



**Humber and North Yorkshire**  
Health and Care Partnership

Children and Young People's  
Trauma Informed Care Programme

# Implementation Strategy





# Our Pledge

“We will work collaboratively to ensure that children and young people, who have or may have experienced trauma or adversity, are supported to thrive. We will do this by working across the system so everyone is supported to respond helpfully, consistently, and compassionately”



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## 1.0 Introduction

This Strategy sets out the 10-year strategic plan for the implementation and delivery of a system wide programme of change. It will ensure an improved and consistent system of support for Children and Young People (and their families) who have or may have experienced trauma or adversity in their lives and for the people and organisations who support them.

There is a growing body of evidence that trauma in childhood can, if not addressed, have an enduring impact on development and future achievement. Without support, such children and young people are more likely to experience poorer educational, physical, mental, and social outcomes. This may include lower school attendance and attainment or increase risk of exclusion, poor future employment opportunities, physical and mental health challenges such as low self-esteem, increased anxiety, post-traumatic stress disorder or suicidal ideation, speech and language issues or reduced cognitive skills, substance misuse, or poor attachment.

Trauma Informed practice means organisations and individuals delivering services and support in ways that recognise and respond to how traumatic experiences have affected children and young people's development.

Through a system wide approach to embedding Trauma Informed practice and care across services working with children and young people who have or may have experienced trauma or adversity we can ensure they are supported to respond appropriately, consistently, and compassionately, so that the support these children and young people receive helps them to thrive as they grow into adulthood.



## 2.0 Why Trauma Matters

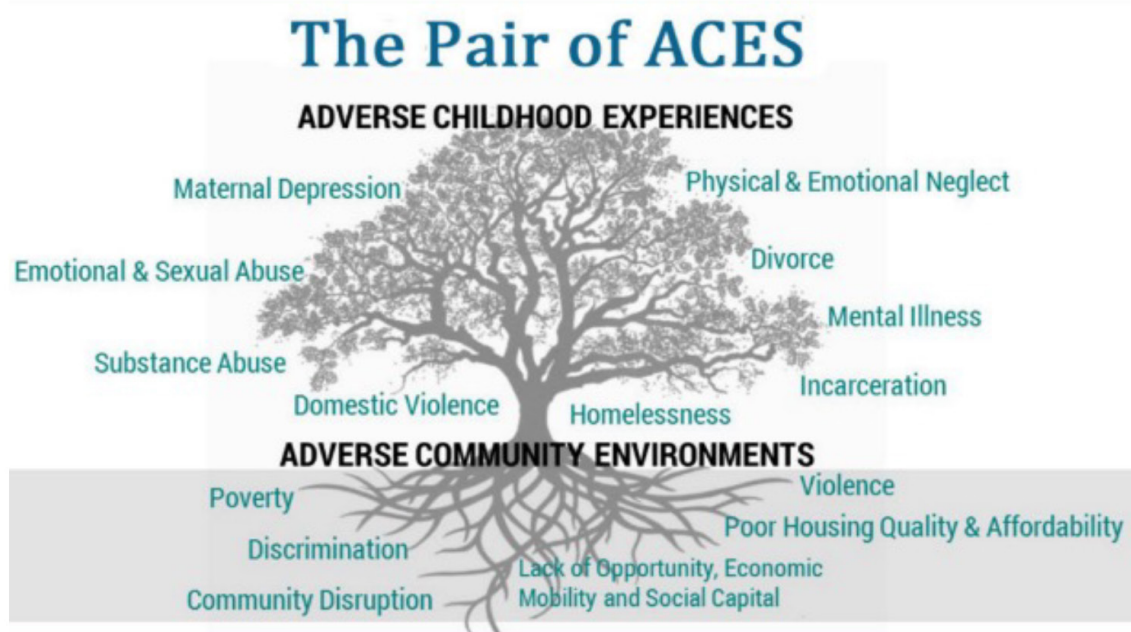
When embarking on a ten-year programme to ensure services for children and young people are Trauma Informed, it is important to understand why trauma matters to outcomes for children and young people and to arrive at a share definition of Trauma Informed practice that is embedded in policy and practice across all services.

### 2.1 The Impact of Trauma

"We have learned that trauma is not just an event that took place sometime in the past; it is also the imprint left by that experience on the mind, the brain and the body...Trauma results in a fundamental reorganization of the way mind and brain manage perceptions. It changes not only how we think and what we think about, but also our very capacity to think."  
(Bessel Van der Kolk, 2014)

There is a growing body of evidence that trauma in childhood can, if not addressed, have an enduring impact on development and future achievement. This is because traumatic childhood experiences can damage the central nervous system and change the structure and function of areas of the brain. (Jaworska-Andrzejewska & Rybakowski, 2019).

Trauma in childhood is often a result of Adverse Childhood Experiences or Adverse Community Environments - events or circumstances outside a child's control that disrupt or damage their physical, emotional, and mental development.



A traumatised brain will prioritise developmental domains necessary for survival and de-emphasise development of those that are not. For the child, this means a developmental focus on need fulfilment, avoiding danger and seeking safety at the expense of social relationships, learning and creativity.

Without support, such children and young people are more likely to experience poorer educational, physical, mental, and social outcomes. This may include lower school attendance and attainment or increase risk of exclusion, poor future employment opportunities, physical and mental health challenges such as low self-esteem, increased anxiety, post-traumatic stress disorder or suicidal ideation, speech and language issues or reduced cognitive skills, substance misuse, or poor attachment. These children and young people have lower social capital, meaning they are at greater risk of being drawn into child sexual exploitation/child criminal exploitation (CSE/CCE), County Lines or gang activity in search of connections they lack elsewhere. These circumstances increase the risk that children and young people will eventually encounter the criminal justice system - born out by the fact that 90% of the population of young offender's institutions have experienced adverse childhood experiences (Boswell, 1996). This is because these neurological differences can make them more impulsive or less able to regulate their behaviour. Trauma can also have a long-lasting impact on their physical health, affecting their metabolism and immune system and creating complex co-morbid health issues. As a result, children and young people who have experienced trauma need to access services that help them understand the impact of their past experiences and develop tools and strategies to overcome them rather than just addressing the presenting issue.

We also know that children and young people in the north of England are more likely than those elsewhere to live in poverty and have experienced toxic stress as a result of parental mental health, substance misuse or exposure to domestic violence. This means additional support is needed to ensure our children and young people have equal opportunities to thrive as adults. (Northern Health Science Alliance, 2020).

## **2.2 Trauma Informed Practice**

Trauma Informed practice means organisations and individuals delivering services in ways that recognise and respond to how traumatic experiences have affected children and young people's development. It is about asking how a child or young person's presentation and behaviour makes sense in the context of their past experiences and what response is appropriate from professionals as a result. In essence, it is about asking:

- **'What happened to you?', not 'what is wrong with you?'**
- **'What need is being met by this behaviour?' OR**
- **'What danger are you avoiding'? AND**
- **'What does this child or young person need from adults to be able to regulate their emotions and manage daily life themselves?'**

Trauma Informed approaches are about how an organisation's processes and values support them to deliver this kind of support. Becoming Trauma Informed is a process:



**Staff understand trauma, its effects and that behaviour is the adaptation that children needed to make to survive.**



**The workplace can operationalise some concepts of a Trauma Informed approach.**



**Individuals and the organisation recognise and respond to trauma, enabling changes in behaviour and strengthening resilience and protective factors.**



**The culture of the whole system, including all work practices and settings reflects a Trauma Informed approach.**

The programme of work set out below will support organisations working with vulnerable children and young people who have experienced trauma in Humber and North Yorkshire to move through this framework and become truly 'Trauma Informed'.

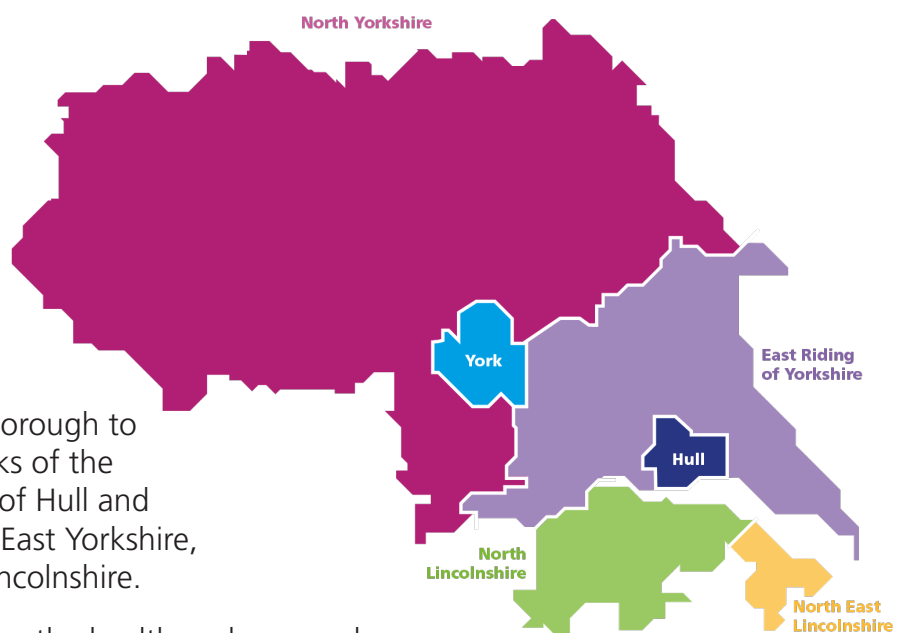


## 3.0 Who We Are

This section sets the scene for where this programme of work will take place and how services currently work with vulnerable children and young people (CYP) who have or may have experienced trauma or adversity and therefore may have poorer outcomes throughout their lives.

### 3.1 The Humber and North Yorkshire Health and Care Partnership Integrated Care System

Humber and North Yorkshire Health and Care Partnership covers a geographical area of more than 1,500 square miles taking in cities, market towns and many different rural and coastal communities. This area stretches along the east coast of England from Scarborough to Cleethorpes and along both banks of the Humber, incorporating the cities of Hull and York and large rural areas across East Yorkshire, North Yorkshire, and Northern Lincolnshire.



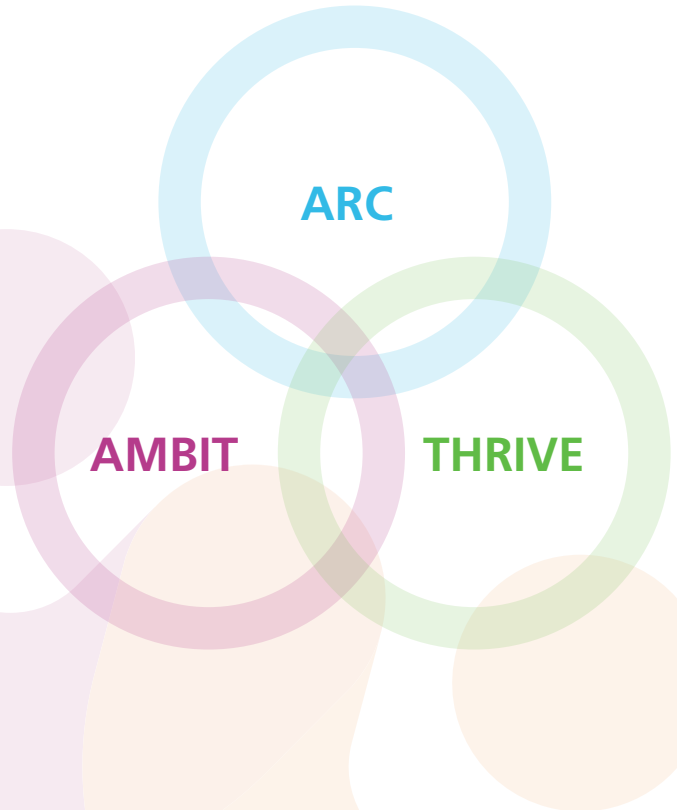
Different organisations from across the health and care and voluntary sectors in our region have come together formally through the Humber and North Yorkshire Health and Care Partnership, to organise, plan, pay for and provide health and care services to more than 1.7 million people. Partners from prevention and early intervention services, public health, education, police etc will work with statutory services to improve outcomes for all, but especially for the most vulnerable.

In 2021, an opportunity arose to bid for funding from NHS England's National Health and Justice Team, to develop a systems approach to enhancing support for vulnerable children and young people who have or may have experienced trauma or adversity and those at risk of encountering the youth justice system. Partners from across the Humber and North Yorkshire Integrated Care System (formerly known as Humber Coast and Vale) including Health, Local Authorities and the VCS worked together to develop this bid and ensure that its aims and implementation aligns with - and compliments - the broader transformation work already underway across the geography. Once the bid was confirmed as successful by NHSE in November 2021 an ICS wide steering group was established to progress the implementation of this work. This work will be a 10-year programme commencing in 2022.



### 3.2 Our Approach

There are three complementary, evidence-based models of care already in place or being developed for children and young people with complex vulnerabilities in Humber and North Yorkshire. This Strategy will ensure that the programme of work carried out over the next ten years by the Partnership uses these approaches to deliver a consistent and effective system of support for children and young people who have or may have experienced trauma or adversity. We aim to improve long term health and social care outcomes for Children & Young People by preventing trauma and adversity; minimizing its impact and avoiding exacerbation of distress through training and supporting systems and people to embed Trauma Informed Practice within their organizations and listening to the voices of children, young people and their families. This will include those within or at risk of entering the Youth Justice System.



**ARC**

**AMBIT**

**THRIVE**



## THRIVE

The THRIVE Framework for system change (Wolpert et al., 2019) is an integrated, person centred and needs led approach to delivering mental health services for children, young people and their families that was developed by the Anna Freud National Centre for Children's Mental Health. The Thrive Framework is used across all 6 places within Humber & North Yorkshire. It provides an overarching structure to delivering mental health support to children and young people. It conceptualises five categories of support, into which all services and all children and young people (whatever the complexity of their need) fall. By stressing that children and young people will move between different categories over time, (and may require services from multiple categories at the same time), it encourages professionals to consider the link between presenting needs and current circumstances, rather than focussing on a static diagnosis. THRIVE helps different organisations within our local system to understand their role in improving children and young people's mental health and encourages them to collaborate to plan, implement and review co-ordinated effective packages of care to deliver improved outcomes.



### The THRIVE Framework Principles

The THRIVE Framework Principles are the basis for all support options provided by those implementing the THRIVE Framework. They should be embedded in everything the service or community does.

#### 1. Common Language

Common conceptual framework (five needs-based groupings: *Thriving, Getting Advice, Getting Help, Getting More Help, Getting Risk Support*) shared across all target groups.

#### 2. Needs-Led

Approach based on meeting need, not diagnosis or severity. Explicit about the definition of need (at any one point, what the plan is and everyone's role within that plan). Fundamental to this is a common understanding of the definitions of needs-based groupings across the local system.

#### 3. Shared Decision Making

Voice of children, young people and families is central. Shared decision-making processes are core to the selection of the needs-based groupings for a given child or young person.

#### 4. Proactive Prevention and Promotion

Enabling the whole community in supporting mental health and wellbeing. Proactively working with the most vulnerable groups. Particular emphasis on how to help children, young people and their communities build on their own strengths including safety planning where relevant.

#### 5. Partnership Working

Effective cross-sector working, with shared responsibility, accountability, and mutual respect based on the five needs-based groupings.

#### 6. Outcome-Informed

Clarity and transparency from outset about children and young people's goals, measurement of progress movement and action plans, with explicit discussions if goals are not achieved.

- Discuss the limits and ending of interventions.
- Differentiate treatment and risk management.
- Consider full range of options including self or community approaches.

#### 7. Reducing Stigma

Ensuring mental health and wellbeing is everyone's business including all target groups.

#### 8. Accessibility

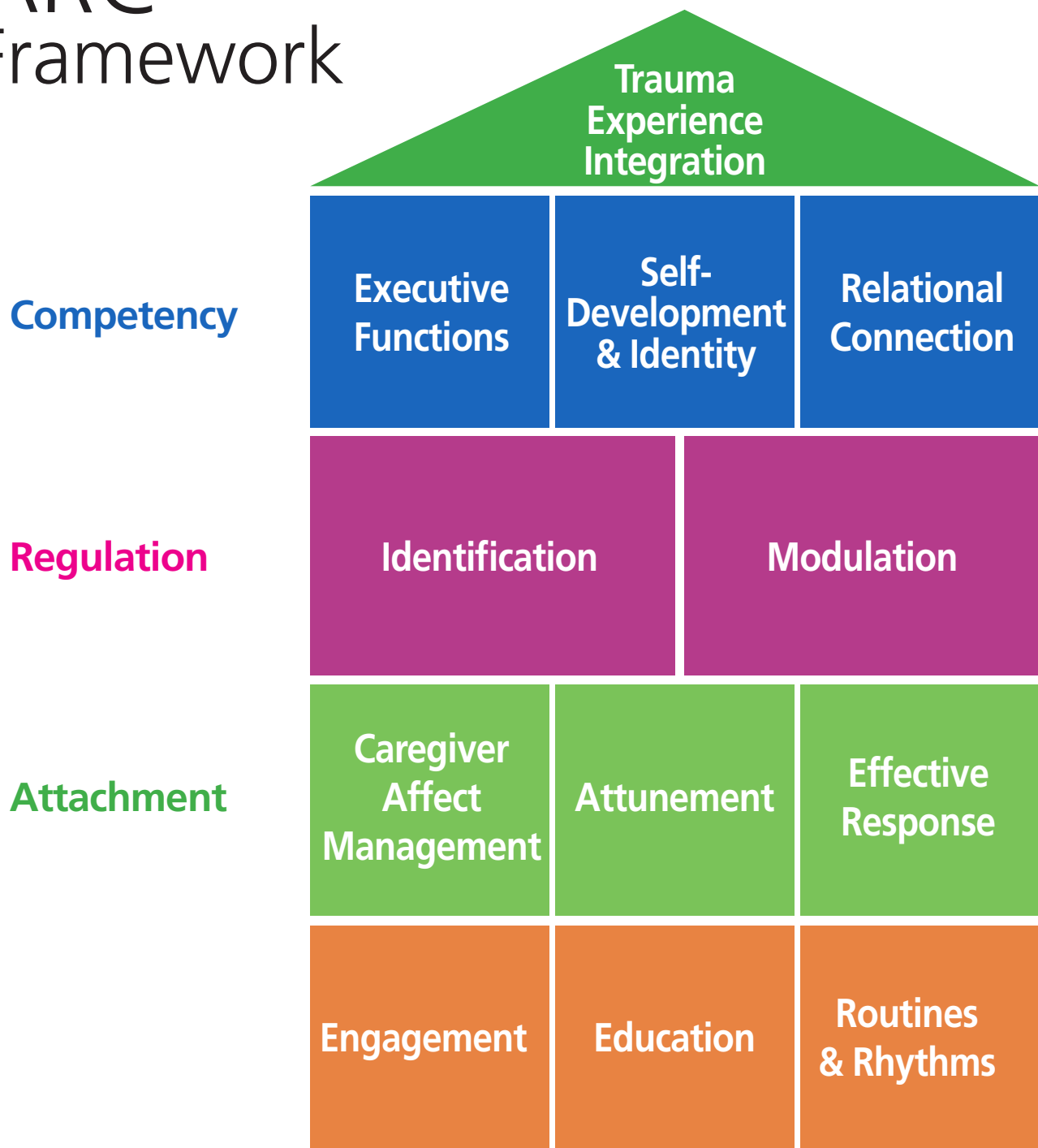
Advice, help and risk support available in a timely way for the child, young person or family, where they are and in their community.

## ARC

### ARC (Attachment, Regulation and Competency) Framework Training

The Attachment, Regulation and Competency (ARC) Framework provides a set of interventions to support children and young people who have experienced trauma, but also offers a structure by which organisations can become trauma-informed and deliver an integrated system of trauma-informed care. ARC training provides staff with a consistent understanding of how to recognise and respond appropriately to signs of trauma.

# ARC Framework





## AMBIT

### AMBIT (Adaptive Mentalisation Based Integrative Therapy)

AMBIT is a mentalisation approach for teams supporting children and young people with complex needs. 'Mentalization-based' approaches support the strengthening of multi-agency teams delivering interventions to disengaged children and young people with complex needs, are socially excluded or reluctant to engage with professional interventions. The objective being to strengthen relationships between multi-agency professionals and support integration of services/interventions to improve the experience for the child, young person, or their family, thereby increasing the likelihood of engagement with professional interventions. It offers professionals a framework to contextualise children and young people's actions within their experiences, feelings and beliefs and helps professionals co-ordinate information and integrate delivery of interventions to meet these needs.





## 4.0 Our Vision

### 4.1 Strategy Aims

This Strategy sets out how an integrated system of Trauma Informed care and practice will be developed and delivered across Humber and North Yorkshire over the next ten years. In 2021, Humber and North Yorkshire were awarded funding by NHS England to implement the programme into community services across the ICS for vulnerable children and young people including those at risk of encountering the youth justice system. The purpose of this document is to translate that bid into an accessible summary of the work to be carried out, and how the impact of this work will be measured. The aim is to capture how all professionals working with children and young people (or in the organisations that support them) who have or may have experienced trauma or adversity can be supported to respond appropriately, consistently, and compassionately, so that the support these children and young people receive helps them to thrive.

### 4.2 Programme Objectives



Improved wellbeing - CYP's emotional needs are met and as a result, they display direct and consistent improvement in their mental health, emotional regulation and well-being.



Reduction in high-risk behaviours - The frequency and severity of behaviours that pose a risk to CYP or those around them decrease. So does the frequency and intensity of CYP's involvement with the Justice system.



Improved mental health for CYP - CYP's resilience increases, the frequency and intensity of their mental health issues decreases.



Children and young people's have consistent, safe and stable attachments - CYP experience fewer moves and less disruption in their home life.



Access to quality, flexible education and training opportunities - CYP are supported to re-enter or remain in mainstream education where appropriate and their attendance and engagement with education increases. CYP are offered increased and flexible support to access a range of training and development opportunities to reduce risk of becoming NEET.



Organisations are trauma-informed – multi-agency staff respond confidently and appropriately to the impact of trauma and as a result, CYP and their support networks experience feelings of psychological safety when accessing services and support. Multi-agency partners can evidence at an organisational and individual level that trauma-informed care principles are embedded in policies and practice.

### **4.3 The Framework for Integrated Care**

The funding behind this 10-year programme is designed to support the community implementation of the Framework for Integrated Care. Originally designed for use in Secure Settings (young offender's institutions or secure children's homes) the purpose of the Framework is to seed a system-wide cultural change in the way children and young people with complex needs and/or risks are viewed and supported by all organisations who work with them, and to provide evidence-based interventions to improve their current and future quality of life and reduce the impact of childhood trauma as they progress into adulthood.

The Framework is at its heart a model of Trauma Informed practice. The aim is to understand for each young person how trauma, adversity and threat have led to underlying distress and responses (such as self-harm, aggression or anti-social behaviour) to survive emotionally or physically. And how these survival strategies can keep other problems going - especially if responses from others and systems under pressure inadvertently exacerbate the young person's underlying distress.

The Framework supports organisations to respond differently to children and young people, asking not 'what is wrong with them?', but 'what has happened to them?'. By recognising that all professionals can - to some extent - help children and young people feel safe and develop their capacity for learning, creativity and healthy trusted relationships. The Framework seeks to support organisations to address the underlying drivers of behaviours and risk-taking (including offending behaviours) in children and young people, by delivering increasingly integrated and trauma-informed care services - including universal (Getting Advice), early intervention/targeted (Getting Help) and specialist services (clinical and non-clinical) (Getting More Help and Getting Risk Support).

This Strategy sets out how the underlying principles of the Framework for Integrated Care can be implemented in a community environment to deliver effective Trauma Informed Care.

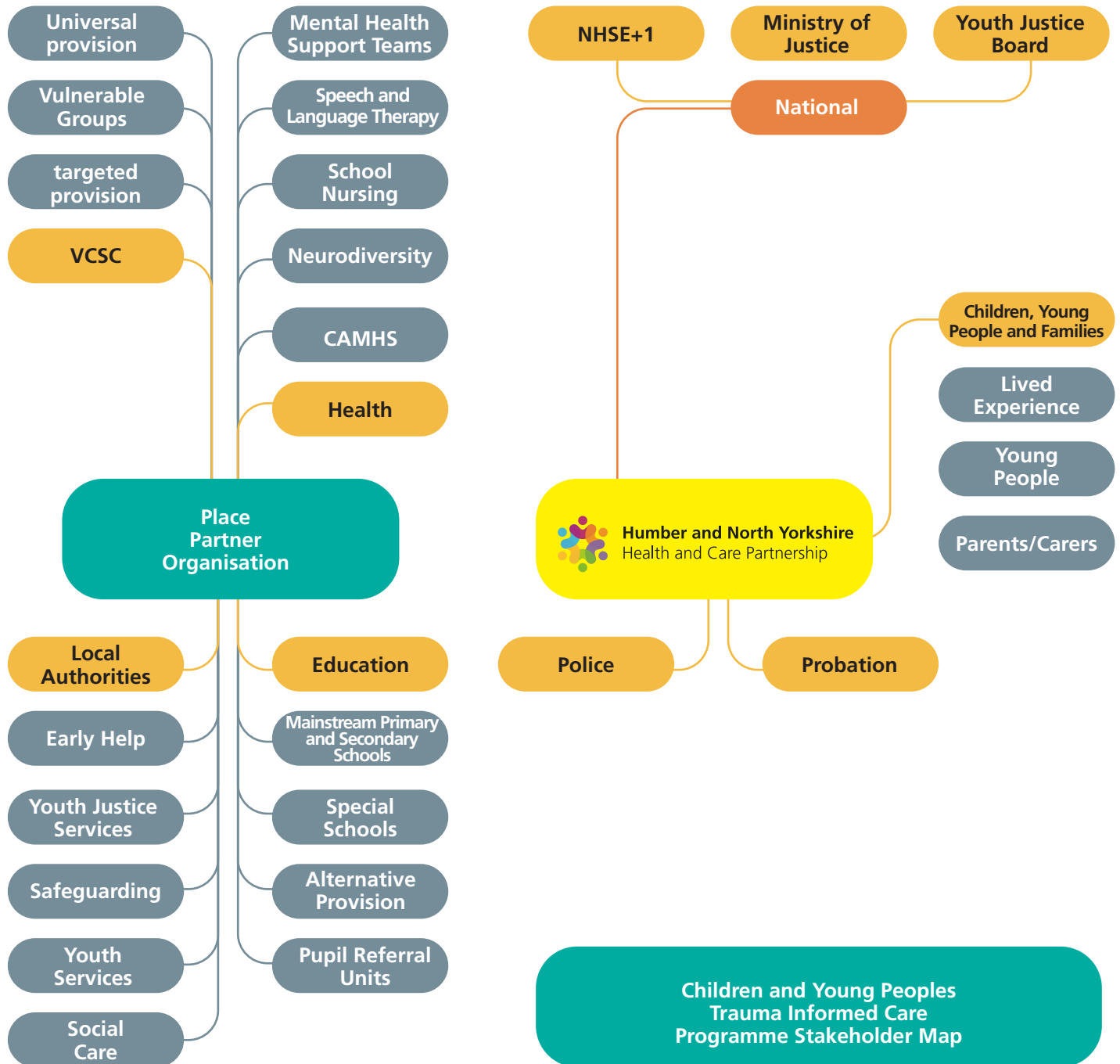
### **4.4 Outcomes for Children and Young People**

Although this programme takes the fundamental principles of the Framework of Integrated Care beyond the gates of secure settings and into the community, the focus remains on the cohort of children and young people at risk of entering the youth justice system - or whose involvement with the youth justice system is at risk of escalating. Therefore, while wider determinants of health and wellbeing should be monitored and considered in this programme of work, the focus of this Strategy is on vulnerable children and young people who may live with some or all of the following factors.



There are 6 Local Authority lead Youth Justice Services in Humber and North Yorkshire. This Strategy will in no way supersede or amend the statutory responsibilities of these teams. Rather, the intention is to take an integrated view of the whole geography, supporting and enabling all professionals to work effectively to address risk taking and future and current offending behaviours rooted in traumatic experience. This will also ensure a consistent approach which reduces the risk of re-traumatising children and young people, while supporting them to build trusted relationships with adults which are often missing from their lives as a result of their experience of childhood trauma.

This will involve working across the system with a wide range of stakeholders who vulnerable children and young people encounter in their lives.



Core local key performance indicators, including outcomes and impact measures, will be developed and continue to evolve over the lifetime of this Strategy by the Partnership, in association with CORC (Child Outcomes Resource Centre part of the Anna Freud Centre for Children's Mental Health). The NHS England national Children's Health and Justice Team may also develop key performance indicators and outcome measures as part of the national funding programme underpinning this work.

This section captures the intended benefits for vulnerable children and young people (appropriate to or in keeping with their stage of development) and professionals supporting them - alongside the measures of success to be used.



### **Benefits of the TIC Programme for Vulnerable Children and Young People:**

- CYP develop practical tools to improve their emotional wellbeing and mental health.
- CYP are supported to make healthy lifestyle choices and address the causes of risk-taking behaviour.
- CYP understand how to recognise and build healthy relationships with peers, reducing their vulnerability to exploitation or abuse outside their homes.
- CYP have opportunities to contribute to society, because they are supported to remain in or re-enter education and/or find employment.
- CYP have opportunities to try new things and challenge themselves, to find positive activities they are passionate about.
- CYP have access to consistent trusted relationships with adults who encourage and enable them to be happy and healthy.
- CYP's family functioning and stability are improved because of the support their family receive.
- CYP who have experienced trauma are supported and empowered to make positive, sustained changes in their lives. They recognise the impact of their past experiences and have these feelings validated.

### **This programme will also contribute toward system-wide benefits:**

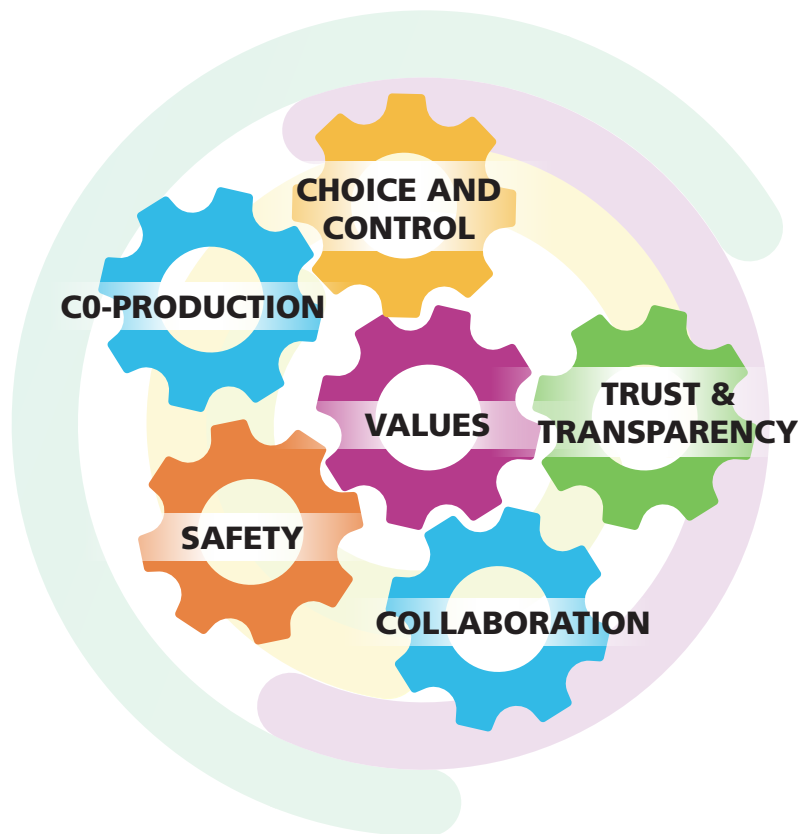
- Professionals supporting CYP will be sufficiently skilled to recognise signs and symptoms of trauma and develop protective factors and reduce risk factors in CYP's lives, to reduce the impact of past experiences on their presenting behaviour.
- Multi-agency professionals work effectively together to join up their response to consistently support CYP whose behaviour presents as complex or challenging. They share information appropriately and develop clear lines of accountability for acting when CYP need their help.
- Services are integrated, opportunities for multi-agency working or co-commissioning are acted upon, and budgets pooled where necessary, to prevent gaps in provision.
- Planning and implementing consistent system-wide training creates a change in culture and thinking, from 'what is wrong with a CYP to 'what has happened to them'.
- Areas of good practice are shared across the Humber and North Yorkshire Health and Care Partnership, to improve the lives of CYP at scale.
- Services are structured, organised and delivered in ways that promote safety, trust and collaboration and prevent re-traumatisation.
- Early intervention and prevention, over time, provide value for money through cost avoidance due to reduced need for more costly services.

### **As a result, this programme will contribute to improved outcomes for children and young people within the youth justice system:**

- Reducing the frequency and severity of children and young people's interactions with the youth justice system, including first-time entrants, re-offending, and custodial sentences.
- Reducing the severity of children and young people's risk-taking behaviour, especially rates of substance misuse, CCE/CSE and involvement with gang activity and/or county lines.
- Improving children and young people's mental health.
- Improving children and young people's attendance and educational engagement and attainment.
- Improving the stability of children and young people's home lives.

## 4.5 Our Values

The purpose of our underpinning values is to ensure that all professionals involved in this programme of work recognise and respond appropriately to signs and symptoms of trauma, resist re-traumatisation and acknowledge the differences between and within communities. These values should be embedded within each programme strand to support a culture where children and young people, (and their parent/carers), benefit from and are actively engaged in developing and improving services.



**Safety** - Individuals and organisations supporting our children and young people recognise and respond to the signs and impacts of trauma, resist re-traumatisation and provide physically and psychologically safe services.

**Choice and Control** - Interventions are strengths based, empowering children, young people, and their parent/carers to take ownership of their care plans and develop self-advocacy skills. Children and young people can have their needs met when, where and how they need it, based on their individual circumstances ensuring right care, in the right place at the right time.

**Trust and Transparency** - The way that services are delivered enable strong, trusting relationships between children and young people and adults in their lives.

**Collaboration** - Staff co-ordinate and integrate the support they provide to children, young people, and their parent/carers, sharing information when appropriate and taking responsibility for improving outcomes, even for the most complex or vulnerable children and young people.

**Co-production** - Staff actively engage children, young people, and their parent/carers in developing and improving services, so that they are accessible and acceptable to them.

## 5.0 Next Steps



The Children and Young People's Trauma Informed Care Programme will bring together stakeholders from a wide range of organisations to lead, plan and co-ordinate this ambitious programme of work. This CYP TIC Alliance and the Steering Group will take primary responsibility for ensuring this programme of work intended benefits are delivered and will ensure work is embedded into wider mental health transformation work and aligns with - but does not supersede - the work of existing governance groups (including local Youth Justice Boards). The Partnership Groups will also seek to influence the strategic priorities of public and voluntary and community sector organisations across Humber and North Yorkshire. See Appendix 1 for more information.

The activities set out in this Strategy will be translated into an overarching Strategic Workplan as well as a detailed Programme Plan by the Partnership Programme Manager, who will use the outcome measures to track and report on progress to the wider partnership. An independent evaluation of this work will be carried out by CORC who part of the Anna Freud Centre for Children's Mental Health to ensure that this once in a generation funding can support children and young people in Humber and North Yorkshire for decades to come.

## Appendix 1: Alignment with wider Strategic Priorities

|   |                             |  |
|---|-----------------------------|--|
| The Humber and North Yorkshire Health and Care Partnership Mental Health, Learning Disability and Autism Strategy | Integrated Care System wide | Enabling integrated service delivery and consistent culture across the ICS.<br>Supporting the whole person and resourcing early intervention.<br>Improving mental health and autism services across the system.  |
| The Humber and North Yorkshire Health and Care Partnership Children's Mental Health Strategic plan                | Integrated Care System wide | Improving mental health services and support for Children and young people across the partnership covering all aspects of the Thrive Framework<br>Supporting trauma-informed practice<br>Providing additional support to vulnerable CYP  |
| Local Authority Youth Justice Plans   | Place based                 | Focus on early intervention and prevention<br>Reducing frequency and severity of contact with YJS<br>Reducing first-time entrants and re-offending rates<br>Providing additional support to vulnerable CYP<br>Supporting trauma-informed practice<br>Closer partnership working with community organisations |
| Local Authority Early Help Strategies   | Place based                 | Improving availability, accessibility, and effectiveness of early intervention<br>Delivering cost-effective services and cost-avoidance  |
| Local Authority Corporate Parenting Strategies  | Place based                 | Supporting improved outcomes for Looked After Children<br>Reducing health inequalities for LACYP   |
| Community Safety Partnership Plans  | Place based                 | Delivering and improving contextual safeguarding<br>Reducing first-time entrants and re-offending rates<br>Creating safer communities  |
| OPCC Police and Crime Plans   | OPCC Footprints             | Reducing first-time entrants and re-offending rates<br>Creating safer communities<br>Development of Violence Reduction Units   |



# Programme Key Performance Indicators (KPIs)

## Children and Young People's Trauma Informed Care Programme

(Framework for Integrated Care (Community) for Humber and North Yorkshire Health and Care Partnership (ICS))

### Our Pledge

We will work collaboratively to ensure that all professionals working with children and young people who have or may have experienced trauma, can be supported to respond appropriately, consistently, and compassionately, so that the support these children and young people receive helps them to thrive.

#### Priority 1

Ensure strong programme governance and clear, effective programme management

#### KPI 1

Collaboration across the system takes place. Demonstrate proactive partnership engagement in the high level, multi-agency strategy group (Alliance), with clear governance structure to oversee the implementation of the programme

#### Priority 2

Make evidenced-based decisions, rooted in a clear understanding of local needs and resources

#### KPI 2

Numbers of staff/volunteers that have completed and shown positive outcomes from the Trauma Informed training which is relevant to role and responsibility. Regular reviews of the ongoing development of Trauma Informed policy and practice, and sharing of learning and best practice through Community of Practice engagement. Case Studies to evidence Trauma Informed Care in practice

#### Priority 3

Build a Trauma Informed Integrated Care System that improves outcomes for Children and Young People (CYP)

#### KPI 3

Numbers of staff/volunteers that have completed and shown positive outcomes from Trauma Informed training which is relevant to role and responsibility. Regular reviews of the ongoing development of Trauma Informed policy and practice, and sharing of learning and best practice through Community of Practice engagement. Numbers of organisations using self-assessment toolkit to evidence and improve policy and practice

#### Priority 4

Strengthen multi-agency relationships and improve co-ordination of service delivery

#### KPI 4

Number of organisations engaging in Trauma Informed Care Community of Practice  
Number of organisations working collaboratively with the Core Team to undertake TIC self-assessment toolkit

#### Priority 5

Pilot and evaluate place-based models of Trauma Informed intervention for children and young people who are at high risk of becoming first time entrants into the Youth Justice System

#### KPI 5

Test and Learn KPIs and NHSE dataset  
Annual Equality audit of Children and Young People involved in Test and Learn services  
Case Studies

#### Priority 6

Ensure genuine engagement with children, young people and their parent/carers and maximise opportunities to co-produce interventions

#### KPI 6

Numbers of Children and Young People involved in engagement and Coproduction Advisory Groups  
Number of organisations at place supported to improve engagement and coproduction  
Number of organisations engaging in Children and Young People Coproduction Communities of Practice/networks  
Annual Equality audit of Children and Young People involved



If you would like to find out more information about the work of the Children & Young People's Trauma Informed Care Programme please get in touch.

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