

# Roadmap for Creating Trauma-Informed and Responsive Change

## Webinar, January 2025

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### Background and overview of the event

In October 2023, the [National Trauma Transformation Programme](#) (NTTP) published the [Roadmap for Creating Trauma-Informed and Responsive Change](#). This resource has been designed to help services and organisations in Scotland identify and reflect on progress, strengths and opportunities for embedding a trauma-informed and responsive approach across policy and practice.

The Roadmap is based on the evidence base, existing learning and good practice from across Scotland and existing relevant Scottish frameworks and guidance. It draws extensively on what people with lived experience of trauma have said would help improve access to support, reduce re-traumatisation, recognise resilience and support recovery. The resource also draws on what experts by profession and leaders across services/ organisations told us would support them to implement a trauma-informed and responsive approach.

The Improvement Service, in partnership with the Scottish Government, COSLA, NHS Education for Scotland and Resilience Learning Partnership, hosted an online session in January 2025 which aimed to:



**Provide an introduction to the Roadmap:** how and why it was developed, the tools/guidance it includes, and an overview of how it can support teams/services/ organisations with embedding a trauma-informed and responsive approach; and



**Share learning from the Scottish context** around how a range of services/ organisations are using the Roadmap to support them in their journey towards embedding a trauma-informed and responsive approach.

We heard from a range of speakers, including:

- The **COSLA President, Councillor Shona Morrison** who spoke of COSLA's continued commitment to embed a trauma-informed and responsive approach across systems, services and workforces.
- The **Minister for Social Care, Mental Wellbeing and Sport, Maree Todd** who highlighted the Roadmap as a key resource in Scotland's collective journey towards embedding a trauma-informed and responsive approach.
- **Dr Laura James, National Improvement Lead for Trauma, Improvement Service** who provided an introduction to the Roadmap.

- **Aileen Nicol, Strategic Inspector/Trauma Champions' Group Co-ordinator** and **Jane Kelly, Service Manager: Strategic Scrutiny, Care Inspectorate** gave their reflections on how the Roadmap has been a compass to help the Care Inspectorate understand where they are at on their trauma-informed journey, understand their existing strengths and opportunities for improvement.
- **Andrew Burgess, HR, City of Edinburgh Council** shared his reflections on how the Roadmap has supported the organisation to scope activities and inform existing staff wellbeing work within the Council.
- **Vicki Bannerman, Trauma-Informed Practice Co-ordinator, East Dunbartonshire Council & HSCP** highlighted how the East Dunbartonshire ACEs and Trauma Collaborative (EDATC), a multi-agency and multi-sector group, have used the Roadmap to identify priorities and actions in steering this work across East Dunbartonshire.
- **Ciara Burke, Trauma-Informed Practice Development Lead, Midlothian Council** shared their work using the [Trauma Lens Walk-through tool](#) with people with lived experience of trauma to strengthen Midlothian's adult recovery hub.
- **Kirsty Pate, Programme Lead, Trauma-Responsive Social Work Services, Scottish Government** highlighted their use of the [readiness checklist](#) when supporting social work services through their programme of implementation and learning support.

You can [watch the speaker videos here](#).

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## Engagement

There were **561 attendees** on the day. This included a broad range of public, private and third sector organisations and policy areas, including representation from 31 local authorities, as well as senior leaders, managers, policymakers, practitioners and Elected Officials. Services/ policy areas represented included:

- Advocacy
- Alcohol & Drugs
- Arts & Heritage
- Early Years
- Education (including Higher Education & Educational Psychology)
- Emergency Services (including Police Scotland, NHS 24 and Scottish Ambulance Service)
- Employability and welfare advice
- Community Justice
- Health (including Occupational Health, Health Visiting, Nursing, Pharmacy and Sexual Health Services)
- Housing & Homelessness
- Inspection and Improvement Bodies (including Care Inspectorate, Health Improvement Scotland and Public Health Scotland)
- Organisational Development & HR
- Psychiatry & Mental Health (including Clinical Psychology and infant, child and adolescent mental health services)
- Public Protection
- Residential Care
- Social Work (including Children & Families, Adults, and Justice social work teams)
- Violence Against Women and Girls

## Key messages

Speakers, participants and the Roadmap itself identified a number of key messages around the continued progress of embedding a trauma-informed and responsive approach across organisations, systems and workforces.



Consider what works best for your team, service or organisation. **Priorities for this work will look different for each organisation and there is not a 'one size fits all' approach to this work.** Identifying a small number of key priorities can help to keep focus and establish a clear direction of travel.

**Start where you are, do what you can, with what you've got.** Much of this work is about taking a trauma-informed and responsive lens to how we work and reflecting on what small changes we could make in light of our understanding about trauma. Small changes can make a big difference.

Many organisations will already be working in a trauma-informed and responsive way and be able to identify examples of good practice. There's an incredible amount of work already happening across Scotland. **It is vital that we reflect on what is working well and celebrate successes, big and small.**

Making any kinds of changes to how we work has the potential to feel overwhelming. Doing so in a changing environment can be extremely challenging, particularly given our collective experiences of the pandemic, the cost-of-living crisis, climate change and global events. **Taking a collaborative approach and prioritising staff care and support at the start of and throughout this work is vital.**

Embedding a trauma-informed and responsive approach cannot be achieved or sustained without organisational supports and structures in place. **It's important to think about your organisation's readiness for starting this work.**

**There are opportunities to tap into existing support networks and resources** that are available across Scotland to share experiences and collaborate. Hearing from other organisations and services can help to build momentum and a shared understanding of how to apply learning in practice.

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## Recommendations

Throughout the event, participants and speakers highlighted a number of recommendations to ensure that a trauma-informed and responsive approach is implemented meaningfully and sustainably across organisations, systems and workforces.



Collective and visible leadership across Scotland is vital in supporting meaningful and sustainable progress. Leadership, at both strategic and operational levels, is a key enabler to successful implementation.

- ✓ Long-term systems and culture change takes time. There should be realistic expectations of the time, resource and capacity required to sustain long-term implementation of this work.
- ✓ A consistent approach to evidencing progress and impact of this work across Scotland can support with developing a national picture of key opportunities and challenges and sharing learning and good practice.
- ✓ There is a continued need to ensure that the work to embed a trauma-informed and responsive approach doesn't begin and end with training, but focuses on what evidence tells us will support meaningful implementation into policy and practice.
- ✓ There should be continued peer support opportunities for networking and sharing practice and learning.

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## What one thing did participants say they were taking away from the webinar?

*"...as a collective realising we are on this journey together"*

*"Getting a sense of progress and the energy and commitment to embedding trauma-informed practice"*

*"It feels like there's a shift in public sector feeling and understanding of trauma-informed practice"*

*"So comforting about timescales and everyone in the same boat with challenges"*

*"That it is ok to take time to do things and not feel the pressure of doing everything immediately"*



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## Feedback from attendees

“ The event was very informative and I've gone from feeling a bit overwhelmed to feeling I'm not alone and slow is good as long as you are making progress.. ”

“ [It was useful] hearing about how the tools have helped other services and how they have been used flexibly. ”

### Useful resources

[National Trauma Transformation Programme \(NTTP\) Website](#)

[NTTP Roadmap for Creating Trauma-Informed and Responsive Change: Guidance for Organisations, Systems and Workforces](#)

[Training Resources](#)

[Embedding Trauma-Informed and Responsive Organisations, Systems and Workforces: National Learning Report 2024](#)

[Case Studies](#) – please contact us at [trauma@improvementservice.org.uk](mailto:trauma@improvementservice.org.uk) if you have any learning you would like to share!

### Further engagement

**NTTP Newsletter:** [Subscribe](#) to the NTTP Newsletter.

**Collaborative Peer Workshops:** for colleagues working in local and national organisations who are leading on/supporting the implementation of a trauma-informed approach in their service/organisation. See [recordings from previous workshops](#) and [sign up for the workshops](#).