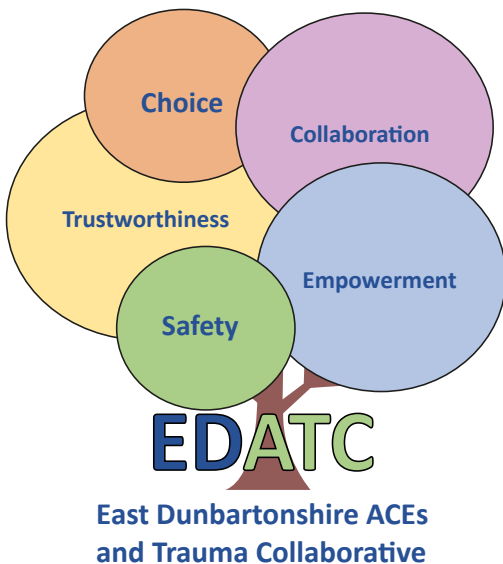


Trauma Informed Practice

Outcomes and Improvement Plan

2023 – 2026

Creating a Trauma-Informed and Responsive East Dunbartonshire



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Foreward

As Chair of the East Dunbartonshire ACEs and Trauma Collaborative (EDATC), I am honoured to present the inaugural Trauma Informed Practice Outcome and Improvement Plan (2023 – 2026) for East Dunbartonshire Council and the Health & Social Care Partnership.

In alignment with the shared vision of the Scottish Government and The Convention of Scottish Local Authorities (COSLA), our goal is to cultivate a trauma-informed workforce across Scotland. This initiative is crucial to ensuring that our services are delivered in ways that prevent further harm for individuals who have experienced psychological trauma or adversity at any point in their lives.

There is a growing recognition of the widespread prevalence of trauma and the profound long-term effects it can have on individuals, families, and communities. Addressing the impacts of trauma has become a public health priority in Scotland, with nearly 70% of people having experienced trauma. It is therefore vital that the workforce of East Dunbartonshire Council and the HSCP continue to build on strong foundation of best practice to respond in a manner that not only supports individual and collective recovery but also acknowledges and respects the resilience of those affected, while minimising the risk of further harm.

East Dunbartonshire Council and the HSCP are deeply committed to developing trauma-informed and responsive systems and services in collaboration with our partners, stakeholders, and communities. These partnerships will play a crucial role in our ongoing efforts to support the recovery journey of all individuals.

Alex O'Donnell

National Context

The Scottish Government has pledged to make Scotland ‘the best place in the world to live’ and is dedicated to creating workplaces that understand and respond to the traumatic experiences people have had. The Scottish Government’s ambition is to transform frontline services into a place where people are treated with empathy and kindness, they are empowered to make choices and access services that will support their recovery and build trusting relationships; all through a trauma-informed lens.

Being ‘Trauma Informed’ means being able to recognise when someone may be affected by trauma, collaboratively adjusting how we work to take this into account and responding in a way that supports recovery, does no harm and recognises and supports people’s resilience.

The Scottish Government recognises services are at a crossroads and there is an opportunity to ‘transform how we understand and respond to trauma in Scotland’ (Scottish Government, 2021: 2).

In partnership with COSLA and others, it invested in and developed the [National Trauma Training Programme](#), led by NHS Education for Scotland (NES). The Trauma Informed Practice Toolkit was then created to give workers a knowledge and skills framework to enable the transformational change that is envisioned for the whole of Scotland. These resources support the ambition of the Scottish Government and its many partners for a trauma-informed and trauma-responsive workforce and services; ensuring that services operate in a manner that reduces barriers and prevents further harm and/or retraumatisation of those who have experienced psychological trauma or adversity during their lifetime.

The National Trauma Training Programme – now renamed as National Trauma Transformation Programme (NTTP) – provided by NES, is in place and is currently funded until 2025. This framework lays out the essential and core knowledge and skills needed by all tiers of the Scottish workforce to ensure that the needs of children and adults who are affected by trauma are recognised, understood and responded to in a way which recognises individual strengths, acknowledges rights and ensures timely access to effective care, support and interventions for those who need it. The NTTP provides evidence-based resources across four levels of expertise, as well as a team of Implementation Coordinators focused on a Trauma Responsive Social Work Services programme, which aims to support all sectors of the workforce to embed and sustain trauma informed practice.

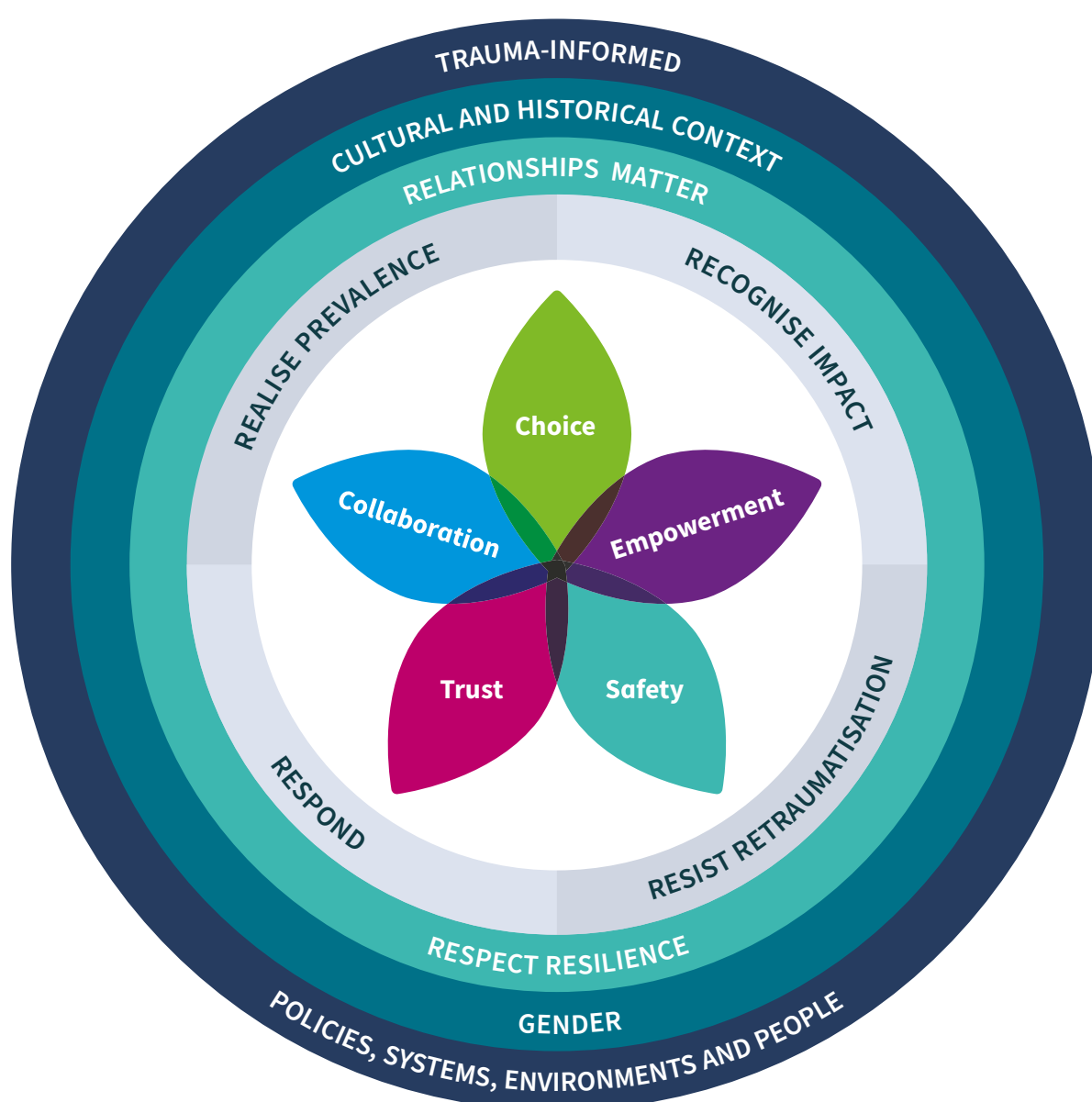
The NTTP sets out specific principles and recommendations for developing a trauma-informed workforce; whereby, to ensure training can be successfully rooted into practice, three areas must be considered:

- Developing a competent workforce
- Ensuring that there is organisational support for new skills and new ways of working
- Providing effective leadership to support the embedding of new skills and ways of working.

Organisational Culture

As part of our commitment in East Dunbartonshire to the Trauma Informed agenda, a three year plan has been developed which aims to support the Local Authority and Health and Social Care Partnership in developing and embedding trauma-informed ways of working as a long-term culture change. The plan seeks to provide short-, medium- and long-term actions for services, to support this work, in particular to avoid overwhelming colleagues with the scale of this ambition. As such, the Local Authority and Health and Social Care Partnership, alongside their multi-agency systems and individual services will likely be able to demonstrate strengths for some areas of work and opportunities for improvement with others, and stakeholders can use the findings to communicate successes and areas for improvement with senior leaders, the workforce, stakeholders, and people with lived experience of trauma in local communities.

Trauma Informed Systems



What do we mean by Trauma Informed Practice?

Trauma is defined as: 'resulting from an event, series of events, or set or 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. ([nationaltraumatrainningframework-final.pdf](#) (traumatransformation.scot))

Trauma Informed Practice

Trauma Informed Practice is a model that is grounded in and directed by a complete understanding of how trauma exposure affects service user's neurological, biological, psychological and social development.

Trauma-informed organisations

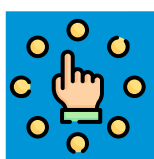
Trauma-informed organisations assume that people have had traumatic experiences, and as a result may find it difficult to feel safe within services and to develop trusting relationships with service providers. Consequently, services are structured, organised and delivered in ways that promote safety and trust and aim to prevent retraumatisation.

Trauma-informed services

Trauma-informed services can be distinguished from trauma-specific services which are designed to treat the impact of trauma using specific therapies and other approaches.

There is an ever-increasing acknowledgement and understanding that trauma is prevalent throughout society and there is a need to ensure that services and the workforce within them, recognise this and it is reflected in the manner in which people are received into those services. Equally as important, there is a need to strengthen the workforce, taking account of the significant pressures under which people have been working for a prolonged period of time.

Adopting Trauma Informed Practice as an approach means embedding **five principles** into all parts of service delivery, namely:



Choice

Clients and staff have meaningful choice and a voice in the decision-making process of an organisation and its services.



Collaboration

An organisation recognises the value of staff and clients' experience in overcoming challenges and improving the system as a whole. This is often operationalised through the formal or informal use of peer support and mutual self-help.



Empowerment

Efforts are made by an organisation to share power and give clients and staff a strong voice in decision-making, at both individual and organisational levels.



Safety

Efforts are made by an organisation to ensure the physical and emotional safety of clients and staff. This includes reasonable freedom from threat or harm and attempts to prevent further retraumatisation.



Trust

Transparency exists in an organisation's policies and procedures, with the objective of building trust among staff, clients, and the wider community.

Substance Abuse and Mental Health Services Administration (SAMHSA) and NES developed the **six Rs of trauma-informed care**:

REALISING how common the experience of trauma and adversity is.

RECOGNISING the different ways that trauma can affect people.

RESPONDING by taking account of the ways that people can be affected by trauma to support recovery.

Opportunities to **RESIST** re-traumatisation and offer a greater sense of choice and control, empowerment, collaboration and safety with everyone that you have contact with.

Respecting the **RESILIENCE** that people have developed over time and creating networks for them to build resilience if they have not been able to in their earlier lives.

Recognising the central importance of **RELATIONSHIPS**.



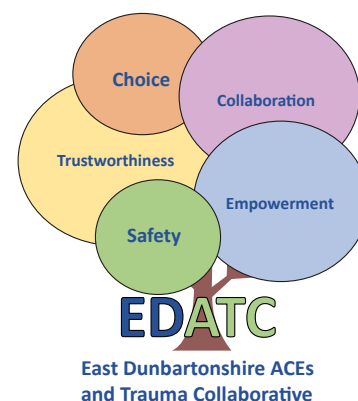
What and Who Are the East Dunbartonshire ACEs and Trauma Collaborative?

In East Dunbartonshire, this agenda is driven by the **East Dunbartonshire ACEs and Trauma Collaborative (EDATC)**; a multi-agency and multi-sector group incorporating an extensive remit across East Dunbartonshire Council (EDC).

The EDATC includes membership from a wide variety of services across both the Council and Health and Social Care Partnership (HSCP), as well as wider agencies across East Dunbartonshire community planning partners and elected members, providing a range of knowledge, expertise and practice wisdom within this field. The EDATC is facilitated by the Trauma Informed Practice Coordinator, who progresses the Trauma-Informed agenda across the whole organisation and is attended by East Dunbartonshire's three Trauma Champions.

As Trauma is 'everyone's business', the EDATC meets on an 8-weekly basis, to discuss how this and other goals will be achieved and ensures that the views, roles and responsibilities of those services are included in how East Dunbartonshire moves collectively towards becoming Trauma Informed.

With this progress in mind, there continues to be a significant amount of change that EDATC and East Dunbartonshire as an organisation, can and want to achieve, alongside their partners.



The EDATC has achieved a huge amount already through the key workstreams and priorities progressed by the three subgroups which form part of the collaborative:

People & Training

1

Focuses on the specific task of collating data around who has received and is due training, what level (aligned to NTTTP framework), creating a training calendar for all levels including Scottish Trauma Informed Leadership Training (STILT) and establishing a rollout plan. A further key task is to develop effective evaluation processes.

Policies & Systems

2

Focuses on the specific long-term task of reviewing National policies, operational guidance and frameworks and updating them with a trauma informed lens for implementation at a local level. This subgroup works closely with multiple working groups involving Lived and Living Experience.

Environment

3

Focuses on improving the physical appearance of buildings for those receiving services and the workforce. A vital aspect of this subgroup has been the inclusion of Lived and Living Experience and Expertise, which has informed not only how a building looks, but how it feels inside; this will continue to be a main tenet of how the Environment subgroup operates.

Trauma Champions

The role of Trauma Champions is to raise awareness of, encourage and influence action to develop a Trauma-Informed and responsive workforce across East Dunbartonshire, which will support the recovery of people with experience of trauma.

Trauma Champions have the vital responsibility of encouraging commitment to embed five key drivers of Trauma-Informed practice across their area of influence, through:

- 1 Valuing the contribution of people with lived experience.
- 2 Showing courageous leadership and 'walking the walk'.
- 3 Supporting workforce training and implementation.
- 4 Prioritising staff wellbeing.
- 5 Overseeing, encouraging and raising awareness of Trauma-Informed and Trauma-Responsive Practice across all services within their area.



Trauma Informed Practice Coordinator (TIP Coordinator)

The TIP Coordinator role focuses on providing project management/co-ordination and operational implementation support to the Trauma Champions. These roles work together towards a shared goal of the creation and implementation of trauma-informed practices across East Dunbartonshire.

What are our Governance arrangements?



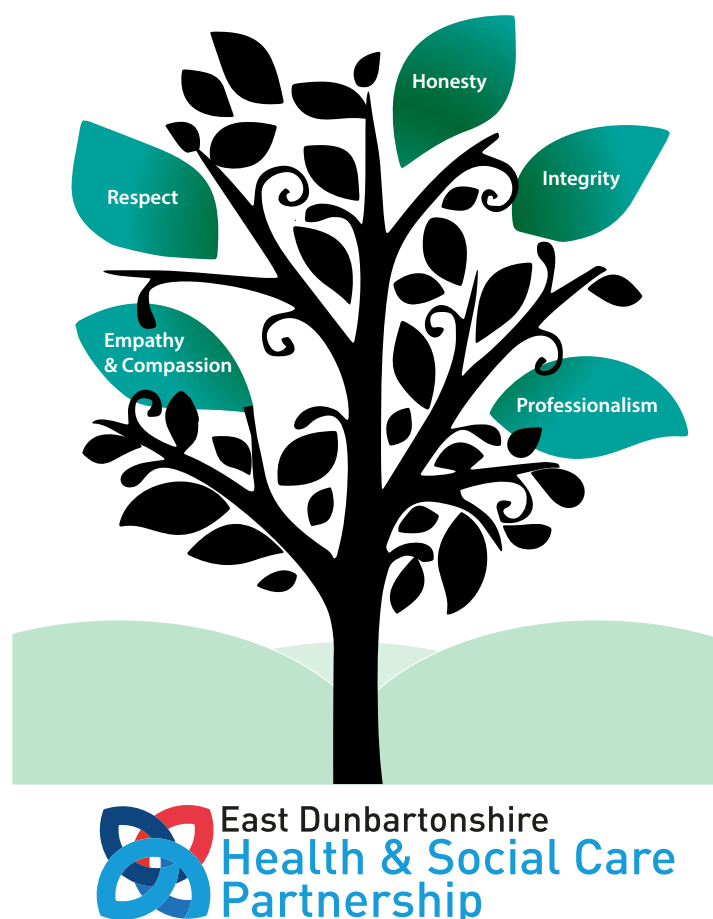
Local Context

Creating a Trauma-Informed and Responsive East Dunbartonshire

Where is East Dunbartonshire currently?

- East Dunbartonshire has committed to being a Trauma-Informed and Responsive Local Authority
- There is a long-standing strategic collaborative in place that involves many different services from across East Dunbartonshire and maintains a high level of motivation towards implementing Trauma-Informed Practice across each service represented within the membership, and beyond.
- Trauma-informed change has begun across the Local Authority and Health and Social Care Partnership and changes should be expanded to promote trauma-informed practice holistically across services and organisations in East Dunbartonshire.
- A strong foundation has been built; however, we must continue to ensure that Trauma-Informed and Responsive Practice is a priority for all services.

The East Dunbartonshire HSCP's vision is 'Caring Together to make a Positive Difference'; this vision is supported by six values of Professionalism, Integrity, Honesty, Respect, Empathy and Compassion. These principles are at the heart of the HSCP Strategic Plan and set the tone for how services deliver the plan for the people of East Dunbartonshire. The values underpinning the HSCP vision are in alignment with the five key aspects of Trauma Informed Practice and ensure that East Dunbartonshire is delivering services across all aspects of Health and Wellbeing in a way that ensures empathy, kindness and compassion.



Area of Organisation	Achievements
East Dunbartonshire ACEs and Trauma Collaborative	<ul style="list-style-type: none"> • EDATC was established in 2018 and continues to grow and strengthen. The Collaborative is chaired by the Justice Services Manager and includes membership from a wide variety of services across both the Council and HSCP, as well as wider agencies across East Dunbartonshire. • Recruitment of a Trauma Informed Practice Coordinator supports and progresses the Trauma-Informed agenda across the organisation. • Presentations from both local and national services are given which allows members to understand what is happening in other services and both learn from and celebrate their successes, in addition to making links within networks across services. • There is also a discussion of progress and barriers/challenges from an East Dunbartonshire perspective which impact on service design and implementation.
Subgroups	<p>All three subgroups continuously contribute to the overall goals and projected outcomes of the three-year plan for the EDATC.</p> <ul style="list-style-type: none"> • Transforming Connections: Trauma Skilled training has been launched across various Social Work Services and Trauma Informed learning has been delivered to Housing Services. • Options Paper ratified by People & Training subgroup for digital delivery of Trauma Informed (Level 1) learning • A trainers' peer network has been developed and is accountable to the People & Training subgroup • Policies & Systems subgroup is focusing on supporting procedural/process review • Partnering closely with multiple working groups involving Lived and Living Experience as part of reviewing how policies and operational guidance impacts on people receiving services, to better understand and improve how services support people. • Justice Social Work Services have created significant change within both the Justice Services building and surrounding areas, and the Unpaid Work Team continues to support other services e.g. Homeless Service and Older People's homes to transform outdoor spaces and exteriors of buildings to be Trauma Informed • This group is currently supporting management in several therapeutic services including Third Sector, to ensure they are as Trauma-Informed as possible. • There are three Peer Navigators employed by EDC and HSCP who provide Lived and Living Expertise to this group.

Area of Organisation	Achievements
Trauma Informed Practice Coordinator (TIP Coordinator)	<ul style="list-style-type: none"> • TIP Coordinator in role since November 2022. • Facilitating EDATC • Established three subgroups • Supports services to access training around Trauma-Informed Practice. • Attended NES Training for Trainers in relation to Transforming Connections: Trauma Skilled level • Currently delivering to Children & Families, Justice, Prison-Based Social Work and Unpaid Work Teams • Developing bespoke STILT sessions alongside the Improvement Service and the Greater Glasgow & Clyde (GG&C) TP-TIC • Supported presentations on Trauma Informed Practice and Assessment of Care Framework for East Dunbartonshire HSCP Children's Services Teams including Health and Education • Engages on a regular basis with the national network of Trauma Leads • Member of the Expert Advisory Group for the Trauma Responsive Social Work Services programme • Supported the facilitation of learning for Leadership across EDC and HSCP. • Attends regular Improvement Service-led trauma focused peer support meetings, in addition to the national Trauma Champion and Trauma Lead meetings • Set up informal peer support network for the national trauma leads. • Attends GG&C-wide Trauma Champions and Trauma Leads meetings to share and contribute to local and national learning around the Trauma-Informed Practice agenda.
Working with Transforming Psychological Trauma Implementation Co-ordinator (TP-TIC)	<ul style="list-style-type: none"> • TP-TIC is providing a significant level of support in relation to the development of a bespoke STILT programme, supporting facilitation of this event alongside TIP Coordinator and national Improvement Service trauma lead. • TP-TIC facilitates bi-monthly GG&C trauma lead meeting & bi-monthly GG&C Trauma Champions and Trauma Leads meeting • Regularly in discussion with TIP Coordinator around learning within the East Dunbartonshire area.
Local Authority Trauma Champions	<ul style="list-style-type: none"> • Three Trauma Champions in place: <ul style="list-style-type: none"> • Service Manager – Justice Social Work • Service Manager – HR&OD • Elected Member.
East Dunbartonshire HSCP Strategic Vision	<ul style="list-style-type: none"> • Trauma Informed Practice and Trauma Informed Care is a key priority within the HSCP Participation & Engagement strategy, as well as the Local Outcome and Improvement Plan • TIP Coordinator attends multiple subgroups relating to key strategic priorities including Suicide Prevention, Child and Adult Protection, Strategic Leadership Group, Public Protection and the Social Work Learning and Development Group to ensure that Trauma Informed Practice remains a focus.

Area of Organisation	Achievements
Training Needs Analysis	<ul style="list-style-type: none"> • A training needs analysis was initiated in 2022 and updated for 2023, mapping out 5500 job roles across East Dunbartonshire Council and which level within the National Trauma Training Programme is associated with it. • A further task has been to create a training calendar for the Level 1 (Trauma Informed) and Level 2 (Trauma Skilled) for which there is now an initial programme of implementation, starting in October 2023
Lived & Living Experience groups	<ul style="list-style-type: none"> • Lived and Living Experience groups to support understanding of the physical environment and buildings that house services • The Homelessness and Rapid Rehousing team has made changes to their interview rooms based on service user feedback and we are currently establishing a staff group to support understanding of what workers need in a room and how it feels in certain rooms when delivering services to ensure they have appropriate workspaces to meet their needs. • A Service User focus group for patients attending Mental Health services in Kirkintilloch Health and Care Centre (KHCC), took place to consider improvements suggestions for the KHCC building • Lived and Living Experience voices will be sought to contribute to the development of localised Scottish Trauma Informed Leadership Training (STILT) • Peer Navigators who are employees with Lived Experience are supporting service users to contribute to discussions around the Health Care buildings and how they feel for those receiving treatment and support for trauma • Family-friendly spaces within the Community Support Team have been coproduced with children, young people, families and carers.
In-person events	<ul style="list-style-type: none"> • Two in-person EDATC workshop events have been held in May 2023 and January 2024, both attended by 22 members of the Collaborative • Both events were supported by the Improvement Service to help facilitate and guide discussions around the goals, aims and challenges for achieving a Trauma Informed East Dunbartonshire.

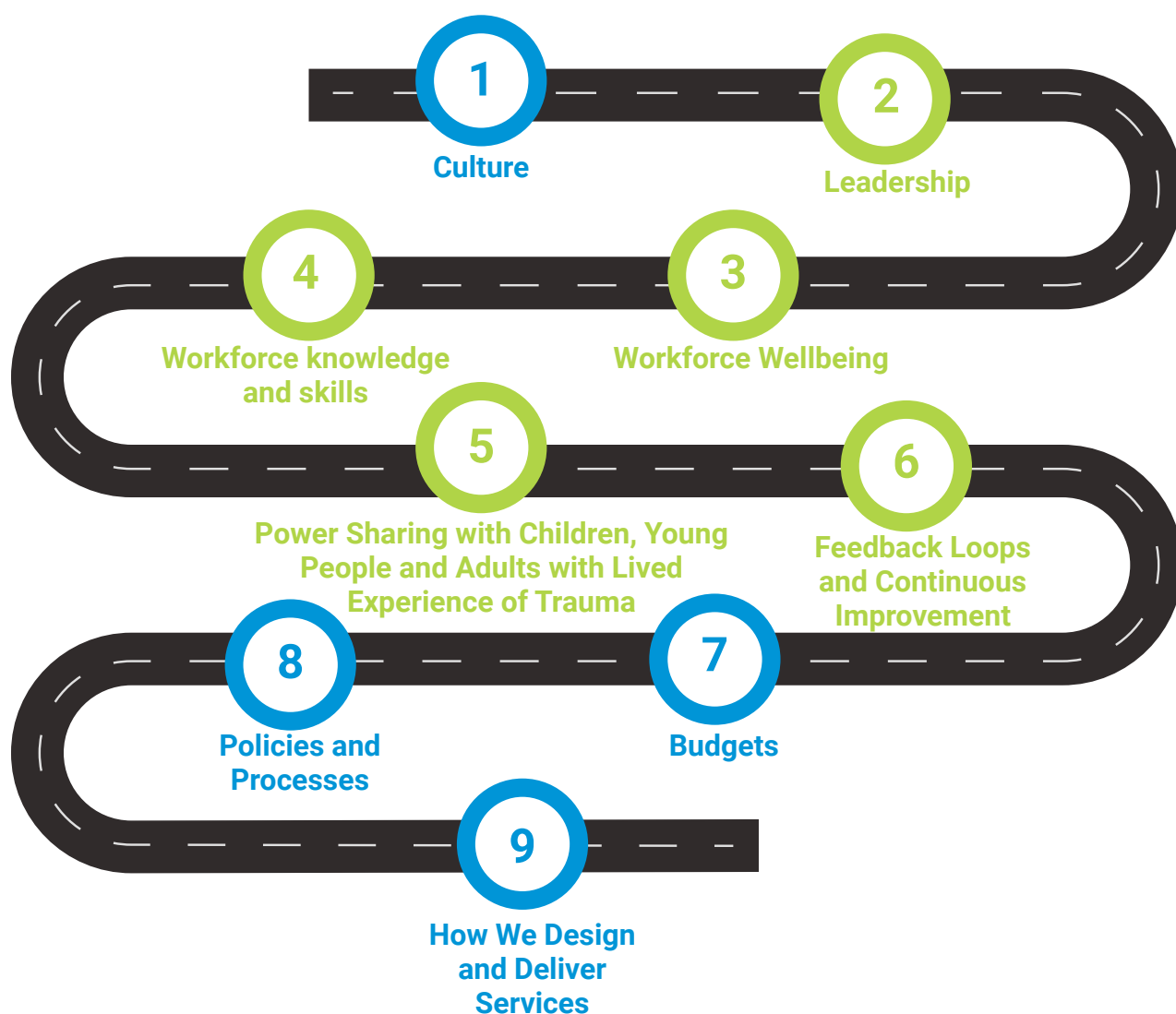
Setting Priorities as an Organisation

The Improvement Service worked alongside multiple partners including Scottish Government, COSLA and NES to create, develop and implement a supportive document which would be aspirational and future focused.

The document, initially termed the Quality Improvement Framework and now named the Trauma Informed and Responsive Change Roadmap, is designed to support all organisations to be able to focus on the priorities relevant to their services and people when embedding trauma-informed approaches. Given that the specific services and overall work taking place nationally, the framework is designed to be flexible and suit the needs of each Local Authority. These needs should be shaped by and respond to the needs of people with Lived Experience of trauma in East Dunbartonshire.

The Roadmap sets out nine key themes for self-assessment which are vital in creating the culture, environments and ways of working that resist retraumatisation and support people's resilience and recovery from Trauma.

East Dunbartonshire's short-term focus is highlighted in green and medium- and long-term in blue



What Does Trauma-Informed East Dunbartonshire Look Like?

- A trauma-informed East Dunbartonshire has joined-up systems and services that provide holistic support. This encourages more effective ways of sharing information between services to best support people.
- There is a focus on prevention and early intervention to ensure that people are receiving support as early as possible rather than allowing issues to reach a crisis point. This involves better signposting to services, including a directory of all services available in East Dunbartonshire.
- The views of people with lived and living experience of trauma informed service design and delivery to encourage these support mechanisms to meet people's needs.
- All policies and processes are trauma-informed in a meaningful way.
- All services have trauma-informed environments that are welcoming to people.
- Staff wellbeing is a priority, with trauma-informed supervision policies being implemented across services and organisations where practicable. This provides much-needed support for staff and results in increased levels of staff retention.
- Leadership support promotes a long-term commitment to this agenda.
- We are able to capture learning and evidence that demonstrates that training and knowledge around trauma-informed practice is being implemented and applied effectively in all services.
- Language and terminology that is used across services is trauma-informed and consistent throughout East Dunbartonshire.



Priorities	Deliverables
The leadership and governance of the organisation support and invest in implementing and sustaining trauma-informed practice.	<ul style="list-style-type: none"> • Leaders recognise and encourage trauma-informed practice through whole system change with TIP embedded at a strategic policy level. • Increased proportion of middle managers/supervisors feel supported in implementing and embedding trauma informed practice within their service/team/organisation.
There are written policies and protocols establishing trauma-informed practice as an essential part of the organisational mission. Organisational procedures and cross-agency protocols reflect trauma-informed principles.	<ul style="list-style-type: none"> • Trauma-informed principles are a core part of the organisation/service vision and values.
Services across East Dunbartonshire ensure that the physical environment promotes a sense of safety and collaboration. Staff and clients must experience the setting as safe, inviting, and not a risk to their physical or psychological safety.	<ul style="list-style-type: none"> • The voice of people with lived experience is increasingly embedded in service delivery as standard practice. • Trauma-informed principles are a core part of an organisation/service vision and values.
Staff, clients and their family members have involvement, voice and meaningful choice wherever possible across organisational functioning.	<ul style="list-style-type: none"> • The views of experts by experience are taken into account in service commissioning, design, delivery and continuous improvement.
Collaboration across sectors is built on a shared understanding of trauma and the principles of trauma-informed practice.	<ul style="list-style-type: none"> • Cross-sector network of trainers and coaches becomes increasingly self-sustaining.
Practitioners use and are trained in interventions that are based on the best available empirical evidence and science, are culturally appropriate and reflect the principles of trauma-informed practice. Trauma screening and assessment are an essential part of the work (where relevant).	<ul style="list-style-type: none"> • The majority of the workforce in East Dunbartonshire has the confidence, knowledge and skills to respond effectively to people impacted by psychological trauma.
There is ongoing training in trauma and peer support. East Dunbartonshire's Human Resource system incorporates trauma-informed principles in hiring, supervision and staff evaluation.	<ul style="list-style-type: none"> • An increased proportion of the workforce has the confidence, knowledge and skills to respond effectively to people impacted by psychological trauma and incorporate trauma-informed principles into their daily practice. • Workforce wellbeing improved through access to sustained and consistent wellbeing support and supervision.

Priorities	Deliverables
Procedures are in place to support staff with trauma histories and/or those experiencing secondary traumatic stress or vicarious trauma, resulting from exposure to and working with individuals affected by trauma.	<ul style="list-style-type: none"> The workforce has access to regular supervision, coaching and tools to support health and wellbeing. Workforce wellbeing is improved through access to sustained and consistent wellbeing support and supervision.
<p>There is ongoing assessment, tracking and monitoring of trauma-informed principles and effective use of evidence-based trauma-specific screening, assessments and treatment.</p> <p>The measures and evaluation designs that are used to evaluate service or programme implementation and effectiveness, should reflect an understanding of trauma and appropriate trauma-oriented research instruments</p>	<ul style="list-style-type: none"> A consistent process for quality improvement, monitoring and evaluation is incorporated into organisational practice. The quality of experiences for people receiving services continues to improve through sustainable feedback loops.

[Trauma-Informed Practice: A Toolkit for Scotland \(www.gov.scot\)](http://www.gov.scot)



Leadership

Strategic Aim

The leadership and governance of an organisation supports and invests in implementing and sustaining trauma-informed practice.



We want to:

- Ensure that leaders recognise and encourage trauma-informed practice through whole system change with trauma-informed practice embedded at a strategic policy level.
- Have an increased proportion of middle managers/supervisors who feel supported in implementing and embedding trauma informed practice within their service/team/organisation.



Why are we doing this?

The journey towards becoming a trauma-informed organisation asks East Dunbartonshire to review organisational practices and policies through a trauma-focused lens. As part of this, services are supported to reframe complex behaviours as potential responses to trauma related triggers and will aim to prioritise the building of trusting, mutual relationships throughout the process of service delivery.

Evidence-based practice identifies that committed leadership is the key to an organisation transforming into one that is trauma-informed and responsive. Setting the culture, priorities and values which are aligned to a trauma-informed and responsive approach is reliant on the vital role Leaders play at all levels. It also requires them to embody the five key principles of trauma-informed practice into their leadership practice and strive to reduce power disparity and therefore empower individuals both working for and working with an organisation, to take ownership of this change.

Leaders have to provide the scaffolding and accountability, the permission to take time to embed new skills, to support the sharing of knowledge and learning around Trauma-Informed Practice, and to create spaces to allow for power-sharing with those who have lived experience of trauma. Recognising the value in this increases the expertise and knowledge of leadership practice across an organisation.



Where are we now?

There is a strong strategic collaborative in place that involves many different services from across East Dunbartonshire. There is significant investment in adopting a trauma-informed approach across many services within the Local Authority and Health and Social Care Partnership. Person-centred, trauma-informed practice is evident across East Dunbartonshire services and a strong foundation has been built. Work is ongoing to ensure that Trauma-Informed Practice and Trauma-Informed Care is a key priority across all areas and individual services.





How will we achieve this?

- Strong leadership buy-in to promote a long-term commitment to this agenda.
- Develop a Scottish Trauma Informed Leadership Training plan.
- Raise awareness of the Trauma Programme with Community Planning Partners
- Develop a Communications Plan
- Introduce and Implement 'Taking a Trauma Informed Lens walkthrough' to services
- Reconsider the Terms of Reference for the Policies & Systems subgroup and review membership to ensure strategic influence is possible.



How will we know we are getting it right?

- Trauma-informed principles are a core part of East Dunbartonshire Council and Health and Social Care Partnership's vision and values.
- Services have completed the Taking a Trauma Informed Lens walkthrough and implemented an improvement plan where necessary.





Workforce Wellbeing

Strategic Aim



Services ensure that their physical environment promotes a sense of safety and collaboration. Staff and clients must experience the setting as safe, inviting, and not a risk to their physical or psychological safety.

Procedures are in place to support staff with trauma histories and/or those experiencing secondary traumatic stress or vicarious trauma, resulting from exposure to and working with individuals affected by trauma.

We want to:



Ensure the workforce has improved access to regular supervision, coaching and tools to support health and wellbeing as appropriate to workers' roles.

Ensure Trauma-Informed supervision practices are introduced across services where relevant.

Ensure workforce wellbeing is improved through access to sustained and consistent wellbeing support and supervision.

Create safe environments for staff, which take into consideration their roles and what support they may need.

Why are we doing this?



Workforce wellbeing is a critical aspect of a healthy organisational culture and an ethical obligation to all employees – this includes paid, voluntary and peer mentoring employees. Creating a healthy workplace culture requires planning and a consistent approach. As an organisation, it is vital we consider that everyone will have some experience of trauma in their lives regardless of their role. This requires supportive and positive working conditions, in addition to having proactive and reactive measures in place to respond to traumatic incidents and events.

This is particularly important for employees working directly with individuals who have traumatic histories or have been exposed to traumatic experiences. There is an increased risk of experiencing vicarious trauma, moral injury and compassion fatigue which all contribute to feeling detached from value-based decision-making, burnout and long-term absence, as well as impacting on worker safety (both physically and emotionally) when supporting people in the community.

From a national perspective, professional burnout and staff sickness levels have increased. High staff turnover, low job satisfaction, in addition to recruitment difficulties, are all consistently reported within public services. There is also the need to focus on supporting services to focus on early intervention and prevention (See Appendix A). Covid was a collective national trauma, the impact on services was vast and long-reaching; continued budgetary constraints and increasing pressures on Health and Social Care services due to changes in the societal demographics within East Dunbartonshire have all contributed to pressures for and within the workforce.

Where are we now?



Locally, many services have recognised this and are being responsive and creative in how the workforce is supported. Trauma-informed supervision, funding applications for self-care in offices and working from home policies are all positive and helpful strategies in place for the workforce. Continued growth in this area is being considered and supported across services.

How will we achieve this?



- Ensure there is a focus on staff wellbeing and embed trauma-informed supervision where appropriate.
- Employees at all levels receive appropriate and timely training to support their learning and individual goals.
- Employee-related policies are Trauma-Informed and person-centric.
- Local Authority and Health and Social Care Partnership culture is fully Trauma-Informed.

How will we know we are getting it right?



- Workforce wellbeing is improved.
- People receiving services report higher levels of satisfaction with the support they are given from employees at all levels relating to their experiences of trauma and trauma-informed services.





Workforce Knowledge & Skills

Strategic Aim



Practitioners are trained in and use interventions that are based on the best available empirical evidence and science, are culturally appropriate, and reflect the principles of trauma-informed practice.

Trauma screening and assessment are an essential part of the work (where relevant).

We want to:



Ensure that an increased proportion of the workforce has the confidence, knowledge and skills to respond effectively to people impacted by psychological trauma and incorporate trauma-informed principles into their daily practice.

Trauma training is incorporated into professional qualifications routes/induction processes where appropriate.

Why are we doing this?



Supporting the healing and recovery of those affected by trauma and traumatic events, is the foundation of creating a healthy and happy East Dunbartonshire. To achieve this goal, it is vital to have all employees, across the whole of an organisation, be able to understand, recognise and respond to individuals in a way which not only takes account of their potential experiences of trauma, but also seeks to mitigate and reduce the impact of these experiences, as well as work in a way which ensures that people receiving services are not further traumatised or retraumatised through their contact with services, systems and employees.

Workforce knowledge and skills are key to minimising the barriers people may experience when accessing services, which increases and improves collectively the resilience and support to which people in the community have access.

Where are we now?



East Dunbartonshire ACEs and Trauma Collaborative has established a People & Training subgroup which is supporting the rollout of NES-developed Knowledge and Skills Framework Trauma Informed training at the initial two levels, in addition to increasing capacity, knowledge and confidence across the training network. East Dunbartonshire consistently has leaders and management attending the national Scottish Trauma Informed Leadership Training sessions, however, East Dunbartonshire requires further focus on ensuring that Leaders across services are prioritising their learning to support whole systems culture change.

East Dunbartonshire Council and HSCP are focusing on specific areas of the workforce initially and have identified programmes of training which will increase knowledge and skills that will have a wide-reaching impact. Significant support is in place to ensure there is systems change and that all directorates, services and employees are delivering a trauma-informed and responsive East Dunbartonshire.

How will we achieve this?



- Create a network of trainers and coaches.
- Develop and introduce a Trauma training delivery plan.
- Create a Trauma-Informed Community within East Dunbartonshire through the consistent provision of training and engagement.
- Create a training calendar for the delivery of Level 1 (Trauma Informed) and Level 2 (Trauma Skilled)
- Regularly review and refresh the training needs analysis.

How will we know we are getting it right?



- An increasing network of local trauma trainers and coaches are in place
- The majority of the workforce in East Dunbartonshire Council and HSCP have the confidence, knowledge and skills to respond effectively to people impacted by psychological trauma.
- There is a sustainable long-term training plan.
- Training is accessible to all members of the workforce.
- There is ongoing training in trauma and peer support.
- The Local Authority's Human Resource system incorporates trauma-informed principles in hiring, supervision and staff evaluation.



Power Sharing with Children, Young People & Adults with Lived Experience of Trauma

Strategic Aim

Staff, clients and their family members have involvement in and make contributions to improving organisational functioning.

Collaboration across sectors is built on a shared understanding of trauma and the principles of trauma-informed practice.



We want to:

We want to:

Review people's journey through services and systems in East Dunbartonshire to develop understanding of what barriers people experience and how they risk retraumatisation.

Ensure that the voice of lived and living experience and expertise is recognised as part of service design and delivery.



Why are we doing this?

Trauma Informed Practice asks organisations to reframe the complex behaviours of people receiving services, as potential responses to trauma-related activation and to focus on placing the importance of relationship-based practice at the core of every interaction and communication. There is a recognition of the need to develop routine and safe and meaningful processes to allow those impacted and affected by trauma, to feel able to be part of decision-making concerning both their individual circumstances and around systems-based change, when they choose to do so. Additionally, it aims to support individuals to identify their own strengths and abilities to make positive decisions when they are held and supported by professionals that champion them.

Some services, due to the nature of their role in people's lives, can feel like processes are 'doing to' people instead of 'doing with' which may create barriers when trying to engage positively and successfully with people and their families. A trauma-informed and responsive system understands this and takes account of, listens to and supports the voices of lived and living experience and expertise (LLEE) to contribute, where possible, to their individual journeys.



Where are we now?



East Dunbartonshire has made huge strides in this area already and has used feedback to make changes in a variety of ways relating to service delivery, procedures and processes, and physical environments. Peer Mentors are employed in Justice and Mental Health Services. Young people are included, and are in charge of, a variety of Boards and working groups relating to issues that affect them. EDATC includes the voices of LLEE in its membership and actively seeks out individuals and services who can share their experiences and expertise to support collaborative learning and growth across the Local Authority. Multiple LLEE groups are in planning within Housing and Mental Health Services, with a view to continue improving the understanding of experiences of people living and working in East Dunbartonshire. Alcohol and Drug Partnership (ADP) write in full with abbreviation in brackets. Services are considering how to make feedback loops accessible across client groups and will use this information to improve and make changes where necessary, as well as collaborating with the TIP Coordinator to consider how this can be rolled out in other services. Feedback has also evidenced where good practice is happening currently across services, which is promoted across the Local Authority and Health and Social Care Partnership for learning.

How will we achieve this?



- Ensure the voices of LLEE are increasingly embedded in service delivery where practicable.
- Ensure that people with lived experience of trauma are involved in ways which allow for meaningful information to support change.
- Communicate the impact of their feedback (e.g., 'You Said, We Did') to ensure people feel valued and heard.
- Identify what processes need reviewed and prioritise them to ensure they are trauma-informed.
- Determine the best way to provide safe spaces for people affected by trauma in East Dunbartonshire, relevant to the needs of the population.

How will we know we are getting it right?



- People with lived experience of trauma are given the opportunity to feed into decisions being made around changes to service environments.
- Feedback loops are accessible and take account of the needs of the population.
- The voices of LLEE are meaningfully engaged in appropriate aspects of service commissioning, design, delivery and continuous improvement.

[Scottish Approach To Service Design.pdf \(www.gov.scot\)](https://www.gov.scot/publications/scottish-approach-to-service-design/pages/2.aspx)



Feedback Loops & Continuous Improvement

Strategic Aim



There is ongoing assessment, tracking and monitoring of trauma-informed principles and effective use of evidence-based trauma-specific screening, assessments and treatment.

Measures and evaluation designs used to evaluate service or programme implementation and effectiveness reflect an understanding of trauma.

We want to:



Ensure that a consistent process for quality improvement, monitoring and evaluation is incorporated into organisational practice

Improve communications about the EDATC to ensure the work being done by this group is being shared with services and organisations across East Dunbartonshire.

Why are we doing this?



Feedback loops support the understanding of 'why' a system or service is working well, what needs improvement and the impact that any changes made, have on both an individual and their families and communities. Meaningful feedback is sourced through the many small and large communications that take place between an individual and the people with whom they work through services. It is vital that this is done on a regular basis to ensure that services and ways of working with people continuously improve in accordance with their individual and collective needs.

Collating this information is linked to effective power-sharing processes and asks Leaders to consider how their services can support and advocate for those with LLEE, to provide that data. This then supports Local Authorities to periodically review their systems and processes and ensure they continue to best meet the needs of the population. This creates effective communication around the progress made towards becoming a trauma-informed and responsive East Dunbartonshire.

Where are we now?



EDATC's Environment Subgroup has been engaged in this process for a significant period and has made effective changes to the Justice Services building, by involving LLEE voices. Ongoing work aims to support the understanding of why trauma-informed buildings are vital for supporting people with trauma histories. This model is being rolled out across a variety of other services, most notably by the ADP Coordinator in relation to Medically Assisted Treatment Standards, and several evaluation processes are being used effectively to gather further data which will ensure there is accessibility across client groups and needs. EDATC's other subgroups work in collaboration to ensure there is a focus on how to gather feedback and use this to inform and implement improvements to experiences for staff and clients alike.

Changes were made to Child Protection processes and feedback from parent/caregiver experiences has been overwhelmingly positive. East Dunbartonshire has recognised where language and processes could be potentially traumatising and made changes and/or are seeking views around how to improve these experiences and how to implement these across services. Although there is still work to be done, East Dunbartonshire has made significant steps towards achieving this.

How will we achieve this?



- Gather feedback on current environments and use this to emphasise the need for change.
- Communication around what a safe space looks like, ensuring those who need it have the necessary information to feel welcome.
- Communicate more effectively with people accessing services to collect robust and meaningful feedback and let them know their feedback is being used and how it is being used.
- Determine how to promote trauma-informed practice in the short-term.
- Identify a set of questions that can be used to support reviewing policies through a trauma-informed lens.
- Roll out a test for change to develop learning.
- An evaluation of training is needed in the long-term to understand how/if it is being embedded efficiently and what changes staff are making in their practice.

How will we know we are getting it right?



- Joint priorities and collaborative working occurs across services.
- The quality of the individual and collective experience continues to improve due to sustainable feedback loops.
- Services improve their engagement with people.
- Services are delivered with a focus on person-centred care and planning.
- Decision-making considers learning from LLEE voices.

Equalities Statement

East Dunbartonshire Council and the East Dunbartonshire HSCP are committed to encouraging equality and diversity and eliminating unlawful discrimination within its work and activities.

The EDATC, EDC and ED HSCP, from a whole systems approach, are subject to the Public Sector Equality Duty (PSED). The Duty requires the EDATC and the services within the Local Authority to report on the progress made relating to embedding equalities in our approaches and activities.

In general, the equality duties require us, in the exercise of our functions, to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct.
- Advance equality of opportunity between people who share a relevant protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

The protected characteristics covered by the Duty are:



The EDATC, EDC and ED HSCP as a whole, are committed to mainstreaming Equality and Diversity, in addition to developing an approach that recognises the diverse needs of staff, partners, and other stakeholders with whom we have contact, and promote equality.

This means systematically considering the impact of our work on disadvantaged groups, from the planning stage through to the action and monitoring stages.

Glossary of Terms

COSLA	Convention of Scottish Local Authorities
ED	East Dunbartonshire
EDATC	East Dunbartonshire ACEs and Trauma Collaborative
EDC	East Dunbartonshire Council
GG&C	Greater Glasgow & Clyde
HR&OD	Human Resources & Organisational Development
HSCP	Health and Social Care Partnership
IS	Improvement Service
LLEE	Lived and Living Experience and Expertise
NES	NHS Education for Scotland
NTTP	National Trauma Transformation Programme
SAMHSA	Substance Abuse and Mental Health Services Administration
STILT	Scottish Trauma Informed Leadership Training
TIP Coordinator	Trauma Informed Practice Coordinator
TPTIC	Transforming Psychological Trauma Implementation
TRSWS	Trauma Responsive Social Work Services

Appendix A

[NHS Education for Scotland wellbeing resources](#)

[Wellbeing resources and support for health and social care staff](#)

[Healthy working lives - supporting a mentally healthy workplace](#)

[National wellbeing hub](#)

[Working Lives Scotland 2023: Survey report \(cipd.org\)](#)

[Scottish Care Recruitment and Retention Survey 2021](#)

[Teacher Wellbeing Index 2022](#)

[NHS Scotland Workforce 2023](#)

[Scottish Survey Report, 2022](#)

[Road to recovery: the impact of the pandemic on Scotland's labour market
\(Covid-19 recovery committee, Scottish Parliament, 2023\)](#)

[Retaining our GP workforce in Scotland \(RCGP, 2022\)](#)

[Working conditions and wellbeing of social workers: Summary of surveys 2020-22 \(SASW\)](#)

Appendix B



CHOICE

Clients and staff have meaningful choice and a voice in the decision-making process of the organisation and its services.



COLLABORATION

The organisation recognises the value of staff and clients' experience in overcoming challenges and improving the system as a whole. This is often operationalised through the formal or informal use of peer support and mutual self-help.



EMPOWERMENT

Efforts are made by the organisation to share power and give clients and staff a strong voice in decision-making, at both individual and organisational levels.



SAFETY

Efforts are made by an organisation to ensure the physical and emotional safety of clients and staff. This includes reasonable freedom from threat or harm and attempts to prevent further retraumatisation.



TRUST

Transparency exists in an organisation's policies and procedures, with the objective of building trust among staff, clients, and the wider community.

Other formats and translation

This document can be provided in large print, Braille or in audio format and can be translated into other community languages.

Please contact the Council on 0300 123 4510

ਸੇਵਾ ਸੰਪਰਕ: ੦੩੦੦ ੧੨੩ ੪੫੧੦ (੨੪ ਘੰਟਾ ਸੇਵਾ) | ਫੋਨ: ੦੩੦੦ ੧੨੩ ੪੫੧੦

ਸੰਪਰਕ: ੦੩੦੦ ੧੨੩ ੪੫੧੦ | ਫੋਨ: ੦੩੦੦ ੧੨੩ ੪੫੧੦ (੨੪ ਘੰਟਾ ਸੇਵਾ)

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Gabhera an sghubhamm sud burgu Gabhera matha s n a ch ille nile Gumbh Ongu 0300 123 4510

ਸੇਵਾ ਸੰਪਰਕ: ੦੩੦੦ ੧੨੩ ੪੫੧੦ (੨੪ ਘੰਟਾ ਸੇਵਾ) | ਫੋਨ: ੦੩੦੦ ੧੨੩ ੪੫੧੦