

The Salford Way

Trauma-informed Resilience focused: Improving outcomes and changing lives

2019 - 2020 Training Delivery

Across Salford the recognition of Adverse Childhood Experiences and development of a Trauma Informed response to adversity are key to reducing poor outcomes for children and families. The Salford Way strategy and aligned work programme will support the workforce in the early identification and prevention of additional traumas in a child's life and provide a universal language to aid practitioners to recognise their own and other's needs.

Training will play a key role in the work, supporting staff to have the skills, understanding and confidence to work in a trauma informed way. The Salford Way training offer has been developed to align to the Thrive model.



2019 Delivery: The 2-day Practice informed by trauma training, delivered by Norma Howes was commissioned, with the training being prioritised for key leads within service and teams. The aim was to build on the Risk & Resilience workforce event that took place in June 2019, with the 24 places being focused at Heads of Service, Service Leads and managers with the expectation that after the training, as strategic leads they would cascade the learning into their service areas and consider how to embed the approaches into their service area.

Trainer: Norma Howes is a subject matter expert in developing trauma informed social care practices, with many years' experience and is involved in training police, social workers, health and education staff on all aspects of childhood trauma and abuse.

Key aim of the Level 3 training:

- 1 Add to the practice skills through understanding and knowledge about the physical, neurological and psychological impact of trauma.
- 2 To identify and practice techniques for resolution of the likely conflicts and problems for the child/young person, parents and workers.
- 3 To practice and evaluate techniques and communication skills with children/young people to ascertain the child's needs, wishes and feelings
- 4 To identify the supervision and supports the social workers need to ensure their ongoing emotional health and competence

The plan was to further roll out this training wider, with an additional 6 courses booked for April – Sept 2020, however due to the pandemic the training has since been put on hold and discussion about alternative delivery are pending.

2020 Delivery: Zoe Lodrick is a specialist in the field of trauma informed practice and her expertise in sexualised trauma, domestic abuse, victim behaviour, sex offending and the interviewing of victims of sexual crimes is nationally recognised. Additionally, she has considerable knowledge regarding the therapeutic needs of victims/survivors of rape, sexual assault, child sexual exploitation/abuse and domestic abuse.

Zoe was commissioned in February 2020 to deliver the following:

Level 2: Skilled

- Understanding and/or working therapeutically with interpersonal psychological trauma – whole staff 1-day conference (120 people)
- Vicarious and secondary trauma: ensuring care for the carer – 2 x 0.5 whole staff conference (250 people)
- Vicarious and secondary trauma: ensuring care for the carer: school focused session 2 x 0.5-day conference (150 people)

Level 4: Specialist

- 2 x Understanding and/or working therapeutically with survivors of sexualised trauma(s) – 2-day course (60 people)
- 2 x Understanding and/or working therapeutically with interpersonal psychological trauma – 1-day course (60 people)

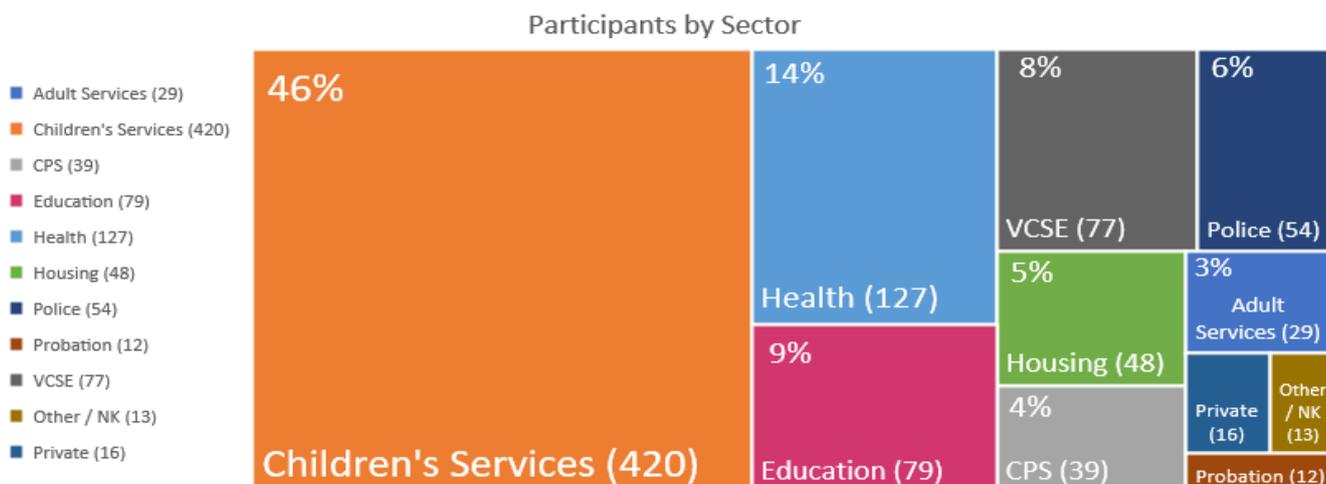
Due to COVID restrictions the training offer was revised to offer 13.5 days of virtual training, with delivery offered online via MSTeams with no limit on the number of people at each session, as follows:

- Vicarious and secondary trauma: ensuring care for the carer x 3 (5 days)
- Vulnerable Teenagers – Trauma Bonding x 2 (2 days)
- Working with / regulating Trauma x 2 (2 days)
- Psychology of Sex Offenders x 2 (1 day)
- Psychology of Domestic Abuse x 2 (2 days)

It was also agreed to allocate the remaining 1.5 days to host a trauma conference in Salford, however as restrictions are to remain in place decisions about future delivery are required.

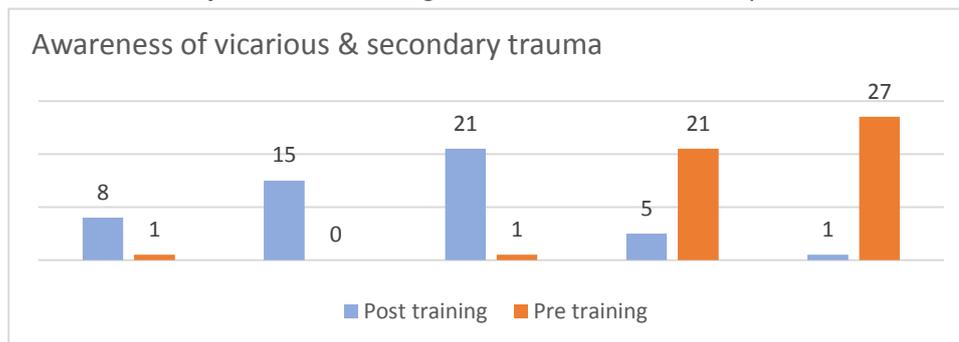
The training was widely promoted across Salford Council and partners and promoted on the Salford Way and Salford Thrive webpages.

Attendance: Webinar		Booked	Attended
Vicarious and secondary trauma: ensuring care for the carer	July	131	95 (73% attendance rate)
	August	109	101 (93% attendance rate)
	November	95	83 (87% attendance rate)
Vulnerable Teenagers – Trauma Bonding		202	202*
Working with / regulating Trauma		230	230*
Psychology of Sex Offenders		119	102 (86% attendance rate)
Psychology of Domestic Abuse		116	101 (87% attendance rate)
Total		1002	914 (91% attendance rate)
<i>* Although there were cancellations people were requesting places at the last minute</i>			



Training Evaluation: a short online survey was set up for each webinar, consisting of a pre and post scores of understanding / knowledge of the subject matter followed by free text questions, with the link emailed out to people following the session.

Vicarious and secondary trauma: ensuring care for the carer: 50 Responses



1. What key message will you take from the training, how will it impact on your practice?

- Providing better & more meaningful reflective supervision, offering regular reflection time during day to day practice
- The importance of taking care of yourself to lessen the risk of personal trauma. Use the advice and strategies for myself and recognise when colleagues may be struggling with Trauma.
- The importance of self-care - it's not the icing on the cake, it needs to be a foundation stone.
- Was delivered in a way which I could link to situations in my practice.

2. What was the most valuable part of the training?

- The trauma pot was very interesting, and it was very useful to know how to keep on top of my own by doing activities or hobbies such as running etc.
- Having permission to take time out to switch off from events following a visit or session.
- The brain science theory backed up with the invaluable examples that Zoe was able to illustrate with. I knew quite a lot of the "what" of trauma, Zoe's training gave me the "why".

- Understanding the right and left side of the brain, it's functions and how bi lateral movement can help/support this.

3. What can be improved or added for future learning on this topic?

- More science about brain functioning, in relation to anxiety and behavioural responses, as it emerges.
- More interaction and involvement from participants. More group work and use of real-life cases. I know this was difficult due to being on Microsoft Teams and in lockdown but maybe after lockdown is over.
- Further exploration of subject- I felt the first part went incredibly fast and would value further training sessions on this.
- Outcomes for young people and case examples could be included and a longer session.

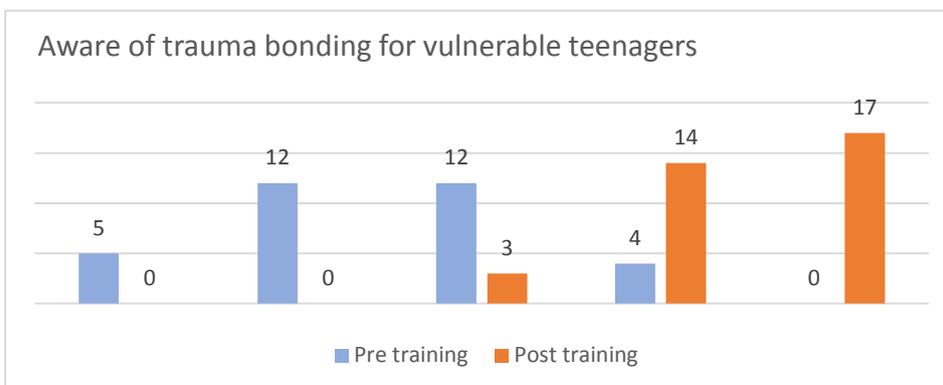
4. What are the needs of your service/role in relation to embedding a trauma informed approach to working with children and families?

- Regular refresher sessions, embedding a trauma informed approach across all services will require a massive change in the culture from the top down
- All staff to be able to access this training as it made so much sense and will help in our direct work with families to have that better understanding.
- Management to recognise that the time between time with a family or individual is import and is essential for the practitioner's own wellbeing. With more home working it is just as important for us to take time after a phone call or virtual session to take that time.
- To create working groups to ensure safeguarding staff's mental well-being.
- Leadership to promote from Management and within our regular practice(s).

5. Any other comments?

- Many workers 'just get on with it'. They come into work day to day despite the difficulties/trauma/anxieties of the young people they care for. I think the training would help them manage taking care of themselves and due to the training deliver an even better service to our most vulnerable.
- This was by far the best, informative training I have experienced. it was delivered in a way that I was able to understand and connect with. I have never been as excited to attend a part b training.
- Really valuable training and Zoe was fantastic- clear she was so knowledgeable and presented complex information so well it was easy to digest and understand.
- Really enjoyable and good to hear an expert in this field. It is clear this is her expertise and not just from a book.

Vulnerable Teenagers – Trauma Bonding: 34 responses



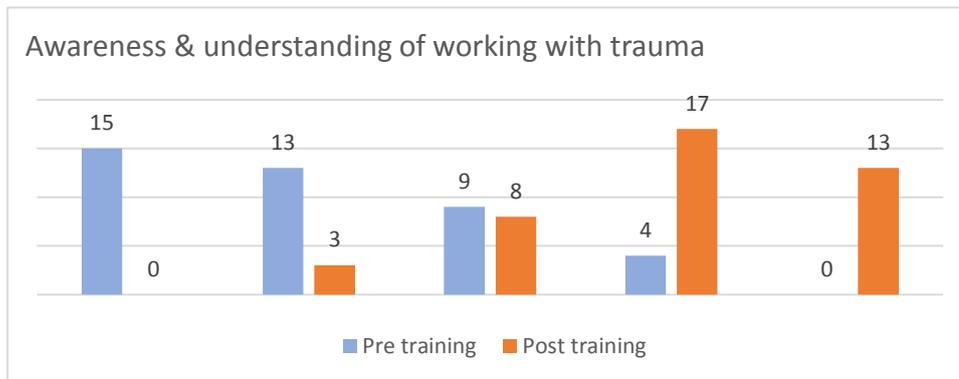
- 1. What key message will you take from the training, how will it impact on your practice?**
 - The impact of trauma - more aware of signs and behaviours that follow trauma, will share knowledge to help empower others to support and individuals that display or have are known to trauma to our service.
 - Friend, fight, flight, freeze, flop response, can explain this to parents.
 - Already impacting on practice in relation to normalising / psychoeducation shared with clients in relation to threat response. future impact in relation to awareness of vulnerability of teenagers to exploitation and abuse.
 - Key take away was how important it is for therapists, police and social workers to be attending this training as it explains more around attachment and trauma than other trainings I've been on.
 - Personally, I found very practical and helpful to know how the teenage brain works and perceive reality. This is a very interesting lead that I can follow in order to improve my teaching practise and students' academic achievement.

The 'Evian' analogy used by Zoe had made a big impact:

- Having the knowledge about vulnerable teenagers informs our practice to continue what we are doing even when we think we are not getting anywhere and having Evian spat back at us, the training has given us confidence to keep doing what we are doing and have extra patience with our vulnerable teenagers
 - The Evian metaphor is brilliant and provides an amazing way for workers to understand and talk to each other about their young people.
- 2. What was the most valuable part of the training?**
 - Knowing the right manner to approach someone with trauma and what service to involve and how they also should respond to individuals who display trauma.
 - Really clear example of the friend, fight, flight, freeze, flop response.
 - Realising why victims bond with perpetrators and the fact that it can take years to know
 - The exploration of the Brain Science and how that impacts on reaction and response - not only in the moment but also in future similar situations. Exploring the complexity gave me a much more empathetic insight into how the process of Sexual Exploitation manifests in the victims responses.
 - 3. What can be improved or added for future learning on this topic?**
 - Longer sessions
 - More interactive work to embed the training a lot of it was listening and it would be good for visual learners to be able to see and read the slides to contextualise the information
 - Visual tools on the friend, fight, flight, freeze, flop response to help explain the concept to parents.
 - I would love to have the resources to do some work with Young People about how their brain works and how this affects their behaviour so they can develop their own self-awareness and understand themselves better.
 - Maybe further reading suggestions
 - 4. Any other comments?**
 - I found it very interesting and took some valuable information and practice away from it and would recommend it to any service that may have someone they support presenting trauma of this kind
 - Very insightful & informative training, Zoe's knowledge and delivery is excellent, and useful for future support that I can offer the young people
 - My only comment is if we were not in the pandemic I would have liked to do this training face to face, this may have enhanced more audience participation, and networking, but still the virtual training was excellent and gave opportunities for questions and answers.
 - I like the repetitive nature of the delivery to 'hammer home' the pertinent points so that they stick with you. I also like the story telling aspect of the delivery it is much easier listening.
 - I feel really lucky to be getting such quality and accessible training, for what is a very complex subject matter.

- The training was so captivating that it really made me want to learn more and invest in further study on the subject.

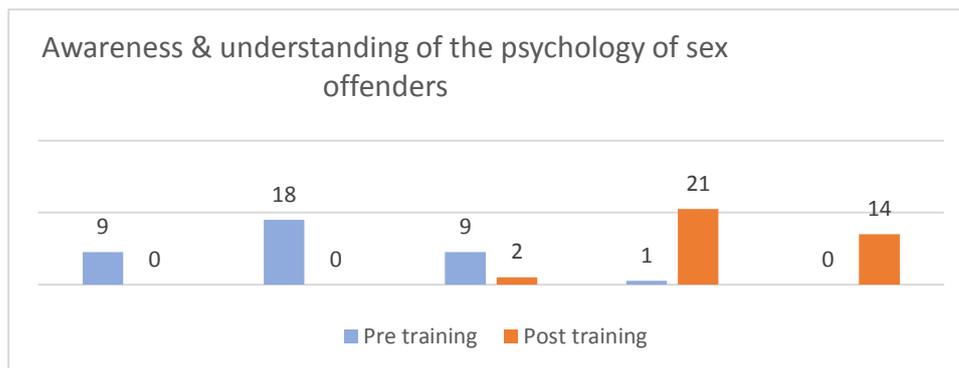
Working with / regulating Trauma: 41 responses



- 1. What key message will you take from the training, how will it impact on your practice?**
 - Awareness - Impact - thinking - understanding
 - How to explain brain functioning more clearly to clients
 - Cascading Learning to all staff in schools through the Whole School Safeguarding training programme
 - Better understanding of why people don't engage - through the association with the trauma rather than an unwillingness
 - The key message I will take away is how trauma can impact someone's behaviour and actions. We talk a lot about disguised compliance in this role and this training has given me the understanding that the reason behind an individuals "disguised compliance" could be trauma-related and exploration may be needed into this.
 - It will inform my practice with Parents, Carers and children as I now have a clearer understanding of how the brain is responding to stress and a possible trigger and the strategies for calming someone were very helpful.
- 2. What was the most valuable part of the training?**
 - The insight this gives into why a child might be behaving in a certain way is and the impact that this can bring to schools is phenomenal.
 - Signs of hyper and hypoactivation and strategies to regulate these states
 - The most valuable part of the training was clear explanation of brain science and how the body physiological responds to trauma. The use of case studies to illustrate these points were clear and easy to understand why a person may have responded in such a way.
 - Real life and relatable examples were given and kept me engaged while coming back to the point being made. I also feel the strategies for calming someone was incredibly helpful.
- 3. What can be improved or added for future learning on this topic?**
 - Maybe add more techniques on there of how to deal with people that are going through crisis.
 - Much more emphasis needed to be placed on practical ways staff can help clients regulate trauma symptomology
 - Maybe to have theory sent before or after training so can digest it in more detail.
 - It would have been beneficial to spend some more time on how to respond and work with some experiencing trauma as this was only covered in the last hour of the second session.
- 4. Any other comments?**
 - Thanks so much for the opportunity, its positively impacted both my professional and personal life - which I didn't expect.

- I really enjoyed this course, I found Zoe very engaging and interesting to listen to. Her knowledge and experience was evident and helped me to understand a lot of the behaviours I see in my tenants which often appears reckless and irresponsible.
- Great use of time and I will be taking forward the strategies used with the people I work with.
- I'd like to thank you for providing this training - as far as my role as a victim services coordinator, I work with both victims and offenders. This training has really helped me to further consider and understand the clients that I work with.

Psychology of Sex Offenders: 37 responses



1. What key message will you take from the training, how will it impact on your practice?

- To be honest I was blown away with the depth of knowledge. I was very shocked that things I had believed, with regards to the abused becoming the abuser were not correct.
- I have a greater insight into the mind of a sex offender. This will give me the ability to question offenders with a greater understanding of the processes an offender goes through prior to offending.
- We do a lot of work with young people who display SHB and also victims this has given me a better insight to how individuals think.
- The training supported me to reflect on my own assumptions and stereotypical view of sex offenders and identify my own prejudgement.
- Teaching about consent and firm expression of lack of it is important very early in life.
- This training was very informative. I have learnt about the typologies of sex offenders and I have reflected on the way in which risk is assessed by children's services and the decision making in respect of this and thus the future safety of children who have been at risk of sexual abuse.

2. What was the most valuable part of the training?

- It was all really useful. I didn't know anything about the psychology of a sex offender. The 'steps' and typology are really useful to know. It will help with risk management and support planning.
- I found it all valuable however thought the stuff around Finkelhor was interesting
- Gaining a further insight into psychology of sex offenders and confirmation of my own research. As I work with sex offenders and complete AIM assessments and reports this training has provided me with a greater understanding of how the sex offender brain works.
- To hear that there are several layers to sex offending. The broken biscuit analogy really made me understand how sex offenders choose their victims.
- I have dyslexia and learn so much through being told information, and when the training is so interesting and the trainer is an expert in her field, it was amazing and I think I have taken more in from her training than any training I have done before on sexual offending. The scenarios Zoe gave were so valuable and I

was able to process the information much better as everything was brought to life and I will never forget them.

- How to interview or look for signs of a sex offender was important and valuable to my understanding. The case studies and explanations were really helpful to really understanding this.
- Learning the 4 categories of sex offenders was also very interesting and thought provoking helping me to think about how families present themselves. This training workshop has assisted me to think about different approaches to the families.
- The typologies of sex offenders was most useful to be able to link to practice experience.
- Difficult to hear real life examples but important in order to highlight the reality of situations. Also important to discuss the sides of the line, as focus in the media and examples in fiction which influence our perceptions, often only focus on the non-delusional side.

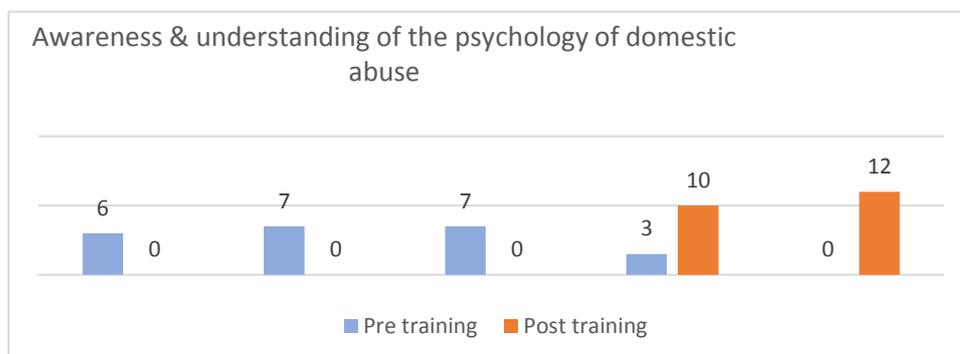
3. What can be improved or added for future learning on this topic?

- I left the training with a better understanding of how to support victims, but not necessarily how to support offenders. Perhaps there is not enough time or scope to cover both angles in one afternoon, but that would have been helpful in my role within an Adults service.
- I would be interested to know if there are any key sign to look out for with sex offenders and how they groom the people around their victims also.
- If possible it would be helpful to have case studies from children's services perspective to determine how this would have been viewed by the trainer in relation to the level of risk and the actions taken as well as the practical tools which can be used to reduce the risk of harm to children.
- Further dates as I believe this is the sort of training that practitioners need. It hits hard so its stays engrained and, in your mind, when working with services; staff and young people

4. Any other comments?

- This is the best training I have attended in a very long time. Zoe's presentation skills are phenomenal, and I found it easy to listen and concentrate during the session.
- I really appreciated how there was advice before the session about the content and the importance of considering who may be around and self-care afterwards.
- It is a great eye opener though some of the examples to me are beyond comprehension
- Thank you for a powerful, insightful and at times, emotional session- this will stay with me for a long time.
- Zoe has a compelling and magnetic draw when delivering the workshop/lecture that keeps you glued to the information being given.

Psychology of Domestic Abuse: 23 responses



1. What was the most valuable part of the training?

- Understanding why victims of domestic abuse react to perpetrators in the way they do - understanding about the amygdala and how this impacts on safety planning

- I really enjoyed the use of Evian water to support understanding of feeling well watered, parched, etc. This is an excellent way to explain to other professionals that become weighed down with questions such as, "Why doesn't she just leave"
- Developing, through examples, a broader understanding of the drivers for continued/cyclical domestic abuse which will help to inform future strategic intentions and service design
- How the brain functions when threatened, if successfully used flop - the body will flop again, reinforces the nervous system and continues to reinforce. The rush of fear may be confused with love. A victim may reject our help but don't walk away, respect the trauma bond.

2. What can be improved or added for future learning on this topic?

- More interaction with course lead, although I realize currently this was not possible.
- More examples of cases. Second session in particular focused mainly on one case, would have been useful to hear about others.
- Information of best types of therapy available for victims.
- Now that practitioners are starting to have a basic understanding of the reasons why a woman won't leave an abusive partner the training needs to be developed to show practitioners how they can realistically and meaningfully support families in these circumstances
- How we could further address the perpetrator by understanding what circumstance contributes or results in their need to be in control at all costs.

3. Any other comments?

- Fascinating insight into psychology of domestic abuse. Very well presented.
- The course was presented in an engaging and thought provoking manner. The theory was illustrated with realistic and personal examples. I truly didn't notice the time pass and could have listened to Zoe all day.
- I wish I had done this 20 years ago - Zoe is fascinating and so knowledgeable. Her courses have been 2 of the best I have ever been on and will change the way I deal with victims of DV. thank you.
- Nothing other than thoroughly enjoyed it and I've recommended the session and Zoe to colleagues and friends.

Issues / lessons learnt:

- Initially the experience in the team with regards to setting up online delivery was minimal, with some IT issues experienced, however as training programme progressed the co-ordination and facilitation skills vastly improved.
- Request for places were co-ordinated by the SSCP training team, with a deadline for requests however due to the demand for places many requests came through right up until the point of delivery, which increased admin time considerable
- The content of the webinars was not full considered, and as the majority of participants would be viewing at home, following the first session all training promotion and confirmation emails included the following:

Please note: as part of the webinar, traumatic issues including domestic abuse, rape and abuse will be discussed and used to illustrate how the brain responds. As most people will be viewing the webinar at home, please be mindful of others overhearing content. If possible, engage in the session in a room where you can close to the door to ensure that other members of your household cannot overhear anything being presented or wear earphones.

Your personal wellbeing is important and so and if you feel uncomfortable about attending due to the subject matter please let me know.

- To support the wellbeing of staff the self-care resource page was created on the Salford way webpages, and at the start of every webinar people were made aware of the training and a link to the webpage was shared in the meeting chat.

- Due to the high number of participants, we had 2-3 members of the team supporting the session (dependent on the number of participants), to manage any issues people accessing the webinar, admitting people, managing the chat function and supporting Zoe with questions / comments.
- Training evaluation – an online survey was set up following each session, however the response rate has been very disappointing
- On a positive note – if delivery had been at Buile Hill for example, the approximate refreshment costs for 914 delegates would have been £2800.

The Salford Way Online: To support the Salford Way dedicated [webpages](#) were set up in July 2020 on the Partners in Salford website, with a range of information and resources as follows:

- Resources
- Schools resources
- Training
- Online Training
- Information for Families
- Self-care Resources

The online training page provides a link to the Introduction to Adverse Childhood Experiences - Early Trauma Online Learning, a free resource funded by the Home Office Early Intervention fund. As we are unable to provide exact details of the number accessing the online training from Salford, by using Google Analytics, the page has had 147 visits, of which, 112 were unique users, spending on average 1 minute.

It is also worth noting that the self-care resources, which have been widely promoted during the delivery of the trauma webinars, has seen increased traffic, with 146 visits, of which, 104 were unique users, spending on average 3 minutes.

Next Steps:

1. Further Zoe Lodrick trauma webinars
2. Practice week – training activity to take place 1st – 19th February, as follows:
 - Week 1: Lunch bowl sessions (developed & delivered by Stephen Brock, Consultant) - the workshops will focus on: Engagement, Building relationships, Transitions / Ending relationships and Supervision
 - Week 2: Reflection
 - Week 3: Review / next steps
 March 2021 – Vicarious & Secondary Trauma webinar for social Workers (utilising the 1.5 days remaining of the current ZL training allocation)
3. Level 4- specialist training, commission Norma Howes to deliver 6 x 1 day Practice Informed by Practice online course, places will be prioritised for Heads of Service, SW managers / team leaders, Education / Virtual Schools Team, Fostering / LAC, Health, safeguarding & Early Help
4. Train up a bank of trainers who will deliver risk and resilience training across Salford service / team / educational settings – replicating the Manchester Model (commission Gareth Nixon to deliver)
5. Continue to develop the Salford Way webpages and resources
6. Continue to influence and ink into the wider work programme at a GM level