

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

POLICE AND CRIME PANEL

Report of	THE POLICE AND CRIME COMMISSIONER
Subject	TRAUMA INFORMED LEICESTER, LEICESTERSHIRE AND RUTLAND
Date	MONDAY 4 APRIL 2022 AT 1PM
Author	GRACE STRONG, STRATEGIC DIRECTOR, VIOLENCE REDUCTION NETWORK

Purpose of Report

1. The purpose of this report is to provide an update on recent progress in delivering the Strategic Partnership Board's strategic intent to become a trauma-informed area.

Recommendation

2. The Panel is asked to consider and note the contents of this report.

Background

3. Chaired by the Police and Crime Commissioner (PCC) for Leicestershire, the local Strategic Partnership Board (SPB) comprises of a range of partner organisations and community representatives from across Leicester, Leicestershire and Rutland (LLR). Its core purpose is to provide system leadership and the strategic coordination necessary to prevent and reduce vulnerability, violence and other forms of harm. The types of harm and vulnerability that the SPB seeks to prevent and reduce include:
 - i. Domestic Abuse
 - ii. Sexual Violence
 - iii. Public place violence including knife crime
 - iv. Modern Slavery
 - v. Child Criminal Exploitation
 - vi. Child Sexual Exploitation
 - vii. Missing from Home
 - viii. Substance Misuse
 - ix. Reoffending
4. Whilst each type of harm requires a tailored response to an extent, research indicates that they also share many common modifiable risk and protective factors. This is particularly the case in relation to different types of violence and exploitation¹. Research aimed at identifying the causes of these behaviours/issues highlight a

¹ CDC (2019) Preventing Adverse Childhood Experiences (ACES) Leveraging the Best Available Evidence. National Center for Injury Prevention and Control <https://www.cdc.gov/violenceprevention/pdf/preventingACES.pdf>

strong correlation with Adverse Childhood Experiences (ACEs) and trauma. A cyclical relationship also exists wherein many of these behaviours are also sources of childhood trauma (for example, violence). SPB members recognise that many of the causes of childhood trauma are preventable and it is also possible to mitigate the negative impact of trauma throughout childhood and adulthood through adopting a trauma-informed approach.

5. With this in mind, in February 2021 the SPB agreed a strategic intent to:

“Work collaboratively across organisations and with communities to develop a trauma-informed system which simultaneously aims to prevent childhood trauma and mitigate its harmful impact across the life-course”.

6. SPB agreed a common definition of trauma:

“Trauma results from an event, series of events or set of circumstances that is experienced by an individual as physically or emotionally harmful or life threatening and that has lasting adverse effects on the individuals functioning and mental, physical, social, emotional or spiritual well-being”².

In relation to the types of events and circumstances which may result in trauma, the SPB have adopted a broad view that extends beyond the ten commonly-referred to Adverse Childhood Experiences (ACEs) to a range of other events or circumstances including experiencing adverse community environments. Importantly, these can be experienced (and re-experienced) throughout adulthood and jointly by families and/or communities.

7. The Board also agreed that a trauma-informed approach is guided by four assumptions (the 4 R’s): the organisation and/or system *realises* the widespread prevalence of trauma and how it can affect people and groups, *recognises* the signs and symptoms of trauma in individuals, families and communities, *responds* by fully integrating knowledge about trauma into policies procedures and practices and actively *resists retraumatising* others including staff and recipients of services³. This encapsulates the importance of knowledge but also continuous application to policy and practice across the system.

8. To progress the required work the following was agreed:

- i. A LLR-wide multi-agency Leadership Group would be established comprising of local operational and strategic managers
- ii. An independent advisor would be commissioned through the Violence Reduction Network (VRN) to provide expertise and insights during the early stages of our collective journey
- iii. A temporary Project Lead would be funded and recruited by the Office of the Police and Crime Commissioner (OPCC) to ensure sufficient dedicated resource was available to support the work of the Leadership Group

² SAMHSA (2014) SAMHSA’s Concept of Trauma and Guidance for a Trauma-Informed Approach. Substance Misuse and Mental Health Services Administration
https://www.nasmhpd.org/sites/default/files/SAMHSA_Concept_of_Trauma_and_Guidance.pdf

³ As above

Progress Update

9. Leadership Group

The Leadership Group has met bi-monthly since August 2021. Chaired by the VRN Director, the group includes representation from the Police, Local Authorities including Children's Services and Public Health, Schools, Health commissioners and providers, National Probation Service and the OPCC and VRN. Our independent advisor also attends (see 16). The group is considering extending its membership and/or establishing a wider stakeholder group due to high levels of interest and activity across the system.

10. A Terms of Reference have been agreed with five goals inter-related goals:

- i. Share information and knowledge about trauma and its impact on people's lives and promote the LLR approach across communities, organisations and partnerships.
- ii. Support the development of trauma-informed organisations through developing a common framework with a system for peer review and user/community feedback.
- iii. Collaborate with communities, sharing knowledge and co-producing solutions to strengthen resilience and our collective ability to prevent and mitigate the impact of trauma.
- iv. Develop knowledge and skills amongst our practitioners, managers and leaders so they are able to model and implement trauma-informed practice.
- v. Continuously identify and pursue opportunities within and across organisations to prevent, mitigate the impact of and support recovery from adverse childhood experiences and environments.

11. Despite a delay in the recruitment of the Project Lead, the Leadership Group has been able to make progress against some of these goals. This includes drafting a strategy, the development of a common framework for organisations to self-assess progress and the design and delivery of a comprehensive workforce development programme (see 13).

12. Partners have also made progress in applying trauma-informed approaches at team, departmental or organisational level. Examples include the Police implementing a trauma-informed approach into the human and physical custody environment for children and young people, the County Council's Children and Families department adopting a departmental wide trauma-informed approach and local schools establishing a Trauma-Informed Schools network. There are also examples of new partnership projects which are seeking to identify and then mitigate the impact of adverse childhood experiences. This includes:

- The Families Affected by Parental Imprisonment project which has secured data sharing between probation and early help services to ensure children who have a parent in prison (and their families) are offered timely and tailored support and;
- The extension of the principles of Operation Encompass so that schools are notified of events occurring within a child's family/home so they are able to take this into account when working with the child.

13. There has also been considerable progress in relation to the workforce development workstream. A catalyst for this was the VRN's successful bid for £319K from the Home Office's Serious Violence Youth Intervention Fund for trauma-informed training. This has enabled the VRN to partner with Barnardo's who have designed (and are now delivering) a comprehensive training programme. Whilst this is principally aimed at the

multi-agency Early Help workforce, it is also suitable for any practitioners, managers and leaders working within our services and communities. The core offer includes three half-day training modules:

- i. Module 1: Introduction to ACEs and Trauma Informed Practice. Aim: To improve basic knowledge of childhood adversity and trauma and the way that this can impact upon behaviour and outcomes for Children, Young People and Families
 - ii. Module 2a: Developing Trauma Informed Practice. Aim: To take a deeper look into the different forms trauma can take and how trauma informed practice can be implemented in day-to-day roles.
 - iii. Module 2b: Trauma Informed Organisations. Aim: To provide operational and strategic leaders with an insight into what it means to be a trauma-informed organisation and the different elements which need to be in place. This module is aimed at assisting organisations to start or progress their journey to become trauma-informed.
14. Since the training commenced in December 2021 and at the time of writing this report, a total of 1,104 participants have attended with overwhelmingly positive feedback about the content and quality of delivery. Pre and post-attitudinal surveys are in place and we expect the findings of these to be reported in late April.
15. The training team are also delivering a Train-the-Trainer module for schools and building a network of champions across the area.
16. Independent Advisor
The VRN team commissioned an Independent Advisor in Summer 2021 through a competitive tendering process. WAVE trust⁴ was the successful provider and the Chief Executive Officer (CEO) George Hosking has since been supporting the work of the Leadership Group including contributing to and reviewing key documents.
17. The advisor is also offering bespoke support to partners at an earlier stage in their trauma-informed journey and playing a 'critical friend' role to partners who wish to receive expert feedback on specific elements of their trauma-informed work.
18. Project Lead
At the time of writing this report, recruitment is underway for a temporary Project Lead (12 months). The successful candidate will be line-managed by the VRN Director but will report and work to the Leadership Group. The Project Lead will provide the resource required to ensure the work of the Leadership Group results in tangible outputs including communication activity and a framework for capturing short, medium and long-term outcomes. Although this post is short-term, it is anticipated that it will provide critical resource to build the foundations necessary for the partnership to be successful in delivering on its strategic intent in the medium to longer-term.

Risks and Issues

19. The main risks to this work are:
 - i. Maintaining a strategic overview of the breadth and pace of activity across the area is a challenge and risks inconsistency and a lack of cohesiveness in delivery at an operational level. This is being mitigated through the existence

⁴ <https://www.wavetrust.org/>

of the Leadership Group which is proving to be a highly collaborative partnership, the production of a shared strategy and organisational framework and the recruitment of the Project Lead to provide dedicated partnership resource. The forthcoming changes to the SPB delivery structure and in particular the establishment of the new Prevention and Early Intervention Board will provide additional strategic oversight.

- ii. Misconceptions that trauma-informed approaches are a 'quick fix' or a short-term investment in time and effort. This risks the loss of the long-term commitment needed to realise the full benefits of this work. This will be mitigated through the delivery of a communications plan, once the Project Lead is in place, and further workforce development activity. An outcomes framework which captures incremental progress towards the longer-term impact will also be designed and shared.
- iii. The focus remains at organisational/sector level which results in communities not being fully involved which, in turn, results in reduced impact. Trauma usually occurs within the context of relationships and/or communities and therefore this is where many of the prevention and mitigation opportunities lie. This is being mitigated through offering the aforementioned training to community leaders but will also be a key part of next steps for the Leadership Group. There is also an ambition to ensure this work is integrated into People Zones.

Implications

Financial: The resources for this programme of work are through the in-kind contributions of partners and the specific financial contributions from the VRN and OPCC budget.

Legal: None.

Equality Impact Assessment: A full EIA is in progress. Whilst the prevalence of trauma is wide-spread, some parts of the population are more at risk and affected than others particularly when it comes to experiencing multiple adverse childhood experiences. This will be a particularly important part of the community strand of this work.

Risks and Impact: As outlined above.

Link to Police and Crime Plan: Curbing Violent Crime; Supporting Victims of Crime; Partnerships, Collaboration and Joint Ventures; Getting the most out of our Partnerships.

Communications: No specific implications other than the need to increase communications across the partnership as outlined above.

List of Appendices

None

Persons to Contact

Grace Strong

Tel: 07814616123

Email: grace.strong@leics.pcc.police.uk