

South Ayrshire Council

**Report by Chief Executive
to Cabinet
of 17 March 2026**

Subject: South Ayrshire Trauma Roadmap

1. Purpose

1.1 The purpose of this report is to seek approval of the South Ayrshire Trauma Roadmap.

2. Recommendation

2.1 It is recommended that Cabinet:

2.1.1 approves the South Ayrshire Trauma Roadmap (appendix one).

3. Background

3.1 In 2019-2020 the Scottish Government and COSLA laid out a joint ambition ‘to achieve a trauma-informed and responsive workforce’. To help realise this vision, the [National Trauma Transformation Programme](#) was developed by The Scottish Government, COSLA, The Improvement Service, NHS Education Scotland (NES) and partners, and the [National Roadmap for creating trauma informed and responsive change](#) was created to support organisations to:

- Realise that trauma is common;
- Recognise its impacts;
- Respond appropriately;
- Resist Re-traumatisation; and
- Understand that relationships matter.

3.2 South Ayrshire Council supported a motion committing to that ambition in 2021 and a dedicated trauma officer was recruited. The Community Planning Partnership signed the Trauma Leadership Pledge, and a corporate trauma training plan was agreed in 2023.

3.3 [South Ayrshire Council Plan 2023-2028](#) recognises the importance of trauma informed practice as part of a number of cross-cutting themes which have been incorporated into the corporate Integrated Impact Assessment (IIA).

3.3 As part of the high-level action plan developed in 2021, local priorities were identified by the steering group which included:

- Awareness and Engagement;

- Staff Wellbeing;
- Trauma Responsive Leadership; and
- Experts by Experience.

It was agreed that a South Ayrshire Roadmap would be developed as guidance for staff when implementing and embedding trauma informed and responsive systems and services.

4. Detail

4.1 After extensive consultation with staff, strategic groups, and partners, the South Ayrshire Trauma Roadmap 2026-2031 (appendix one) has been developed in line with the National Roadmap for Creating Trauma Informed and Responsive Change. It has also been informed by a robust evidence base including findings of a Scottish Government [evidence review](#) on the enablers and barriers to trauma-informed systems, organisations and workforces.

4.2 This document should be seen as a tool to support change and aims to:

- raise awareness of the organisational and environmental conditions that are required to support sustainable change;
- support reflection;
- use a trauma lens;
- empower services to identify and reflect on opportunities for improvement; understand progress; and
- monitor impact

4.3 Following approval of the roadmap, an action plan will be developed by the Steering Group aligning to the key priorities of awareness and engagement; staff wellbeing; trauma responsive leadership; and experts by experience (personal and professional). The Trauma Network will also support the delivery of the action plan and oversee the monitoring and evaluation. The action plan will be reviewed annually, with performance monitoring take place via the Service and Partnerships Performance Panel.

5. Legal and Procurement Implications

5.1 The recommendations in this report are consistent with legal requirements.

5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 Not applicable

7. Human Resources Implications

7.1 Not applicable

8. Risk

8.1 ***Risk Implications of Adopting the Recommendations***

Insert one of the following statements:

- 8.1.1 There are no risks associated with adopting the recommendations. The contents within this report will enable the Council to support the Council Plan priorities in making South Ayrshire a place where people can thrive and meet their full potential.

8.2 **Risk Implications of Rejecting the Recommendations**

- 8.2.1 Although trauma doesn't have a statutory underpinning, it is explicitly mentioned in a number of other strategies and frameworks, including some on a statutory footing. The risks associated with rejecting the recommendations could not only damage the reputation of the Council, but it could also place the Council at risk of failing various inspections including from The Care Inspectorate and The Scottish Social Services Council (SSSC) or not meeting the National Outcomes of the [National Performance Framework - gov.scot](#).

9. **Integrated Impact Assessment (incorporating Equalities)**

- 9.1 An Integrated Impact Assessment has been carried out on the proposals contained in this report and the IIA Summary Report is attached as appendix two. A copy of the fully completed IIA can be accessed [here](#).

10. **Sustainable Development Implications**

- 10.1 **Considering Strategic Environmental Assessment (SEA)** - This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

11. **Options Appraisal**

- 11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

12. **Link to Council Plan**

- 12.1 The matters referred to in this report contributes to all 3 priorities of the [South Ayrshire Council Plan 2023-2028](#)

13. **Link to Shaping Our Future Council** **Yes** **No x**

- 13.1 This document links to key priorities of workforce, and our delivery model.

14. **Results of Consultation**

- 14.1 There has been no public consultation on the contents of this report.
- 14.2 Consultation on the Roadmap was carried out by the Trauma Lead Officer with The South Ayrshire: LEADS Steering Group; The South Ayrshire Through a New Lens Trauma Network, NHS Public Health; South Ayrshire Community Planning Partnership; Alcohol and Drug Partnership (ADP); Violence Against Women and

Girls Partnership; Adult Protection and Child Protection Committees: and wider staff.

14.3 Consultation has taken place with Councillor Brian Connolly, Policy Lead for Economy and Strategy and the contents of this report reflect any feedback provided.

15. Next Steps for Decision Tracking Purposes

15.1 If the recommendations above are approved by Members, the Chief Executive will ensure that all necessary steps are taken to ensure full implementation of the decision within the following timescales, with the completion status reported to the Cabinet in the 'Council and Cabinet Decision Log' at each of its meetings until such time as the decision is fully implemented:

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Publish Roadmap	March 2026	Service Lead – Performance, Community Planning and Sustainability

Background Papers [Implementation - National Trauma Transformation Programme](#)

[Trauma Informed and Response South Ayrshire – report to Leadership Panel \(30th November 2021\)](#)

[Trauma Informed and Response South Ayrshire – update to Cabinet \(17th January 2023\)](#)

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Date: 17th February 2026

**South Ayrshire LEADS:
Trauma Roadmap
2026-2031**



Contents

Foreword	3
Executive Summary	4
Background	4
Introduction	7
What are Trauma Informed and Responsive Systems and Services?	7
Aims of the Roadmap	9
Roadmap Priorities	11
Local Priorities	11
South Ayrshire LEADS: Logic Model	12
Our journey so far...	13
South Ayrshire: LEADS	13
Trauma Leadership Pledge	13
Trauma/Wellbeing Training	14
Trauma Walkthrough Lens Tool	14
Trauma Champions Network	14
South Ayrshire: Through a New Lens	15
Be Well Live Well	15
South Ayrshire: LEADS Plan on a Page	16
Our Commitment to You	17
How to support trauma responsive change	17
Monitoring, Evaluation and Quality Assurance	18
Tools and Resources	19

Foreword

We are delighted to introduce our first South Ayrshire Trauma Responsive Roadmap (2026 – 2031) which aims to support the strategic and sustainable embedding of trauma responsive practice across South Ayrshire.

As a community, we are becoming more aware of how common trauma is and how it impacts our life chances over the life course. South Ayrshire has significant and widespread levels of trauma, more so since pre-pandemic, which impacts both our communities and our staff. We recognise that as Trauma is Everyone's Business, we all have a role in developing a trauma responsive South Ayrshire. As stated in the Council Plan (2023 – 2028) we appreciate the cross-cutting nature of trauma and understand it is at the root of much adversity experienced within and across our communities.



Councillor Brian Connolly

Although Scotland has been internationally recognised as leading the way in developing trauma informed and responsive systems and services, South Ayrshire has also been recognised as a key lead in this area and as a valuable National Trauma Transformation Programme (NTTP) partner. In 2021 a high-level action plan was developed that received unanimous commitment at full Council on developing a trauma informed and responsive workforce. Since then, we have developed a sustainable training programme for all those who work and volunteer in South Ayrshire; signed the Trauma Leadership Pledge; supported the development of a multi-agency Trauma Network; developed a sustainable staff wellbeing project; and supported a trauma aware community pilot to support authentic voices of lived experience.

Our key priorities in this Roadmap include awareness and engagement, staff wellbeing, trauma responsive leadership, and experts by experience. Collaborating with the South Ayrshire: LEADS Steering Group and the South Ayrshire: Through a New Lens trauma Network, we aim to deliver an action plan that, in line with the National vision from The Scottish Government and COSLA, will support trauma responsive systems and services that realise the prevalence of trauma, recognise it's impacts; respond appropriately; resist re-traumatisation and support recovery.

"It cannot be trauma informed if not informed by voices of lived experience"

Cissy White, 2018

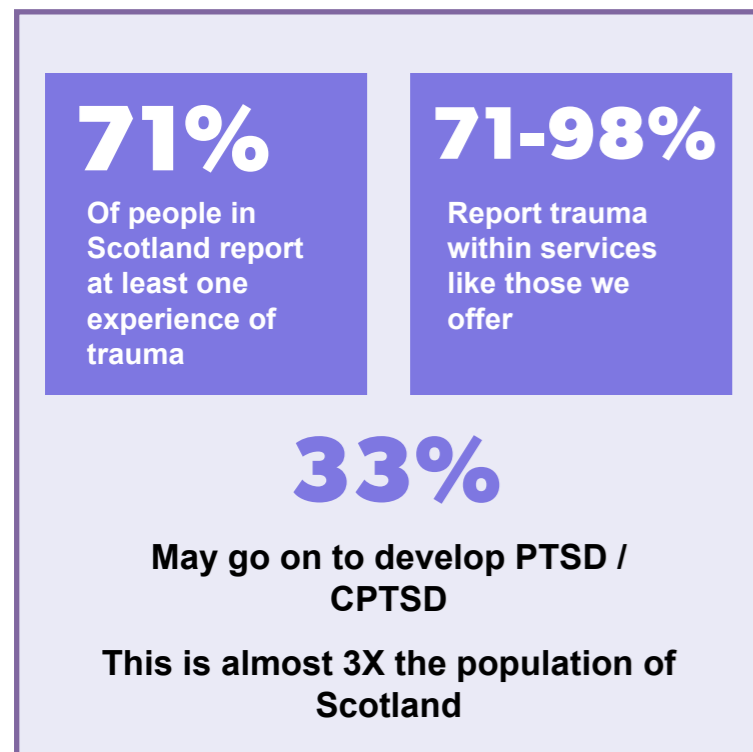
Executive Summary

This roadmap aims to support the National Vision of the Scottish Government, COSLA, and partners in developing a trauma informed and responsive workforce across Scotland, in line with the National [Roadmap for Creating Trauma Informed and Responsive Change](#). Focusing on 4 priorities of 1) Awareness and Engagement; 2) Staff Wellbeing; 3) Trauma Responsive Leadership; and 4) Experts by Experience, that trauma is everyone’s business, all behaviour is communication, and this document should be seen as a tool to support transformational change and aims to raise awareness of the organisational and environmental conditions that are required to support sustainable change; support reflection, using a trauma lens; empower services to identify and reflect on opportunities for improvement; understand progress; and monitor impact.

Background

As a society, we are noticing that living through traumatic events is more common than previously thought. 71% of people in Scotland report at least one experience of trauma, with that figure rising to between 75 – 98% within services such as those we deliver (Scottish Government. 2025).

This prevalence means that not only will it impact the lives of those we support, but also it is likely we will have personal experience of trauma. Living through a global pandemic has taught us all that trauma, and it’s impacts, are everyone’s business.



“Individual 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 individual’s functioning and mental, physical, social, emotional or spiritual well-being” (Substance Abuse and Mental Health Services Administration 2014: p. 7)

Trauma can be defined in many ways. However, when we are discussing trauma, we believe this definition to be the most suitable.

We know through our various learning that it is not the trauma that happens to us that can cause such long-term negative impacts, but the way we experience it that can be so harmful. Systems and services can unintentionally re-traumatise individuals accessing support; interpersonal trauma can negatively impact how we make and maintain healthy relationships; and it can be detrimental to our physical, social, and psychological outcomes, across the life span, as can be seen by the graphic below

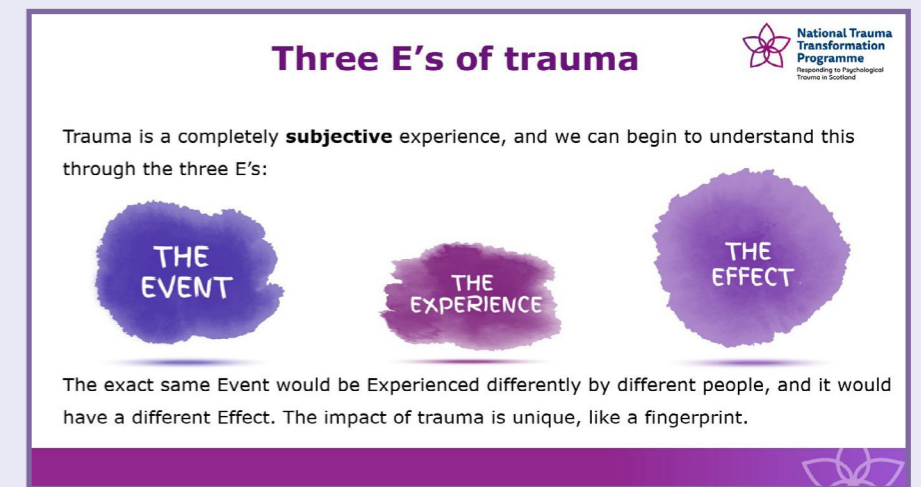


Figure 1: The 3 Es of trauma, (NTTP, 2024)

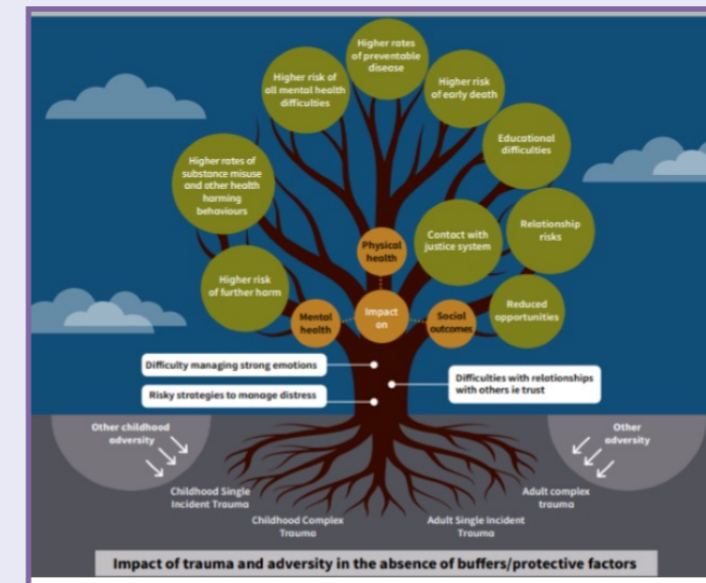


Figure 2: Trauma Tree, (NHS Education for Scotland, 2020)

Living with the impacts of trauma has been shown to be at the root of much adverse experiences across the life span and connected to poorer outcomes in adulthood. This can negatively impact: physical outcomes such as, higher rates of preventable disease and early death; psychological outcomes with higher rates of mental health difficulties and self-harming behaviours; and social outcomes including educational and employment difficulties, relationship risks, substance use, contact with the justice system, and reduced opportunities across the life span.

Research has shown that those living with the impacts of trauma are more likely to experience negative health and social outcomes (Welsh Government, 2021) Therefore, understanding the intersectionality of trauma, and the need to adopt a more cross cutting approach when supporting people with complex needs is essential in our national commitment to reducing and preventing childhood adversity within our communities.

Moreover, there is growing evidence that highlights when systems and services resist re-traumatization by becoming more trauma informed and responsive: where staff can realise the prevalence of trauma; recognise it’s impacts; and respond appropriately, barriers and with safety, choice, collaboration, trust, and empowerment at the centre of all we do to support are reduced and those living with the impacts of trauma, through relational support, can build resilience and recover with improved outcomes. A collaborative study conducted by The Welsh Government and The South Wales Police force in 2017 identified various improved outcomes as can be seen by figure 3 including a 65% reduction in incarceration; 60% reduction in perpetrator violence; and 66% reduction in substance use.

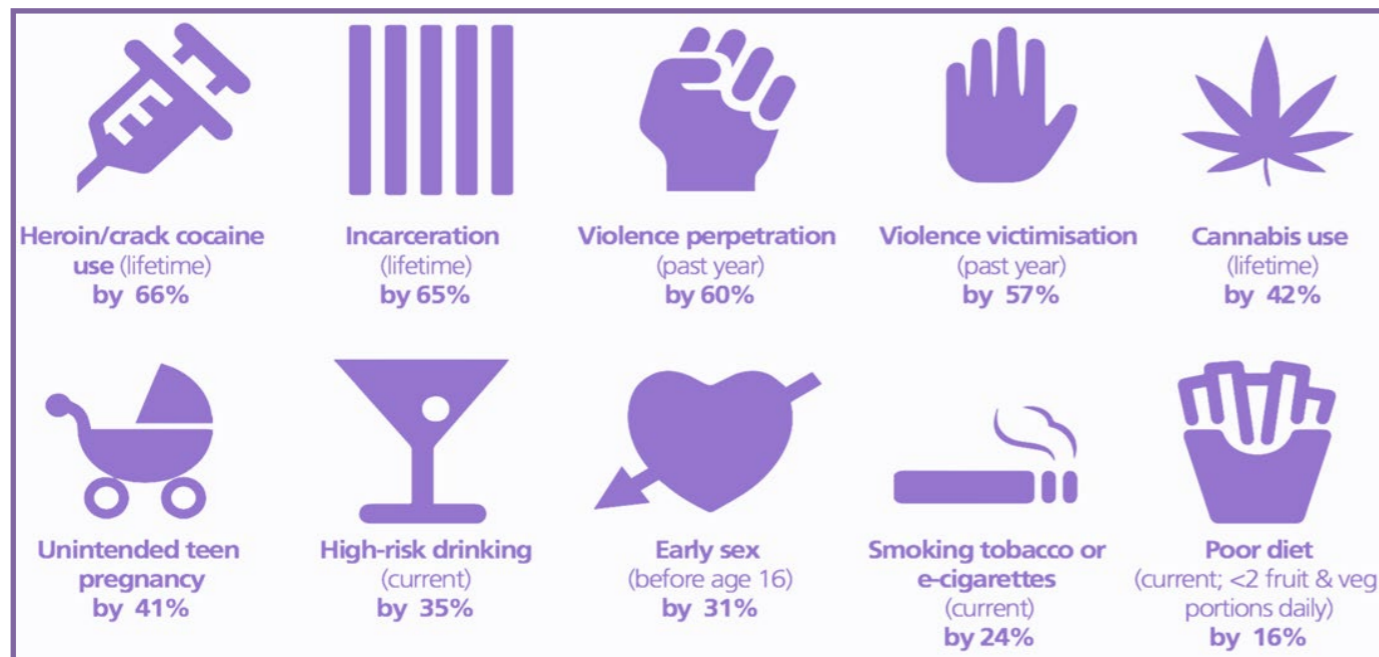


Figure 3: ACE hub Wales 2017

Scotland has paved the way in creating a vision of a trauma informed and responsive workforce and services and was the first country in the world to develop a knowledge and skills framework (NES, 2017). NHS Education for Scotland (NES), alongside partners, developed the National Trauma Transformation Programme (NTTP) which provides a wide range of resources, guidance, and implementation support, including the [Roadmap for Creating Trauma Informed and Responsive Change](#) for all sectors across the workforce.

Preventing and responding to trauma has become a National Public Health priority and an essential part of fulfilling Scotland's [National Performance Framework's](#) ambition of increasing wellbeing, creating opportunities to flourish, and improving outcomes for people and communities.

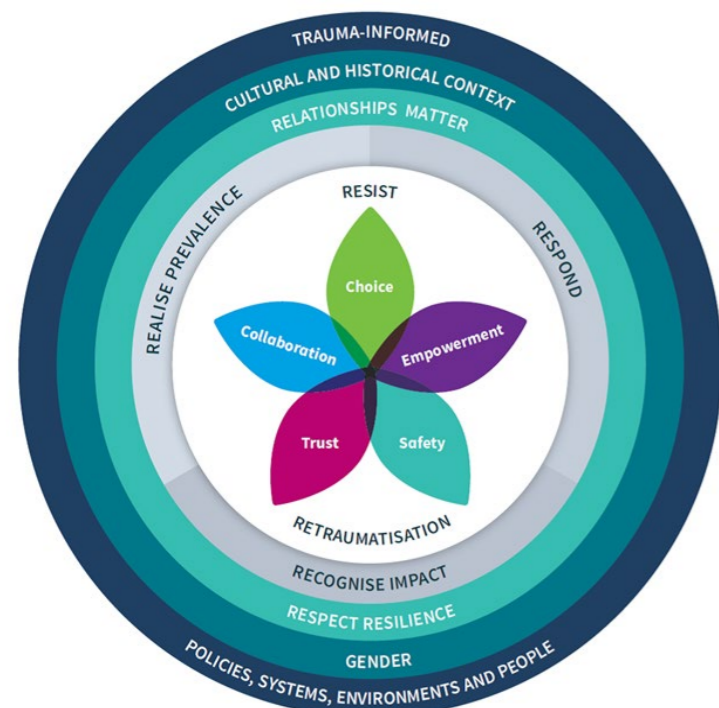


Figure 4: Trauma Responsive Organisation, NES, 2020]

“The Scottish Government and COSLA have a shared ambition for a trauma-informed workforce and services across Scotland, capable of recognising where people are affected by trauma and adversity, that is able to respond in ways that prevent further harm and support recovery, and can address inequalities and improve life chances.” (National Learning Report 2025: P1)

To support this ambition, the Scottish Government has provided recurring funding to all 32 local authorities since 2021. To further demonstrate the national commitment, this funding has now been baselined into council budgets.

Although we have achieved a great deal across South Ayrshire, we still have much to do in creating trauma informed and responsive systems and services across Scotland. Therefore, this Roadmap has been developed using the principles of collaboration and co-design, and has been informed by our experts by experience, including the South Ayrshire: LEADS Steering Group and the South Ayrshire: Through a New Lens Trauma Network.

Introduction

What are Trauma Informed and Responsive Systems and Services?

“Just because you don’t know someone who has experienced trauma doesn’t mean you don’t know someone who has experienced trauma.”
Member of the Steering Group

Trauma is Everyone’s Business! This does not mean we all have to be trauma experts as we require diverse knowledge and skills to support recovery. However, it does mean, regardless of role and remit, that we all have a part to play in recognising where someone may be affected by trauma.

Furthermore, although training is an essential part of the trauma responsive journey, we must also recognise that training alone will not make the transformational change required.

“Trying to implement trauma specific practices without first implementing trauma informed organisational culture change is like throwing seeds on dry land “ Sandra Bloom

Therefore, organisational change requires a focus on the strategic and operational. Drivers identified in the National roadmap can be seen in the graphic below, which illustrates the complexity of the journey involved in becoming more trauma responsive can be seen in figure 4.

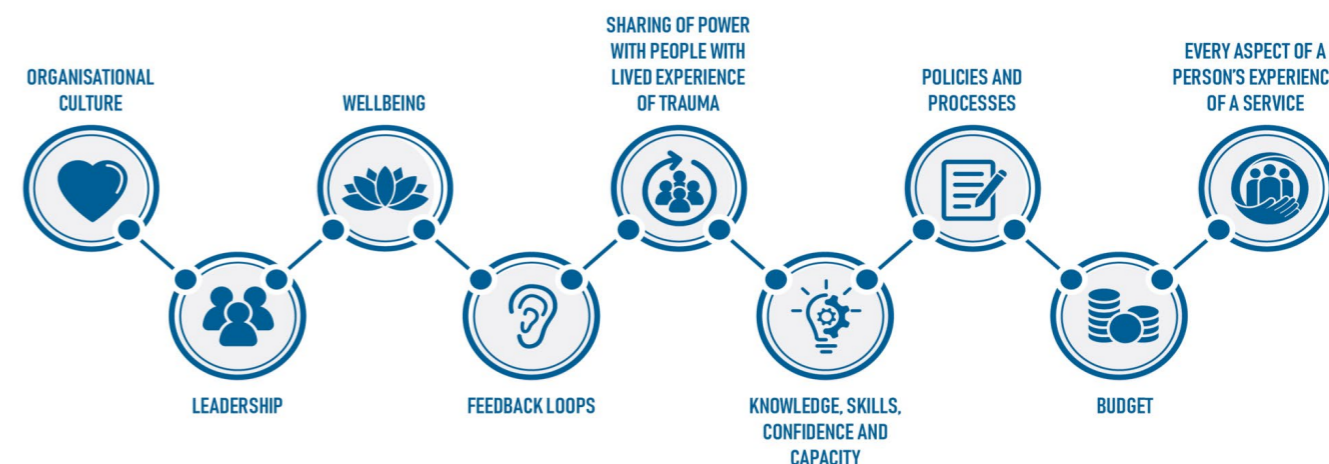


Figure 5: Drivers of trauma informed change (Roadmap, 2023)



People’s issues are complex and often do not live in isolation. For example, a person seeking support with housing may also be struggling with addiction, poor mental health, chronic pain, and living in poverty. Therefore, adopting a cross cutting approach to supporting those who access our services is essential within trauma informed and responsive systems and services.

“We will never live up to The Promise, reduce drug deaths, end child poverty, decrease homelessness figures, if we don’t implement trauma responsive systems” Trauma Network Member

Like people, services and organisations are complex, which often means they are not as accessible for those seeking support. This can, at times, unintentionally cause re-traumatisation, create increased barriers to support, and risk further harm. Therefore, we must ensure our systems are:

- Designed using a trauma lens and aware of complex needs;
- Work collaboratively, using a cross cutting approach;
- Support a joined-up approach to funding;
- Aware that we can no longer continue to work in silo;
- Requires collaboration and power sharing; and
- Avoid blame, shame, and judgement when supporting others.
- Understanding that all behaviour has communication

“We shouldn’t ask what’s wrong with people, but what happened to them” James Docherty



Aims of the Roadmap

Although trauma doesn't currently have a statutory underpinning, it is explicitly mentioned in a number of other strategies and frameworks, including some on a statutory footing, such as: Fairer Duty Scotland; Adult Support and Protection, SSSC; Employability; and Housing. This makes us all accountable for trauma informed practice and highlights that within a local authority, Trauma Is Everyone’s Business, and not just something reserved for specialist services such as mental health, alcohol and drugs, and public protection. Please see the attached link for a live [Mapping national commitments](#)

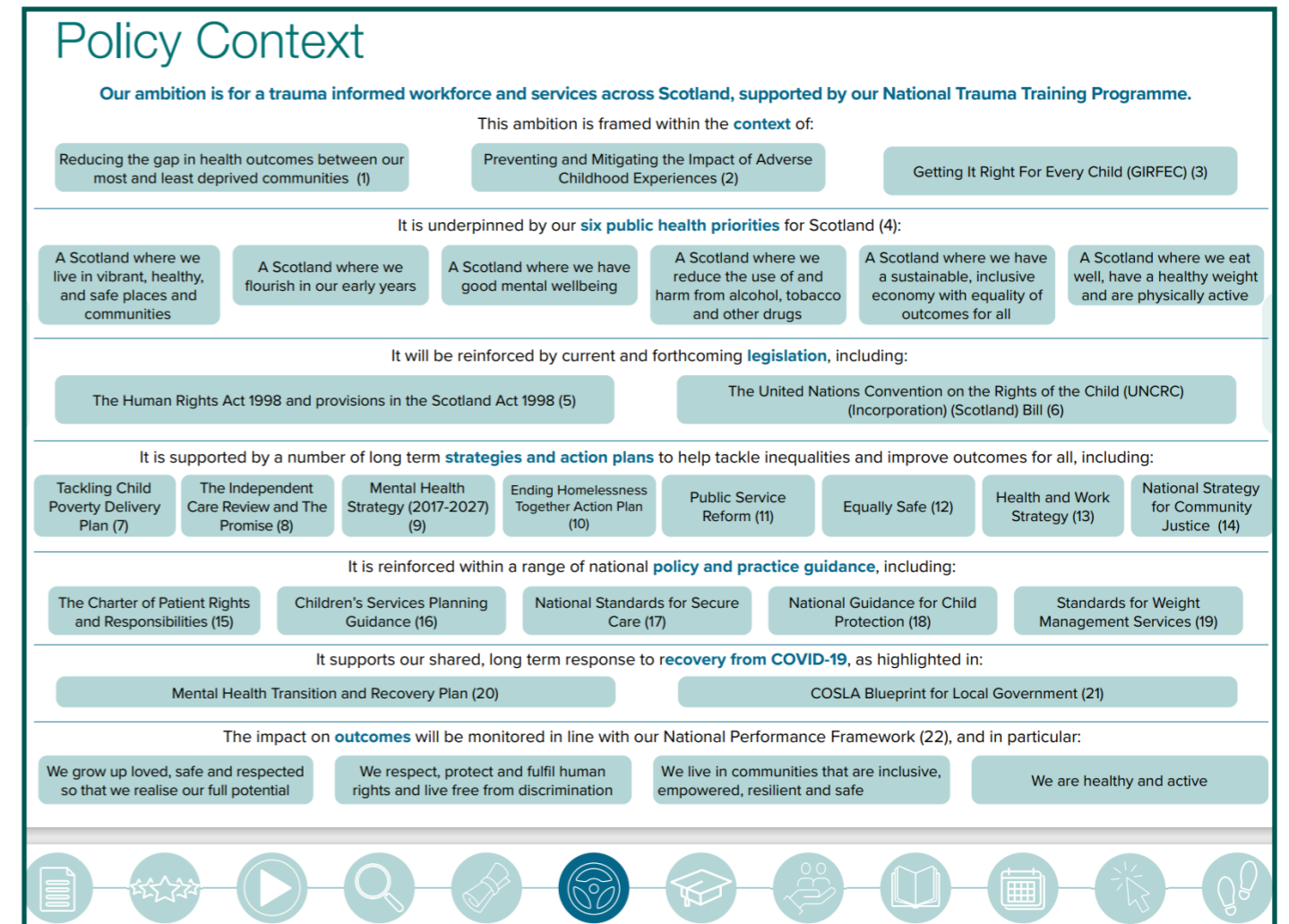


Figure 6: Policy Context Graphic (Roadmap, 2023)

The South Ayrshire Roadmap for Sustaining Trauma Responsive Change has been developed in line with the National [Roadmap for Creating Trauma Informed and Responsive Change](#) and a robust evidence base including [Enablers and barriers to trauma-informed systems, organisations and workforces: evidence review - gov.scot](#). This document should be seen as a tool to support transformational change and aims to raise awareness of the organisational and environmental conditions that are required to support sustainable change; support reflection, using a trauma lens; empower services to identify and reflect on opportunities for improvement; understand progress; and monitor impact.

This roadmap is designed for staff across the public, voluntary, and private sectors in South Ayrshire. It can guide our volunteers, staff, managers, and senior leaders and can support our Elected Members and Community Planning Partnership to help strengthen our local democratic accountability, through a trauma lens.

“Start where you are, do what you can, with what you’ve got”
Arthur Ashe

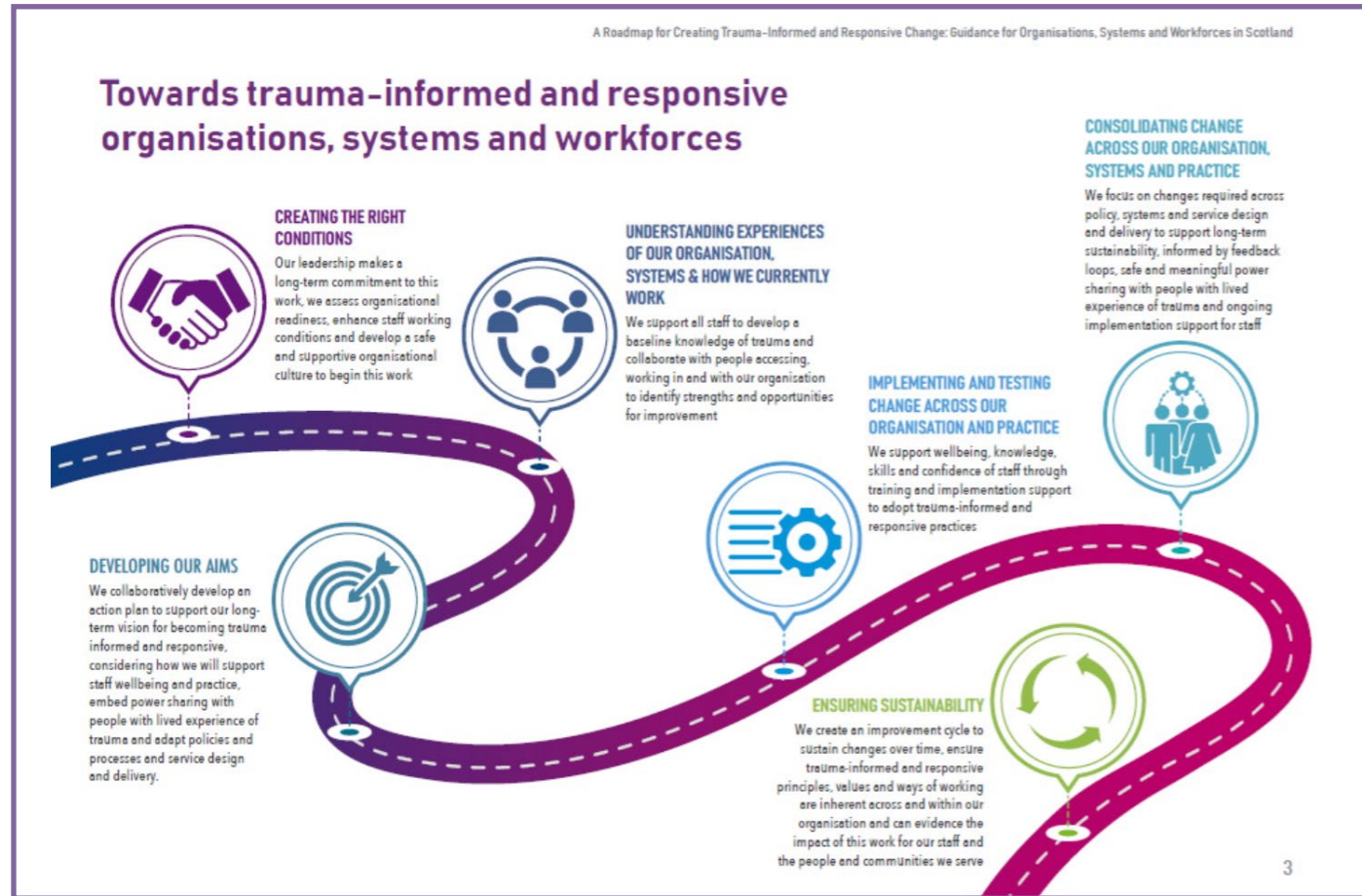


Figure 7: 6 Stages towards trauma informed and responsive organisations, systems, and workforces (Roadmap, 2023)

We know from the Time Space Compassion approach to suicidal distress that relationships matter, and human connection becomes even more critical at times of crisis. This approach offers the opportunity to reflect on our practices; policies; our relationships, with those people we work alongside; and how we better support our own wellbeing.

We wish to support environments that offer safety, choice, collaboration, trust, and empowerment for all those who work and access our services: and systems and services that are able to offer time, space, and compassion to anyone in need of support.

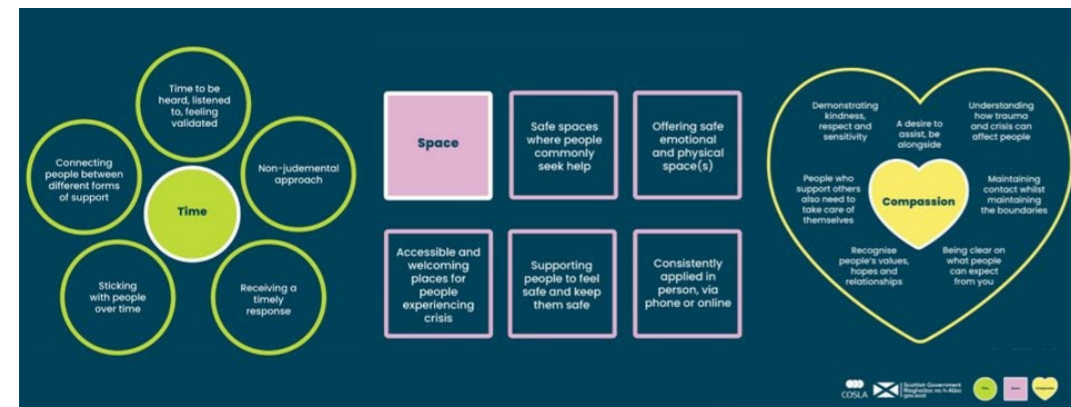


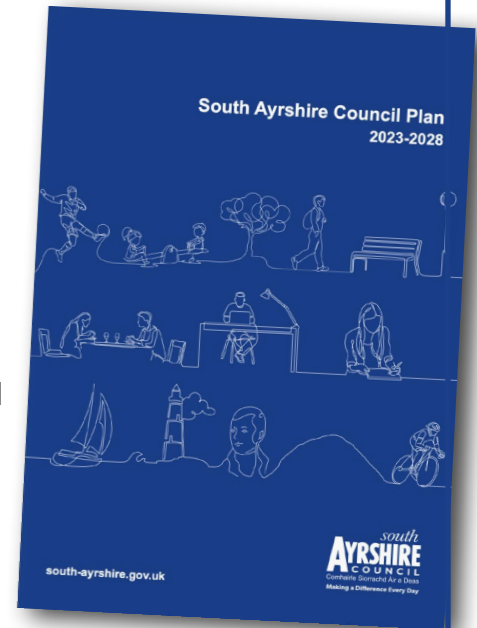
Figure 8: Time, Space, Compassion (Creating Hope Together Strategy 2022 – 32)

Local Priorities

South Ayrshire Council Plan (2023-2028) has included Trauma as one of its cross cutting agenda's and latterly included it in our inspirational Integrated Impact Assessment (IIA) to ensure that all policies, practice, and programmes of work coming from the council, will have a trauma lens over it and will monitor any impact on those with lived and living experience of trauma, and put in place any required mitigations.

Furthermore, this Roadmap supports all 3 priorities of the council plan through:

- Spaces and Places: Raising awareness of the prevalence and impacts of trauma will contribute to improved outcomes, reduce inter-generational trauma, and promote wellbeing;
- Live, Work, Learn: Mitigating the impacts of trauma and providing accessible services that support recovery from trauma, promote increased opportunities for lifelong learning, and resist retraumatisation; and
- Civic and Community Pride: Building individual and community resilience that supports everyone to reach their potential and contribute to developing their local communities.



Roadmap Priorities

Priority 1: Awareness and Engagement

- Improve Awareness and engagement across all services;
- Support top down messaging; and
- Increase community engagement regarding trauma awareness.

Priority 2: Staff Wellbeing

- Focus on developing proactive measures;
- Ensure staff wellbeing is a sustainable priority; and
- Ensure wellbeing supports are equitable and accessible.

Priority 3: Trauma Responsive Leadership

- Develop and sustain leadership commitment;
- Middle management engagement; and
- Cross Cutting Approach.

Priority 4: Experts by Experience: Personal and Professional

- Improve opportunities for collaboration, co-design & co-production;
- Support lived experience within service design and delivery; and
- Develop spaces for peer support.





South Ayrshire LEADS: Logic Model



Our journey so far... South Ayrshire: LEADS

South Ayrshire: LEADS is the programme, led by the trauma lead officer, that aims to support the implementation of trauma responsive systems and services across South Ayrshire through focus on four main drivers. These areas of focus have been identified through various methods of consultation and are in line with our high-level action plan (link) and the National Roadmap. Please see our [South Ayrshire: LEADS Trauma Responsive South Ayrshire - Home](#) or all information on the project, training and wellbeing opportunities, and resources to support your own trauma responsive journey.

Trauma Leadership Pledge

In 2023 the South Ayrshire Community Planning Partnership signed the NHS Education for Scotland (NES) Trauma Leadership Pledge where they made a commitment to design systems and services that recognise the central importance of relationships that offer safety, choice, collaboration, trust, and empowerment; are actively informed by people with lived experience; and with a focus on reducing barriers to support, reducing re-traumatisation, and supporting recovery.



Figure 6: South Ayrshire: LEADS Timeline 2021 – present

Trauma/Wellbeing Training

Although we recognise creating trauma transformational change requires more than training alone, we do realise the value in raising awareness, starting conversations, and opportunities for reflection.

The South Ayrshire: LEADS training calendar offer's trauma training, wellbeing sessions, mental health first aid, Time Space Compassion workshops, and Neurodiversity training. Please see link for all [training](#) opportunities

Although we encourage all members of staff and partners across South Ayrshire to complete training, we also understand that those with lived or living experience of trauma may find this challenging. Therefore, we advise a compassionate conversation with your team member ahead of any session, to ensure they are in a psychologically and emotionally safe space to attend. Furthermore, we would recommend follow up sessions with staff to further support their wellbeing in the workplace.

Going forward, plans include the creation of safe spaces to discuss any reflections from the learning that can help, alongside the learning from the Annual Impact Report, will shape the training, while supporting wellbeing.

Trauma Walkthrough Lens Tool

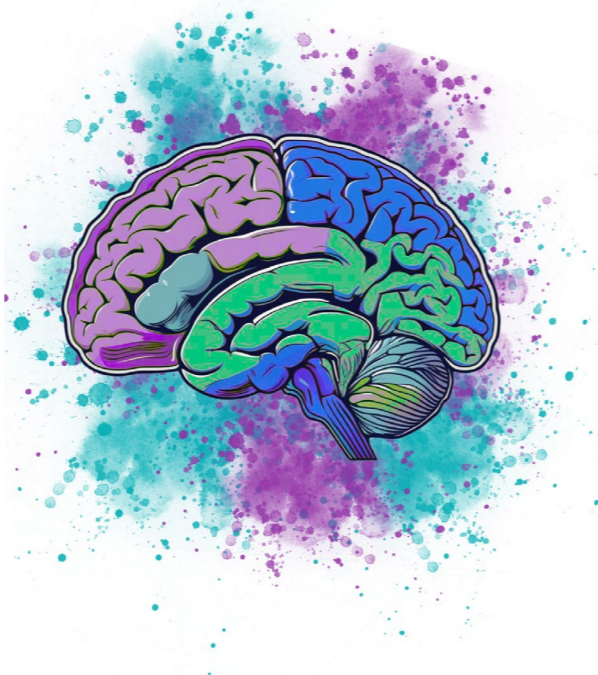
As explained earlier, training alone cannot make the transformational change required. Therefore, as the next stage in our training plan, it is advised once the majority of a team, service, or organisation has completed the relevant training that is required of their role and remit, then the team should then complete the trauma walkthrough tool (resource can be accessed in the resources section). This tool allows the team to assess their service, through a trauma lens, and to develop an action plan. This tool, coupled with the relevant training and reflection, will support change. This can be conducted independently or with support from the trauma lead officer. Please see trauma responsive sharepoint for all [Trauma Responsive Resources](#).

Trauma Champions Network

To help drive the ambition of developing a trauma responsive workforce and services there was an ask that all local authorities, Integrative Joint Board (IJB), health boards, and any other key community planning partners to nominate local trauma champions to help influence change in line with the shared values of kindness, dignity, and compassion, as set out in the National Performance Framework. Trauma champions would be responsible for:

- Raising awareness of trauma informed and responsive practice within their area; and
- Collaborate with other sectors to build on existing progress.

In South Ayrshire we currently have 14 trauma champions from across all levels of the organisation and including from across the community planning partnership.



South Ayrshire: Through a New Lens

In 2022, a lived experience led, multi-agency, trauma network was developed with the aim of raising awareness of trauma, highlighting good practice, and developing stronger partnership networks. This network now has over 70 members and meets every 6 weeks to collaboratively support this agenda across South Ayrshire.

The network has supported the development of the programme priorities, supported a cross cutting conference in September 2025; and are a key partner in the co-design of the Roadmap.

Next steps include increasing learning via key speakers and workshops; peer support; focus on wellbeing; spotlight “candle moments” for shared development; and to develop resources that can be shared across the locality.



Be Well Live Well

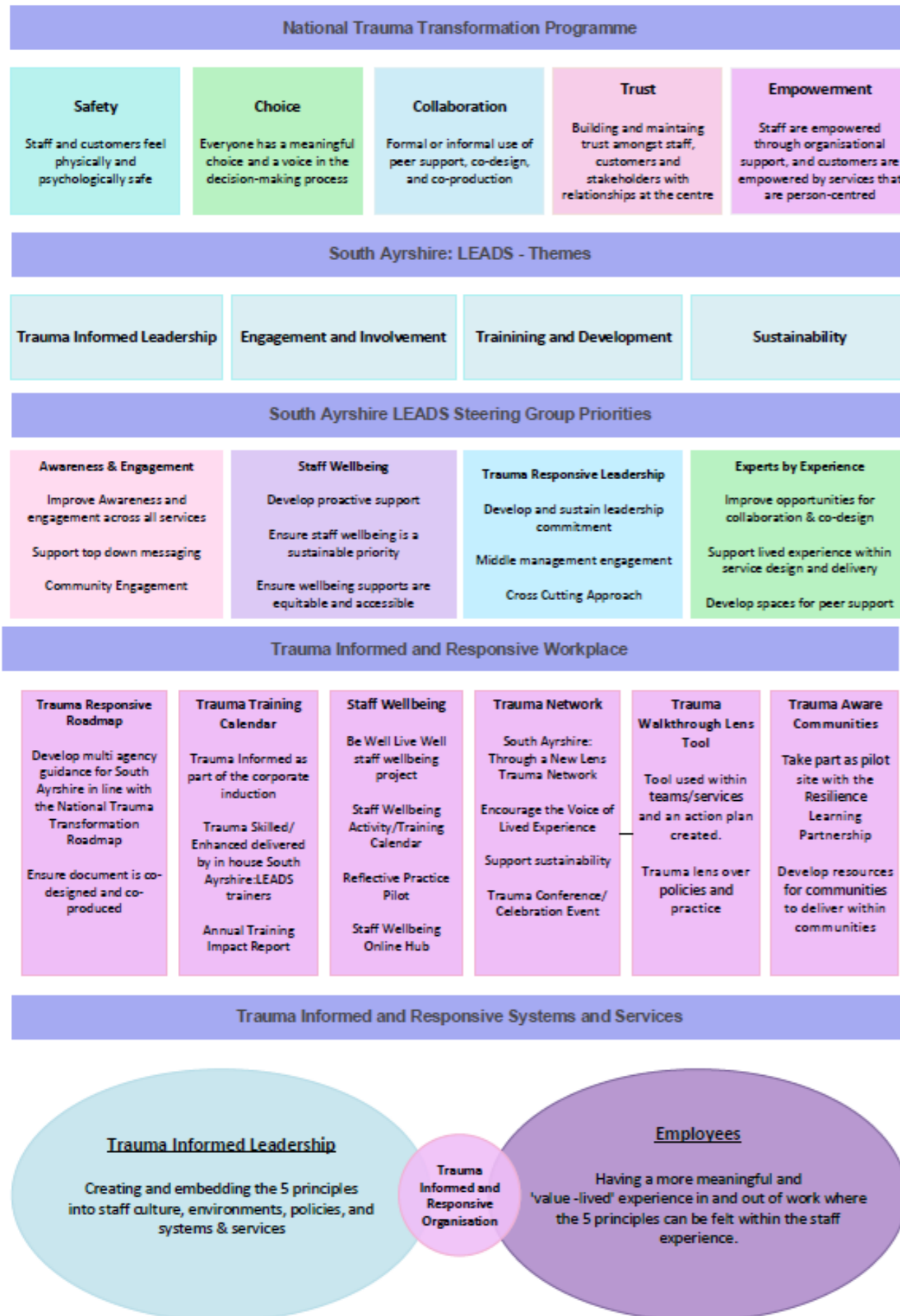
We also developed the Be Well Live Well staff wellbeing project as we understand we cannot further develop trauma informed and responsive systems and services without ensuring that staff wellbeing is a sustainable priority for the Council. This project has developed an online staff wellbeing hub [Be Well: Live Well](#); developed a wellbeing training calendar; provided wellbeing activities for staff and partners; and has developed a mental health first aid network to help reduce the impacts of vicarious trauma on staff.



“We must hold the hands of those that hold the hands of others”
(Unison Keeping the Promise, 2021)

WELLBEING

South Ayrshire: LEADS Plan on a Page



Our Commitment to You

- Senior leaders will continue to support the commitment to implement and embed trauma informed and responsive systems and services across South Ayrshire.
- Support available from our dedicated trauma lead officer
- Provide a comprehensive training calendar to support staff wellbeing and knowledge and skills in trauma informed practice.
- Continue to advocate for staff wellbeing as a sustainable priority in South Ayrshire Council.

Sustainable leadership commitment, alongside ensuring all staff have received the appropriate training for their role and remit is essential. However, as already stated earlier, training alone cannot make the transformational change required to develop trauma informed and responsive services. It is also essential as part of ensuring we are creating the right conditions to further develop trauma informed and responsive change, that we have focus on staff wellbeing ensuring staff feel those 5 National principles throughout their staff experience.

How to support trauma responsive change

"Start where you are. Use what you have. Do what you can."
Arthur Ashe

Therefore, we offer some guidance on next steps you can take within your team, service, directorate, or organisation.

- Complete the readiness checklist within the [Roadmap-for-Trauma-Informed-Change-Part-Two \(1\).pdf](#). This checklist aims to support change and identify any gaps with focus on:
 - Organisational Culture and Leadership;
 - Staff Wellbeing; and
 - Staff Knowledge and skills.
- Complete the self-assessment within the [Roadmap-for-Trauma-Informed-Change-Part-Two \(1\).pdf](#) for reflection and collaboration to ensure you have the right conditions to support trauma responsive change. This tool supports the National Roadmap's six stages of change from Creating the Right Conditions to long-term sustainability; is designed to be flexible; and is designed to be used to support the [Action Planning Template](#) to identify key priorities to work through.
- Complete a [Trauma Informed Walkthrough Lens Tool](#) to identify what is working well; what needs more support; and what you need to do less of. It is also useful to do this as a collaborative exercise not only with staff members across the service, but also with those with lived experience who access your service.
- It is also useful when completing any Integrated Impact Assessments, or planning any new programmes of work to use the [Policies and Processes Trauma Walkthrough Len Tool](#) to support.

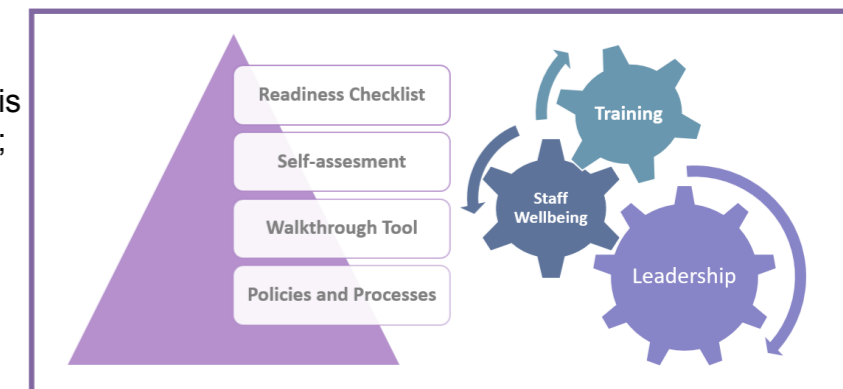


Figure 10: South Ayrshire Roadmap Framework Graphic

Monitoring, Evaluation and Quality Assurance

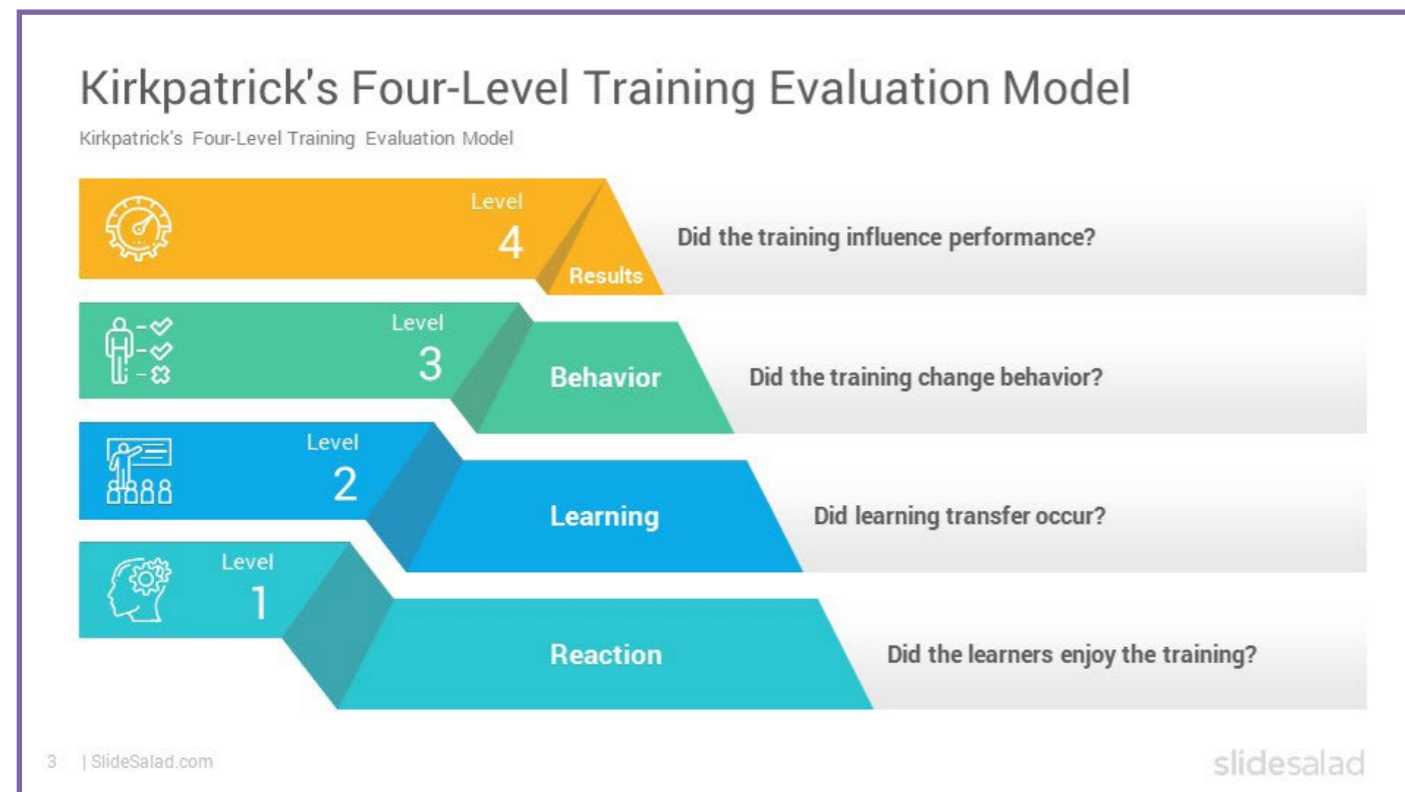


An action plan will be developed in collaboration and will be monitored by the steering group. The Trauma Network will also support the delivery of the action plan and oversee the monitoring and evaluation also.

The training programme will be evaluated annually to demonstrate impact, in line with the Kirkpatrick Model of Training Evaluation (1959). Although quality assurance is currently conducted by training partners Epione Training and Consultancy, who accredit the trauma training, the programme is exploring securing CIPD accreditation, going forward. For all training impact reports please see link [Training Impact Report 2023- 24.](#)

National bodies including the Improvement Service and COSLA are currently exploring the development of a quality assurance framework that will ensure all transformational change, across the process, meets expectations, is in line with the NTTP, and meets high standards.

There is also now a National Trauma Leads Network that consists of lead officers across Scotland. In the spirit of collaboration, co-design, and co-production, adopts a peer support approach and aims to, operationally and strategically, ensure that embedding a trauma informed and responsive approach remains a key priority across Scotland. This network will also be key partners in the developing a national quality assurance framework.



Tools and Resources

[Be Well: Live Well](#)

[Implementation - National Trauma Transformation Programme](#)

[National Trauma Transformation Programme](#)

[Roadmap for Creating Trauma Informed and Responsive Change](#)

[Roadmap-for-Trauma-Informed-Change-Appendix-A.pdf](#)

[Roadmap-for-Trauma-Informed-Change-Appendix-B.pdf](#)

[Roadmap-for-Trauma-Informed-Change-Appendix-C.pdf](#)

[Roadmap-for-Trauma-Informed-Change-Executive-Summary \(1\).pdf](#)

[Roadmap-for-Trauma-Informed-Change-Part-Two.pdf](#)

[Trauma-informed practice: toolkit - gov.scot](#)



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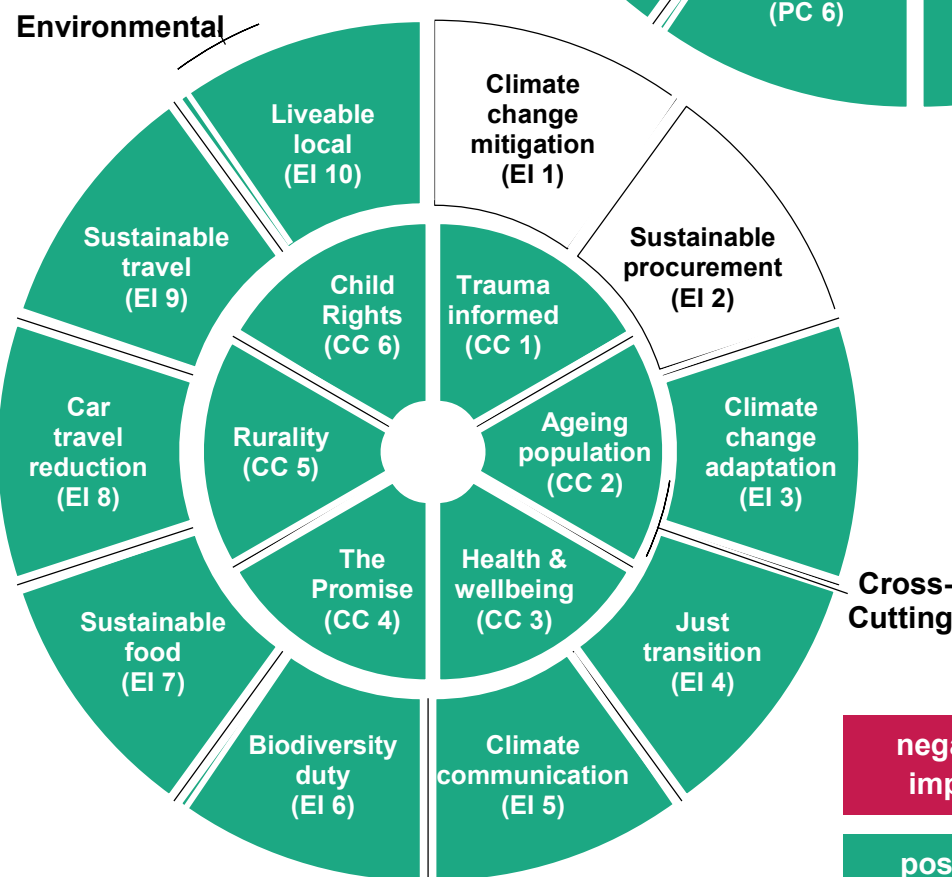
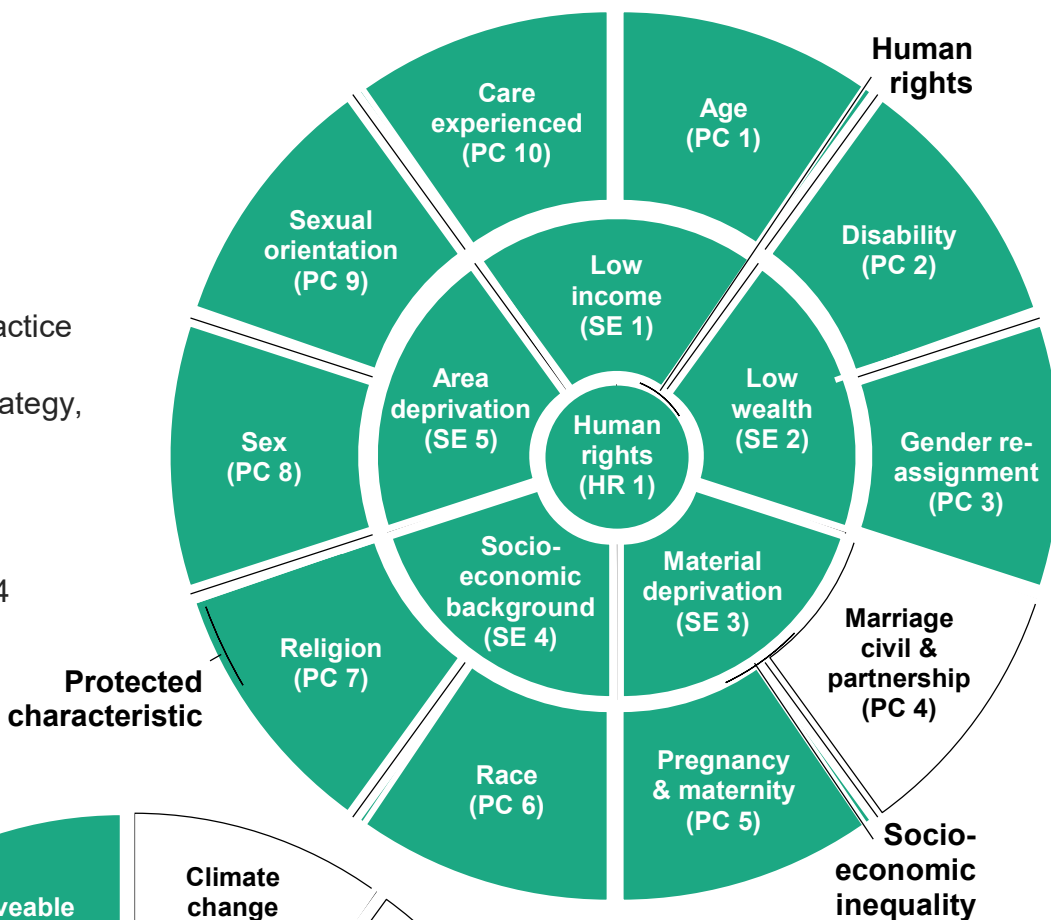
Integrated Impact Assessment Summary Report



South Ayrshire Trauma Responsive Roadmap

Completed by:
 Angi Pinkerton,
 Trauma Informed Practice
 Officer,
 Corporate Policy, Strategy,
 and Performance

Date started 16/02/24



To be implemented on:

17/03/26

Review date:

Annually

Oversight Panel:

Service and Partnerships
 Performance Panel

negative impact	uncertain / not clear
positive impact	no impact / not applicable

Public sector equality duty

Eliminating unlawful discrimination, harassment, and victimisation?

A trauma responsive approach ensures a systematic shift in organisational culture from a punitive and coercive control based practice to practices centred on the principles of safety, choice, collaboration, trust, and empowerment.

It has an understanding of the impact of power imbalances on relationships and attempts to support equitable and inclusive environments by understanding the inter-sectionality of trauma. It recognises that those with experience of trauma are least likely to engage with services for support. By creating safe spaces offering compassionate accountability and transparency, barriers to accessing support are reduced.

Advancing equality of opportunity?

A trauma responsive approach will actively identify and attempt to address systematic barriers, power imbalances, and historic inequalities that disproportionately affect marginalised groups across the local authority.

It also supports equality by promoting physical and emotional safety, building trust through transparency, and by ensuring individuals have voice, choice, and control.

Fostering good relations?

A trauma responsive approach shifts the focus from 'what is wrong with you' to 'what has happened to you'. This approach supports the 5 principles of safety, choice, collaboration, trust, and empowerment, which is essential to adopting a relationships based approach.

Consultation declaration

We confirm consultation has been carried out as part of this process.

Child Rights & Wellbeing Impact Assessment (CRWIA) summary CRWIA for a non-legislative policy/measure

CRWIA title:

South Ayrshire Trauma Responsive Roadmap

Publication date:

17/03/26

Summary of policy aims and desired outcomes

The South Ayrshire Roadmap for Sustaining Trauma Responsive Change focuses on 4 priority areas of awareness and engagement, staff wellbeing, trauma informed leadership and experts by experience.

Executive summary

This roadmap aims to support the National Vision of the Scottish Government, COSLA, and partners in developing a trauma informed and responsive workforce across Scotland in line with the National Roadmap for Creating Trauma Informed and Responsive Change.

Background:

The Scottish Government and COSLA have a shared ambition to develop trauma informed and responsive systems and services that can realise the prevalence of trauma, recognise its impacts, and respond appropriately.

Scope of the CRWIA, identifying the children and young people affected by the policy, and summarising the evidence base:

Whilst there is a significantly increased risk to the impacts of trauma for children and young people living with: protected characteristics; poverty; and with previous history of trauma and adversity, trauma can impact anyone which is why Trauma Is Everyone's

Children and young people's views and experiences:

Staff aged 16-18 were consulted on the development of the Roadmap. Staff who support children and young people were consulted on the development of the Roadmap. Children and young people's views will be sought when developing the supporting action plan.

Key Findings, including an assessment of the impact on children's rights, and how the measure will contribute to children's wellbeing:

The 5 principles of trauma informed practice of safety, choice, collaboration, trust, and empowerment are in line with and cross cut the 8 wellbeing indicators of, Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible, and Included.

Monitoring and review:

The action plan will be developed by the steering group, and through wider consultation, and will be monitored via the Service and Partnerships Performance Panel.

CRWIA Declaration Authorisation

Policy lead:

Angi Pinkerton, Trauma Informed Practice Officer

Date:

11/02/26

Deputy Director or Equivalent:

Kevin Anderson, Assistant Director - Corporate Policy, Strategy and Performance
