sessions and delivery of the councils tackling poverty agenda the community boards will support the Strategy	understand their roles and responsibilities in raising awareness of key poverty messages, challenging stigma	The Plan for North Lanarkshire	Resilient People	n/a	Tackling Poverty on agendas of community boards	trial focussed sessions in Coatbridge - in discussion - if successful will continue roll out		Ongoing	Ongoing	TP Strategy and LCPAR	Local Planning Partnership Teams	Community Board Sub Groups Reports

North Lanarkshire Council Report

Wellbeing and Tackling Poverty Committee

Does this report require to be approved? Yes No

Ref AG/JC

Date 25/04/25

Local Child Poverty Action Report 2023/24 –External Feedback

From Alison Gordon, Chief Social Work Officer (Education, Families, Justice & Integrated Practice)

E-mail gordonal@northlan.gov.uk

Telephone 01698 332001

Executive Summary

In line with the Plan for North Lanarkshire Programme of Work, the purpose of this report is to provide an update on the feedback received via the Improvement Service on the North Lanarkshire Local Child Poverty Action Report 2023/24.

This report and the activity which underpins this forms a key strand of the council's *Resilient People* Programme of Work.

Recommendations

It is recommended that the Wellbeing and Tackling Poverty Committee:

- (1) Note the feedback received from Public Health Scotland on the North Lanarkshire Local Child Poverty Action Report 2023/24, and
- (2) Endorse the self-assessment plan outlined in paras 2.7-2.11 of this report.

The Plan for North Lanarkshire

Priority	All priorities
Ambition statement	All ambition statements
Programme of Work	Resilient People

1. Background

- 1.1 The Child Poverty (Scotland) Act 2017 placed a duty on Local Authorities and NHS Boards to jointly develop and publish an annual Local Child Poverty Action Report (LCPAR).
- 1.2 North Lanarkshire has continued to take the approach of integrating the local child poverty action plan and reporting into its overall Tackling Poverty Strategy in recognition that tackling child poverty is inextricably linked with tackling poverty in our

families and wider communities and to help ensure that tackling poverty is an area that is considered in decision making across the Partnership.

- 1.3 The LCPAR is produced by the Tackling Poverty Writers' Group which consists of officers from the Council and NHS Lanarkshire. The Group is overseen by the Tackling Poverty Officers Action Group.
- 1.4 The LCPAR reflects on work carried out across services to tackle child poverty and financial insecurity, with an Action Plan that looks forward to future activities.
- 1.5 An arrangement is in place for the national partners on child poverty including leads from Scottish Government, the Improvement Service and Public Health Scotland to review and provide feedback on local reports with a view to both supporting and monitoring progress in this area. Through this arrangement Public Health Scotland was allocated North Lanarkshire's 2023/24 LCPAR for review.
- 1.6 In order to continue to improve the effectiveness of work in this area local authorities are also invited and encouraged to undertake a self-assessment exercise using a nationally produced framework and template. This will be taken forward by the Tackling Poverty Officers Action Group with the support of the Improvement Service and/or Public Health Scotland as outlined below.

2. Report

- 2.1 The Local Child Poverty Action Report 2023/24 was approved at the Policy and Strategy Committee held on 1st November 2024
- 2.2 As noted above following submission to the Scottish Government in line with the statutory requirement. North Lanarkshire's Report was allocated for review to the Public Health Scotland. Full feedback from this review is attached (Appendix One) with the principal findings outlined at 2.3 – 2.6.3 below.

Public Health Scotland Feedback

- 2.3 The review found that North Lanarkshire's Report provided a comprehensive picture of progress made in the Tackling Poverty Strategy Plan, which described approaches and outcomes related to tackling poverty for all who require support including parents and young people in low-income families.
- 2.4 Importantly the review also found that the report and the action plan addressed both the long term and prevention with crisis intervention and mitigation interventions linking those in need into longer term and preventative support.
- 2.5 The report found that there was clear reference to the drivers of child poverty and found the adoption of Holistic Support as a 4th driver to tackling poverty both interesting and innovative.
- 2.6 The following areas were some of those identified by the Review as interesting practice to share and explore (full report – appendix one).
- 2.6.1 **New Information Management System for the Tackling Poverty Team** – The Local Child Poverty Action Report identified that the introduction of Mosaic would help the Tackling Poverty Team report financial gains for priority family groups. As we move

forward the reviewers are interested in how this will help target priority families. This is an area that we will address in future reports.

- 2.6.2 **Adoption of Holistic Support as A Fourth Driver** – As above the reviewers found it innovative that North Lanarkshire had given holistic supports the same importance as the other drivers, recognising both that whole family support takes a no wrong door approach and the importance of everyone’s role in referral pathways.
- 2.6.3 **Cash First Approach** – the report identified the work we are doing in North Lanarkshire as good practice and felt that this was an area of work that could be shared with other local authorities
- 2.6.4 **The Three Questions Approach** – the reviewers noted that this gave better insights into lived experience and noted that it would be good to see progress on what decisions are informed by lived experience and service user design going forward.
- 2.7 With respect to areas which could be strengthened within reporting or our supporting Action Plan, the reviewers highlighted to following areas:
- 2.7.1 **Employability** – the reviewers wanted to know more about in work progression and in work poverty actions for priority families.
- 2.7.2 **Fuel Poverty and Affordable Credit** – the reviewers identified that it was difficult to ascertain actions and outcomes for priority groups families from our report. We were able to discuss with the reviewers that in relation to fuel poverty the numbers of families using this service was not high, and that the majority of referrals came from single adults, this is an area we will flesh out in future reporting.
- 2.7.3 **Primary Care Referral Pathways** – the report recognised the well-established referral pathways between areas of health and the tackling poverty team, however, felt that the referral pathways from primary care and for low-income staff with children was less clear. This is an area we will explore with health in future reports.

Self-Assessment

- 2.8 The purpose of the Self-Assessment is for the partners in the Tackling Poverty Officers Action Group to consider strengths and any areas for improvement within their approach to addressing child poverty.
- 2.9 The Self-Assessment Process is framed around four key areas.
- Understanding Local Need
 - Using a Wide Range of Policy Levers
 - Understanding Our Progress
 - Ways of Working
- 2.10 Our locally agreed process involves each partner completing a survey based on key aspects of work to tackle child poverty, these are then analysed and fed back to the Tackling Poverty Officers Action Group.
- 2.11 Consideration of the completed Self-Assessment informs areas for improvement and in turn our local action plan.

- 2.12 The next self-assessment exercise will be completed with the national partners and the Tackling Poverty Officers Action Group in the coming months, with a report being made available to Committee following this.

3. Measures of success

- 3.1 The successful delivery and outcomes of 2023/24 Local Child Poverty Action Report.

4. Supporting documentation

- 4.1 **Appendix 1** – Public Health Scotland Feedback



Alison Gordon
Chief Social Work Officer

5. Impacts

<p>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 <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p> <p>The Council's Towards a fairer North Lanarkshire Tackling Poverty Strategy is fully aligned with the requirements of the Fairer Scotland Duty, its purpose being to reduce the inequalities caused by socio economic disadvantage.</p> <p>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 <input checked="" type="checkbox"/> No <input checked="" type="checkbox"/></p>
<p>5.2 Financial impact Does the report contain any financial impacts? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Governance arrangements for the grants referenced above have been referred to the Enterprise and Fair Work Committee. If Yes, have all relevant financial impacts been discussed and agreed with Finance? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p>5.3 HR policy impact Does the report contain any HR policy or procedure impacts? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant HR impacts been discussed and agreed with People Resources? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p>5.4 Legal impact Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p>5.5 Data protection impact Does the report / project / practice contain or involve the processing of personal data? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, is the processing of this personal data likely to result in a high risk to the data subject?</p>

Yes No

If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to dataprotection@northlan.gov.uk

Yes No

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 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 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?

The TPAG has a Communication Subgroup who takes forward any communications/activities for residents/staff on behalf of the TPOAG

5.9 Risk impact

Is there a risk impact?

Yes No

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?

Tackling Poverty has been identified as a Corporate Risk, with the Chief Social Work Officer as the risk lead. Towards a Fairer North Lanarkshire - Tackling Poverty Strategy sets out a planned approach which seeks to eliminate poverty or make very significant reductions in the level of poverty resulting in benefit to the residents and including improvement in the overall level of health and wellbeing of communities.

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.

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).

In North Lanarkshire we recognise that tackling poverty and inequality does not fall to one Service, or one Sector, we must therefore work together to use our resources effectively and efficiently to ensure that all our communities have access to opportunities that will lead to better outcomes for people in terms of employment, wellbeing and inclusive growth.

If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?

Yes No

APPENDIX ONE – FEEDBACK FROM PUBLIC HEALTH SCOTLAND
Date of meeting: 16 th January 2025
Local Authority area North Lanarkshire
Attendees: Donna Burnett and Darren Rocks, PHS
<p>Key points of feedback for local partner (this can be taken from the last question of the Smart Survey which directs national partners to list key points of feedback for local partners:</p> <p>This is a comprehensive report on progress made in the Tackling Poverty Strategy Plan, which describes approaches and outcomes related to tackling poverty for all who require support including parents and young people in low-income families. Includes a range of programmes e.g. Working for Families and Developing the Young Workforce within the Local Employability Plan.</p> <p>Part of the Tackling Poverty Strategy Action Plan there are actions covering 3 years from 2023 – 2026)</p> <p>Clear reference to drivers of child poverty.</p> <p>The full impact of actions specifically for priority families with children in some services is unclear however the new recording system, referred to in the report, records priority families and should improve this.</p> <p>The main focus of the report is long term and preventative. Crisis intervention and mitigation interventions link those in need into longer term, preventative support.</p> <p>Holistic Support adopted as a 4th Driver of Child Poverty</p> <p>Both strategic direction and key policy and service decisions are informed by data and intelligence</p> <p>Strategic planning takes account of all types of households experiencing poverty therefore priority families are included. It is just not clear in all services if/how priority families are prioritized, unless the service is funded solely for these groups. The new performance management system may have potential to address this.</p> <p>Appears to be clear governance in both local authority and health board and the wider partnership.</p>

An Overarching Question to think about – how many people can you achieve outcomes for in total across the plan and how does this compare with the number of people who require these outcomes?

Interesting practice to share and areas of interest to explore

- **New information management system** for Tackling Poverty Team and ability to report financial gains for priority family groups. Recommend for peer support session. Going forward, it would be useful to understand how this helps targeting priority families and what this targeting looks like?
- Adoption of **Holistic support as a fourth driver** with a focus on wrap around support – whole family support taking a no wrong door approach and importance of everyone’s role in referral pathways.
- **Financial support services** continue to include **cash first approach** - worth sharing with other areas how this is and can be sustained.
- **Housing Strategy** – creating homes for families that are energy efficient, low carbon and with study spaces worth sharing more widely.
- **Hive Project** – innovative
- **3 Questions approach** to gaining better insights into lived experience – it would be good to see progress on what decisions are informed by lived experience and service user design going forward
- **NHS Demonstrator – sharing of further learning from second cohort would be welcome** - The collaboration between NHS Lanarkshire’s Employability Hub Team with International Service System (ISS) at University Hospital Hairmyres and support from local employability partners, to deliver the NHS demonstrator.
- **Training for health staff** built around the IFAN Asking About Money Worries leaflet.

Areas to consider action

- Other than the NHS Demonstrator we could not see if there are other approaches to widening access to employment with anchor institutions for those within priority families. Could the Demonstrator approach be taken in other Anchor Institutions?

- Housing strategy: It would be good to know if there is a plan to address unsuitable housing for those already in properties that do not meet their family's needs. Actions to ensure the new standard being achieved in new properties is achieved across existing housing. How can this be achieved within existing social housing, private lets and owner-occupied housing?
- Collaborative approach between NLC and 12 third sector providers to provide employment support to parents (Working for Families). It will be good to see the outcomes from this and may be a practice to share in the future.
- The case studies which include pre-referral financial data and individuals' income after support – clearly demonstrates the impact of increasing income through employment/ SS – and the impact on people's lives/families - a strong addition to the report.
- Income maximisation approaches and holistic focus and onward referral seems well developed. Referral pathways from health for money advice and advice in health settings mentioned in the report but Pathways from primary care and for low-income staff with children less clear. Income Maximisation Deep Dive by PHS might provide a greater level of insight into this.
- The report highlights that Income domain data from SIMD is being used to target resources (outreach) to areas in 1% most deprived communities in Scotland – the local areas are outlined but it is unclear in the report what resources have been directed there to support local families. We established at the feedback session the new Community Hubs are at an early stage of rollout.
- Fuel Poverty and Affordable Credit referred to in the report but actions and outcomes particularly for priority families was difficult to ascertain from the report
- It would be good to know more about In-work progression and in-work poverty actions for priority families

North Lanarkshire Council Report

Wellbeing and Tackling Poverty Committee

Does this report require to be approved? Yes No

Ref RB/ KS

Date 25/04/25

Response from Chief Secretary to the Treasury – Two Child Benefit Cap

From Chief Officer (Legal and Democratic)

E-mail swank@northlan.gov.uk

Telephone 07919 730272

Executive Summary

At the meeting of North Lanarkshire Council on 19 December 2024, it was agreed that the Convener of the Wellbeing and Tackling Poverty Committee write to the Chancellor of the Exchequer, requesting that the 'two child' benefit cap as soon as financial circumstances allow.

Recommendations

It is recommended that the report:

- (1) note the response from the Chief Secretary to the Treasury, copy attached in Appendix 1 to the report.

The Plan for North Lanarkshire

Priority	All priorities
Ambition statement	All ambition statements
Programme of Work	Resilient People

1. Background

1.1 On 19 December 2024 the Council agreed the undernoted Motion:-

“Council notes that the UK Government budget on 30 October delivered the biggest funding settlement for Scotland since devolution which allows the Scottish Government to invest in Scotland’s public services, including Councils.

Council believes that the ‘two child’ benefit cap is a regressive policy which penalises some of the most disadvantaged families in our communities.

Council agrees that it is right that Governments must work to create the economic conditions that would allow for the reversal of such a policy, rather than delivering unfunded spending commitments.

Council instructs the Convener of Wellbeing and Tackling Poverty to write to the Chancellor of the Exchequer in this regard, calling on the reversal of the ‘two child’ benefit cap as soon as financial circumstances allow.

Council agrees the response should be emailed to all elected members upon receipt and thereafter be included in a report to the first available meeting of the Wellbeing and Tackling Poverty Committee”.

2. Report

- 2.1 The Convener of Wellbeing and Tackling Poverty Committee wrote to Chancellor of the Exchequer on 16 January 2025.
- 2.2 The Convener of Wellbeing and Tackling Poverty Committee received a response dated 24 March 2025 from the Chief Secretary to the Treasury, copy attached in Appendix 1 to the report.

3. Measures of success

- 3.1 Ensure the implementation of Council decisions.

4. Supporting documentation

Appendix 1 – Letter from Chief Secretary to the Treasury dated 24 March 2025.



Rachel Blair
Chief Officer (Legal and Democratic)

5. Impacts

<p>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 <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact?</p> <p>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 <input type="checkbox"/> No <input type="checkbox"/></p>
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<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 type="checkbox"/></p>
<p>5.7 Environmental / Carbon impact Does the report / project / practice contain information that has an impact on any environmental or carbon matters? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
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<p>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 <input type="checkbox"/> No <input checked="" type="checkbox"/> 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.</p>
<p>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 <input type="checkbox"/> No <input type="checkbox"/> 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). If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out? Yes <input type="checkbox"/> No <input type="checkbox"/></p>



HM Treasury, 1 Horse Guards Road, London, SW1A 2HQ

Cllr Chris Costello
Ward 9
Airdrie Central
Civic Centre
Windmillhill Street
Motherwell
ML1 1AB

24 March 2025
Your ref: CC/**

Dear Cllr Costello,

Thank you for your letter of 16 January. I am replying as the Minister responsible for public spending.

As you note, the decisions we took at Autumn Budget and Spending Review Phase 1 resulted in an additional £3.4 billion in Barnett consequentials for the Scottish Government in 2025-26, bringing the Scottish Government's 2025-26 settlement to £47.7 billion. This settlement is the largest in real terms of any settlement since devolution, with the Scottish Government continuing to receive at least 20% more per person than equivalent UK Government spending in the rest of the UK.

Turning to your point on the two-child limit, this Government has an ambition to tackle child poverty, whilst recognising the need to balance the right approach with what is affordable given the challenging fiscal inheritance. Given this, the Government is committed to ensuring stability in our public finances when considering any additional spending commitments. This still means we can take action to tackle child poverty and that is why the Child Poverty Taskforce is developing the Government's plan to bring about an enduring reduction in child poverty in this Parliament, as part of a 10-year strategy for lasting change. The Taskforce is exploring how we can use all the available levers we have across Government to create an ambitious strategy to tackle child poverty. As part of this, the Taskforce has engaged with the Scottish Government.

As a down payment on the strategy, the Government has already taken action at Autumn Budget 2024, including with the Fair Repayment Rate which lowers the cap on deductions in Universal Credit to 15% of the standard allowance from April 2025. This will benefit 1.2 million households by an average of £420 per year, including 700,000 of the poorest families with children benefiting as a result of this change. In addition, the Government will provide £1 billion (including Barnett impact) to extend the Household Support Fund in England, and Discretionary Housing Payments in England and Wales. This will help individuals and families facing the greatest hardship, including supporting them with the cost of essentials such as energy and housing.

Thank you again for taking the time to share your concerns.

Yours sincerely,

A handwritten signature in black ink that reads "Darren Jones". The signature is written in a cursive, flowing style with a large initial 'D' and 'J'.

**RT HON DARREN JONES MP
CHIEF SECRETARY TO THE TREASURY**

North Lanarkshire Council Report

Wellbeing and Tackling Poverty Committee

Does this report require to be approved? Yes No

Ref AG/ AGI Date 25/04/25

Implementation of trauma-informed practice and organisational culture North Lanarkshire

From Alison Gordon, Chief Social Work Officer (Education and Families, Justice, and Integrated Practice)

E-mail GordonA@northlan.gov.uk **Telephone** 01236 856326

Executive Summary

In May 2023, the Wellbeing and Tackling Poverty Committee endorsed a vision for North Lanarkshire to become a trauma informed Council. This means creating 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 which in turn strengthens our communities.

In April 2024, Committee agreed to a Trauma Plan (Appendix B) to begin to deliver this commitment as part of the Council's Programme of Work 2023-28. The purpose of today's report is to give members a progress report on the delivery of the plan.

Recommendations

It is recommended that the Wellbeing and Tackling Poverty Committee

- (1) Endorse the North Lanarkshire Trauma Plan (Appendix B).

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 previous Committees, it is now well established that the effects of trauma (particularly adverse childhood experiences) can be wide-ranging, substantial, long-lasting, and costly (NHS Education for Scotland, 2021). Traditionally public services have not fully recognised these impacts leading to people, at times, being further excluded or stigmatised in their interactions with services. This creates additional distress for people and very often demand for more intensive support over

the life course. 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 a trauma-informed and trauma-responsive workforce 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 A). In a trauma informed organisation, services promote safety and trust to prevent re-traumatisation, and this is effective in preventing concerns and difficulties escalating.
 - 1.3. A steering group comprising officers from across the council, reporting to the Resilient People Programme of Work, is overseeing the implementation of the plan and service areas are being supported by the council's Trauma Lead, funded by implementation monies received from Scottish Government, in its implementation. As requested by Scottish Government, the council and the health and social care partnership have appointed 'Trauma Champions' who co-chair the steering group. Since the previous committee Councillor Costello has taken on the role as the member Champion.
 - 1.4. The plan focuses on the critical components of becoming a trauma-led organisation and, as such, reflects the importance of leadership and the wellbeing of the workforce. As we noted at committee last year the system and cultural shifts that are required of being trauma informed take time and the trauma plan will target support to teams and services ready to apply the trauma principles and test changes. This report highlights areas where these changes are being tested.
-

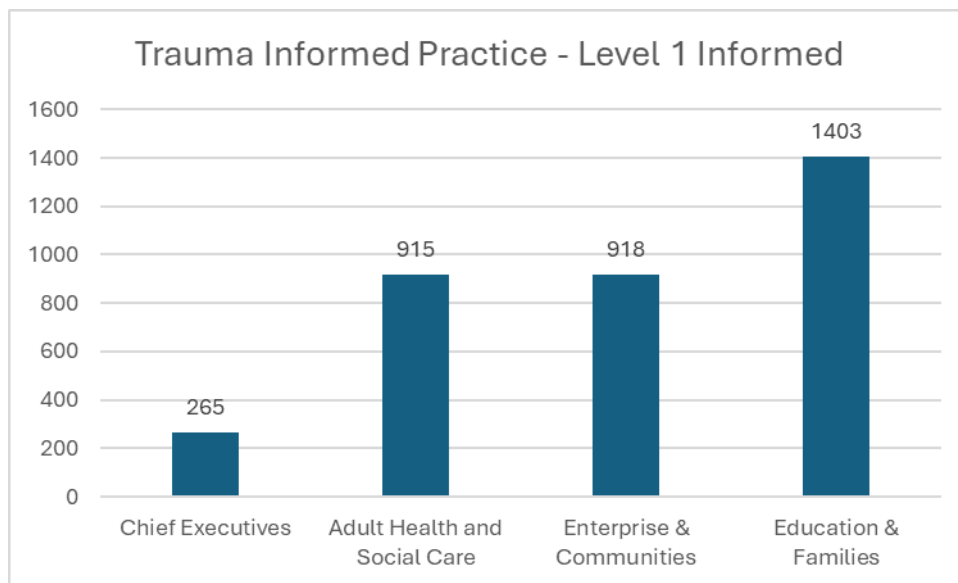
2. Report

Progress to date

- 2.1. The implementation plan and progress is attached at Appendix B. The pace of implementation is determined by service priority and needs within the overarching commitment of the Programme of Work to create a trauma informed council. The following narrative illustrates some of the work being undertaken across the council.

Training

- 2.2. Work has continued to ensure that all staff within North Lanarkshire Council have access to appropriate levels of training related to Trauma Informed Practice. Several key activities have taken place since the last update to committee where a commitment was made to continue to invest in the development of our workforce with regards to understanding their responsibilities in this area. In line with the national approach to training we are implementing training at three levels – Level 1 (awareness); Level 2 (skilled); and Level 3 (enhanced) (see Appendix C).
- 2.3. All staff in the Council now have access to introductory training (Level 1) via an e-learning module on Learn NL. This module covers an introduction to Trauma Informed Practice with a link to the video Opening Doors which explains what being trauma informed means. This module has been well received by staff in the Council with high levels of uptake across Services and excellent feedback within the evaluation form. The graph below shows take up in 24/25.



- 2.4 To enhance our offering at Level 2 (skilled), we have successfully established a network of trainers who are now equipped to carry out training at this level. A number have successfully delivered the training and based on feedback have now reviewed and revised the programme to ensure it is suitable for an NLC audience.
- 2.5 At level 3 (enhanced) we have renewed our agreement with NHS to have access to their e-learning modules on Learn NL. We are continuing to work with NHS to establish appropriate additional training at Level 3 which can be rolled out to Council staff who need this.
- 2.6 As part of the Elected Members development programme, 10 Elected Members had already attended sessions on raising awareness of trauma informed practice. To reach a wider audience, an additional session was organised for March 2025 to allow Elected Members a further opportunity to undertake the session as well as providing an update on the implementation of the Trauma Plan. 12 elected members attended this session and provided feedback on the day that it was worthwhile and resonated with their work with constituents.
- 2.7 Further evidence of the commitment to build an awareness of trauma informed practice into the culture of the Council, is the work currently being undertaken by the Practice Learning team who manage all student Social Work placements. The principles of trauma informed practice have been woven into all learning sessions and is now a part of their supervision and their coursework. This has proven to be hugely beneficial to our students and increased their understanding of how to integrate trauma informed principles into practice.

Trauma design principles

- 2.8 Members will recall detail from the last report on how important the physical environment is for both staff and for people accessing our services with trauma design principles relevant to all settings. The council's programme of work to 2028 and strategic capital delivery programme over the next 5-years will see continued significant

investment in the built environment impacting positively on our communities. Concurrently the council is transitioning 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 implementation plan with a specific focus on trauma design principles.

Progress since the last report is detailed below:

- 2.9 The development of a trauma design toolkit to be applied by all teams involved in investment projects was launched during April 2025. As part of this work sixteen Council teams were engaged and five external industry experts. Content is illustrated in Appendix D. As part of this work all teams engaged identified improvement actions within their own services that they will take forward in their trauma action plans and service equalities plans.
- 2.10 Work with the Equalities Board on the development of revised equalities outcomes to 2029, with equality outcome 8 “Our buildings, places and spaces are safe, vibrant, inclusive and accessible, better serving the needs of people with protected characteristics through effective planning, design and development” was finalised following the public consultation. The evidence framework for this includes a commitment to annual trauma walkarounds of identified assets and service delivery spaces to ensure standards are maintained or improved as required, and evidence of participation and engagement into the design, planning, and development of projects. Details of these will be reported to the next committee.
- 2.11 As part of the new community hub development and asset reconfiguration work, we continue to look at how we improve the design of spaces. Most recently £700k was invested in Buchanan Centre as the town hub in Coatbridge to accommodate services that relocated from Kildonan Street providing a more integrated offer of support, activities, and services in the town. People from Coatbridge were involved in the design, including involvement of the Disability Access Panel. Imagery from the spaces is shown in Appendix E with supporting descriptors. We are also working with an environmental psychologist to support design of future community hubs and investment in the education estate.
- 2.12 Council staff involved in trauma design attended the Housing Domestic Abuse Forum to share our approach with the forum members for consideration in their own plans.
- 2.13 Integrated service delivery from Hubs is in now being progressed through effective partnership tests of change between NHS neurodevelopmental services, education, and the voluntary sector to ensure families receive a better, more trauma informed service from one place.

Active and Creative Communities

- 2.14 Active & Creative Communities (ACC) provides services to over one million visitors every year who visit our leisure, cultural, library and museum services. In addition, they provide specialised support to school age young people through both Active Schools and our Outdoor Education programme. ACC staff work with customers from a range of different backgrounds and experiences, with our staff profile showing a similar picture. The service prides itself on an approach to recruitment that provides pathways to build experience and move into the workplace - an approach which reinforces the diversity of our workforce. As such, the importance of ensuring a

trauma informed approach to both service delivery and staff development was considered critical to ongoing business success.

- 2.15 With the support of our colleagues, a small working group in ACC came together to consider their key areas of focus to ensure the service was truly trauma informed. Having initially undertaken some training, the working group focussed on five objectives for action – leadership; wellbeing; feedback loops; knowledge and skills; and policies and processes. Within each objective, the team built a series of actions which sought to build on existing good practice, while focusing on ensuring that staff have access to help when they need it, both staff and customers have appropriate opportunities to have their voice heard and ensuring that our leadership approach continues to empower individuals by validating their experience and promoting self-advocacy. The service continues to work with colleagues, and with the support of the Talent & Organisational Development team, to develop bespoke training options to reinforce the agreed action plan, including training at level 2 noted above.

Education

- 2.16 Within the Roadmap to Recovery (Health and Wellbeing Plan) the service has focused on embedding nurture, resilience, and trauma informed approaches. As part of an evaluation of these approaches undertaken in the autumn term 2024, qualitative self-report data was gathered from establishments using the quality framework How Good Is Our School (4). This indicated that good progress is being made. Some of the most frequently cited offers are the provision of nurturing and inclusive environments and the delivery of alternative curriculum arrangements.
- 2.17 Within Education, trauma informed training continues to be a priority. For example, in the last academic year over 700 participants attended a range of Health and Wellbeing staff development sessions delivered by Educational Psychologists. Impact data is positive. Education Scotland 'Keeping Trauma in Mind' sessions have been delivered to 200 practitioners across all sectors. Evaluation responses indicate an increase in knowledge, confidence, and skills with an overall average rating of 4.6 out of 5 for the sessions. Furthermore, exploration of vicarious trauma and staff wellbeing has been integrated into the Aspiring Leadership Programme and Child Protection training.
- 2.18 In the last two years all newly qualified teachers in NL (over 300) have received training in the Solihull Approach. Feedback is very encouraging. Similarly, 541 staff from Education, Health, CLD and Social Work have attended Critical Incidents and Lifelines training. A range of offers are provided by the Education Support Officer (Staff Health and Wellbeing) to support Education and Families staff. One offer is individual support. From August – December 2024 121 staff used this service.

Social Work

- 2.19 Across the social work service, the principles of trauma informed practice underpin all our strategic drivers for improvement, providing a guiding and coherent set of principles for practice. These drivers include the development of Getting It Right for Everyone (GIRFE), the Signs of Safety of Healing model of assessment in children's services and the Back-to-Basics initiative in adult services. These approaches all have the trauma principles of choice, collaboration, and empowerment at their heart. The ongoing work to develop a Bairns Hoose in North Lanarkshire is a further example of innovative approaches to developing trauma informed services using a collaborative approach to co production with children and young people and multi-agency working.

- 2.20 To compliment these programmes, the embedding of trauma informed practice needs to take place in the detail of everyday interactions with people and the environments in which this takes place. As an example of this, staff in justice social work worked with individuals using the service to assess the safety of the environment (Range Road) and reviewed their procedures to reflect trauma principles leading to changes such as how men and women access the building when using the service, a private space for staff supervision, changing the language in case recording and reports to help people make sense of their life experiences and support recovery. As a next step the lead officer for trauma is working with managers across social work to lead 'walk throughs' of their service to evaluate how trauma informed the service is locally as a basis for planning improvements such as these.
- 2.21 In the area of adult social work, 3 recently concluded tenders (Adult Advocacy, Support for unpaid Carers, and Peer Support, Mental Health) were all developed in line with Trauma Informed Principles. The services commissioned through these tenders, as well as other local community and voluntary organisations who provide information, advice and support to citizens of North Lanarkshire were involved in a Trauma Informed Awareness session, facilitated by the trauma lead officer. The next step in this process is to request that colleagues in Adult Services who link with support provider organisations registered with the Care Inspectorate, promote the same opportunity for awareness raising sessions for those organisations, again with the expectation, that trauma informed principles are embedded within those organisations also.

Housing

- 2.22 The housing service has made significant progress in establishing a safe and supportive environment for customers and staff and has made a significant commitment to training. The service has undertaken a training needs analysis (TNA) to determine the appropriate level of training for each role in the service. 170 staff have completed the Level 1 Awareness training and 41 staff requiring Level 2 (Skilled) training have received the "Transforming Connections Training Programme", which combines the Level 2 (skilled), module-based learning with an in-person training session.
- 2.23 The service reviewed its commissioned housing support service, as well as a review and restructure of front-line housing service provision, identifying areas for improvement, including alignment with trauma-informed principles to enhance service delivery. Our new Homelessness Action Plan 2025-28 includes several trauma-informed initiatives: assessing housing facilities to mitigate potential trauma triggers, creating trauma-informed reception hubs, and the development of a trauma service plan for housing. These initiatives aim to improve residents' well-being, increase engagement, and foster a sense of safety and trust within communities. Staff feedback has been positive, highlighting an increased understanding of trauma for both customers and colleagues.
- 2.24 We have been working closely with our Registered Social Landlord (RSL) partners to address domestic abuse through our RSL Housing Domestic Abuse Forum. Trauma-informed practice is at the core of our approach, encouraging all social landlords in North Lanarkshire to integrate trauma-informed systems into their support for people experiencing, or who are at risk, of domestic abuse. This collaborative effort aims to create a safer and more supportive environment for those impacted by domestic abuse, ensuring they receive the necessary support and assistance.

- 2.25 Our RSL partners have expressed interest in developing their own trauma training programmes for staff, and there is a shared understanding of the positive impact that embedding trauma-informed principles can have on services. To further support our partners, we have included information on trauma-informed practice in our Housing Domestic Abuse Digital Directory.

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 is 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 A** Trauma Informed System
- 4.2. **Appendix B** Trauma Plan - To follow
- 4.3. **Appendix C** National Trauma Training Plan
- 4.4. **Appendix D** Trauma Design Toolkit
- 4.5. **Appendix E** Buchanan Centre and Trauma Design Principles



Alison Gordon
Chief Social Work Officer (Education, Families, Justice, and Integrated Practice)

5. Impacts

<p>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 <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p> <p>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.</p> <p>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 <input type="checkbox"/> No <input checked="" type="checkbox"/></p>
<p>5.2 Financial impact Does the report contain any financial impacts? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, have all relevant financial impacts been discussed and agreed with Finance? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p> <p>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 2025-26.</p>
<p>5.3 HR policy impact Does the report contain any HR policy or procedure impacts? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, have all relevant HR impacts been discussed and agreed with People Resources? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p> <p>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 is being updated to reflect the trauma principles.</p> <p>The Talent and Organisation team are engaged in developing and delivering the training offers 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.</p>

<p>5.4</p>	<p>Legal impact Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p>5.5</p>	<p>Data protection impact Does the report / project / practice contain or involve the processing of personal data? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, is the processing of this personal data likely to result in a high risk to the data subject? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to dataprotection@northlan.gov.uk Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>
<p>5.6</p>	<p>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 <input type="checkbox"/> No <input checked="" type="checkbox"/> 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)? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>
<p>5.7</p>	<p>Environmental / Carbon impact Does the report / project / practice contain information that has an impact on any environmental or carbon matters? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p>5.8</p>	<p>Communications impact Does the report contain any information that has an impact on the council's communications activities? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p>5.9</p>	<p>Risk impact Is there a risk impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> 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 and adults 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</p>

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 has created 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).

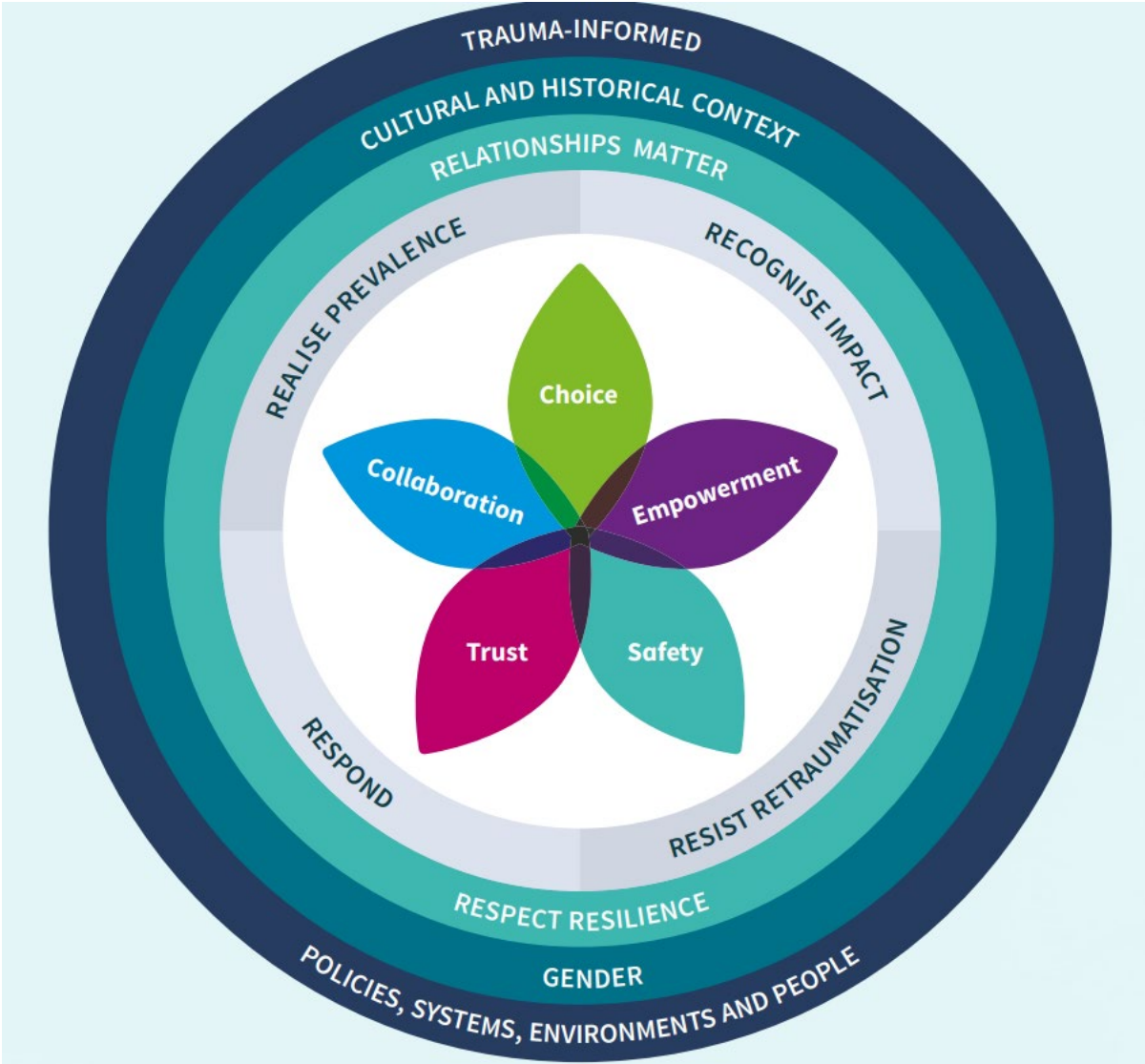
Implementation of trauma-informed approaches to supporting children fulfil a broad range of Articles from UNCRC but particularly Article 12 (duty to seek views of the child) and Article 39 (duty to support children recover from trauma).

If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?

Yes No

Appendix A

Trauma Informed System



Appendix B





Trauma informed organisation & service delivery								2023/24				2024/25				2025/26				2026/27				2027/28						
Deliverable	Project activity	ID	Lead	Responsible Officer	Start date	End Date	Progress	ID	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
									Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep
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	Complete 2 services identified - Housing & ACC.	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. Mental health & Wellbeing strategy refreshed to reflect TIP principles and reviewed at Committee Sept 24. Service plans in development using TIP principles and pilot of trauma walkthroughs in specific services.	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 implementation plan developed. Actions ongoing to deliver training including sessions for managers, rollout of Training Needs Analysis tool in services, identification of service area trainers and, development of trainers sub group to share learning & provide peer support. Review of national skilled level materials to develop NLAN master course completed which can be adapted to individual service needs. Trauma has been incorporated in induction and ongoing training for NQSW	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	Integrated service from Hubs is being further developed by Hub coordinators & area leads using trauma principles. Engagement & participation structures being used to gather voice on an ongoing basis. Individuals using services involved strategic needs assessment to inform development of services, and commissioning.	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 across Council services to develop trauma design toolkit. Trauma design toolkit launched Q1 2025/26. Engagement with citizens and designs informed and/or adapted on projects e.g. new hubs and reconfigured assets such as Buchanan Centre. Evidence to be identified and agreed for equality outcome 8 inc. annual trauma walkthroughs in partnership with third sector orgs	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. Proposal for a service plan evaluation tool presented to steering group in December 2024 with pilot testing with 2 services to be completed in 2025.	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 and trauma principles being integrated with council training and support for leaders. Trauma principles integrated into Equalities Impact Assessment work.	13																						

Trauma informed organisation & service delivery								
Project Activity	ID	Detailed Project Activity	Lead	Senior Responsible officer	Start date	End Date	Progress	On Track
Agree a project brief for creating the framework for North Lanarkshire becoming a trauma-informed organisation	1.1	Project brief drafted & submitted to the steering group	Allison Lang	Andrew Gillies	Nov-23	Feb-24	100.00%	Complete
	1.2	Project brief approved at the Steering group	Allison Lang	Andrew Gillies	Jan-24	Feb-24	100.00%	Complete
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	2.1	Establish a Terms of Reference for the Steering group	Allison Lang	Andrew Gillies/Margaret Flavell	Nov-23	Feb-24	100.00%	Complete
	2.2	Review group membership to ensure that each relevant agency is represented and subject to continuous review	Allison Lang	Andrew Gillies/Margaret Flavell	Nov-23	Feb-24	100.00%	Complete
	2.3	Steering group to approve ToR	Allison Lang	Andrew Gillies/Margaret Flavell	Nov-23	Feb-24	100.00%	Complete
Create and embed understanding across council management teams to ensure awareness of the council's commitment to become trauma-informed as an organisation	3.1	Awareness raising of TIP across the Council management teams with Steering group members supporting their services to implement and embed trauma informed change.	Allison Lang /Andrew Gillies	Andrew Gillies	May-23	Mar-24	80.00%	On Track
	3.2	Input to SWLT planned in early Feb 2025 to continue awareness raising across management teams	Allison lang/Andrew Gillies	Andrew Gillies	May-23	Mar-24	100.00%	Complete
	3.3	People and Organisation Senior Management Team to arrange Trauma Development session and agree actions for integrating trauma with leadership, staff wellbeing and employment and policy work.	Pauline McCafferty	Fiona Whitaker	Apr-25	Sep-25	25.00%	On Track
	3.4	An Elected member has become a Trauma champion to raise awareness of, encourage and influence action to develop a Trauma-informed and responsive workforce and culture across North Lanarkshire	Councillor Woods. Councillor Costello in Oct 2024	Councillor Woods Now Councillor Costello	Jun 23	Dec 23	20.00%	On Track
	3.5	Incorporate TIP into the Elected Members development programme	David Watson	Pauline McCafferty	May 24	May-25	75.00%	On Track
	3.6	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 Watson /Allison Lang	Pauline McCafferty	Mar 23	May 23	100.00%	Complete
	3.7	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-off approval	Allison Lang /Colin Fraser	Andrew Gillies	Aug-23	Aug-25	100.00%	Complete
	3.8	Initial communication messaging developed for all staff on TIP to support informed level training course - delivery date to be agreed. Presentation compiled for OMT including film of TIP in operation in services	Allison Lang /Colin Fraser	Andrew Gillies	Sep-23	Mar-24	100.00%	Complete
	3.9	Ongoing implementation of communications strategy .Promotion of service examples of Trauma informed practice through Communications in Council channels including CE newsletter & VIVA Engage . Preceded by TIP messages from SO TIP in CE newsletter & VIVA Engage .	Allison Lang /Steering group members	Andrew Gillies	Aug-23	Aug-25	50.00%	On Track
	3.1	TIP presentation delivered at Operational management meeting in March 2024 to continue to raise awareness of TIP & supporting role of managers	Andrew Gillies	Andrew Gillies/Alison Gordon	Nov 23	Mar-24	100.00%	Complete
	3.11	Ensure TIP becomes a feature of the workforce planning process and is incorporated into future workforce plans.	Pauline McCafferty	Pauline McCafferty Fiona Whitaker	May-24	Mar-28	80.00%	On Track
	3.12	Creation of Trauma publicity materials to support messaging at in house events and other forums	Allison Lang /Colin Fraser	Andrew Gillies	Apr-24	May 25	60.00%	On Track
Identify areas and teams to test trauma-informed approaches	4.1	Senior Officer supporting services to develop their Trauma implementation plans based on service priorities. Prioritisation will then be based on service readiness and capacity of teams to test trauma informed approaches.	Allison Lang/Steering group	Andrew Gillies	Nov-23	Jun-24	40.00%	On Track

	4.2	Ongoing scoping exercise with Education & Families - Social work ,Justice & integrated services to consider progress made and support needed to implement a trauma informed approach.	Allison Lang	Andrew Gillies	Nov-24	Jan 25	100.00%	Complete
Strengthen staff care, support and wellbeing through the integration of trauma-informed principles with the council's mental health and wellbeing strategy	5.1	Establishment of service level groups to develop service implementation plans and overall service group to lead on strategy council wide . Development of service well being plans that are informed by staff using trauma principles .	Allison Lang/Fiona Duddy	Fiona Whittaker	Jan-24	Mar-28	50.00%	On Track
	5.2	The Education service will develop a trauma informed approach to staff support and integrate staff wellbeing into relevant approaches e.g. Critical incidents .	Iain Macauley/Nicola Harvie Educational Psychology /HR	Gerard McLaughlin	Mar-24	Mar-25		On Track
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 .	Allison Lang/Norma Lang	Pauline McCafferty	May 23	Mar-28	100.00%	Complete
	6.2	Trauma Trainer group developed with a trainer forum established to support trainers with trauma training and walkthroughs and create learning environment to share experience. Additional trainers to be identified from services as required and trained .	Allison Lang/Norma Lang	Pauline Mcafferty	May-23	Mar-28	60.00%	On Track
	6.2	Review and adpatation of national NES training course to develop internal NL skilled course :Transforming Connections in North Lan . This will provide master course that will be adapted to each service as required	Allison Lang /Norma Lang	Pauline McCafferty	May-23	Mar-28	100.00%	Complete
	6.3	Review of existing training programmes in services using trauma lens. Amendments to programmes to include TIP principles.	Pauline McCafferty	Pauline McCafferty	Mar-22	Mar-28	50.00%	On Track
	6.4	Undertake an audit to identify current trauma informed approaches operating within schools and to share this information with establishments	Nancy Ferguson	Nancy Ferguson/ And	Jan-22	Sep-22	100.00%	Complete
	6.5	Ensure new mentoring programme incorporates trauma principles	Norma Lang / Liam Charles	Pauline McCafferty	Mar-23	Dec-24	80.00%	On Track
	6.6	Creation of an E learning, Informed level module supported by TPTIC Dr- Claire Stewart-	Claire Stewart/ Norma Lang	Pauline McCafferty	Aug 23	Oct 23	100.00%	Complete
	6.7	Roll out the e-learning Informed module across the council to support staff become trauma aware relevant to their role	Pauline McCafferty	Pauline McCafferty	Apr-24	Mar-26	100.00%	Complete
	6.8	-Identify a pool of trainers to support delivery of skilled level training and walkthroughs. Information session provided by TPTIC in Dec 2023 . Applications submitted and reviewed in Jan 24 with T4T course in March supported by NES .	Allison Lang/Norma Lang/ Abi McGinley	Pauline McCafferty	Apr-23	Mar-26	80.00%	On Track
	6.8	Promote the use of the training needs analysis tool "What level is my role?" across all Services to ensure staff identify the correct level of training for their role	Pauline McCafferty / Norma Lang	Pauline McCafferty	Apr 23	Mar-26	25.00%	On Track
	6.9	Scoping out of options for enhanced level training at level 3 of the NES- framework as no suitable course exists for social work or other staff sitting at level 3-	Allison Lang	Andrew Gillies & Pauline McCafferty	Dec-23	Mar-28	100.00%	Complete
6.10	Identify/adapt and deliver trauma resources and training for use within educational establishments (with support from NES) . This will include use of Education Scotland Trauma training .	Iain Macauley,Nicola Harvie, Educational Psychology & CILs	Gerard Mclaughlin	Dec-22	Jun-28	60.00%	On Track	
6.11	Educational establishments to review their universal, additional and intensive offers and embed nurture ,resilience and trauma informed approaches.	Nancy Ferguson Iain MacAuley	James McParland	Mar-22	Sep-28	60.00%	On Track	
Ensure children, families, and communities are involved in the design of trauma informed services	7.1	Involve people with lived experience of trauma in the design of supports and services building on existing engagement & participation structures.	Morris Howatt, Allison Lang/Lindsay Tierney and Julie McGee	Andrew Gillies & Margaret Flavell	Dec-23	Mar-26	60.00%	On Track
	7.2	Align Health and social care comissioning across adult H&SCP and Education and Families in a way that incorporates trauma principles, GIRFEC, GIRFE and the Promise.	Morris Howatt, Lindsay Tierney	Maria Barry, Andrew Gillies	Dec-24	Aug-27	10.00%	On Track

Positively influence the design and environment of our schools, town centres, community hubs and service delivery locations by embedding the principles of trauma design by 2025.	8.1	Develop a trauma informed roadmap for the L&OM and asset rationalisation PoW.	Sara Tennant	Sara Tennant & Andrew Gillies	Apr-22	May-25	100.00%	Complete
	8.2	Involve individuals with lived experience in the co-design of our assets through community consultations, focus groups, walkthroughs and customer journey mapping.	Robin Jefferson, Sara Tennant & Audrey Cameron	Sara Tennant & Charles McCabe	Apr-23	Mar-28	50.00%	On Track
	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	Sara Tennant	Jan-24	Mar-28	50.00%	On Track
	8.4	Apply learnings from co-design walkthroughs and journey mapping into the architectural design of assets and spaces - both inhouse and procured services.	Robin Jefferson	Sara Tennant & Charles McCabe	Apr-24	Mar-28	50.00%	On Track
	8.5	Conduct formal lessons learned exercise for all town and community hub / asset rationalisation and investment projects from design through to operation and apply this to future projects.	Robin Jefferson	Sara Tennant & Charles McCabe	Apr-24	Mar-28	100.00%	Complete
	8.6	Work with the employee equalities officer to identify what a hub /service delivery area from first point of contact could have to support different groups of people incl. from targeted/minority groups.	Sara Tennant	Sara Tennant	Apr-24	Mar-28	100.00%	Complete
	8.7	Proactively work as part of the DigitalNL 'improving customer experience (ICE) subgroup to consider how the principles of trauma design can be incorporated as the ICE delivery plan emerges	Sarah Quinn	Pauline Maginnis	Apr-24	Mar-28	20.00%	On Track
	8.8	Annual trauma informed audits scheduled for at least the 7 agreed hubs/service delivery areas with agreed areas for improvement taken forward through improvement action plan. Funding from hub revenue/capital programme as needed.	Sara Tennant & Robin Jefferson	Sara Tennant & Charles McCabe	Apr-24	Mar-28	75.00%	On Track
	8.9	Identify teams within asset and procurement solutions involved in both the design and early implementation of community hubs to complete relevant Trauma Informed training as a priority, with training for other staffing groups agreed through A&PS SMT.	Robin Jefferson	Charles McCabe	Apr-22	Mar-28	50.00%	On Track
	8.10	Identify specific asset rationalisation and investment projects within the operating model programme where integrated teams involved in front facing service delivery take part in relevant Trauma Informed training or development sessions.	Sara Tennant	Sara Tennant	Apr-22	Mar-28	100.00%	Complete
Develop a framework for measuring impact of trauma-informed principles for staff and people who use services	9.1	Work with experts by experience and staff to identify how trauma informed principles can be measured - what does TIP look like in practice including narrative accounts. updating existing evaluation frameworks to reflect TIP	Allison Lang/Graeme Cowan/ Julie McGee	Andrew Gillies	Feb 24	Mar 26	50.00%	On Track
	9.2	Steering group members to consider current & future participation and engagement strategies are informed by TIP principles and participation seeks to understand how people using services would envisage trauma informed services . Gaps in strategies are redrafted to ensure both approach to and principles contained within,reflect TIP .	Allison Lang /Steering group members	Andrew Gillies	Feb-24	Mar-28	30.00%	On Track
	9.3	Establish a short life working group with service representation to look at existing data collection and gaps. Involvement of the Equality officer to provide linkage between boards .	Allison Lang/Julie McGee	Graham Cowan	Feb-24	Mar 26	70.00%	On Track
Equip managers with the knowledge of principles trauma informed leadership in order to support the workforce respond sensitively and effectively to individuals using council services who are affected by trauma.	10.1	Promote attendance at STILT for all managers, leaders and members of Health and Wellbeing groups and monitor uptake .	Andrew Gillies /Margaret Flavell	Andrew Gillies	Apr-23	Mar-28	60.00%	On Track
	10.2	Promote TIP within Leadership Development modules available on LearnNL. Through the leadership academy, promote TIP at every opportunity.	Pauline McCafferty	Fiona Whitaker	Mar-24	Mar 28	80.00%	On Track
	10.3	Steering group members to work with teams within their services to support implementation -walkthrough tool and implementation of service specific frameworks such as the Roadmap to Recovery in Education.	Steering Group members	Andrew Gillies & Margaret Flavell	Dec-23	Mar 28	65.00%	On Track

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>

What is trauma design ?

Trustworthy activities:

- Safety
- Trust
- Choice
- Empowerment
- Collaboration

Trustworthy outcomes:

- Health
- Adaptable
- Connected
- Pleasant
- Distinctive
- Sustainable

Trustworthy relationships:

- Positive for property owners
- Accessible and inclusive
- Design for community activation
- Design for security and safety
- Use of high quality materials
- Light that shines
- Consider natural materials

What is trauma informed design ?

Trustworthy design is about integrating the principles of trauma informed care into design, with the goal of creating physical spaces that promote safety, wellbeing and healing. (Larkin 2021)

Trustworthy design has healing as a key aim of the design process and prioritises it in the built environment and everyday activities.

Design that is considered by trauma-affected individuals, and their wider networks, as being trustworthy provides an opportunity to build trust and support long-term wellbeing outcomes.

It is a goal for everyone to be able to trust the built environment and its designers to be trustworthy to them.

Trustworthy design can deliver the most effective approach for a project.

A framework for trauma informed design within the built environment

Design opportunities

- Clear access and wayfinding
- Provide access to nature
- Flexible, adaptable spaces
- Offer a variety of spaces
- Provide lightweight furniture
- Offer positive distractions
- Provide inclusive furniture
- Design for property security & privacy
- Design for visual safety & privacy
- Provide predictable sightlines
- Offer spatial openness
- Use high quality materials
- Offer artificial spaces

Facilities strategy objectives

- Positively influence the design & experience of our schools, FLE, town centres, community hubs and service delivery arrangements

Key principles

- Healthy
- Adaptable
- Connected
- Pleasant
- Distinctive
- Sustainable

More information and resources

- The importance of trauma informed design
- Trustworthy design, understanding trauma and healing
- What is trauma informed design?
- What is trauma informed design?
- A trusted trauma informed design process
- Architectural principles in the context of trauma informed design
- Some trauma informed tactics we can all employ
- Trustworthy design & architecture design
- Trustworthy design, digital and AI
- Relevant trauma and why does it matter for digital working?
- What is secondary trauma and how might it affect you when working digitally?
- Side effects: How we can be affected by the traumas of others

The National Trauma Transformation Programme toolkit

Learn the trauma informed design

Example content from Trauma Design Toolkit, launched April 2025

1. Awareness raising
2. Practical framework
3. Real case studies from across Council teams
4. Signposting to other guidance

Example | HOMES

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Example | COMMUNAL AREAS

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Example | COMMUNITY SERVICE DELIVERY AND STAFF WORKSPACES

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Appendix E







New exterior wayfinding signage, welcome signs and contrasting colour to make entrance clearer. Removal of cluttered signage at entrance.



New and clearer signage at zones within the centre such as the library. Contrasting colour to make entrance clearer, coloured strips on entrance/exit barriers for sight impaired individuals.

Trauma design principles applied at Buchanan Centre, Coatbridge, from Nov 24

-  Safety
-  Trust
-  Choice
-  Empowerment
-  Collaboration

Introduction of flexible furniture to remove institutional feel of spaces. Mix of furniture, including chairs with arms to provide necessary support for those who need. Use of natural materials in furniture. New artwork to offer positive distraction in the spaces and move away from the previous clinical feel of spaces.



New artwork to offer positive distraction in the spaces and move away from the previous clinical feel of main atrium open space, and improved wayfinding signage to new reception operated by a shared housing and social work team. Previous stigmatising social work reception and buzzer system removed in new shared reception design.