

Agenda Item	10
Report No	HCW/12/22

THE HIGHLAND COUNCIL

Committee: Health, Social Care and Wellbeing

Date: 24 August 2022

Report Title: Trauma Informed Practice

Report By: Executive Chief Officer - Health and Social Care

1. Purpose/Executive Summary

- 1.1 On 30th June 2022, Highland Council members committed to implementing trauma informed practice across all Council services (see full Council Report '**Embedding Trauma Informed Practice in Highland Council**'). It was agreed further clarification on funding, training and actions to help inform how the council can take this agenda forward should be brought to the next Health, Social Care & Well-being Committee.
- 1.2 This report therefore provides further information in relation to the National Trauma Training programme and proposed plans for the implementation of a Trauma Informed workforce across Highland council.

2. Recommendations

- 2.1 Members are asked to agree:
- I. To sign up to and undertake Level 1 of the National Trauma Training Programme (guidance on how to do so will be provided).
 - II. To commit to identifying 2 elected members to be Trauma Champions to represent the Council on both local and national Trauma Champion networks (see 2.1 point IV in previous report) and for these 2 x champions to attend the Scottish Trauma Informed Leaders Training (STILT).
 - III. Note the publication of The Quality Framework (published by The Improvement Service) and its use in supporting Highland advance its commitment to a Trauma Informed council.

- IV. To continue to communicate their support for Highland Council to become a trauma-informed organisation and to supporting a trauma informed workforce.

3. Implications

- 3.1 Resource - as noted in the previous report, £50k from Scottish Government has been provided to local authorities to continue to work with community planning partners, experts by experience of trauma and other partners, to further progress trauma-informed services, systems and workforces. In addition to funds from 2022, previous unused funds from 2021 are also available to support the delivery of this work.
- 3.2 Legal – there are no implications arising from the recommendations contained in this report
- 3.3 Community (Equality, Poverty, Rural and Island) - As noted, a Trauma Informed approach will have positive community, poverty and equality implications by reducing the impact of trauma on those individuals and groups more at risk of experiencing adversity and reduce barriers to accessing services and prevent further harm.
- 3.4 Climate Change / Carbon Clever - there are no identified implications
- 3.5 Risk – Embedding Trauma Informed practice across the organisation mitigates a multitude of risks (previously noted in section 7 of **Embedding Trauma Informed Practice in Highland Council**) across all levels of the council including areas perhaps not typically considered in the context of trauma (e.g. Corportae, Economic Planning, Communities, Infrastructure). By not adopting a council wide approach to Trauma we would not achieve the national commitment to become a Trauma informed nation and workforce.
- 3.6 Gaelic – No implications

4. Implementing a Trauma Informed Approach

- 4.1 Following the commitment to becoming a Trauma Informed Council, identified areas that will help inform how this agenda can be progressed are noted below. Nationally, the following developments will assist Highland in their journey:
- 4.2 Quality improvement framework – this proposed framework will go out to consultation later this year and will outline practical action local areas need to take to reach full implementation and how to measure success. The Framework will include overarching statements about what 'good' looks like across all parts of an organisation (eg leadership, service design and delivery, staff wellbeing, power sharing, etc), as well as a list of suggested phased actions that will help users understand what they need to do and in what order to bring about trauma-informed change in their organisation (along with suggested ways of measuring progress and impact).
- 4.3 NES training package – there are plans to roll this out later this year. This should be very useful for high volume training for the workforce supporting care-experienced Children and Young People.

- 4.4 Companion document – produced by the Improvement Service this will assist people working in particular policy areas to understand what trauma informed practice means for them. There will be one on care-experience, hopefully coming later this year.
- 4.5 Trauma Champions Network - consisting of senior leaders from Local Authorities, Health Boards, Health and Social Care Partnerships and other key community planning partners, is helping to progress trauma-informed practice in local areas and share learning across geographical and professional boundaries. The 'Trauma Champions' are supported in their role by the Improvement Service. The Improvement Service provides a range of support to local authorities and other key stakeholders to raise awareness of the benefits of a trauma-informed approach across systems, services and the workforce, and to strengthen the capacity and capability of councils and partners to implement a trauma-informed approach.
- 4.6 Local trauma champions from the Highland Council workforce have been identified. However, we are now looking to broaden recruitment of this network to ensure representation across services. Further, Elected Members are invited to nominate 2 members with an interest in this agenda to become Trauma Champions to help influence change and progress the ambition for Highland.
- 4.7 Scottish Trauma Informed Leaders Training (STILT)
Services have already been invited to attend the Scottish Trauma Informed Leaders Training (STILT) with a number of managers having either completed or signed up to the next session in August 2022. STILT Training was created in recognition that trauma-informed and responsive practice can only happen in the context of trauma informed and responsive environments, policies, systems and organisations. It is designed to support leaders of organisations to develop trauma informed systems, processes, environments and teams from top down as well as bottom up. We invite those elected members identified as Trauma Champions to attend the STILT training (1 x 3 hour online course).
- 4.8 Locally
We recognise that for some local services, they have been on this journey for some time and there are pockets of practice to build on. This includes existing training and a range of supports and interventions at a variety of levels, targeting prevention, early intervention and direct support (e.g. Advice and consultation through Just Ask, modules for PSAs supporting knowledge of building positive relationships, Emotional Literacy and Adversity, and 'Understanding Trauma' training offered through the CPC calendar).
- 4.9 As the Trauma agenda builds momentum nationally, it is envisaged that services and key partners (including those with specialist knowledge) across Highland will develop and work together to share learning and practice; to collaborate across the partnerships and contribute collectively to a council wide ambition. This will include collecting sound data and tracking improvement over time in a planned, strategic way, with budgets clearly aligned in a way that supports broad interventions and embeds changes in practice. Locally we can benefit from national learning.

5. Learning from Others

- 5.1 The National Trauma Training Programme highlights a number of expectations and principles for local implementation structures intending to develop trauma informed workforces and organisations. These processes and outcomes where change was anticipated include:

1. Provide local oversight, governance and planning of sustainable local training delivery and implementation - **Leadership**
2. Committing to trauma-informed principles and values – **Culture change**
3. Use available local evidence and take local needs and priorities into account, including access and equity of access to support, care and interventions, service, organisational needs and cost effectiveness – **Needs Assessment**
4. Committing to training and translation of training into practice and promote trauma-informed practice (TIP) - **Training, TIP and service change**
5. Promote cross-sector, partnership working and third sector involvement - **Partnership Working**
6. Develop staff support, coaching and supervision systems – **Staff Support, supervision and self-care**
7. Ensure involvement of people with lived experience in local training initiatives and developments - **Involvement of people with lived experience and co-production**

5.2 These areas require partnership discussion and support and there are ongoing opportunities to learn from and share practice across local authorities. Every Council service and team has the potential to work together to reduce both incidence and impact of trauma, and Highland has significant existing resource in this area to tap into. To further support existing resource, Scottish Government has provided two years of funding (£50k in 2021 and a further £50k in 2022). Partnership, cross-sector discussion on the next stage of implementation will help determine how to best use this allocated funding and may include:

- Remuneration for people with lived experience of trauma to advise on the development and delivery of trauma-informed services.
- Commissioning of external trauma training providers for further roll out of high-quality trauma training to embed skills at the 'informed' and 'skilled' levels of the Knowledge and Skills Framework and in line with the Training Plan.
- Capacity and time to release staff to implement trauma-informed and skilled responses in line with the training they have received, including time and capacity for coaching and supervision.

6. Training

6.1 Whilst part of delivering Trauma informed services will require training which is an important aspect to supporting the ambition to become a Trauma Informed organisation, the evidence shows there are other areas to focus on (and ideally before training happens). For example, encouraging the development of leadership understanding, buy in and accountability, and setting the vision for this work, alongside proactive and reactive workforce wellbeing support/ processes being in place, before any training is delivered. This is therefore the current focus.

6.2 However, there will be commitment to training and translation of training into practice and we will utilise the National Trauma Training Programme, as well as consider the development and progression of training already offered within Highland (noted

above). Any measurement of progress and impact must consider but not solely rely on the delivery and implementation of training.

- 6.3 Embedded into our local systems and service design must be the voice of lived experience, in a safe, meaningful way and as our services and partnerships come together to reach our ambition of a trauma informed council, we must strengthen our confidence and knowledge in embedding survivor's voices.

Designation: Executive Chief Officer - Health and Social Care

Date: 18 July 2022

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Background Papers: *Embedding Trauma Informed Practice in Highland Council (June 2022); SG Funding letter 1-6million support for local authorities 2022-23 to support Trauma Informed Practice*