



REPORT TO: HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD –
22JUNE 2022

REPORT ON: TRAUMA-INFORMED PRACTICE AND LEADERSHIP UPDATE

REPORT BY: CHIEF OFFICER

REPORT NO: DIJB38-2022

1.0 PURPOSE OF REPORT

To update the Integration Joint Board on continued progress in embedding trauma informed practice and leadership across the Dundee Partnership.

2.0 RECOMMENDATIONS

It is recommended that the Integration Joint Board (IJB):

- 2.1 Note the content of this report, including progress to date and planned next steps.
- 2.2 Note that a briefing session for IJB members and Dundee City Council elected members will be offered by the end of the summer.

3.0 FINANCIAL IMPLICATIONS

- 3.1 None.

4.0 MAIN TEXT

4.1 Background

- 4.1.1 Trauma-informed practice is a model that is grounded in and directed by a complete understanding of how trauma exposure affects people's neurological, biological and psychological and social development. It is applicable across all sectors of public service, including health and social care. Trauma-informed organisations assume that people (both internally and externally to the organisation) have had traumatic experiences and as a result may find it difficult to feel safe within services and to develop trusting relationships with service providers. In recognition of this service are structured, organised and delivered in ways that promote safety and trust and aim to prevent re-traumatisation. As well as bringing benefits for people using services, trauma-informed practice can also enable organisations to support their own workforce to take care of themselves and minimise risks of exposing them to secondary traumatic stress, vicarious trauma and burnout. Trauma-informed practice is highly relevant in the context of health and social care services, both from the perspective of service users and for the workforce.
- 4.1.2 In December 2022 the IJB received a report providing an overview of national policy frameworks and local approaches targeted to embed trauma informed practice and leadership across the workforce and organisations (article X of the minute of the Dundee Integration Joint Board held on 15 December 2021 refers). The report outlined the leadership role of the Dundee Trauma Steering Group, supported by local Trauma Champions, and progress that had been achieved across areas such as learning and development, tests of change in operational services, and recognition and support for professionals with lived experience. The Trauma Steering Group has continued to be active over the last six-month period and an overview of further progress made is provided in section 4.2 of this report.

4.2 Progress Update

- 4.2.1 The Trauma Steering Group implementation plan is a collaborative and evolving document. Over the course of 2021 several phases of implementation roll out were identified and progressed. The first phase focused on laying the foundations for future implementation activity, including leadership development and buy-in. A suite of resources and menu of ways to become involved in trauma informed implementation was developed, as well as communications materials for the workforce. A webinar of the launch event for the 'Becoming Trauma Informed' materials is available at: <https://rise.articulate.com/share/BAg21Wro9oAko-80RznHOABDaH2rt329>; 87 people across the Health and Social Care Partnership, Dundee City Council, NHS Tayside and the third sector attended the event. In phases two and three the implementation plan will be fully launched along with training resources aligned to the first two levels in the national trauma training framework. Work has begun to engage the workforce through a series of manager briefings, with follow up communication with participants targeted to track progress in implementation of practice changes.
- 4.2.2 In October 2021, as part of a £1.6 million Scottish Government investment in supporting local authorities across Scotland to deliver services that can safely support people affected by psychological trauma and adversity, Dundee City Council was allocated £50k for financial year 2021/22 and a further £50K for 2022/23. The Council is required to work with other community planning partners to agree how these funds can best be utilised to progress work at a local level. Following consideration at the Trauma Steering Group, the Council has partnered with the Women's Rape and Sexual Abuse Centre to employ 1 FTE Trauma Learning and Development Officer to enhance capacity to progress trauma-informed work over an initial 12-month period. The new post will focus on supporting the organisational development programme, co-production of level three training, supporting the sub-group focused on engagement of people with lived experience and ensuring that work relating to trauma links across all of the multi-agency protecting people committees/partnerships.
- 4.2.3 Over the last six-months Dundee has also actively contributed to national developments in relation to trauma-informed practice and leadership. Dundee is represented on a national short-life Advisory Group for Trauma-Informed Services, Systems and Workforces Quality Indicator Framework development. Representatives from Dundee's Trauma Steering Group and the Chief Social Work Officer (in their capacity as a Trauma Champion) were invited to speak with Minister for Mental Wellbeing and Social Care in late 2021 to discuss Dundee's approach to trauma implementation in Dundee. This was met with positive feedback. Local representatives have also been invited to speak at a deep dive workshop for the national Authentic Voice: Embedding Lived Experience project and will be presenting examples from our Gendered Services Project and the trauma implementation plan, professionals with lived experience work stream. Members of the Trauma Steering Group have also been invited to a range of other local authority areas to talk about the developments in Dundee and share learning.
- 4.2.4 Mapping of training need at levels one and two of the national trauma training framework is complete and delivery has commenced. A series of manager briefings have been offered over April and May 2022, with 141 managers having attended to date. Manager toolkits have been developed and shared to support managers and teams to identify training resources and embed learning. Level three training is more resource intensive and there are no national materials which are readily available at this point. Level three requires trained specialist facilitators, and the Trauma Steering group is progressing discussions with NHS Education Scotland to design a bespoke version of level three training for Dundee, with support from the dedicated post funded through the Scottish Government allocation (see section 4.2.2). Another challenge that local partners are working to overcome is the need to adapt the current recommended level three training, 'Safety and Stabilisation', to make it more relevant to specific groups of the workforce, for example, those working with children and young people.
- 4.2.5 An organisational development programme which will focus on securing leadership support for a range of trauma-informed tests of change and improvements will be piloted on a multi-agency basis. This programme is based on improvement methodology and core trauma implementation change drivers, coaching and peer networking and mentoring. Currently a review of adolescent services across the city has undertaken a trauma-informed approach to engagement and consultation with the workforce, multi-agency partners and young people. Further development is underway with the Healthcare Improvement Scotland Mental Health and Substance Use Tayside Pathfinder Programme to support trauma informed tests of change and access to further learning resources.

- 4.2.6 A key element of the local trauma implementation plan is that as both a cause and consequence of culture change, professionals within the workforce with lived experience of trauma are able to contribute and co-produce services and strategy. A focus on lived experience and more specifically, professionals with lived experience has been a core focus of the Trauma Steering Group since its establishment. Traditionally activity in relation to engagement of people with 'lived experience' or 'experts by experience' has been seen as separate from people within the workforce. By developing a trauma-informed culture with trauma-informed leaders, local organisations are more likely to create a culture where workforce lived experience is recognised, valued and can be utilised effectively. One area of interest with this strand of our work is that of post traumatic growth (PTG); positive psychological change experienced as the result of the struggle with highly challenging life circumstances. To develop this strand of the Trauma Steering Group has undertaken early development activities to establish leadership and manager buy-in for trauma implementation and has explored issues relating to safety through extensive clinical psychology input, discussions with HR and Trade Unions. A safe process to engage people within the workforce with lived experience has been developed that includes a way to express interest in becoming involved, to receive more detailed information and go through a screening and consent discussion.
- 4.2.7 Plans are now being progressed to offer a local briefing session to Dundee City Council elected members and IJB members regarding trauma-informed practice and leadership. It had initially been hoped that elected and board members could join national sessions being planned by COSLA and the Improvement Service, however these are not to be delivered until later in the year. To coincide with the induction programme for the newly elected group of Council elected members a local session will be offered by the end of the summer. As well as covering core concepts in relation to trauma the session will offer information about how this specifically relates to the role of elected and IJB members and provide an opportunity to consider how individuals members can demonstrate a trauma-informed approach to their role. Detailed arrangements for the session will be provided to all IJB members in due course.

4.3 **Next Steps**

- 4.3.1 As described in the implementation plan, the Trauma Steering Group has identified key priorities for the current financial year:
- Completing the roll-out of level one and two training across the workforce and finalising methods to gather feedback and track impact of attendance and subsequent changes to practice.
 - Completing work with NHS Education Scotland to produce a bespoke level three training resource for use across the Dundee workforce.
 - Piloting an organisational development programme as part of the trauma-informed leadership aspects of the implementation plan.
 - Establishing, supporting and evolving the professional with lived experience group.
 - Contributing to the development of national performance indicators for trauma-informed working and implementing these within Dundee.
 - Establishing a network of trauma ambassadors to build on the national trauma champion arrangements.

Partners are also continuing to work together to agree how the £50k trauma allocation made by the Scottish Government to Dundee City Council in 2022/23 can best be utilised to support the implementation of these priorities (see section 4.2.2).

5.0 **POLICY IMPLICATIONS**

- 5.1 This report has been screened for any policy implications in respect of Equality Impact Assessment. There are no major issues.

6.0 **RISK ASSESSMENT**

- 6.1 This report has not been subject to a risk assessment as it does not require any policy or financial decisions at this time.

7.0 CONSULTATIONS

7.1 Members of the Chief Officers (Public Protection) Strategic Group, members of the Trauma Steering Group, the Chief Finance Officer, Heads of Service, Health and Community Care and the Clerk have been consulted in the preparation of this report.

8.0 DIRECTIONS

8.1 The Integration Joint Board requires a mechanism to action its strategic commissioning plans and this is provided for in sections 26 to 28 of the Public Bodies (Joint Working)(Scotland) Act 2014. This mechanism takes the form of binding directions from the Integration Joint Board to one or both of Dundee City Council and NHS Tayside.

Direction Required to Dundee City Council, NHS Tayside or Both	Direction to:	
	1. No Direction Required	X
	2. Dundee City Council	
	3. NHS Tayside	
	4. Dundee City Council and NHS Tayside	

9.0 BACKGROUND PAPERS

9.1 None.

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DATE: 10 May 2022

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