

North Lanarkshire Council Report

Wellbeing and Tackling Poverty Committee

Does this report require to be approved? Yes No

Ref AG/ AGI

Date 25/04/25

Implementation of trauma-informed practice and organisational culture North Lanarkshire

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Executive Summary

In May 2023, the Wellbeing and Tackling Poverty Committee endorsed a vision for North Lanarkshire to become a trauma informed Council. This means creating the conditions in which staff feel supported to care for, and respond to, citizens in ways that recognise the impacts of trauma and create relationships that heal and resist re-traumatisation which in turn strengthens our communities.

In April 2024, Committee agreed to a Trauma Plan (Appendix B) to begin to deliver this commitment as part of the Council's Programme of Work 2023-28. The purpose of today's report is to give members a progress report on the delivery of the plan.

Recommendations

It is recommended that the Wellbeing and Tackling Poverty Committee

- (1) Endorse the North Lanarkshire Trauma Plan (Appendix B).

The Plan for North Lanarkshire

Priority	All priorities
Ambition statement	All ambition statements
Programme of Work	All Programmes of Work

1. Background

- 1.1. As highlighted to previous Committees, it is now well established that the effects of trauma (particularly adverse childhood experiences) can be wide-ranging, substantial, long-lasting, and costly (NHS Education for Scotland, 2021). Traditionally public services have not fully recognised these impacts leading to people, at times, being further excluded or stigmatised in their interactions with services. This creates additional distress for people and very often demand for more intensive support over

the life course. In response to this, the Scottish Government established a National Trauma Training Programme, led by NHS Education for Scotland (NES) to support the ambition, agreed with COSLA, to create a trauma-informed and trauma-responsive workforce across Scotland.

- 1.2. Being trauma informed means being alert to the prevalence of trauma and making adjustments to how we work to take trauma into account and support recovery. It is rooted in 5 key principles: Choice, Collaboration, Trust, Safety and Empowerment which should be applied organisationally as well as in individual practice (see Appendix A). In a trauma informed organisation, services promote safety and trust to prevent re-traumatisation, and this is effective in preventing concerns and difficulties escalating.
 - 1.3. A steering group comprising officers from across the council, reporting to the Resilient People Programme of Work, is overseeing the implementation of the plan and service areas are being supported by the council's Trauma Lead, funded by implementation monies received from Scottish Government, in its implementation. As requested by Scottish Government, the council and the health and social care partnership have appointed 'Trauma Champions' who co-chair the steering group. Since the previous committee Councillor Costello has taken on the role as the member Champion.
 - 1.4. The plan focuses on the critical components of becoming a trauma-led organisation and, as such, reflects the importance of leadership and the wellbeing of the workforce. As we noted at committee last year the system and cultural shifts that are required of being trauma informed take time and the trauma plan will target support to teams and services ready to apply the trauma principles and test changes. This report highlights areas where these changes are being tested.
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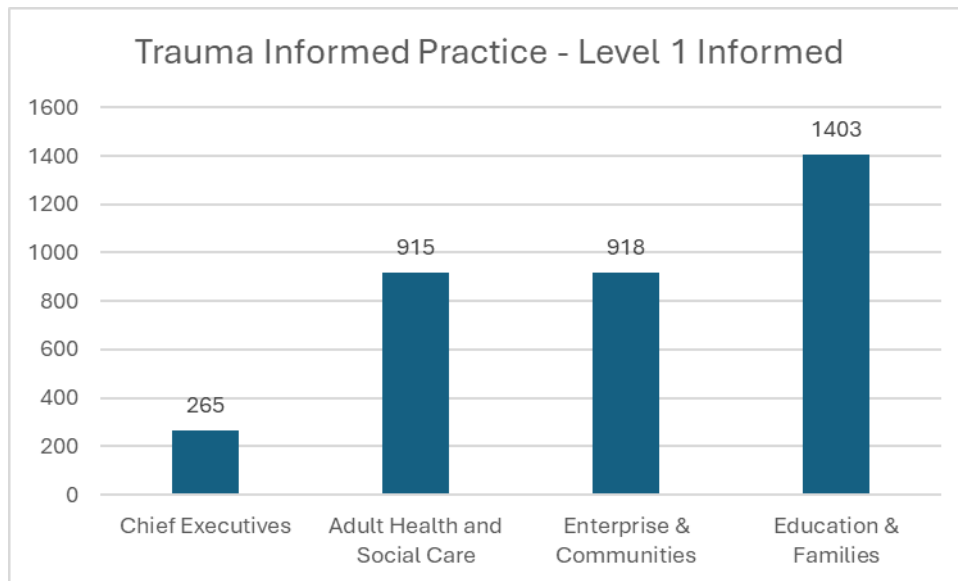
2. Report

Progress to date

- 2.1. The implementation plan and progress is attached at Appendix B. The pace of implementation is determined by service priority and needs within the overarching commitment of the Programme of Work to create a trauma informed council. The following narrative illustrates some of the work being undertaken across the council.

Training

- 2.2. Work has continued to ensure that all staff within North Lanarkshire Council have access to appropriate levels of training related to Trauma Informed Practice. Several key activities have taken place since the last update to committee where a commitment was made to continue to invest in the development of our workforce with regards to understanding their responsibilities in this area. In line with the national approach to training we are implementing training at three levels – Level 1 (awareness); Level 2 (skilled); and Level 3 (enhanced) (see Appendix C).
- 2.3. All staff in the Council now have access to introductory training (Level 1) via an e-learning module on Learn NL. This module covers an introduction to Trauma Informed Practice with a link to the video Opening Doors which explains what being trauma informed means. This module has been well received by staff in the Council with high levels of uptake across Services and excellent feedback within the evaluation form. The graph below shows take up in 24/25.



- 2.4 To enhance our offering at Level 2 (skilled), we have successfully established a network of trainers who are now equipped to carry out training at this level. A number have successfully delivered the training and based on feedback have now reviewed and revised the programme to ensure it is suitable for an NLC audience.
- 2.5 At level 3 (enhanced) we have renewed our agreement with NHS to have access to their e-learning modules on Learn NL. We are continuing to work with NHS to establish appropriate additional training at Level 3 which can be rolled out to Council staff who need this.
- 2.6 As part of the Elected Members development programme, 10 Elected Members had already attended sessions on raising awareness of trauma informed practice. To reach a wider audience, an additional session was organised for March 2025 to allow Elected Members a further opportunity to undertake the session as well as providing an update on the implementation of the Trauma Plan. 12 elected members attended this session and provided feedback on the day that it was worthwhile and resonated with their work with constituents.
- 2.7 Further evidence of the commitment to build an awareness of trauma informed practice into the culture of the Council, is the work currently being undertaken by the Practice Learning team who manage all student Social Work placements. The principles of trauma informed practice have been woven into all learning sessions and is now a part of their supervision and their coursework. This has proven to be hugely beneficial to our students and increased their understanding of how to integrate trauma informed principles into practice.

Trauma design principles

- 2.8 Members will recall detail from the last report on how important the physical environment is for both staff and for people accessing our services with trauma design principles relevant to all settings. The council's programme of work to 2028 and strategic capital delivery programme over the next 5-years will see continued significant

investment in the built environment impacting positively on our communities. Concurrently the council is transitioning towards a future operating model which will see greater reach into our communities through more integrated service delivery and community led approaches that will see all services take forward significant transformational change and redesign over the next five years. This redesign cuts across all areas of the trauma implementation plan with a specific focus on trauma design principles.

Progress since the last report is detailed below:

- 2.9 The development of a trauma design toolkit to be applied by all teams involved in investment projects was launched during April 2025. As part of this work sixteen Council teams were engaged and five external industry experts. Content is illustrated in Appendix D. As part of this work all teams engaged identified improvement actions within their own services that they will take forward in their trauma action plans and service equalities plans.
- 2.10 Work with the Equalities Board on the development of revised equalities outcomes to 2029, with equality outcome 8 “Our buildings, places and spaces are safe, vibrant, inclusive and accessible, better serving the needs of people with protected characteristics through effective planning, design and development” was finalised following the public consultation. The evidence framework for this includes a commitment to annual trauma walkarounds of identified assets and service delivery spaces to ensure standards are maintained or improved as required, and evidence of participation and engagement into the design, planning, and development of projects. Details of these will be reported to the next committee.
- 2.11 As part of the new community hub development and asset reconfiguration work, we continue to look at how we improve the design of spaces. Most recently £700k was invested in Buchanan Centre as the town hub in Coatbridge to accommodate services that relocated from Kildonan Street providing a more integrated offer of support, activities, and services in the town. People from Coatbridge were involved in the design, including involvement of the Disability Access Panel. Imagery from the spaces is shown in Appendix E with supporting descriptors. We are also working with an environmental psychologist to support design of future community hubs and investment in the education estate.
- 2.12 Council staff involved in trauma design attended the Housing Domestic Abuse Forum to share our approach with the forum members for consideration in their own plans.
- 2.13 Integrated service delivery from Hubs is in now being progressed through effective partnership tests of change between NHS neurodevelopmental services, education, and the voluntary sector to ensure families receive a better, more trauma informed service from one place.

Active and Creative Communities

- 2.14 Active & Creative Communities (ACC) provides services to over one million visitors every year who visit our leisure, cultural, library and museum services. In addition, they provide specialised support to school age young people through both Active Schools and our Outdoor Education programme. ACC staff work with customers from a range of different backgrounds and experiences, with our staff profile showing a similar picture. The service prides itself on an approach to recruitment that provides pathways to build experience and move into the workplace - an approach which reinforces the diversity of our workforce. As such, the importance of ensuring a

trauma informed approach to both service delivery and staff development was considered critical to ongoing business success.

- 2.15 With the support of our colleagues, a small working group in ACC came together to consider their key areas of focus to ensure the service was truly trauma informed. Having initially undertaken some training, the working group focussed on five objectives for action – leadership; wellbeing; feedback loops; knowledge and skills; and policies and processes. Within each objective, the team built a series of actions which sought to build on existing good practice, while focusing on ensuring that staff have access to help when they need it, both staff and customers have appropriate opportunities to have their voice heard and ensuring that our leadership approach continues to empower individuals by validating their experience and promoting self-advocacy. The service continues to work with colleagues, and with the support of the Talent & Organisational Development team, to develop bespoke training options to reinforce the agreed action plan, including training at level 2 noted above.

Education

- 2.16 Within the Roadmap to Recovery (Health and Wellbeing Plan) the service has focused on embedding nurture, resilience, and trauma informed approaches. As part of an evaluation of these approaches undertaken in the autumn term 2024, qualitative self-report data was gathered from establishments using the quality framework How Good Is Our School (4). This indicated that good progress is being made. Some of the most frequently cited offers are the provision of nurturing and inclusive environments and the delivery of alternative curriculum arrangements.
- 2.17 Within Education, trauma informed training continues to be a priority. For example, in the last academic year over 700 participants attended a range of Health and Wellbeing staff development sessions delivered by Educational Psychologists. Impact data is positive. Education Scotland 'Keeping Trauma in Mind' sessions have been delivered to 200 practitioners across all sectors. Evaluation responses indicate an increase in knowledge, confidence, and skills with an overall average rating of 4.6 out of 5 for the sessions. Furthermore, exploration of vicarious trauma and staff wellbeing has been integrated into the Aspiring Leadership Programme and Child Protection training.
- 2.18 In the last two years all newly qualified teachers in NL (over 300) have received training in the Solihull Approach. Feedback is very encouraging. Similarly, 541 staff from Education, Health, CLD and Social Work have attended Critical Incidents and Lifelines training. A range of offers are provided by the Education Support Officer (Staff Health and Wellbeing) to support Education and Families staff. One offer is individual support. From August – December 2024 121 staff used this service.

Social Work

- 2.19 Across the social work service, the principles of trauma informed practice underpin all our strategic drivers for improvement, providing a guiding and coherent set of principles for practice. These drivers include the development of Getting It Right for Everyone (GIRFE), the Signs of Safety of Healing model of assessment in children's services and the Back-to-Basics initiative in adult services. These approaches all have the trauma principles of choice, collaboration, and empowerment at their heart. The ongoing work to develop a Bairns Hoose in North Lanarkshire is a further example of innovative approaches to developing trauma informed services using a collaborative approach to co production with children and young people and multi-agency working.

- 2.20 To compliment these programmes, the embedding of trauma informed practice needs to take place in the detail of everyday interactions with people and the environments in which this takes place. As an example of this, staff in justice social work worked with individuals using the service to assess the safety of the environment (Range Road) and reviewed their procedures to reflect trauma principles leading to changes such as how men and women access the building when using the service, a private space for staff supervision, changing the language in case recording and reports to help people make sense of their life experiences and support recovery. As a next step the lead officer for trauma is working with managers across social work to lead 'walk throughs' of their service to evaluate how trauma informed the service is locally as a basis for planning improvements such as these.
- 2.21 In the area of adult social work, 3 recently concluded tenders (Adult Advocacy, Support for unpaid Carers, and Peer Support, Mental Health) were all developed in line with Trauma Informed Principles. The services commissioned through these tenders, as well as other local community and voluntary organisations who provide information, advice and support to citizens of North Lanarkshire were involved in a Trauma Informed Awareness session, facilitated by the trauma lead officer. The next step in this process is to request that colleagues in Adult Services who link with support provider organisations registered with the Care Inspectorate, promote the same opportunity for awareness raising sessions for those organisations, again with the expectation, that trauma informed principles are embedded within those organisations also.

Housing

- 2.22 The housing service has made significant progress in establishing a safe and supportive environment for customers and staff and has made a significant commitment to training. The service has undertaken a training needs analysis (TNA) to determine the appropriate level of training for each role in the service. 170 staff have completed the Level 1 Awareness training and 41 staff requiring Level 2 (Skilled) training have received the "Transforming Connections Training Programme", which combines the Level 2 (skilled), module-based learning with an in-person training session.
- 2.23 The service reviewed its commissioned housing support service, as well as a review and restructure of front-line housing service provision, identifying areas for improvement, including alignment with trauma-informed principles to enhance service delivery. Our new Homelessness Action Plan 2025-28 includes several trauma-informed initiatives: assessing housing facilities to mitigate potential trauma triggers, creating trauma-informed reception hubs, and the development of a trauma service plan for housing. These initiatives aim to improve residents' well-being, increase engagement, and foster a sense of safety and trust within communities. Staff feedback has been positive, highlighting an increased understanding of trauma for both customers and colleagues.
- 2.24 We have been working closely with our Registered Social Landlord (RSL) partners to address domestic abuse through our RSL Housing Domestic Abuse Forum. Trauma-informed practice is at the core of our approach, encouraging all social landlords in North Lanarkshire to integrate trauma-informed systems into their support for people experiencing, or who are at risk, of domestic abuse. This collaborative effort aims to create a safer and more supportive environment for those impacted by domestic abuse, ensuring they receive the necessary support and assistance.

- 2.25 Our RSL partners have expressed interest in developing their own trauma training programmes for staff, and there is a shared understanding of the positive impact that embedding trauma-informed principles can have on services. To further support our partners, we have included information on trauma-informed practice in our Housing Domestic Abuse Digital Directory.

3. Measures of success

- 3.1. Staff are trained in Trauma Informed Practice at the level commensurate with their role.
- 3.2. Improvement action on trauma design of spaces is delivered in line with the implementation of town and community hubs with ongoing learning feeding into future design.
- 3.3. Staff engagement, retention and wellbeing is improved through the implementation of trauma informed work at a systems level.
- 3.4. Council staff, services, and environments recognise the prevalence and impact of trauma, how they may create barriers to support, the key role they play in people's recovery, and how they can reduce the possibility of re-traumatisation.
- 3.5. Outcomes for children, young people and adults are improved through positive relationships with staff and evidenced in feedback from citizens on their experiences.

4. Supporting documentation

- 4.1. **Appendix A** Trauma Informed System
- 4.2. **Appendix B** Trauma Plan - To follow
- 4.3. **Appendix C** National Trauma Training Plan
- 4.4. **Appendix D** Trauma Design Toolkit
- 4.5. **Appendix E** Buchanan Centre and Trauma Design Principles



Alison Gordon
Chief Social Work Officer (Education, Families, Justice, and Integrated Practice)

5. Impacts

5.1 Public Sector Equality Duty and Fairer Scotland Duty

Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty?

Yes No

If Yes, please provide a brief summary of the impact?

There is a growing body of evidence that impact of adverse childhood experiences and trauma contribute to increased risk of a wide range of physical and mental health conditions and social problems, including involvement in the justice system (Scottish Government, 2018). A trauma-informed approach to the delivery of services mitigates these risks and is an important component in the strategic work to reduce inequalities and delivering priorities within the Council's new Programme of Work.

If Yes, has an assessment been carried out and published on the council's website? <https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments>

Yes No

5.2 Financial impact

Does the report contain any financial impacts?

Yes No

If Yes, have all relevant financial impacts been discussed and agreed with Finance?

Yes No

If Yes, please provide a brief summary of the impact?

To support implementation an officer has been seconded to Cost of the Trauma Informed Practice implementation post (NLC 12) at mid-point including on costs is 0.8 FTE. This is a temporary post for two years funded from Scottish Government Grant which is being carried forward into 2025-26.

5.3 HR policy impact

Does the report contain any HR policy or procedure impacts?

Yes No

If Yes, have all relevant HR impacts been discussed and agreed with People Resources?

Yes No

If Yes, please provide a brief summary of the impact?

Trauma Informed Practice features as a firm commitment within the strategy, delivery framework and objectives of the Equalities Delivery Board. In terms of trauma design of town and community hubs and their spaces, the Council's Safety and Wellbeing team and Equalities officer are involved in plans and improvement actions. The council's mental health strategy for staff is being updated to reflect the trauma principles.

The Talent and Organisation team are engaged in developing and delivering the training offers contained in this report and as HR policies are reviewed the impacts of trauma will be considered in development of guidance and toolkits to promote the wellbeing of staff. It is important to note that many staff may have experienced trauma themselves.

<p>5.4 Legal impact Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p>5.5 Data protection impact Does the report / project / practice contain or involve the processing of personal data? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, is the processing of this personal data likely to result in a high risk to the data subject? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to dataprotection@northlan.gov.uk Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>
<p>5.6 Technology / Digital impact Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact?</p> <p>Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>
<p>5.7 Environmental / Carbon impact Does the report / project / practice contain information that has an impact on any environmental or carbon matters? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p>5.8 Communications impact Does the report contain any information that has an impact on the council's communications activities? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p>5.9 Risk impact Is there a risk impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g., Corporate or Service or Project Risk Registers), and how they are managed?</p> <p>There are risks to children and families and adults of re-traumatisation and increased distress if staff are insufficiently trauma-informed in their approach and practice. The roll out of The Training Plan is a national policy priority and the extent to which services have integrated and applied the approach will be subject to external</p>

scrutiny, particularly in any joint strategic inspection of children's or adult services. If our workforce do not recognise trauma as an important factor impacting health throughout a person's life, there is a risk that we do not enhance the positive impact we are seeking to achieve against our citizens health and wellbeing outcomes.

If our physical spaces are not designed and maintained to offer a sense of safety, calmness, dignity, and promoting choice and control it could significantly impact the positive impact and aspiration we have for our town and community hubs. This also extends to an impact on productivity of staff and our ability to provide supports and services that are inclusive and responsive in their delivery. The trauma roadmap applied to our operating model for town and community hubs will address this risk through the improvement action.

Attention to the principles of Trauma Informed Practice has now been incorporated into the revised Strategic Policy Framework adopted by the Policy and Strategy Committee on 16 March 2023. Furthermore, Trauma Informed Practice now firmly sits within the objectives of the Council's Equalities Delivery Board.

The steering group has created a project risk register in line with the development of the implementation plan.

5.10 Armed Forces Covenant Duty

Does the report require to take due regard of the Armed Forces Covenant Duty (i.e. does it relate to healthcare, housing, or education services for in-Service or ex-Service personnel, or their families, or widow(er)s)?

Yes No

If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.

Our approach to participation planning to ensure that all citizens with lived experience are included in co-design/co-creation of services, and we engage with relevant organisations.

Completion of EQIA for operating model for town and community hubs

5.11 Children's rights and wellbeing impact

Does the report contain any information regarding any council activity, service delivery, policy, or plan that has an impact on children and young people up to the age of 18, or on a specific group of these?

Yes No

If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC).

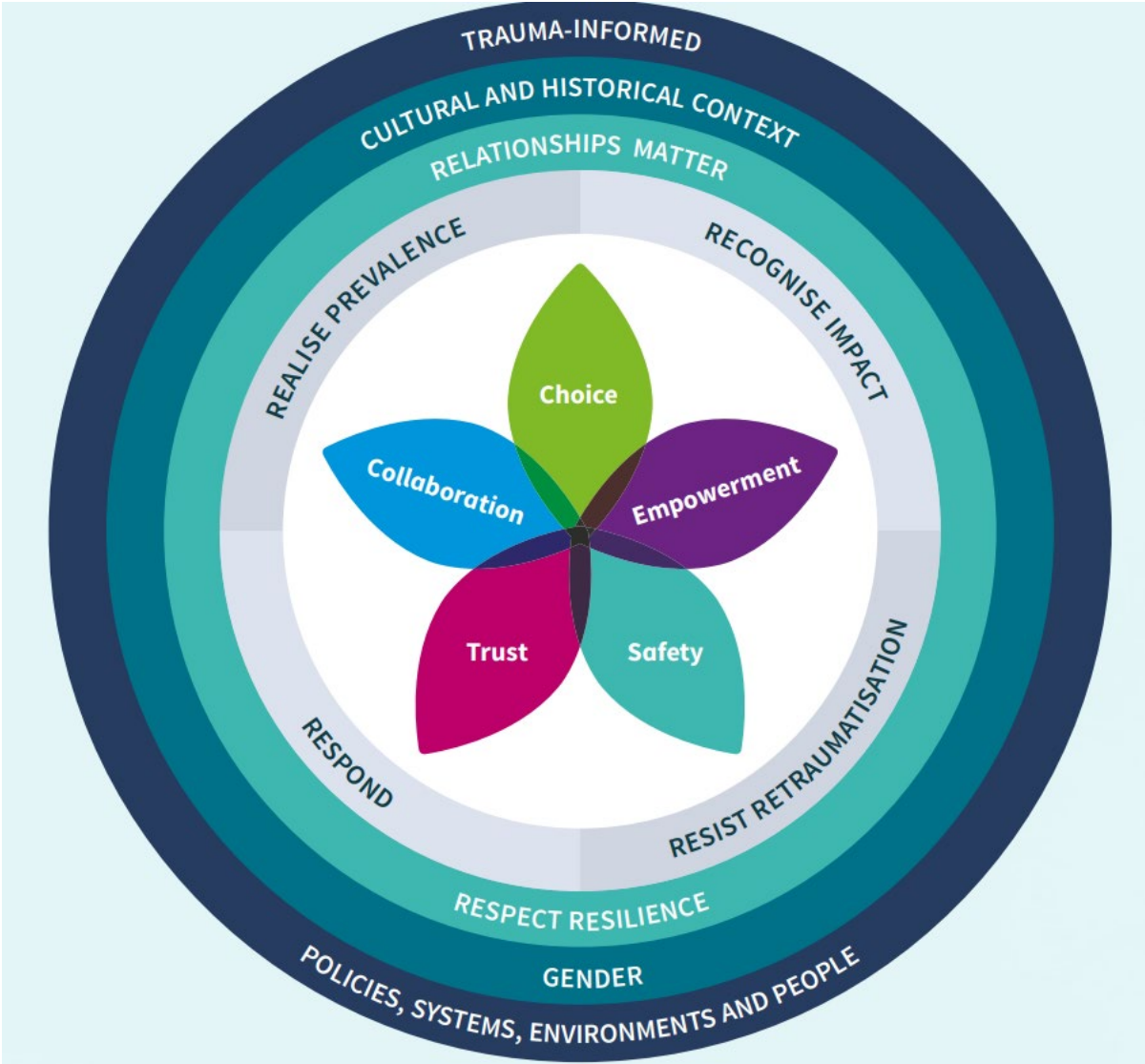
Implementation of trauma-informed approaches to supporting children fulfil a broad range of Articles from UNCRC but particularly Article 12 (duty to seek views of the child) and Article 39 (duty to support children recover from trauma).

If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?

Yes No

Appendix A

Trauma Informed System



Appendix B


Trauma informed organisation & service delivery								2023/24				2024/25				2025/26				2026/27				2027/28						
Deliverable	Project activity	ID	Lead	Responsible Officer	Start date	End Date	Progress	ID	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
									Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep
Develop a comprehensive local trauma plan to ensure that Trauma informed practice and systems are embedded within the council's operating model	Agree a project brief for creating the framework for North Lanarkshire becoming a trauma-informed organisation	1	Andrew Gillies	Alison Gordon	Nov-23	Feb-24	Complete	1																						
	Create a trauma steering group of key managers from across council services to oversee the project and develop and implement the trauma plan across the council	2	Andrew Gillies/Margaret Flavell	Alison Gordon	Nov-23	Feb-24	Complete	2																						
	Create and embed understanding across council management teams to ensure awareness of the council's commitment to become trauma-informed as an organisation	3	Andrew Gillies/Margaret Flavell	Alison Gordon	May-23	Mar-24	Complete	3																						
	Identify areas and teams to test trauma-informed approaches	4	Allison Lang	Andrew Gillies	Nov-23	Jun-24	Complete 2 services identified - Housing & ACC.	4																						
Implement the Trauma Plan with a focus on creating the culture and conditions across the council to enable staff to respond in ways which recognise the impacts of trauma, promote recovery, prevent re-traumatisation, and ensure services and effective supports are accessible to / effective for those who need them most.	Strengthen staff care, support and wellbeing through the integration of trauma-informed principles within the council's Mental Health and Wellbeing strategy.	5	Allison Lang/Fiona Duddy	Andrew Gillies/Fiona Whittaker	Jan-24	Mar-28	Service groups and governance established. Mental health & Wellbeing strategy refreshed to reflect TIP principles and reviewed at Committee Sept 24. Service plans in development using TIP principles and pilot of trauma walkthroughs in specific services.	5																						
	Promote the awareness, confidence, and skills of staff to use the principles of trauma informed practice through the integration of trauma principles in training and development.	6	Allison Lang/Norma Lang	Pauline McCafferty	Apr-23	Mar-28	Training sub group established with training implementation plan developed. Actions ongoing to deliver training including sessions for managers, rollout of Training Needs Analysis tool in services, identification of service area trainers and, development of trainers sub group to share learning & provide peer support. Review of national skilled level materials to develop NLAN master course completed which can be adapted to individual service needs. Trauma has been incorporated in induction and ongoing training for NQSW	6																						
	Ensure children, families, and communities are involved in the design of trauma informed services.	10	Allison Lang/Lindsay Tierney and Julie McGhee	Andrew Gillies & Margaret Flavell	Dec-23	Mar-26	Integrated service from Hubs is being further developed by Hub coordinators & area leads using trauma principles. Engagement & participation structures being used to gather voice on an ongoing basis. Individuals using services involved strategic needs assessment to inform development of services, and commissioning.	10																						
	Positively influence the design and environment of our schools, town centres, community hubs and service delivery locations by embedding the principles of trauma design	11	Robin Jefferson	Sara Tennant	Apr-23	Mar-28	Engagement across Council services to develop trauma design toolkit. Trauma design toolkit launched Q1 2025/26. Engagement with citizens and designs informed and/or adapted on projects e.g. new hubs and reconfigured assets such as Buchanan Centre. Evidence to be identified and agreed for equality outcome 8 inc. annual trauma walkthroughs in partnership with third sector orgs	11																						
	Develop a framework for measuring impact of trauma-informed principles for staff and people who use services	12	Allison Lang/Graeme Cowan	Andrew Gillies	Apr-24	Mar-25	Data and evaluation group established to review existing frameworks. Proposal for a service plan evaluation tool presented to steering group in December 2024 with pilot testing with 2 services to be completed in 2025.	12																						
	Equip managers with the knowledge of principles of trauma informed leadership in order to support the workforce respond sensitively and effectively to individuals using council services who are affected by trauma.	13	Andrew Gillies	Alison Gordon	Apr-23	Mar-28	Leadership session delivered to OMT March 24 and trauma principles being integrated with council training and support for leaders. Trauma principles integrated into Equalities Impact Assessment work.	13																						

Trauma informed organisation & service delivery								
Project Activity	ID	Detailed Project Activity	Lead	Senior Responsible officer	Start date	End Date	Progress	On Track
Agree a project brief for creating the framework for North Lanarkshire becoming a trauma-informed organisation	1.1	Project brief drafted & submitted to the steering group	Allison Lang	Andrew Gillies	Nov-23	Feb-24	100.00%	Complete
	1.2	Project brief approved at the Steering group	Allison Lang	Andrew Gillies	Jan-24	Feb-24	100.00%	Complete
Create a trauma steering group of key managers from across council services to oversee the project and develop and implement the trauma plan across the council	2.1	Establish a Terms of Reference for the Steering group	Allison Lang	Andrew Gillies/Margaret Flavell	Nov-23	Feb-24	100.00%	Complete
	2.2	Review group membership to ensure that each relevant agency is represented and subject to continuous review	Allison Lang	Andrew Gillies/Margaret Flavell	Nov-23	Feb-24	100.00%	Complete
	2.3	Steering group to approve ToR	Allison Lang	Andrew Gillies/Margaret Flavell	Nov-23	Feb-24	100.00%	Complete
Create and embed understanding across council management teams to ensure awareness of the council's commitment to become trauma-informed as an organisation	3.1	Awareness raising of TIP across the Council management teams with Steering group members supporting their services to implement and embed trauma informed change.	Allison Lang /Andrew Gillies	Andrew Gillies	May-23	Mar-24	80.00%	On Track
	3.2	Input to SWLT planned in early Feb 2025 to continue awareness raising across management teams	Allison lang/Andrew Gillies	Andrew Gillies	May-23	Mar-24	100.00%	Complete
	3.3	People and Organisation Senior Management Team to arrange Trauma Development session and agree actions for integrating trauma with leadership, staff wellbeing and employment and policy work.	Pauline McCafferty	Fiona Whitaker	Apr-25	Sep-25	25.00%	On Track
	3.4	An Elected member has become a Trauma champion to raise awareness of, encourage and influence action to develop a Trauma-informed and responsive workforce and culture across North Lanarkshire	Councillor Woods. Councillor Costello in Oct 2024	Councillor Woods .Now Councillor Costello	Jun 23	Dec 23	20.00%	On Track
	3.5	Incorporate TIP into the Elected Members development programme	David Watson	Pauline McCafferty	May 24	May-25	75.00%	On Track
	3.6	Trauma training course developed for elected members within the Council and available as an E-learning module on Learn.NL	Claire Stewart /Norma Lang / David Watson /Allison Lang	Pauline McCafferty	Mar 23	May 23	100.00%	Complete
	3.7	Set up communications group with representation from across services to plan and develop Comms strategy looking at messaging, media and frequency - linkage to Trauma Steering group for sign-off approval	Allison Lang /Colin Fraser	Andrew Gillies	Aug-23	Aug-25	100.00%	Complete
	3.8	Initial communication messaging developed for all staff on TIP to support informed level training course - delivery date to be agreed. Presentation compiled for OMT including film of TIP in operation in services	Allison Lang /Colin Fraser	Andrew Gillies	Sep-23	Mar-24	100.00%	Complete
	3.9	Ongoing implementation of communications strategy .Promotion of service examples of Trauma informed practice through Communications in Council channels including CE newsletter & VIVA Engage . Preceded by TIP messages from SO TIP in CE newsletter & VIVA Engage .	Allison Lang /Steering group members	Andrew Gillies	Aug-23	Aug-25	50.00%	On Track
	3.1	TIP presentation delivered at Operational management meeting in March 2024 to continue to raise awareness of TIP & supporting role of managers	Andrew Gillies	Andrew Gillies/Alison Gordon	Nov 23	Mar-24	100.00%	Complete
	3.11	Ensure TIP becomes a feature of the workforce planning process and is incorporated into future workforce plans.	Pauline McCafferty	Pauline McCafferty Fiona Whitaker	May-24	Mar-28	80.00%	On Track
	3.12	Creation of Trauma publicity materials to support messaging at in house events and other forums	Allison Lang /Colin Fraser	Andrew Gillies	Apr-24	May 25	60.00%	On Track
Identify areas and teams to test trauma-informed approaches	4.1	Senior Officer supporting services to develop their Trauma implementation plans based on service priorities. Prioritisation will then be based on service readiness and capacity of teams to test trauma informed approaches.	Allison Lang/Steering group	Andrew Gillies	Nov-23	Jun-24	40.00%	On Track

	4.2	Ongoing scoping exercise with Education & Families - Social work ,Justice & integrated services to consider progress made and support needed to implement a trauma informed approach.	Allison Lang	Andrew Gillies	Nov-24	Jan 25	100.00%	Complete
Strengthen staff care, support and wellbeing through the integration of trauma-informed principles with the council's mental health and wellbeing strategy	5.1	Establishment of service level groups to develop service implementation plans and overall service group to lead on strategy council wide . Development of service well being plans that are informed by staff using trauma principles .	Allison Lang/Fiona Duddy	Fiona Whittaker	Jan-24	Mar-28	50.00%	On Track
	5.2	The Education service will develop a trauma informed approach to staff support and integrate staff wellbeing into relevant approaches e.g. Critical incidents .	Iain Macauley/Nicola Harvie Educational Psychology /HR	Gerard McLaughlin	Mar-24	Mar-25		On Track
Promote the awareness, confidence, and skills of staff to use the principles of trauma informed practice through the integration of trauma principles in training and development.	6.1	Develop a training sub group with representation across council services and partners to develop a training plan and implementation actions .	Allison Lang/Norma Lang	Pauline McCafferty	May 23	Mar-28	100.00%	Complete
	6.2	Trauma Trainer group developed with a trainer forum established to support trainers with trauma training and walkthroughs and create learning environment to share experience. Additional trainers to be identified from services as required and trained .	Allison Lang/Norma Lang	Pauline Mcafferty	May-23	Mar-28	60.00%	On Track
	6.2	Review and adpatation of national NES training course to develop internal NL skilled course :Transforming Connections in North Lan . This will provide master course that will be adapted to each service as required	Allison Lang /Norma Lang	Pauline McCafferty	May-23	Mar-28	100.00%	Complete
	6.3	Review of existing training programmes in services using trauma lens. Amendments to programmes to include TIP principles.	Pauline McCafferty	Pauline McCafferty	Mar-22	Mar-28	50.00%	On Track
	6.4	Undertake an audit to identify current trauma informed approaches operating within schools and to share this information with establishments	Nancy Ferguson	Nancy Ferguson/ And	Jan-22	Sep-22	100.00%	Complete
	6.5	Ensure new mentoring programme incorporates trauma principles	Norma Lang / Liam Charles	Pauline McCafferty	Mar-23	Dec-24	80.00%	On Track
	6.6	Creation of an E learning, Informed level module supported by TPTIC Dr- Claire Stewart-	Claire Stewart/ Norma Lang	Pauline McCafferty	Aug 23	Oct 23	100.00%	Complete
	6.7	Roll out the e-learning Informed module across the council to support staff become trauma aware relevant to their role	Pauline McCafferty	Pauline McCafferty	Apr-24	Mar-26	100.00%	Complete
	6.8	-Identify a pool of trainers to support delivery of skilled level training and walkthroughs. Information session provided by TPTIC in Dec 2023 . Applications submitted and reviewed in Jan 24 with T4T course in March supported by NES .	Allison Lang/Norma Lang/ Abi McGinley	Pauline McCafferty	Apr-23	Mar-26	80.00%	On Track
	6.8	Promote the use of the training needs analysis tool "What level is my role?" across all Services to ensure staff identify the correct level of training for their role	Pauline McCafferty / Norma Lang	Pauline McCafferty	Apr 23	Mar-26	25.00%	On Track
	6.9	Scoping out of options for enhanced level training at level 3 of the NES- framework as no suitable course exists for social work or other staff sitting at level 3-	Allison Lang	Andrew Gillies & Pauline McCafferty	Dec-23	Mar-28	100.00%	Complete
6.10	Identify/adapt and deliver trauma resources and training for use within educational establishments (with support from NES) . This will include use of Education Scotland Trauma training .	Iain Macauley,Nicola Harvie, Educational Psychology & CILs	Gerard Mclaughlin	Dec-22	Jun-28	60.00%	On Track	
6.11	Educational establishments to review their universal, additional and intensive offers and embed nurture ,resilience and trauma informed approaches.	Nancy Ferguson Iain MacAuley	James McParland	Mar-22	Sep-28	60.00%	On Track	
Ensure children, families, and communities are involved in the design of trauma informed services	7.1	Involve people with lived experience of trauma in the design of supports and services building on existing engagement & participation structures.	Morris Howatt, Allison Lang/Lindsay Tierney and Julie McGee	Andrew Gillies & Margaret Flavell	Dec-23	Mar-26	60.00%	On Track
	7.2	Align Health and social care comissioning across adult H&SCP and Education and Families in a way that incorporates trauma principles, GIRFEC, GIRFE and the Promise.	Morris Howatt, Lindsay Tierney	Maria Barry, Andrew Gillies	Dec-24	Aug-27	10.00%	On Track


Positively influence the design and environment of our schools, town centres, community hubs and service delivery locations by embedding the principles of trauma design by 2025.	8.1	Develop a trauma informed roadmap for the L&OM and asset rationalisation PoW.	Sara Tennant	Sara Tennant & Andrew Gillies	Apr-22	May-25	100.00%	Complete
	8.2	Involve individuals with lived experience in the co-design of our assets through community consultations, focus groups, walkthroughs and customer journey mapping.	Robin Jefferson, Sara Tennant & Audrey Cameron	Sara Tennant & Charles McCabe	Apr-23	Mar-28	50.00%	On Track
	8.3	Build a requirement into our tender processes around 'Place' that bidders have demonstrable experience of trauma design in the built environment.	Robin Jefferson	Sara Tennant	Jan-24	Mar-28	50.00%	On Track
	8.4	Apply learnings from co-design walkthroughs and journey mapping into the architectural design of assets and spaces - both inhouse and procured services.	Robin Jefferson	Sara Tennant & Charles McCabe	Apr-24	Mar-28	50.00%	On Track
	8.5	Conduct formal lessons learned exercise for all town and community hub / asset rationalisation and investment projects from design through to operation and apply this to future projects.	Robin Jefferson	Sara Tennant & Charles McCabe	Apr-24	Mar-28	100.00%	Complete
	8.6	Work with the employee equalities officer to identify what a hub /service delivery area from first point of contact could have to support different groups of people incl. from targeted/minority groups.	Sara Tennant	Sara Tennant	Apr-24	Mar-28	100.00%	Complete
	8.7	Proactively work as part of the DigitalNL 'improving customer experience (ICE) subgroup to consider how the principles of trauma design can be incorporated as the ICE delivery plan emerges	Sarah Quinn	Pauline Maginnis	Apr-24	Mar-28	20.00%	On Track
	8.8	Annual trauma informed audits scheduled for at least the 7 agreed hubs/service delivery areas with agreed areas for improvement taken forward through improvement action plan. Funding from hub revenue/capital programme as needed.	Sara Tennant & Robin Jefferson	Sara Tennant & Charles McCabe	Apr-24	Mar-28	75.00%	On Track
	8.9	Identify teams within asset and procurement solutions involved in both the design and early implementation of community hubs to complete relevant Trauma Informed training as a priority, with training for other staffing groups agreed through A&PS SMT.	Robin Jefferson	Charles McCabe	Apr-22	Mar-28	50.00%	On Track
	8.10	Identify specific asset rationalisation and investment projects within the operating model programme where integrated teams involved in front facing service delivery take part in relevant Trauma Informed training or development sessions.	Sara Tennant	Sara Tennant	Apr-22	Mar-28	100.00%	Complete
Develop a framework for measuring impact of trauma-informed principles for staff and people who use services	9.1	Work with experts by experience and staff to identify how trauma informed principles can be measured - what does TIP look like in practice including narrative accounts. updating existing evaluation frameworks to reflect TIP	Allison Lang/Graeme Cowan/ Julie McGee	Andrew Gillies	Feb 24	Mar 26	50.00%	On Track
	9.2	Steering group members to consider current & future participation and engagement strategies are informed by TIP principles and participation seeks to understand how people using services would envisage trauma informed services . Gaps in strategies are redrafted to ensure both approach to and principles contained within,reflect TIP .	Allison Lang /Steering group members	Andrew Gillies	Feb-24	Mar-28	30.00%	On Track
	9.3	Establish a short life working group with service representation to look at existing data collection and gaps. Involvement of the Equality officer to provide linkage between boards .	Allison Lang/Julie McGee	Graham Cowan	Feb-24	Mar 26	70.00%	On Track
Equip managers with the knowledge of principles trauma informed leadership in order to support the workforce respond sensitively and effectively to individuals using council services who are affected by trauma.	10.1	Promote attendance at STILT for all managers, leaders and members of Health and Wellbeing groups and monitor uptake .	Andrew Gillies /Margaret Flavell	Andrew Gillies	Apr-23	Mar-28	60.00%	On Track
	10.2	Promote TIP within Leadership Development modules available on LearnNL. Through the leadership academy, promote TIP at every opportunity.	Pauline McCafferty	Fiona Whitaker	Mar-24	Mar 28	80.00%	On Track
	10.3	Steering group members to work with teams within their services to support implementation -walkthrough tool and implementation of service specific frameworks such as the Roadmap to Recovery in Education.	Steering Group members	Andrew Gillies & Margaret Flavell	Dec-23	Mar 28	65.00%	On Track

National Trauma Training Plan

 **TRAUMA INFORMED PRACTICE**


All workers.

Examples could include shop workers, taxi drivers, recreation workers and office workers.

 **TRAUMA SKILLED PRACTICE**

Workers who are likely to be coming into contact with people who may have been affected by trauma.

Examples could include some lawyers, GPs, teachers, support for learning staff, police officers, nursery staff, sports-club coaches, receptionists, dentists, judges, A&E workers, lecturers, housing workers, care workers, service managers, youth development workers, health visitors and counsellors.

 **TRAUMA ENHANCED PRACTICE**

Workers who have a specific remit to respond to people known to be affected by trauma

—AND—

are required to provide advocacy support or interventions


—OR—

are required to adapt the way they work to take into account trauma reactions to do their job well and reduce risk of re-traumatisation

—OR—

are required to manage these services

Examples could include some lawyers, mental health nurses and workers, specialist domestic abuse support and advocacy workers, educational support teachers, some specialist police officers, some psychiatrists, forensic medical examiners, social workers, prison staff, secure unit workers, drug and alcohol workers and specialist counsellors.

 **TRAUMA SPECIALIST PRACTICE**

Workers who have a specific remit to provide specialist interventions or therapies for people known to be affected by trauma with complex needs.

Examples could include social workers with specialist roles / training, major incident workers, some psychiatrists, managers of highly specialist services, psychologists and other therapists.

Appendix D

What is trauma design ?

Trustworthy activities:

- Safety
- Trust
- Choice
- Empowerment
- Collaboration

Trustworthy outcomes:

- Health
- Adaptability
- Connected
- Pleasant
- Distinctive
- Sustainable

Trustworthy relationships:

- Positive property identity
- Adaptability and flexibility
- Design for community inclusion
- Design for security and safety
- Use of high quality materials
- Light that glows
- Consider natural materials

What is trauma design?

Trauma informed design is about integrating the principles of trauma informed care into design, with the goal of creating physical spaces that promote safety, wellbeing and healing. (Larkin 2021)

Trauma informed design has been a key part of the design process and particularly in the built environment and sustainable solutions.

Design that is considered for trauma adults, the elderly, and other vulnerable populations, such as the hearing and visually impaired.

A commitment of design practice provides an opportunity to design spaces that are trauma informed, being kinder than typical environments.

It is hard to measure the impact of trauma informed design, but it is a goal for many designers.

Trauma informed design can determine the fit of an approach for a project.

A framework for trauma informed design within the built environment

Design opportunities:

- Clear access and wayfinding
- Provide access to nature
- Flexible, adaptable spaces
- Offer a variety of spaces
- Provide lightweight furniture
- Offer positive distractions
- Provide inclusive furniture
- Design for property security & privacy
- Design predictable spaces
- Provide unobstructed sightlines
- Offer spatial openness
- Use high quality materials
- Offer artificial spaces
- Clear design

Facilities strategy objectives:

- Positively influence the design & environment of our schools, FLE, town centres, community hubs and service delivery arrangements
- Home
- Community amenity
- Gardens / Parks
- Play / Sport
- Community spaces
- Community amenities
- Staff workspaces and reception
- Ancillary service

Trustworthy activities:

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- Choice
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More information and resources

- The importance of trauma informed design
- Trauma informed design, understanding trauma and healing
- What is trauma informed design?
- What is trauma informed design?
- A trauma informed design process
- Architectural principles in the context of trauma informed design
- Some trauma informed tactics we can all employ
- Trauma informed design & architecture design
- Trauma informed design, digital and apps
- Benefits of trauma and why does it matter for digital working?
- What is secondary trauma and how might it affect you when working digitally?
- Side effects: How we can be affected by the traumas of others

The National Trauma Transformation Programme Toolkit

Learn More: Trauma Informed Design

Example content from Trauma Design Toolkit, launched April 2025

1. Awareness raising
2. Practical framework
3. Real case studies from across Council teams
4. Signposting to other guidance

Example | HOMES

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Example | COMMUNAL AREAS

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Example | COMMUNITY SERVICE DELIVERY AND STAFF WORKSPACES

Design opportunities:

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Appendix E








New exterior wayfinding signage, welcome signs and contrasting colour to make entrance clearer. Removal of cluttered signage at entrance.



New and clearer signage at zones within the centre such as the library. Contrasting colour to make entrance clearer, coloured strips on entrance/exit barriers for sight impaired individuals.

Trauma design principles applied at Buchanan Centre, Coatbridge, from Nov 24

-  Safety
-  Trust
-  Choice
-  Empowerment
-  Collaboration

Introduction of flexible furniture to remove institutional feel of spaces. Mix of furniture, including chairs with arms to provide necessary support for those who need. Use of natural materials in furniture. New artwork to offer positive distraction in the spaces and move away from the previous clinical feel of spaces.



New artwork to offer positive distraction in the spaces and move away from the previous clinical feel of main atrium open space, and improved wayfinding signage to new reception operated by a shared housing and social work team. Previous stigmatising social work reception and buzzer system removed in new shared reception design.