
Report To:	Inverclyde Council	Date:	26 September 2024
Report By:	Corporate Director Education, Communities & Organisational Development	Report No:	IC/02/24/RB
Contact Officer:	Ruth Binks	Contact No:	01475 712748
Subject:	Annual Report on Progress of Trauma Informed Council Initiatives		

1.0 PURPOSE AND SUMMARY

- 1.1 For Decision For Information/Noting
- 1.2 In June 2023, a paper was taken to full Council, and it was agreed for Inverclyde Council to adopt the Leadership Pledge of Support to become a trauma informed organisation (see Appendix 1).
- 1.3 In order to structure and monitor further progress, a Delivery and Improvement Plan was developed, through consultation with the Inverclyde Trauma Informed and Responsive Practice Strategic Group (Inverclyde TIRPSG). This plan sets out the key strategic themes and actions to be prioritised throughout 2023-24. Progress to date in relation to each of these actions is detailed in the full plan (see Appendix 2), however several notable achievements since June 2023 are highlighted below.
- 1.4 Progress to date in relation to each of these actions has been strong and there are several notable achievements highlighted in the report. Appendix 2 gives an overview of progress to date with the action plan.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that the Council:
- note the contents of this report.
 - continue to support the implementation of the National Trauma Training Programme and development of trauma informed approaches across the local authority.

Ruth Binks
Corporate Director
Education, Communities & Organisational Development

3.0 BACKGROUND AND CONTEXT

- 3.1 As part of the National Trauma Transformation Programme (NTTP), Scottish Government and NHS Education for Scotland (NES) coordinate the Leadership Pledge of Support. This public pledge represents an opportunity to raise awareness of, and demonstrate a shared commitment to, supporting and embedding a trauma informed culture across an organisation. In June 2023, a paper was taken to full Council, and it was agreed for Inverclyde Council to adopt the Leadership Pledge of Support to become a trauma informed organisation (see Appendix 1).
- 3.2 The adoption of this pledge built on a wealth of existing progress towards developing trauma informed and responsive services across Inverclyde. In order to structure and monitor further progress, a Delivery and Improvement Plan was developed, through consultation with the Inverclyde Trauma Informed and Responsive Practice Strategic Group (Inverclyde TIRPSG) and presented to the Corporate Management Team in December 2023. This plan sets out the key strategic themes and actions to be prioritised throughout 2023-24. Progress to date in relation to each of these actions is detailed in the full plan (see Appendix 2), however several notable achievements since June 2023 are highlighted below.

4.0 PROGRESS TO DATE AND NEXT STEPS

- 4.1 A key recommendation alongside the adoption of the pledge was for leaders to attend trauma informed training events to explore what becoming a trauma informed organisation might look like. In April 2024, an Elected Members briefing session was led by the Corporate Director Education, Communities and Organisational Development, the Trauma Informed Practice Lead Officer, the Principal Educational Psychologist for Inverclyde Council, and the CEO of Man On Inverclyde. Representatives from the Inverclyde TIRPSG, including colleagues from the 3rd Sector, Council, HSCP and Police Scotland, also attended and supported the briefing. The session included an overview of trauma informed practice and the national and local context for this work, examples of trauma informed approaches in practice, and group discussions that encouraged Elected Members to reflect on the impact of trauma in their communities. Leadership awareness and commitment is vital to creating the culture described in the pledge, therefore this event was an important step towards meeting these aims.
- 4.2 As a result of having allocated Scottish Government funding towards the creation and continuation of a Trauma Informed Practice Lead Officer (TIP Lead Officer) post, Inverclyde has remained closely linked into the national trauma agenda, which ensures access to information, developments and resources that support local strategic planning. The TIP Lead Officer supports the development, implementation and monitoring of a multi-agency strategy for embedding trauma informed practice throughout Inverclyde's workforce and services, including coordinating and delivering training and post-training support across the local authority.
- 4.3 Since 2019, an Early Action System Change (EASC) Women in the Justice System Project has been undertaken within Inverclyde HSCP. The project aims to develop a system change in relation to women's experience of the justice system, with a focus on effective early intervention and co-production with women with lived experience. From October 2023 to April 2024, the TIP Lead Officer supported the delivery of in-person training at Level 1 (Trauma Informed) and Level 2 (Trauma Skilled) to 67 business support and administration staff from HSCP and 3rd sector organisations linked to the project. The project is now entering its evaluation stage and the TIP Lead Officer is working with the EASC Project Manager to ensure that the valuable learning from the project is continues to inform and guide local developments.
- 4.4 To ensure that all staff and volunteers in Inverclyde can access trauma informed training appropriate to their role, significant steps have been made to ensure both online and in-person training is available. The NTTP online training resources have now been made available on Inverclyde Learns (remaining accessible to external staff via the NHS learning platform Turas),

with 313 staff accessing the core Level 1 animation since it was launched in January 2024, and 446 staff completing the core Level 2 e-module. A trainers' network has also been established, allowing a rolling calendar of in-person training events at Level 1 and Level 2 to be advertised across all sectors. To date, 151 staff have attended Level 1 in-person training and 129 staff have attended in-person Level 2 training.

- 4.5 In 2021, the NTTP, supported by NES and the Improvement Service, established a network of 'Trauma Champions' from across local authorities and health boards. The role of a Trauma Champion is to raise awareness, encourage commitment and influence change relating to the development of a trauma informed and responsive organisation and workforce. Since 2021, Inverclyde's Trauma Champion had been the Mental Health Programme Manager within the HSCP, however this postholder has since moved to employment in a different local authority. To reflect Inverclyde's ambition to develop trauma informed approaches across all sectors and to encourage cross-sector collaboration, three new Trauma Champions were identified in March 2024, representing the HSCP/Council and the 3rd sector. These Trauma Champions will attend National Trauma Champions Network meetings and link with the TIP Lead Officer to support local developments.
- 4.6 Police Scotland have been a key partner in Inverclyde throughout 2023/24, engaging with the Inverclyde TIRPSG and working with the TIP Lead Officer to research what trauma informed developments are taking place within Police Scotland at a national level. This research will guide the formation a plan that supports implementation of trauma informed practice within the Inverclyde and Renfrewshire division and will likely also inform the approach taken in other local authorities to ensure consistency.
- 4.7 Within Education Services, the Inverclyde Educational Psychology Service (IEPS) have led on the development of a Trauma Informed Practice Implementation Pathway, which launched in March 2023, to ensure a consistent approach is taken to embedding trauma informed practice throughout all Inverclyde's education establishments. Throughout session 2023/24, all establishments have included trauma informed practice planning on their service improvement plans, and IEPS have supported a significant roll out of training across Inverclyde's education establishments. Planning is currently being undertaken by IEPS to support post-training implementation and developments within establishments, ensuring a whole-system approach is taken to embedding training into practice.

5.0 IMPLICATIONS

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

SUBJECT	YES	NO
Financial		X
Legal/Risk		X
Human Resources	X	
Strategic (Partnership Plan/Council Plan)	X	
Equalities, Fairer Scotland Duty & 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.

One off Costs

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, Fairer Scotland Duty & Children/Young People

(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.
	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.

(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.
	NO – Assessed as not relevant under the Fairer Scotland Duty.

(c) 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.

5.7 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.

5.8 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.

Appendix 2

Trauma Informed and Responsive Inverclyde Delivery and Improvement Plan 2023/24

In June 2023, Inverclyde Council made a leadership pledge of support to become a trauma informed and responsive organisation. The Trauma Informed and Responsive Inverclyde Delivery and Improvement Plan sets out the key strategic priority areas and related activity that will support the delivery of this ambition.

Drawing on the most recent evidence and guidance for the effective implementation of trauma informed practice in systems and services, this plan has been informed by, and aligned to, 'A Roadmap for Creating Trauma-Informed and Responsive Change: Guidance for Organisations, Systems and Workforces in Scotland (2023)'¹; this resource has been developed by the Improvement Service (IS) to support local authorities and organisations to identify and reflect on progress, strengths and opportunities for embedding a trauma-informed and responsive approach across policy and practice. A roadmap detailing key stages of successful implementation, and a logic model from the guidance document are shared below and are also reflected in the Delivery and Improvement Plan through both actions and outcomes.

Taking into account the key implementation areas identified within the IS' guidance document, Inverclyde's Delivery and Improvement Plan has established four key strategic themes around which local work will be structured, monitored and evaluated:

1. Leadership and Culture

Key aims:

- Leadership at all levels understands and commits to supporting the vision of a trauma informed services, organisations and communities, embodies the trauma informed principles in leadership practice and creates accountability for long-term change
- An organisational culture is formed, where a trauma informed approach is seen as an intrinsic way of working, rather than a standalone intervention, and the trauma informed principles are felt by all

2. Workforce Development, Support and Wellbeing

Key aims:

- Staff receive training and implementation support relevant to their role and remit that supports the development of the knowledge, skills, confidence and capacity to recognise and respond to people affected by trauma
- Workforce care and staff wellbeing is valued and prioritised and support is in place to promote staff care for all. There is particular recognition of the potential for staff to have their own experiences of trauma both in their personal and professional lives, particularly in roles where there is increased risk of vicarious traumatisation or secondary traumatic stress

3. Lived Experience and Feedback Loops

Key aims:

- People with lived and living experience of trauma are routinely and meaningfully involved in the collaborative design and delivery of services which fit people's needs, rather than the needs of organisations and systems

¹ [A Roadmap for Creating Trauma-Informed and Responsive Change: Guidance for Organisations, Systems and Workforces in Scotland \(2023\)](#)

- Feedback loops from people accessing, working in and working with the organisation are inbuilt and consistently used to evaluate and improve services

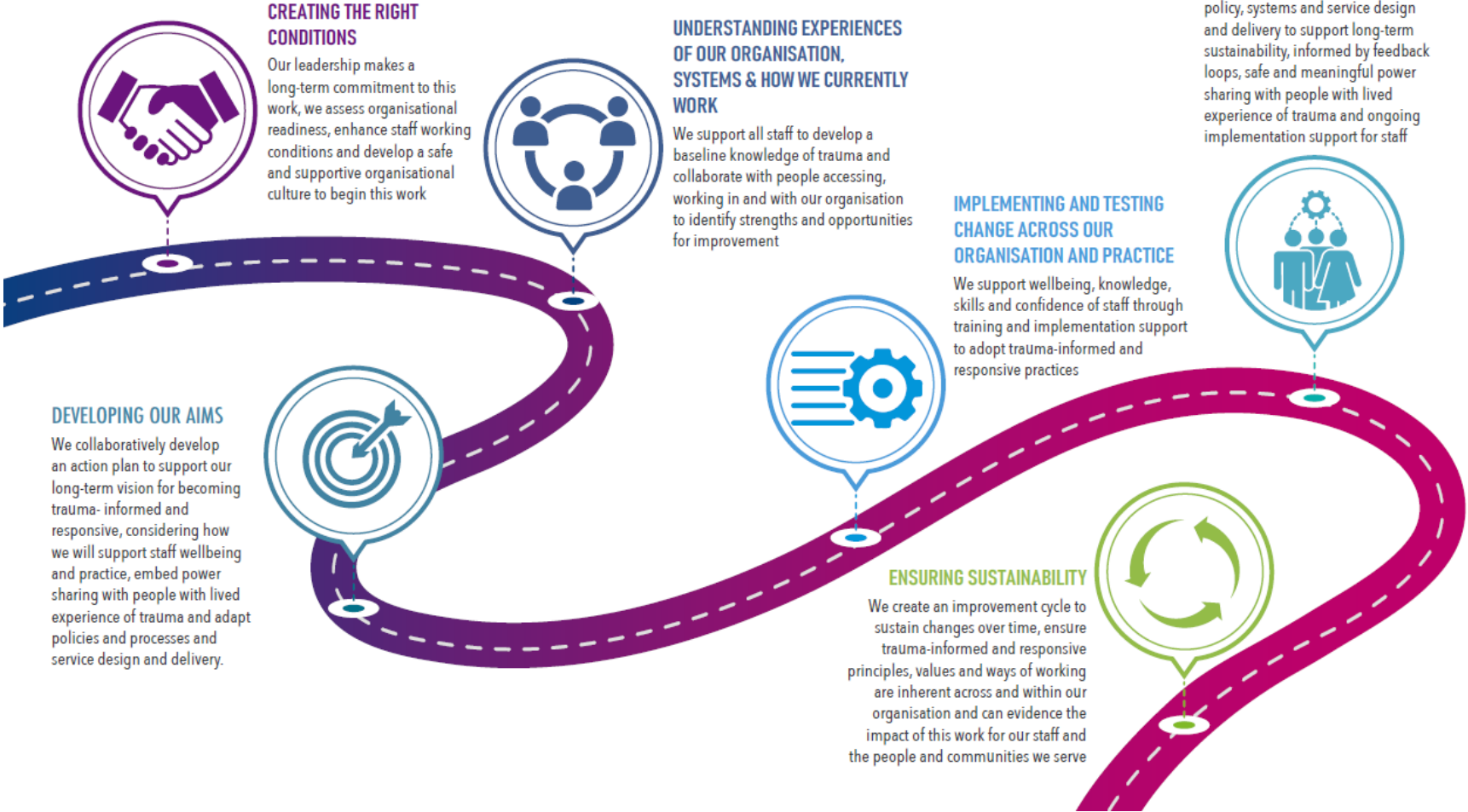
4. Policies and Processes

Key aims:

- Policies and processes reflect a trauma informed approach to all that the organisation does and every aspect of a person's experience of services, e.g. first contact, communication, relationships with staff, physical environments, referrals and assessments, etc.
- Organisational budgets reflect a trauma informed approach as a priority, support a long-term commitment to ongoing implementation and ensure there are sufficient resources available to support meaningful developments

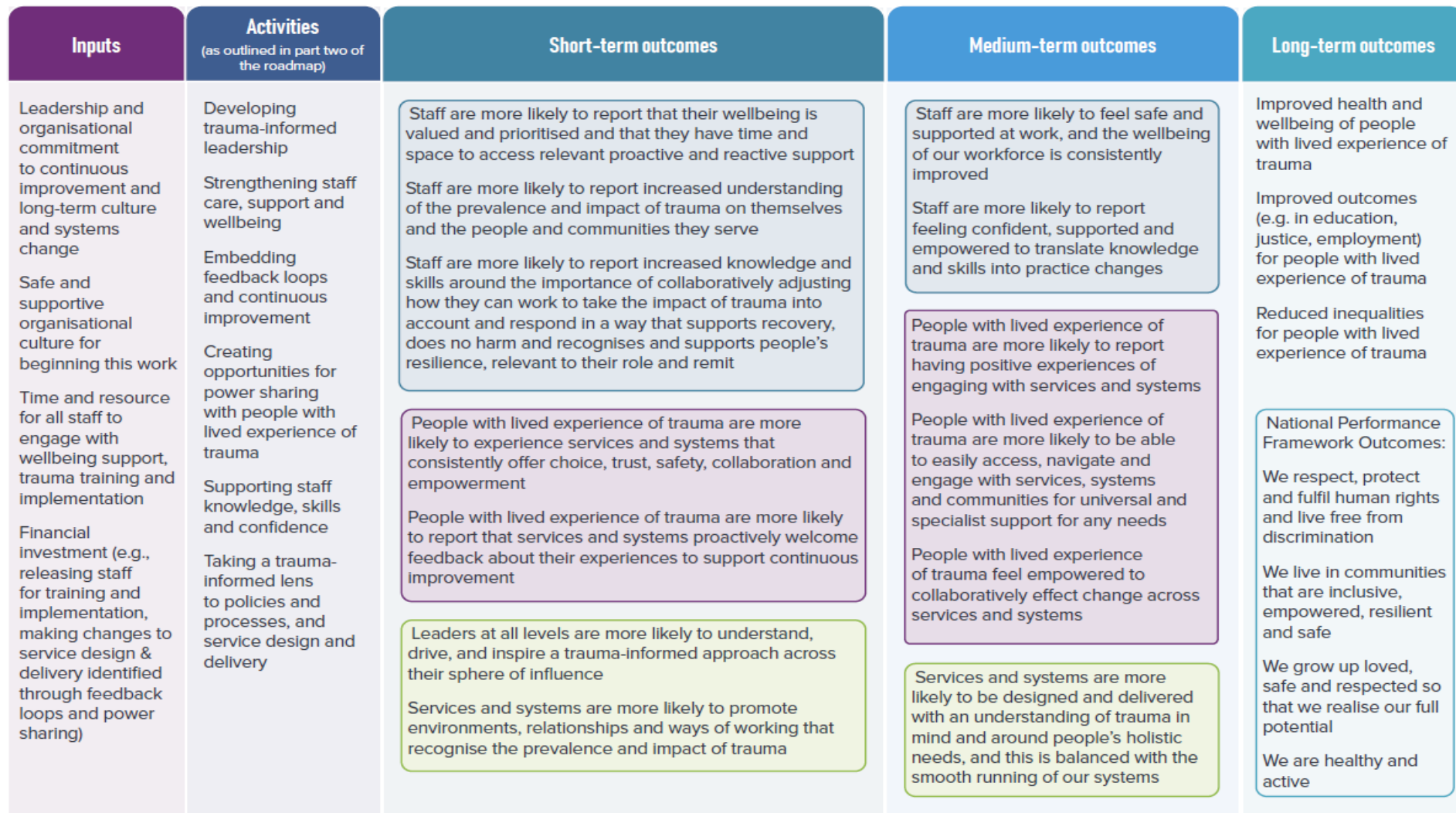
Due to the nature of this work, it can be difficult to measure exact success criteria. This is because trauma informed practice relates to how we respond to people who have experienced trauma, and although this approach can help to reduce the risk of re-traumatisation during contact with supports and services, it does not prevent trauma from occurring. It is intended that the actions in this plan will be reviewed and updated to incorporate learning, evaluation and feedback as we understand more about how this work develops in the Inverclyde context.

Towards trauma-informed and responsive organisations, systems and workforces



² [A Roadmap for Creating Trauma-Informed and Responsive Change: Guidance for Organisations, Systems and Workforces in Scotland \(2023\)](#)

Logic Model



Delivery and Improvement Plan

The delivery and improvement plan details the actions that will be delivered under the four strategic themes.

What will be delivered?	How will this be delivered?	Due Date	Progress to Date	What difference will it make?	Who is responsible?	Strategic Links
1. Leadership and Culture						
1.1	Organisational Readiness Checklist	Completion of the Improvement Service's organisational readiness checklist to consider current context and establish priority areas of focus	By Jan 2024	The Organisational Readiness checklist has now been completed and has informed the priority areas in the Delivery and Improvement Plan and Strategic Plan	We will have a baseline from which to measure progress. We will know what is working well, and what areas to prioritise for future trauma informed developments	Strategic group Alliance Partnership Plan/ Council Plan/ HSCP Plan/ Children's Services Plan
1.2	Training for Leaders	Trauma informed practice briefing sessions for ECMT, DMT, SMT and Elected Members	By 2024	Trauma informed practice briefing sessions have now been delivered to: <ul style="list-style-type: none"> • Council ECMT (June 2023) • HSCP SMT (Nov 2023 and Mar 2024) • Council DMTs (April 2024) • Elected Members (April 2024) These briefings provided both information about trauma informed practice, reflection on the impact of trauma, and encouragement to engage	Leaders at all levels are more likely to understand, drive, and inspire a trauma-informed approach across their sphere of influence	TIP Lead Officer Alliance Partnership Plan/ Council Plan/ HSCP Plan/ Children's Services Plan

What will be delivered?	How will this be delivered?	Due Date	Progress to Date	What difference will it make?	Who is responsible?	Strategic Links
			<p>with further resources and training available</p>			
	<p>Leaders across all service areas attend Scottish Trauma Informed Leaders Training (STILT), and follow up development sessions</p>	<p>Ongoing</p>	<p>259 staff in Inverclyde have now attended STILT</p> <p>Two STILT development sessions were held in July and September 2022, organised by Women in the Justice System Project Manager.</p> <p>Further STILT development sessions to be planned for 2024/25 for the wider organisation</p>		<p>TIP Lead Officer</p>	
<p>1.3</p>	<p>Trauma Informed and Responsive Practice Strategic Group</p>	<p>Formation of a multi-agency strategic group to support, monitor and evaluate trauma informed developments</p>	<p>Feb 2023</p> <p>The Inverclyde Trauma Informed and Responsive Practice Strategic group was formed in Feb 2023. The group is chaired by the Corporate Director ECOD and has membership consisting of both strategic and operational representation from services and organisations across the Council, HSCP, Police Scotland and third sector organisations</p>	<p>A whole organisation strategic approach will be taken to developing this work across the Council, HSCP and 3rd Sector</p>	<p>Corporate Director ECOD</p>	<p>Alliance Partnership Plan/ Council Plan/ HSCP Plan/ Children's Services Plan/ Education Services Improvement Plan/ The Promise/ MAT Standards/ VAWG/ Health & Wellbeing Strategy/ Suicide</p>

	What will be delivered?	How will this be delivered?	Due Date	Progress to Date	What difference will it make?	Who is responsible?	Strategic Links
				The group currently meets on an 8-weekly basis			Prevention Strategy
1.4	High Level Strategic Plan	Creation of a trauma informed practice strategic plan in collaboration with implementation group members and lived experience reference group	By 2024	<p>A strategic plan has been drafted and reviewed by members of the strategic group</p> <p>Plan is due to be taken to a lived experience reference group for further comment, once group members identified (see. 3.1)</p>	There is a clear shared vision for Inverclyde's approach to implementing trauma informed practice across services and systems	Strategic group	Alliance Partnership Plan/ Council Plan/ HSCP Plan/ Children's Services Plan/ Education Services Improvement Plan/ The Promise/ MAT Standards/ VAWG/ Health & Wellbeing Strategy/ Suicide Prevention Strategy
1.5	Delivery and Improvement Plan	Development of a delivery and improvement plan to track and report on progress relating to trauma informed developments	By Dec 2023	Delivery and Improvement Plan is now in place	There is a shared awareness of trauma informed developments and progress towards strategic aims across the Council	Strategic group	Alliance Partnership Plan/ Council Plan/ HSCP Plan/ Children's Services Plan
1.6	Trauma Champion	A trauma champion through NES/Scottish Government has been in place since 2021.	By Mar 2024	Previous Trauma Champion has now moved on. 3 new Trauma Champions have been appointed:	Leaders at all levels are more likely to understand, drive, and inspire a trauma-	Strategic group	Alliance Partnership Plan/ Council Plan/ HSCP

	What will be delivered?	How will this be delivered?	Due Date	Progress to Date	What difference will it make?	Who is responsible?	Strategic Links
		<p>This links to the work of the National Trauma Champions Group. Postholder will leave Inverclyde in 2024.</p> <p>Identify new Inverclyde Trauma Champion(s), responsible for overseeing, encouraging and raising awareness of trauma informed and trauma responsive practice across all services within their area.</p> <p>It is proposed that Trauma Champions are allocated from: HSCP/Council Third Sector <i>Elected Member</i></p>		<ul style="list-style-type: none"> • Health Improvement Senior (HSCP/Council) • CEO of Man On Inverclyde (Third Sector) • Team Manager at Barnardo's (Third Sector) <p>All three have joined national Trauma Champions network and link with the TIP Lead Officer</p>	informed approach across their sphere of influence		Plan/ Children's Services Plan

What will be delivered?	How will this be delivered?	Due Date	Progress to Date	What difference will it make?	Who is responsible?	Strategic Links	
2. Workforce Development, Support & Wellbeing							
2.1	Training and Implementation Programme	Organisational Development to support workforce mapping and needs analysis for all Council/HSCP roles	By Feb 2024	Initial workforce mapping and needs analysis has now been completed by Organisational Development. Further detail is being gathered from individual service areas to establish accuracy and monitor	Staff are more likely to report increased understanding of the prevalence and impact of trauma on themselves and the people they serve	HR/OD TIP Lead Officer	Alliance Partnership Plan/ Council Plan/ HSCP Plan/ Children's Services Plan/ Education Services Improvement Plan/ The Promise/ MAT Standards/ VAWG/ Health & Wellbeing Strategy/ Suicide Prevention Strategy
		Trauma Informed e-modules at Levels 1 & 2 to be hosted on Inverclyde Learns. All staff able to access learning appropriate to role and remit	Ongoing	Level 1 animations and Level 2 E-modules went live on Inverclyde Learns in Jan 2024. No. staff who have accessed Level 1 animations to date: <ul style="list-style-type: none"> • Opening Doors: 313 • Sowing Seeds: 105 • Common Ground: 84 • Piece of the Puzzle: 75 No. staff who have accessed core Level 2 e-module to date (via Inverclyde Learns or Turas): 446		HR/OD TIP Lead Officer	
		Network of local trainers to be established to support regular delivery of	By Mar 2024	Trainers networks established for Level 1 (7 trainers) and Level 2 (5 trainers) training delivery.		TIP Lead Officer	

What will be delivered?	How will this be delivered?	Due Date	Progress to Date	What difference will it make?	Who is responsible?	Strategic Links
	face-to-face training at Levels 1 & 2, allowing for a rolling training calendar to be created		Calendar of training events at both levels now in place and accessible to all staff and volunteers working in Inverclyde			
	3 pilot services/teams to be identified to carry out trauma informed Tests of Change using IS Roadmap to evaluate progress and impact	By Sep 2024	Pilot sites identified and developing service-appropriate plans. <ol style="list-style-type: none"> 1) Educational Psychology Service: working through the IS Roadmap at team meetings/development days. All staff completing online training. Feeding back on progress to the strategic group. 2) Customer Service: dates scheduled for all staff to complete both online and face to face training prior to beginning Roadmap 3) Homelessness: Service has also requested staff training before reviewing the Roadmap 		TIP Lead Officer	
	Training to be delivered to social work staff, (including business support staff), consisting of NES Level 2 online	Ongoing	Social work staff now have access to the Level 2 online and face-to-face training available across the organisation.		TIP Lead Officer	

What will be delivered?	How will this be delivered?	Due Date	Progress to Date	What difference will it make?	Who is responsible?	Strategic Links
	<p>and face-to-face training initially, and access to Level 3 training when available.</p> <p>Application to receive implementation support from Trauma Responsive Social Work Services Programme to be completed when available</p>		<p>Level 3 training remains unavailable at a national level.</p> <p>Negotiations have taken place with HSCP SMT in relation to an application to the Trauma Responsive Social Work Services Programme and are ongoing at the present time</p>			
	<p>Education training and implementation pathway developed and Education Scotland's "Keeping Trauma in Mind" training sessions delivered (131 staff completed to date) as part of a wider programme including STILT (179 education staff registered to date) and NES levels 1&2 online training content.</p>	<p>By Jun 2024</p>	<p>All education establishments in the authority now have trauma informed practice included in their Service Improvement Plans and are engaging with the training and implementation pathway.</p> <p>Training is ongoing throughout education establishments and a plan is being developed to support implementation and sustainability. This is being led by Inverclyde Educational Psychology Service.</p>		<p>Principle Educational Psychologist</p> <p>TIP Lead Officer</p>	
	<p>Face-to-face delivery of Level 1 & 2 NES training across</p>	<p>Feb 23 and Ongoing</p>	<p>Level 1: 151 staff trained to date</p>		<p>TIP Lead Officer</p>	

	What will be delivered?	How will this be delivered?	Due Date	Progress to Date	What difference will it make?	Who is responsible?	Strategic Links
		Council, HSCP and 3 rd Sector		Level 2: 129 staff trained to date			
2.2	Organisational Wellbeing Needs Assessment	Identifying what proactive prevention measures to support staff wellbeing are already in place and where gaps may exist	By Dec 2024	Ongoing – will be updated in December 2024	Staff are more likely to report their wellbeing is valued and prioritised and that they have time and space to access relevant proactive and reactive support	HR/OD TIP Lead Officer	Alliance Partnership Plan/ Council Plan/ HSCP Plan/ Children's Services Plan/ Suicide Prevention Strategy/ Health and Wellbeing Strategy
		Collation of data re. staff wellbeing via employee survey and listening events	By Dec 2024	Ongoing – will be updated in December 2024		HR/OD TIP Lead Officer	

What will be delivered?	How will this be delivered?	Due Date	Progress to Date	What difference will it make?	Who is responsible?	Strategic Links	
3. Lived Experience and Feedback Loops							
3.1	Lived Experience Reference Group	Via 3 rd Sector subgroup of strategic group, establishing links with existing lived experience groups to develop a reference group formed of people with lived experience of trauma, to consult on and co-produce trauma informed developments	By May 2024	Conversations are underway with several 3 rd Sector organisations to draw on existing lived experience groups. Details to be finalised and first group meeting to be arranged to gather views on the Strategic Plan	People with lived experience of trauma feel empowered to collaboratively effect change across services and systems	TIP Lead Officer	Alliance Partnership Plan/ Council Plan/ HSCP Plan/ Children's Services Plan/ Education Services Improvement Plan/ The Promise/ MAT Standards/ VAWG/ Health & Wellbeing Strategy/ Suicide Prevention Strategy
3.2	Service Feedback Loops	Services review systems in place for people accessing support to share their views and experiences	Ongoing	As a result of using the IS Roadmap, Inverclyde Educational Psychology Service have reflected on existing systems for feedback loops for people accessing their service, highlighting several areas where this process could be made more accessible. It is hoped that as the Roadmap is shared	People with lived experience of trauma are more likely to report that services and systems proactively welcome feedback about their experiences to support continuous improvement	HR/OD TIP Lead Officer	Alliance Partnership Plan/ Council Plan/ HSCP Plan/ Children's Services Plan/ Education Services Improvement Plan/ The Promise/ MAT

What will be delivered?	How will this be delivered?	Due Date	Progress to Date	What difference will it make?	Who is responsible?	Strategic Links
			wider this will be replicated in other services.			Standards/ VAWG/ Health & Wellbeing Strategy/ Suicide Prevention Strategy
		Where gaps exist, creation of feedback processes to support evaluation and co-production	Ongoing		As above	

What will be delivered?	How will this be delivered?	Due Date	Progress to Date	What difference will it make?	Who is responsible?	Strategic Links	
4. Policies & Processes							
4.1	Identify Good Practice	Identifying examples of existing good practice in relation to trauma informed policies and processes within local and national policies and processes, e.g., Inverclyde's "Positive Conversations"	Ongoing	Organisation Development has launched "Positive Conversations", which replaces the previous appraisal system. The proposed process for Positive Conversations was brought to the TIP Strategic Group for review to ensure it took a trauma informed approach. This is now embedded within practice in Inverclyde Council.	Services and systems are more likely to be designed and delivered with an understanding of trauma in mind and around people's holistic needs, and this is balanced with the smooth running of our systems	HR/OD Strategic group	Suicide Prevention Strategy/ Health and Wellbeing Strategy/ The Promise
4.2	Staff Wellbeing Plans	Development of a staff wellbeing plan format in alignment with local and national guidance which is able to be reflected in any revision of HR/OD policy	By Dec 2024	Ongoing – TIP Lead Officer linking with national network to receive updates on guidance	Staff are more likely to feel safe and supported at work, and the wellbeing of our workforce is consistently improved	TIP Lead Officer HR/OD	Alliance Partnership Plan/ Council Plan/ HSCP Plan/ Health & Wellbeing Strategy/ Suicide Prevention Strategy
		Completion of wellbeing plans incorporated into face-to-face training delivery for Skilled Level training	Jul 2023	Allocated time for staff to complete NES Wellbeing Plans is now included in face-to-face Trauma Skilled Level training across the authority. An e-module on "Psychological First Aid: Staff Wellbeing, Taking Care of Yourself" is now available on		TIP Lead Officer	

	What will be delivered?	How will this be delivered?	Due Date	Progress to Date	What difference will it make?	Who is responsible?	Strategic Links
				Inverclyde Learns and Turas, which incorporates the NES Wellbeing Tool			
4.3	Prevention and Response to Critical Events	Development of a standard process and guidelines for responding to critical incidents e.g. tragic death	By Aug 2024	Ongoing	Staff are more likely to feel safe and supported at work, and the wellbeing of our workforce is consistently improved	Authority Screening Group	Alliance Partnership Plan/ Council Plan/ HSCP Plan/ Health & Wellbeing Strategy/ Suicide Prevention Strategy
Education critical incident process will be augmented through the development of trauma informed debrief training	By Aug 2024	Debrief training is currently being designed and will be rolled out to ASN Leaders in due course	Staff are more likely to report their wellbeing is valued and prioritised and that they have time and space to access relevant proactive and reactive support	Authority Screening Group			
Provide manager training to identify and respond to additional wellbeing needs of staff (including vicarious trauma, burnout and chronic stress), through face-to-face and online training	Ongoing	Managers are encouraged to attend Trauma Skilled training, which addresses the risk and impact of vicarious trauma, burnout etc. and staff wellbeing. An e-module on "Psychological First Aid: Wellbeing of Teams for Managers" is now available on Inverclyde Learns and Turas	TIP Lead Officer				
Identifying what psychological support should be available to	By Aug 2024	Ongoing	Authority Screening Group				

	What will be delivered?	How will this be delivered?	Due Date	Progress to Date	What difference will it make?	Who is responsible?	Strategic Links
		staff following a traumatic incident					
4.4	Policies and Processes Through a Trauma-Informed Lens	Aligning with review schedules, and beginning with HR policies, taking a 'trauma-informed lens' to ensure an understanding of the impact of trauma is reflected in relevant Inverclyde policies	Ongoing	HR have consulted with the TIP Strategic Group on recent updates to the Grievance & Dignity and Respect at Work Policy and the Employee Code of Conduct, to ensure that these are being reviewed through a trauma informed lens. Future policy reviews and updates will continue to be brought to the group for comment/noting	Services and systems are more likely to be designed and delivered with an understanding of trauma in mind and around people's holistic needs, and this is balanced with the smooth running of our systems	HR/OD Strategic group	Alliance Partnership Plan/ Council Plan/ HSCP Plan/ Health & Wellbeing Strategy/ Suicide Prevention Strategy
		Link with national partners to support development of trauma-informed supervision processes at the appropriate level	Oct 2023 and ongoing	TIP Lead Officer is a member of a short-life working group to review existing supervision guidance and develop trauma-informed supervision processes. The group is currently on hold due to members' limited capacity. Lead Officer will remain linked in with the group and will continue to independently gather information to inform a local approach		TIP Lead Officer	