
Report To:	Inverclyde Council	Date:	8 June 2023
Report By:	Corporate Director Education, Communities & Organisational Development	Report No:	IC/02/23/RB
Contact Officer:	Ruth Binks	Contact No:	01475 712761
Subject:	Pledge to Make Inverclyde Council a Trauma Informed Organisation		

1.0 PURPOSE AND SUMMARY

- 1.1 For Decision For Information/Noting
- 1.2 The purpose of this report is to provide an overview of the National Trauma Training Programme (NTTP) and progress towards its implementation in Inverclyde, and to propose that the Council agree to adopt the Leadership Pledge of Support for Inverclyde Council to become a trauma informed organisation.
- 1.3 The Leadership Pledge of Support is coordinated by NHS Education for Scotland (NES) and Scottish Government. It is an opportunity to raise awareness of, and demonstrate a shared commitment to, supporting and embedding a trauma informed culture across the workforce and services in Scotland.
- 1.4 It is additionally recommended that the Council strongly supports the attendance of Elected Members and the Corporate Management Team at designated Trauma Informed training events.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that the Council:
- Note the content of this report;
 - Agree that the Council adopt the National Trauma Training Programme Leadership Pledge of Support;
 - Agree to promote trauma informed practice training for elected members and the Extended Corporate Management Team at designated training events;
 - Agree to continue to support the implementation of the National Trauma Training Programme.

Ruth Binks
Corporate Director
Education, Communities and Organisational Development

3.0 BACKGROUND

Prevalence and Impact of Trauma

- 3.1 Trauma is often [defined](#) as “an event, a series of events or a set of circumstances that is experienced by an individual as physically or emotionally harmful or life threatening and that has lasting adverse effects on the individual’s functioning and mental, physical, social, emotional, or spiritual well-being.”. This could be a single incident such as rape, assault, suicide, sudden bereavement or a serious accident, or complex trauma that takes place over a prolonged period of time, such as child abuse, human trafficking or domestic abuse.
- 3.2 Trauma is common and traumatic experiences have no boundaries with regard to age, gender, socio-economic status or ethnicity. It is estimated that around 60% of the UK population has experienced psychological trauma in their lifetime and the [2019 Scottish Health Survey](#) found that just over one in seven adults reported experiencing four or more adverse childhood experiences (ACEs). For more vulnerable groups, including people accessing inpatient mental health services, drug and alcohol services and in the justice system, the prevalence is even higher.
- 3.3 Whilst living through trauma is relatively common, the experience and its impact is often hidden. Although many people show remarkable resilience, those who experience trauma are at higher risk of experiencing greater inequalities and poorer outcomes at all stages of their lives, across physical and mental health, education, employment and wellbeing, if they do not have access to the right support at the right time if needed.
- 3.4 There is growing evidence that trauma-informed systems and practice, where the impact of trauma on those affected is understood by staff, and systems are adapted accordingly, can result in better outcomes for people affected by trauma.

The National Trauma Training Programme

- 3.5 In recognising psychological trauma and adversity as a public health priority, the Scottish Government and COSLA share and support [the ambition for Scotland to have a trauma informed and responsive workforce](#). This means that “universally, across all systems and services, we recognise where people are affected by trauma and adversity, respond in ways that prevent further harm and support recovery, and improve life chances for people affected by trauma”.
- 3.6 To support this ambition, the Scottish Government has committed over £6 million since 2018, to establish a [National Trauma Training Programme](#) (NTTP), led by NHS Education for Scotland (NES), and to support the development of a trauma informed and trauma responsive workforce and services across Scotland. The NTTP provides evidence-based trauma training resources which can help raise awareness, knowledge and confidence among the Scottish workforce, so people are equipped to embed trauma-informed practice throughout services. The programme also recognises the need for trauma related knowledge and skills across the whole workforce, not just for those with a remit to respond directly to the needs of those affected by trauma and promotes the message that “trauma is everybody’s business”.
- 3.7 Broadly, according to the NTTP, services, systems and individuals taking a trauma informed approach need to:
 - **Realise** the prevalence of trauma in the community
 - **Recognise** the impact the experience of trauma can have across the lifespan
 - Recognise **Resilience** and support growth
 - **Respond** in a way that supports recovery and access to life chances

- Resist further harm and re-traumatisation by understanding that trauma memories, feelings and responses may be “triggered” often by innocuous events and relationships
- Recognise that **Relationships** offer the opposite of a “traumatising” relationship by focusing on the trauma informed principles of safety, choice, empowerment, collaboration and trust

3.8 Trauma informed practice can support key priorities [across a number of policy areas](#), such as corporate and human resources, physical health, mental health and social care, alcohol and drugs, child and adult protection, community justice, education, housing and homelessness, environment and infrastructure and employability and economic development. A trauma informed approach is also closely linked with a number of national drivers, such as:

- [The Scottish Government’s Mental Health Transition and Recovery Plan \(2020\)](#)
- [GIRFEC](#)
- [Public Service Reform](#)
- [Equally Safe](#)
- [The Promise plan 2021-24](#)
- [UNCRC](#)

The Inverclyde Context

3.9 Some significant developments in relation to trauma informed approaches across all sectors of the Inverclyde workforce are already underway and are briefly detailed below.

Early Action System Change Project

3.10 In 2019, the National Lottery Community Fund Early Action System Change (EASC) programme awarded £682,250 (including £75,000 tests of change monies) to Inverclyde Health and Social Care Partnership (HSCP) under the Women and Justice theme. The Women Involved in the Criminal Justice System Project aims to develop a system change focused on effective early intervention, and fully involves women with lived experience, ensuring that they co-produce this change.

3.11 Progress of the EASC is governed by the Inverclyde Community Justice Partnership and funding is in place until the end of March 2024. Two tests of change have been agreed to improve outcomes for women engaged with services; firstly, the commitment of the HSCP and third sector partners to develop trauma informed and trauma responsive services and staff, and secondly, a commitment to strengthen referral pathways into supportive community resources, making these more accessible and inclusive for women.

3.12 In relation to the first test of change, the initial focus has been on the importance of leadership in driving the agenda forward and, as such, 42 senior managers and leaders from across the HSCP and third sector attended Scottish Trauma Informed Leaders Training (STILT). This is a programme of support available through the NTTTP, which consists of a three-hour webinar and follow-up development and planning sessions. Two follow-up sessions were held in July and September 2022 respectively. The project continues to progress towards all staff in services involved in the test of change having accessed appropriate training through the NTTTP.

3.13 In terms of the second test of change, a lived experience co-production group of women with experience of the justice system has been regularly engaged and actively contributes to the co-design/re-design of services and systems. A mapping exercise has also been conducted to determine what supportive community resources are available in Inverclyde, where the gaps are and how referral pathways can be strengthened to make these services more inclusive and accessible for women.

Wider Local Implementation Strategy

- 3.14 In 2021, the Scottish Government allocated £1.6 million in funding to local authorities to invest in training and staffing that will help to deliver trauma informed and responsive services and will support the involvement of people with lived experience of trauma in the design and delivery of services. Within Inverclyde, this funding was invested in the creation of a Trauma Informed Practice Lead Officer post. The Lead Officer's remit is to develop, implement and monitor a multi-agency strategy for embedding trauma informed practice throughout Inverclyde's workforce and services, in alignment with the NTTP. This post is based within Inverclyde Educational Psychology Service, however there is a clear and necessary expectation that the scope of this work extends across the whole workforce, including HSCP, council and third sector organisations.
- 3.15 Since taking up post in September 2022, the Lead Officer has conducted a scoping exercise to gain a clearer understanding of current levels of knowledge and practice relating to trauma within the Inverclyde workforce. This has identified that while awareness and implementation of trauma informed practice currently varies significantly across services, there is a high level of recognition of the benefits of this approach, both for individuals accessing services and for staff. It also highlighted that the ongoing work of the EASC has laid the groundwork in several service areas, through leaders engaging with STILT, the commitment to staff receiving relevant levels of trauma informed training, and the co-production approach taken.
- 3.16 Through consultation with Inverclyde's Trauma Champion, the Transforming Psychological Trauma Implementation Coordinator (TPTIC) for NHSGG&C and the Improvement Service's Trauma Lead, an implementation framework for the rollout of the NTTP in Inverclyde has been developed. This has been informed by the NTTP [Knowledge and Skills Framework](#) and [Trauma Training Plan](#) and closely aligns with and aims to take learning from the work of the EASC.
- 3.17 The framework includes three key strands of implementation to be prioritised for training to be successfully translated into practice, and a trauma informed and responsive workforce developed:
- **A competent workforce** is achieved through the delivery of appropriate trauma training and supervision to each member of the workforce, providing the necessary knowledge and skills to carry out their role in a trauma informed and responsive way; this also includes consideration for staff wellbeing, and a recognition that each member of the workforce should be appropriately supported, with open discourse about the impact of vicarious trauma and removing the stigma in accessing wellbeing support
 - **Effective leadership** centres on the importance of leaders actively recognising, promoting and sustaining trauma informed principles and practice within their organisation, and in embodying the trauma informed principles within meetings, conversations and in all communications with the workforce
 - **Organisational support** is available for new skills and new ways of working to be developed, taking a "trauma informed lens" to environments, policies, procedures and practice that may be altered to create a service and workplace that best meets the needs of those who have experienced trauma
- 3.18 To support the strategic planning and implementation of this framework, an Inverclyde Trauma Informed and Responsive Practice Strategic Group has been formed, consisting of both strategic and operational representation from organisations across all sectors. This group reports to the Alliance Board via the Inequalities Partnership. Additionally, to ensure that the voices of those with lived experience of trauma are meaningfully included at all stages of this work, it is intended that a Lived Experience Advisory Group will feed into the Strategic Group via the Lead Officer.
- 3.19 Whilst there is a high degree of support and motivation across services that are familiar with and engaged with this work, evidence from other successful implementation areas strongly indicates that to ensure that time spent training and developing a competent workforce leads to sustainable

change, senior leadership and organisational support is required to provide the culture and infrastructure for the workforce to become truly trauma informed and responsive.

4.0 PROPOSALS

4.1 For Inverclyde to continue its progress towards developing a trauma informed and responsive workforce and services, it is vital that leadership commitment is universal and visible. The NES and Scottish Government Leadership Pledge of Support provides organisations with an opportunity to raise awareness of, and demonstrate a shared commitment to, supporting and embedding a trauma informed culture across the workforce and services in Scotland. By adopting the Pledge, the Council would publicly declare its intention to respond to needs and improve outcomes for people in Inverclyde who have experienced psychological trauma. For leaders to fully support this commitment and understand more about what becoming a trauma informed organisation may look like, leaders training should be completed. It is therefore proposed that:

- The Council agree to adopt the Leadership Pledge of Support (see Appendix 1) to commit to the Council becoming a trauma informed and responsive organisation.
- Council strongly supports the attendance of Elected Members and the Extended Corporate Management Team at designated Trauma Informed training events.
- The Council agree to continue to support the implementation of the National Trauma Training Programme.

4.2 The strategic group will continue to monitor the implementation of trauma informed practice across Inverclyde and this will be monitored through the Children’s Services plan, HSPC planning and other service specific workforce plans

5.0 IMPLICATIONS

5.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

SUBJECT	YES	NO	N/A
Financial		X	
Legal/Risk		X	
Human Resources	X		
Strategic (LOIP/Corporate Plan)	X		
Equalities & Fairer Scotland Duty	X		
Children & Young People’s Rights & Wellbeing	X		
Environmental & Sustainability			X
Data Protection			X

5.2 Finance

One off Costs would be linked to staff time for training, although this will be proportionate to the level of training needed for the role. There are no costs linked to the provision of training.

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

5.3 Legal/Risk

There are no legal and risk implications directly arising from this report.

5.4 Human Resources

The implementation of trauma informed principles and practices will require the rollout of trauma informed training across the workforce. Appropriate levels of training for staff dependent on their roles and responsibilities will be required.

Following on from staff training, development and support, there is an expectation that trauma knowledge will become inherent in all practice, which may result in policy and procedural change across all service areas.

5.5 Strategic

Trauma informed practice is in line with the priorities in the new Council and Partnership Plans and will be a significant part of the Children’s Services Plan.

5.6 Equalities and Fairer Scotland Duty

(a) Equalities

This report has been considered under the Corporate Equalities Impact Assessment (EqIA) process with the following outcome:

x	YES – Assessed as relevant and an EqIA is required, a copy of which will be made available on the Council’s website: https://www.inverclyde.gov.uk/council-and-government/equality-impact-assessments
	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, assessed as not relevant and no EqIA is required. Provide any other relevant reasons why an EqIA is not necessary/screening statement.

(b) Fairer Scotland Duty

Has there been active consideration of how this report’s recommendations reduce inequalities of outcome?

x	YES – A written statement showing how this report’s recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed, a copy of which will be made available on the Council’s website: https://www.inverclyde.gov.uk/council-and-government/equality-impact-assessments
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	NO – Assessed as not relevant under the Fairer Scotland Duty for the following reasons: Provide reasons why the report has been assessed as not relevant.
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5.7 Children and Young People

Has a Children’s Rights and Wellbeing Impact Assessment been carried out?

	YES – Assessed as relevant and a CRWIA is required.
x	NO – Assessed as not relevant as this report does not involve a new policy, function or strategy or recommends a substantive change to an existing policy, function or strategy which will have an impact on children’s rights.

5.8 Environmental/Sustainability

Has a Strategic Environmental Assessment been carried out?

	YES – assessed as relevant and a Strategic Environmental Assessment is required.
x	NO – This report does not propose or seek approval for a plan, policy, programme, strategy or document which is like to have significant environmental effects, if implemented.

5.9 Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
x	NO – Assessed as not relevant as this report does not involve data processing which may result in a high risk to the rights and freedoms of individuals.

6.0 CONSULTATION

6.1 None.

7.0 BACKGROUND PAPERS

7.1 None.

Appendix 1

Inverclyde Council's Leadership Pledge of Support

Inverclyde Council recognises the widespread impact of psychological trauma on individuals and communities, and we believe it is a priority to ensure that everyone is offered the support and opportunities they need to achieve their fullest potential. We will strive towards a culture, workforce and services that are trauma informed and responsive, by embodying the trauma informed principles of collaboration, choice, empowerment, safety and trust in all that we do.

We will progress towards all members of our workforce being offered trauma informed training appropriate to their role, and aim to develop systems, services and environments that are designed with an understanding of trauma and its impact at their heart.

It is vital that, where relevant, all stages of our work are co-produced in an appropriate manner with people with lived experience of trauma, helping us to better understand how we can prevent further harm and remove barriers for people to access the support they need, when they need it.

We are aware that anyone can be affected by trauma, including people within our own workforce. We will aim to promote and strengthen the resources that are available to support staff wellbeing, helping to ensure all members of our workforce feel safe, supported and valued.