



**EHSSB TRAUMA ADVISORY PANEL**

**TERMS OF REFERENCE,  
ETHICAL PRINCIPLES  
&  
STATEMENT OF INTENT**

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## **EHSSB Trauma Advisory Panel – Terms of Reference (2004)**

### **1. Trauma Advisory Panel Mission**

The EHSSB panel serves the largest Health Board area, covering 40% of the population. The mission of the EHSSB panel is to advise and influence the Board and others in order to improve the development and co-ordination of quality services to address the needs of those affected by the Troubles.

The first OFMDFM Victims Strategy 'Reshape, Rebuild, Achieve' (2002) confirms that the work of the Trauma Advisory panels is key in taking the strategic work forward.

Our core objective is to make a difference to the experience of service users. Therefore the Panel's focus will be on product, essentially in relation to personal and community issues. From time to time the process may feed in to the broader political agenda.

The Panel (TAP) will meet four times per year – for example, in February, May, September and December – and will take the form of an Open Forum. An Agenda will be issued in advance, with all stakeholders welcome. The Agenda will include reports from the Trauma Implementation Group and progress on the Action Plan and Projects.

The Implementation Group (TIG) is essentially concerned with agreeing a work plan for the panel. The Capita Review began to provide this agenda, which will develop as Victims policy is set out in the first half of this year.

The Project Groups (TAPPs) will continue to be the engine room of the panel's process. Panel members can continue to nominate themselves to participate in the work.

The Trauma Advisory Panel will have a broad and inclusive membership, with a business agenda driven by the 18-member Implementation Group.

## **2. Principles of Practice**

- Balance and Fairness
- Openness and Transparency
- Interest and Commitment
- Product-oriented Work

## **3. Values**

The panel continues to operate on the following value base. Therefore Panel members must sign up to the following:

- The work of the panel will focus on new beginnings with an emphasis on seeking solutions to problems and avoiding blame for what has happened in the past.
- The panel will take account of the needs of all of those affected by the Troubles paying particular attention to Equality and Human Rights legislation.
- The panel will respect diversity and there will be mutual respect for all panel members.
- The work of the panel will be conducted in an honest and open way with encouragement of healthy debate, constructive criticism and an absence of defensiveness.
- Members will attempt to resolve any conflicts within the panel.
- The wish of panel members to have particular issues kept confidential will be respected.
- The work of the panel will be conducted in an inclusive and transparent way.
- The panel will seek the views of people who are not in contact with community groups and voluntary agencies.
- Panel members will take individual and collective responsibility to meet the aims of the panel.

#### **4. Key Aims**

The overall objective of the panel is to effect improvements to services for victims and survivors of the Troubles. It has five key aims:

- 1 To increase understanding of the range of needs, services and gaps in services and additional services required.
- 2 To identify and promote best practice regarding work with people affected by the Troubles
- 3 To provide advice and support and respond to key issues relating to needs and services for people affected by the Troubles.
- 4 To promote actively the prioritisation of the issues of people affected by the Troubles.
- 5 To build the capacity of the Panel to fulfil its remit/achieve its mission.

#### **5. Structures**

The Trauma Advisory Panel's structure will have three layers:

- The Trauma Advisory Panel (TAP)
- The Trauma Implementation Group (TIG)
- Trauma Advisory Panel Projects (TAPPs)

TAP will be a broad and inclusive advisory body, composed of representatives from all sectors.

TIG will be the executive body of TAP and will be composed of representatives from all sectors. TIG will have oversight and be responsible for evaluation of TAP's work and will report back to TAP.

TAPPs will be smaller groups tasked with productive work generated through the Panel's Action Plans.

## 5.1 Trauma Advisory Panel

The Trauma Advisory Panel is the inter-agency group responsible for advising the Eastern Health & Social Services Board and others on matters concerning service provision for victims and survivors of 'The Troubles'.

The Advisory Panel will be inclusive and represent all interests. It will meet four times annually to address issues relating to its aims and objectives. Its Chair will be a representative from the Voluntary/ Community Sector supported by EHSSB Officers and the Panel Co-ordinator.

The business of the quarterly meeting is principally to:

- Identify issues;
- determine work that needs to be carried out on behalf of the panel;
- agree how that should be done;
- review progress of work already agreed; and,
- quality assure work completed.

The Panel will be supported by ad hoc working groups (TAP Projects), the Trauma Implementation Group (TIG) and EHSSB described below.

### Eligibility for Membership of TAP

The panel intends to ensure that it represents the wide range of agencies and interests concerned with provision of services to victims and survivors. However, to date there have been no clear rules or protocols for panel membership. The size of the voluntary/community sector in our area must be borne in mind, together with the context in which the panel operates with the highest level of Troubles-related deaths and injuries in our Board area.

The re-constituted Trauma Implementation Group will mean that the Trauma Advisory Panel will take the shape of a broad reference group with inclusive membership. TAP members will then be eligible for nomination to the new 18-member, inter-sector TIG.

## Trauma Advisory Panel Membership Criteria

The criteria for membership of the Panel are as follows:

Members of the Trauma Advisory Panel will have a demonstrable specialist trauma focus – either having encountered troubles-related trauma in a professional or voluntary capacity through their work.

TAP membership is therefore open to:

individuals or service users who are victims or survivors of the Troubles and who have been actively involved in the sector;

representatives of organisations who have a demonstrable responsibility for and commitment to the enhancement of service provision for victims and survivors of the Troubles;

individuals or organisations working in a specialist capacity with people experiencing troubles-related trauma

Agencies with statutory responsibilities represented on the panel would include: Eastern Health & Social Services Board; Belfast and South-Eastern Education & Library Boards; NI Housing Executive. Other interest groups such as Faith Communities and Professional bodies such as the Royal College of Nursing would be represented.

### Membership Register

A membership Register will be drawn up and maintained by the Co-ordinator.

### Training

An initial training and induction programme will be implemented for new TAP members.

## Role of Panel Members

The roles of representatives vary slightly, as set out below (from the Statement of Intent):

*Individual or service user members* contribute by giving an individual perspective to the work of the group;

*Community/Voluntary sector members* contribute by bringing knowledge and expertise, the specific views of individual organisations and the voices of people affected by the Troubles;

*Statutory sector members* have been given a mandate to speak on behalf of their agency or professional body and bring knowledge and expertise.

All TAP members are expected to co-operate to achieve a strong, coherent response to the needs of victims and survivors of the Troubles.

The EHSSB, as panel host, is responsible for providing a range of support to enable the panel to function.

Providing venues for panel meetings  
Providing accommodation for the Co-ordinator  
Providing financial services  
Providing guidance on the operation of relevant procedures  
Providing underpinning information essential to the strategic development of the panel

## Responsibilities of Panel members

The responsibilities of members of the TAP are to:

- Attend each meeting by prioritising attendance;
- Contribute knowledge and experience;
- Promote communication among panel members and between the respective community and voluntary organisations and groups;

- Promote a greater understanding of the roles and responsibilities of the statutory, voluntary and community sectors;
- Promote continuity of membership and decision making;
- Co-operate and work together for the greater good;
- Represent the views and needs of individuals affected by the Troubles
- Represent the views of organisations/colleagues and feedback accurately;
- Liaise with groups not directly represented on the Panel.

Members must commit to regular attendance in order to retain their membership of the panel. Two absences without apology will result in the loss of a place on the panel.

### Frequency of Meetings

The Panel will continue to meet four times per year, but the meeting will take the form of a forum for raising issues and identifying needs. These will be communicated to the TIG for action via the Panel Chair. Potential new project work will be identified by TAP for consideration and endorsement by TIG prior to commencement.

The TIG Chair and Panel Co-ordinator will report back to the panel on each occasion; the minutes will be circulated widely.

The Chair of the panel will be responsible for ensuring that the business of the panel, including its meetings, is conducted in an orderly and inclusive fashion.

The work of the panel should be underpinned by a Communications Strategy.

## 5.2 Trauma Implementation Group

The Trauma Implementation Group will cease to be statutory-only in composition. The re-constituted TIG will be the Executive body responsible for the Trauma Advisory Panel's policy development and decision-making in terms of prioritising the work of the panel and its officers.

### Principles

#### - Balance and Fairness

Representation on TIG should be balanced, be seen to be fair, be informed and be capable of making an improvement in service provision.

#### - Openness and Transparency

Our processes will ensure open and transparent debate and establish clear links between TIG and TAP. TIG members currently are and will continue to be members of the Trauma Advisory Panel. The TIG Chair will report back to TAP at each panel meeting.

#### - Interest and Commitment

To be demonstrated by those involved through continuity of attendance and contribution to the work.

#### - Product-oriented Work

The ultimate goal is 'to do better' for victims and survivors

### Structure

The proposed restructured group will be made up of 18 Trauma Advisory Panel members, and must be representative of all the various interest groups.

It will consist of

6 statutory representatives

6 voluntary/ community representatives

3 service user representatives

TIG Chair, TAP Chair, TAP Co-ordinator

### Duration of TIG Membership

Membership will be time-limited to 3 years, at which point nominations will be sought again.

### Role of TIG members

TIG members will undertake to contribute to the policy and strategy development of the Trauma Advisory Panel.

### Responsibilities of TIG Members

Members of this group have responsibility for:-

- Progressing work of the Panel;
- Securing resources for proposed developments;
- Commissioning work required by the Panel;
- Reporting to the Eastern Health and Social Services Board, the Department of Health, Social Services and Public Safety and the Office of the First Minister and Deputy First Minister.

The Chair of the Implementation Group will be responsible for ensuring that the business of TIG, including its meetings, is conducted in an orderly and inclusive fashion.

### Frequency of meetings

TIG will meet bi-monthly (– i.e. six meetings per year) for a maximum of two hours.

### **5.3 Trauma Advisory Panel Projects (TAPPs)**

TAPPs have been and will continue to be small project groups of maximum eight participants, open for nomination to any panel member. The project groups will be tasked by the TIG Group to take forward practical work in response to issues identified by the Advisory Panel.

#### Role of Project Group Members

TAPP members will contribute to the work of the project as required. Much depends on the nature of the work as to whether this involvement is in an advisory capacity or will require substantial work such as written contributions.

#### Responsibilities of Project Group Members

Each project group will be chaired by a Panel member who is tasked with reporting back on progress at each panel meeting. The project group Chair will be responsible for liaison with the Panel Co-ordinator in all matters associated with the project work.

The Co-ordinator will be a member of all project groups, and TIG will receive regular updates on project work from the Panel Co-ordinator.

From time to time, the Panel Chair may invite associates to contribute to the work on an ad-hoc basis where a particular element of expertise is required.

#### Duration and Frequency of Meetings

Project Groups will meet on a regular basis, although the frequency of meetings will depend very much on the scope and scale of the presenting issues.

Duration of meetings will be maximum two hours. In practice, monthly meetings of project groups have been the norm for the life of the project. Contributors are expected to see the project through to completion.

## Project Methodology

The project groups will operate on the basis of Prince2 methodology in order to provide a practical structure for the work. Outline brief of the methodology will be provided to TAP members.

## Financial Matters

Project groups may not incur any expenditure unless budgeted for in consultation with the Panel Chair.

Responsibility for seeing work through to completion and reporting back to the funding body in terms of financial accountability will sit with the Chair of TIG. This is essential to the credibility and effectiveness of the panel.