Signs of Safety
Implementation
Comprehensive Theory, Framework and Trajectory

Part of the Signs of Safety Implementation Documents – 2nd edition, March 2017
Signs of Safety Implementation Comprehensive Theory, Framework and Trajectory

Signs of Safety implementation is planned as a two-year process and trajectory within the context of a long-term, five-year commitment and continuing implementation activity. This follows a substantial preparation phase for planning that can involve introductions and actually using the approach.

Each jurisdiction is unique in its organisational arrangements and will have its own goals for the implementation of Signs of Safety. The implementation will be customised to meet the specific needs and conditions of an agency. At the same time, there is a clear implementation theory, framework and trajectory to guide the journey.

While each organisation will determine its own purpose and define its specific goals for implementing Signs of Safety, the approach is designed to achieve two primary goals:

- Improve outcomes for at-risk and vulnerable children and young people where child protection services are involved.
- Child protection intervention being undertaken with complete focus on the seriousness of the child abuse concerns through a system that does everything humanly possible to put children, parents and every person naturally connected to the children at the centre of the assessment and decision-making; always giving these people every opportunity to propose and try their ideas to solve the problems before the professionals and agency offer or impose theirs.

Signs of Safety Practice and Organisational Theories of Change

Children’s services practitioners’ ability to deliver quality, timely Signs of Safety services is always dependent on the level of support and alignment their agency provides around the practice. Therefore, the Signs of Safety practice theory of change is paired with the Signs of Safety organisational theory of change.

- **Signs of Safety practice theory of change**
  If all Signs of Safety practice methods are used well by practitioners and in a timely way, and this work is undertaken collaboratively with the children, parents and naturally connected support network, the child’s safety will significantly improve.

- **Signs of Safety organisational theory of change**
  When the Signs of Safety practice methods and the organisation learning, measurement, alignment and leadership methods are implemented across the whole agency, this creates a continuous organisational learning system built around the practice approach and focused on service delivery. When every tier of the organisation, from field staff to the CEO, is engaged in the learning system through
position specific learning and feedback methods, the agency will secure significant enhanced practice consistency and improved outcomes for children.

**Signs of Safety Practice Theory of Change**

The practice theory of change articulates the hypothesised goal as above and the minimum steps, or result logics, of the Signs of Safety approach to ensure it is delivered with fidelity. This constitutes what researchers call the logics model of the theory of change.

The Signs of Safety practice theory of change involves two interconnected iterative cycles: an assessment and analysis cycle and an action cycle.

**Assessment and Analysis Cycle**

The assessment and analysis cycle involves the following minimum steps:

1. A referral that details concerns about a vulnerable child/young person is made to children’s services. The referral usually arises from behaviours of parents or carers that are seen to be harmful to a child/young person. However, a referral can also occur because the child’s/young person’s behaviour is causing problems and/or is seen as dangerous to the child or to others.

2. Assessment begins with the intake professional inquiring and sorting information into the Signs of Safety map under the *What’s Working*, *Worrying* and *Needed* headings.

3. The intake professional inquires judiciously in a risk-intelligent way, gathering needed additional information. The information is then analysed and initial danger statements and safety goals are formulated and matched with aligned safety scales (establishing the case specific judgement criteria). This stage usually involves work with other key professionals and court proceedings may be initiated.
4. Simultaneously, intake professionals undertake initial mapping (assessment) work with children (My Three Houses™ or similar), parents and extended family while finding and involving all possible naturally connected support people, whether next door or around the world. See: www.familyfinding.org.

5. Once the children, parents and support network understand the professional concerns about harm and danger (even if they don’t agree), and the shared goals and aligned safety scales are agreed and finalised, this establishes the key parameters of the assessment map for the particular case.

6. The final stage of completing this first iteration of the assessment and analysis cycle involves formulating a safety planning trajectory including critical steps and timeline. Once agreed by all, the Signs of Safety map and trajectory provide the focus for the working relationships between family and professionals.

The assessment and analysis cycle steps interactively move through the three stages of assessment:

• Information gathering
• Analysis
• Judgement

Child protection assessment often tends to become bogged down in information gathering, with professionals feeling too anxious to analyse and judge. The Signs of Safety assessment and analysis cycle aims for agility, asking practitioners to move quickly through all three stages. Completion is expected in around 14 days. The capacity for practitioners and their supervisors to work in this way is supported by a comprehensive framing of risk, considering strengths, existing and future safety as well as harm and danger. That risk framing uses tools to support it alongside structured group supervision methods that build and sustain a practice culture where decision making and risk are shared. The focus throughout is on analysis, family participation and setting up the whole map and trajectory as quickly as possible, then moving into action. The action and learning from it will iteratively refine the assessment as the solutions are built with the children, family and support people always at the centre of planning and action.

**Action Cycle**

The action cycle focuses on building the family’s and network’s capacity to act to ensure the child’s safety when circumstances could or do become dangerous. The action cycle involves the following minimum steps:

1. Listening to, informing, and involving the children through the whole action cycle.

2. Finding support people and establishing them as a permanent, naturally connected support network around the immediate family.
3. Professionals leading the parents, support people and children in developing an everyday safety plan to ensure the children will always be safe when family life does or could become dangerous.

4. Parents, support people and children demonstrating they can and will always use the safety plan.

5. Naturally connected support people providing a watchful eye and all support necessary to ensure the safety plan will be permanent.

6. Professionals leading the parents, support people and children in continually thinking though their current assessment of safety.

7. The iterative cycles – action along with assessment and analysis – continuing (represented diagrammatically by the interactional flows linking assessment and analysis with action) until everyone judges the safety to be high enough and permanent (usually everyone scoring 7 or above on the safety scale). When this occurs the case is closed.

**Signs of Safety Organisational Theory of Change**

Signs of Safety implementation involves a comprehensive organisational transformation process, since agencies usually have extensive entrenched and interconnected policies, processes and systems that define both direct practice and organisational culture. Aligning the organisation to enable, rather than impede, the Signs of Safety paradigm shift requires organisational change on multiple fronts. Leaders need to be alert to the reality that both organisation and staff will inevitably be caught between ‘old’ and ‘new’ policies, processes, systems and cultures, and that organisational alignment takes time and concerted effort.
The Signs of Safety organisational theory of change illustrates the centrality of the practice approach as the foundation for organisational transformation. Organisational change involves continuous cycles of learning and development. As alignments that enable the practice in day-to-day work are assessed against outcomes, learning and improvement become successively focused on, and congruent with, front line practice.

The Signs of Safety organisational theory of change emphasises the continuing organisational action learning process of gathering information, setting strategies, taking action, learning from results, adjusting, and starting again. At every level, leaders are managing complex and contentious work.

The organisational theory of change is illustrated as flowing directly from, and interlinked with, the practice theory of change.

Signs of Safety practised across the whole organisation with fidelity

The key organisational theory of change steps are presented here in a notionally linear and sequential fashion, while recognising – as the illustration shows – that they are iterative and interactive in practice.
Preparation phase

- Leadership makes a clear and explicit commitment to the implementation of Signs of Safety.
- Leadership determines a focused set of goals for adopting Signs of Safety practice, with corresponding measures, that are tested and adjusted with the workforce.
- Targeted briefings or basic training in Signs of Safety for practice and organisational leadership staff, key partners, and political leadership.
- Consultation on a number of typical cases to seed the practice, create examples for the coming training, and begin whole agency learning focused on the practice.
- Develop the implementation plan, including an organisational policy or charter, that reflects the organisational commitment and purpose, and that describes the practice.

Implementation phase

- Launch event and strategic communications.
- Basic training for all staff, including leadership and key partners, with clear permission and direction to start using the practice.
- Comprehensive briefings for partner agencies appropriate to their roles within children's services and universal services.
- Commence core data collection to measure achievement of implementation goals.
- Encourage and drive modelling of Signs of Safety practices in day to day leadership, including fostering a safe and robust organisation for staff.
- Identify guidance, processes and forms that create barriers to practice; removing or aligning these as a priority.
- Conduct first annual, baseline family and staff feedback surveys.
- Commence learning and development trajectories for all leadership levels.
- Provide advanced training for practice leaders (supervisors, practice consultants), implementation leaders (service managers and quality assurance staff), as well as senior management.
- Practice leaders and front line staff commence group supervision.
- Commence targeted appreciative inquiries at various levels across the organisation.
- Commence collaborative case audits.
- Introduce dashboards at team level through manual technology to monitor use of the practice approach.
- Map out work plan and ongoing process, involving front line staff, to align workflows, guidance and forms, based on identification of barriers and what works in practice.
- Map out work plan to align the overall quality assurance (QA) processes further.
- Map out work plan and process to align IT consistent with the practice methodology and automate dashboards to monitor the practice use at all levels.
• Continue learning and development trajectories for all levels of staff, incorporating learning from quality assurance, group supervision, and appreciative inquiries.
• Continue learning cases for whole agency resources and learning.
• Achieving the capacity for the agency to deliver its own basic training over the course of implementation.
• Review progress. Incorporate learning from QA, group supervision and appreciative inquiries. Revise implementation strategies for team, service and senior leadership regularly, and for the whole organisation annually.

Implementation Framework

The theory of change is elaborated in the Signs of Safety organisational implementation framework, reflecting the two years of intense activity within a five-year organisational commitment. The framework sets out in more detail the various steps involved in the key areas of leadership, organisational alignment, learning and meaningful measures, and forms the basis for the implementation trajectory and the organisation’s planning and review, as detailed below.

The infinity loop implies organisational action learning processes, always with the practice approach at their centre, as well as the agility and responsiveness required to lead and drive change in large organisations operating within larger human service and political systems.
The core implementation activities are as follows:

**LEARNING**

- Basic training for all staff including leadership positions, with team and service managers and other key practice leadership positions first.
- Developing the agency’s capacity to deliver its own basic training over the course of the implementation.
- Advanced training for practice leaders (team and service managers and practice consultants).
- Practice leaders’ learning and development trajectory.
- Leadership learning and development trajectory.
- Workplace based learning with practice leaders leading staff, informed by their learning and development trajectory.
- Key learning methods of group supervision, learning cases, and appreciative inquiry.
- Targeted training for key aspects of practice and specialist staff groups.

**LEADERSHIP**

- Clear, focused and explicit commitment to the practice and the implementation.
- Strong, visible, and demonstrably engaged with practice.
- Modelling Signs of Safety – managing and leading in the same way that staff are expected to work with families.
- Fostering a safe and robust organisation – building confidence that workers will be supported through anxiety, contention and crises; and driving openness to challenging professional development.
- Building a culture of appreciative inquiry – deliberately examining practice and organisational strategies that are effective and how to extend them.
- Distributed leadership, building responsibility ‘from the front counter to the chief executive’.

**ORGANISATIONAL ALIGNMENT**

- A steering committee, an implementation plan, and a policy or ‘charter’ reflecting the organisational commitment to the practice and the implementation.
- Policies, forms and case management processes to match the practice methodology and that are streamlined.
- Plans and targeted development for applying the practice to key areas of service and across the continuum of service from early help to looked after children.
- Strong staff capacity at the front end where assessment and planning with families and children begins.
- Partner engagement through formal collaborative arrangements, targeted practice learning, aligned referral and reporting forms, and shared day-to-day practice.
- National and international engagement – sharing resources and learning opportunities across jurisdictions and collaborating in research.

MEANINGFUL MEASURES

- **Quality assurance (QA)** system to align with Signs of Safety results logic and fidelity:
  - Case audit reflecting practice results logic – collaborative with staff.
  - Signs of Safety Dashboard™ monitoring application of the methodology.
  - Family feedback about practice.
  - Staff feedback about organisational implementation, culture and leadership.
  - Case trends and outcomes monitored with a streamlined set of KPIs.

- **Information and communications technology (ICT)** that records case management, with forms revised and adapted to match the practice, and enables quality assurance for the Signs of Safety Dashboard™ and monitoring of case trends and outcomes.

Learning and Development Trajectories
programmes of learning and development activities,
planning and review activities,
specified learning methods, and
quality assurance information to inform the activities.

This approach aims to establish cycles of action based learning across the agency. The goal is to build and sustain a clear vision of what both constructive practice and an organisation that sustains the practice look like, as well as to drive learning and organisational development based on impact.

**Whole of Person, Whole of Organisation**

Implementation of Signs of Safety recognises that children’s services are very complex human services delivered in a highly contested and anxious environment.

The quality, consistency and reliability of services rest ultimately on the humanity and abilities of the people delivering the services to the children and family. In addition to adopting the practice approach and aligning the organisation to enable the practice, to improve child protection services the agency should also be attuned to a ‘whole of person’ perspective. Such a perspective aims to support the growth of the analytical, emotional, social, cultural and spiritual intelligence of frontline staff, so they can think and act wisely as they navigate the family, practice and organisational complexities entwined in every case.

‘Whole of person, whole of organisation’ thinking is fundamentally about connection as well as compassion. The aim must be to infuse the child protection endeavour, from the boardroom to the family’s living room, with compassionate and holistic intelligence.

So, the implementation framework touches all aspects of how the agency works, the leadership, learning strategies, organisational arrangements, how the work is recorded and measured. All of these, as well as the practice model itself must be fit for purpose and the ultimate arbiters of what works are the practitioners and the families.

This does not mean, however, that families on their own somehow magically have the solutions or that practitioners know all the answers. Distilling the wisdom of the families requires refined expertise of practitioners; and that expertise develops in organisations that aim to grow and nurture their practitioners. For all staff in children’s services organisations, and particularly front line workers, growing that expertise must be aligned with being emotionally, psychologically and physically well.

Developing this focus of implementation is perhaps the final challenge. Distributed leadership sets the context and drives commitment if everyone, from the receptionist at the front counter to the chief executive, shares responsibility for the culture, the context, and the success or failure in the work. Implementation based on the framework as set out,
if truly coupled with effective action learning cycles proceeding throughout the agency, provides multiple and continuous activities through which staff have the opportunity to be challenged and grow as professionals and as people. However, congruent with the Signs of Safety, the whole person approach needs to be worked out with the people that it is about. Attention to the holistic development of staff has to be deliberate and a shared responsibility of the person and the organisation.

In parallel with the practice, a Signs of Safety comprehensive learning process that focuses and energises staff, practice and the organisational implementation, while informing whole of person and whole of organisation development, can be represented graphically as follows:

In child protection, there is a tendency to work in a culture of ‘do’ and ‘tell’. As Schein puts it, speaking about the United States, ‘status and prestige are gained by task accomplishment, and once you are above someone else, you are licensed to tell them what to do’ (2013). The best child protection social workers are frequently promoted to supervisors and then are expected to tell their staff what to do. When supervisors tell social workers what to do, social workers are more likely to tell parents what to do. Instead, to adopt the Signs of Safety approach successfully, leadership within child protection organisations should model a parallel process that mirrors the Signs of Safety principles, disciplines and processes.
Social workers look to their supervisors and senior managers for guidance about how they should operate in relation to those over whom they hold some level of authority. For social workers to be able to go to families, ask questions and recognize strengths in addition to worries, they must be supervised and led in that same way. Leadership can model the Signs of Safety approach particularly in the following visible ways:

- Asking questions and being curious. ‘Inquiring before requiring’.
- Applying the Signs of Safety principles (working on relationships, being prepared to admit you are wrong, and being guided by the actual experience of families and workers) and disciplines (using plain language, focussing on actual behaviour, and avoiding labels) in everyday interactions.
- Using the three-column assessment and planning map for strategic and operational planning and to address organisational challenges.

Shifting practice within an organisation is no easy task. It takes time and must happen incrementally. Just as families struggle to break old patterns, practitioners face the same challenge. It is easy to become overwhelmed and discouraged by attempting to accomplish everything at once. Social workers in organisations that are adopting Signs of Safety rely on strong leaders who can help them, as Viv Hogg from England says, ‘to grow as big as they can be’. Strong leaders will draw attention to the small successes that move their teams incrementally closer to their goals.

When it is asserted that listening to the voices of families, children, and their naturally connected networks is of vital importance to achieving outcomes, the parallel of this needs to occur in the organisation’s implementation and operations. According to Kramer (2014), our tendency to seek out people who are a bit like us, and the natural movement towards group think, means that differences and alternative opinions regularly lead to fragmentation and ‘turbulence in the undercurrent’. Making good use of the different qualities, talents and perspectives present in a diverse staff demands an inclusive approach. In an inclusive culture, people are key, initiative is rewarded, and everyone is valued for who he or she is. This requires full awareness of the similarities and embraces differences, including the critics.

A comprehensive implementation, one that gains traction throughout the organisation and not just in pockets, has to embrace a whole of organisation and whole of person perspective that is focused, deliberate and active.
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<tr>
<th>Timeline</th>
<th>Learning</th>
<th>Leadership</th>
<th>Organisational Alignment</th>
<th>Meaningful Measures</th>
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<tbody>
<tr>
<td><strong>Preparation – Purpose, commitment and planning</strong></td>
<td><strong>Briefings</strong> on Signs of Safety for targeted staff and/or First basic training (‘hothouse’) in Signs of Safety for a substantial group of team and service managers and other key practice leadership positions. Preliminary casework – consultation on selected learning cases using Signs of Safety methodology, to be used as examples in basic training. Begin to identify people (the early stars) who could buddy with licenced trainers to become the agency’s internal trainers.</td>
<td>Commence communicating the clear and focused organisational commitment to Signs of Safety and the implementation.</td>
<td>Establish steering committee (and key governance arrangements). Articulate the purpose, specific goals, and corresponding measures for implementing Signs of Safety. Develop the implementation plan (reflecting the two years of strong and focused activity as well as a long-term commitment) based on the implementation framework.</td>
<td>Introduce the Signs of Safety QA system. Introduce Signs of Safety partnerships for ICT case recording alignment. Discuss and agree on first annual, baseline family and staff feedback surveys. Discuss and adapt core data set items from the Signs of Safety QA system.</td>
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**Signs of Safety licensed trainers and consultants support**
- Work with leadership and key staff to articulate the purpose, specific goals and corresponding measures. Develop the implementation plan and workshop the key issue for risk intelligence.
- Consult on selected learning cases using Signs of Safety methodology.
- Provide briefings and/or basic training (‘hothouse’).
- Provide materials including implementation and practice briefing documents and evidence base to inform communication of the organisational commitment.
## Timeline

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<thead>
<tr>
<th>Basic training and organisational building blocks</th>
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<tr>
<td><strong>First quarter</strong> (indicative)</td>
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<tr>
<td>Commence basic training in Signs of Safety for all staff (2 to 3 days). Prioritise team and service managers and other key practice leadership positions.</td>
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<td>Commence two-year formal development trajectory for practice leaders (6-weekly).</td>
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<td>Commence two-year formal leadership development trajectory (quarterly).</td>
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<tr>
<td>Practice leaders and front line staff commence group supervision.</td>
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<td>Commence collaborative case audits and review learning each quarter.</td>
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<td>Introduce learning journal.</td>
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<td>Dedicate organisational positions for supporting case practice, centrally and locally (desirable).</td>
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<tr>
<th>Leadership</th>
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<tr>
<td>Demonstrate strong and visible leadership, being engaged with the day-to-day experience of staff, and being demonstratively focused on practice.</td>
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<tr>
<th>Organisational Alignment</th>
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<tr>
<td>Publish a Signs of Safety policy or 'charter' reflecting the organisational commitment to the practice and the implementation.</td>
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<tr>
<td>Hold a launch event for Signs of Safety adoption and implementation.</td>
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<tr>
<td>Allocate a project director and team (desirable).</td>
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<tr>
<th>Meaningful Measures</th>
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<tbody>
<tr>
<td>Review results of first annual, baseline family and staff feedback surveys.</td>
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<tr>
<td>Review measures for specific goals and interrelated case trends with a limited set of KPIs already collected.</td>
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<tr>
<td>(Re-)introduce Signs of Safety QA system focussing on collaborative case audit.</td>
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**Signs of Safety licensed trainers and consultants support**

- Work with leadership and key staff to develop the Signs of Safety policy or ‘charter’.
- Provide basic training.
- Provide formal developmental programmes for practice leaders.
- Provide formal developmental programmes for organisational leadership.
- Provide the Signs of Safety QA system and work with the organisation to align its QA system.
- Provide consultancy for steering group and organisational leadership.
## Timeline

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<thead>
<tr>
<th>Learning</th>
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<tbody>
<tr>
<td>Advanced training, policy alignment and partner engagement</td>
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<tr>
<td><strong>Second quarter</strong> (indicative)</td>
<td>Continue (and possibly complete, depending on the size of the organisation) basic training in Signs of Safety for all staff.</td>
<td>Commence targeted appreciative inquiries at various levels across the organisation. Model key aspects of Signs of Safety in day to day leadership and management: <em>Exemplifying the framework principles (working relationships, being prepared to admit you are wrong, focusing on what works in practice) and disciplines (plain language, focusing on behaviour).</em> <em>Leading with a questioning approach.</em> <em>Using the three-column assessment and planning framework for review and planning across the organisation.</em></td>
<td>Establish priorities for alignment of policies, forms and case management processes with the Signs of Safety practice. Build partner agency engagement with law enforcement and legal establishment, service agencies (drug and alcohol, mental health, domestic violence), health, education, through: <em>formal arrangements (agreements, information sharing);</em> <em>targeted training and other learning activities;</em> <em>collaborative practice.</em></td>
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<td>Access advanced training in Signs of Safety for supervisors and other practice leaders (5 days) – 3 months after basic training.</td>
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<td></td>
<td>Promote workplace based learning (by practice leaders using materials from their formal development trajectory): <em>Group sessions ‘mapping’ cases.</em> <em>Appreciative inquiries</em> (workers showcasing good case practice). <em>Skills development workshops.</em></td>
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<td>Continue two-year formal development trajectory for practice leaders (6-weekly).</td>
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<td></td>
<td>Continue two-year formal leadership development trajectory (quarterly).</td>
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**Signs of Safety licensed trainers and consultants support**

- Provide advanced training course(s) for practice leaders and complete provision of basic training course(s).
- Continue to provide formal developmental programmes for practice leaders.
- Continue to provide formal developmental programmes for organisational leadership.
- Continue to provide consultancy for steering group and organisational leadership on implementation.
### Timeline

<table>
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<tr>
<th>Third quarter (indicative)</th>
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</table>
| **Aligned supervision, the Knowledge Bank, and organisational capacity** | Align supervision approach to Signs of Safety. | Foster a safe and robust organisation:  
- Build confidence that workers will be supported through anxiety, contention and crises:  
  -- anxiety is shared upwards and never carried alone  
  -- if a tragedy occurs when workers have done their best within the organisation’s capacity, and they are frank and open, they will be fully backed up by the organisation through to the chief executive.  
- Drive openness to challenging professional development. Set expectations and modelling for exposing practice, admitting struggles and sharing solutions. | Review and build further intake and assessment capacity as necessary. | Participation in Signs of Safety research through ongoing international research programmes. |
| | Commence group supervision for Signs of Safety case practice. | | Develop implementation plans for key areas of service to align the work with Signs of Safety:  
- Referral and assessment.  
- Front end child protection and localities.  
- Conferencing.  
- Pre-court diversion and court documentation. | |
| | Consider subscription to the Signs of Safety Knowledge Bank (exemplar case practice materials and implementation resources). | | Introduce and identify areas for development of specific implementation plans for the continuum of service to align the work with Signs of Safety:  
- Signs of Wellbeing™ for family support and early help.  
- Signs of Success™ for children in care, looked after children, fostering and adoptions, youth at risk and youth offending. | |
| | Continue two-year formal development trajectory for practice leaders (6-weekly). | | Continue to align policies, forms and case management processes with the Signs of Safety practice. Streamline wherever possible. | |
| | Continue two-year formal leadership development trajectory (quarterly). | | National and international engagement:  
- Sharing resources.  
- Connections for specific learning.  
- Buddying with more experienced organisations. | |

### Signs of Safety licensed trainers and consultants support
- Provide resources and support for group supervision and alignment of policies and procedures.  
- Continue to provide formal developmental programmes for practice leaders.  
- Continue to provide formal developmental programmes for organisational leadership.  
- Continue to provide consultancy for steering group and organisational leadership on implementation.  
- Offer subscription to the Knowledge Bank.  
- Facilitate national and international engagement with the Signs of Safety community.
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| Fourth quarter         | Continue two-year formal development trajectory for practice leaders     | Focus on demonstrating distributed leadership, sharing responsibility 'from the front counter to the chief executive'. | Develop locality plans, based on reviewing progress, in line with the whole of organisation plan. | Review progress and further options for aligning QA with Signs of Safety results, logic and fidelity:  
| (indicative)           | (6-weekly).                                                              |                                                                           | Review progress on aligning policies, forms and case management processes. Develop further and revise as necessary. |  
|                        | Continue two-year formal leadership development trajectory (quarterly).   |                                                                           | Commence alignment of specific policies and procedures for key areas of service (referral and assessment, front end, conferencing, legal process) and the continuum of service with Signs of Safety (Signs of Wellbeing™ and Signs of Success™). |  
|                        | Targeted training for key areas of service:                              |                                                                           |  
|                        | • Referral and assessment.                                               |                                                                           |  
|                        | • Front end child protection and localities.                            |                                                                           |  
|                        | • Conferencing.                                                          |                                                                           |  
|                        | • Pre-court diversion and court documentation                            |                                                                           |  
|                        | Training for the continuum of service:                                 |                                                                           |  
|                        | • Signs of Wellbeing™ for family support / early help.                  |                                                                           |  
|                        | • Signs of Success™ for children in care, looked after children, fostering and adoptions, youth at risk and youth offending. |                                                                           |  
|                        |                                                                           |                                                                           |  
|                        |                                                                           |                                                                           | Introduce the Signs of Safety Dashboard™ to monitor use of the practice methodology at team levels. |  
| Signs of Safety licensed trainers and consultants support | • Continue to provide formal developmental programmes for practice leaders. |                                                                           |  
|                        | • Continue to provide formal developmental programmes for organisational leadership. |                                                                           |  
|                        | • Continue to provide consultancy for steering group and organisational leadership on implementation. |                                                                           |  
|                        | • Support application of Signs of Safety across key areas of service and the service continuum. |                                                                           |  
|                        | • Introduce the Signs of Safety Dashboard™ and continue to work with the organisation to align its QA system. |                                                                           |  
|                        |                                                                           |                                                                           |  

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<tr>
<td><strong>Fifth and sixth quarters (indicative)</strong></td>
<td>End of the first year of implementation review. Continue two-year formal development trajectory for practice leaders (6-weekly). Continue two-year formal leadership development trajectory (quarterly). Work with licensed Signs of Safety trainers to begin integrating basic training into the organisation’s training through an 'apprentice approach'.</td>
<td>End of the first year of implementation review. Adjust communication reflecting continuation of the clear and focused organisational commitment to Signs of Safety and the implementation. Leading a risk intelligent organisation What to do with resistance Workshop revisiting leading by questioning Take stock on building a culture of appreciative inquiry.</td>
<td>End of the first year of implementation review. Revise implementation plan. Review progress on aligning policies, forms and case management processes. Develop further and revise as necessary.</td>
<td>End of the first year of implementation review. Planning and action on aligning ICT case recording with Signs of Safety: - Identify and implement essential adaptations and work-arounds to align case recording and information management systems. - Commence planning for development of a fully aligned case recording and information management system.</td>
</tr>
</tbody>
</table>

**Signs of Safety licensed trainers and consultants support**
- Provide targeted training.
- Support integration of basic training into in-house provision.
- Continue to provide formal developmental programmes for practice leaders.
- Continue to provide formal developmental programmes for organisational leadership.
- Continue to provide consultancy for steering group and organisational leadership on implementation.
- Support for case recording and information management system planning.
- Support first annual review.
<table>
<thead>
<tr>
<th>Timeline</th>
<th>Learning</th>
<th>Leadership</th>
<th>Organisational Alignment</th>
<th>Meaningful Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal gathering and integration of basic training</td>
<td>Hold a major organisational learning event that showcases and shares practice – an internal gathering. Continue two-year formal development trajectory for practice leaders (6-weekly). Continue two-year formal leadership development trajectory (quarterly).</td>
<td>Take stock modelling key aspects of Signs of Safety in day-to-day leadership and management. Take stock on fostering a safe and robust organisation.</td>
<td>Review aligned policies, forms and case management processes. Develop further and revise as necessary.</td>
<td>Review adaptation and alignment of QA with the Signs of Safety QA system: • Collaborative case audit. • Family and staff feedback. • Core data. • Dashboard™. Review planning and action on alignment of ICT case recording: • Essential adaptations and work-arounds. • Development of a fully aligned case recording and information management system.</td>
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</table>

**Seventh and eighth quarters (indicative)**

**Signs of Safety licensed trainers and consultants support**

- Support an internal gathering.
- Support integration of basic training into in-house provision.
- Continue to provide formal developmental programmes for practice leaders.
- Continue to provide formal developmental programmes for organisational leadership.
- Continue to provide consultancy for steering group and organisational leadership.
- Support for case recording and information management system planning.
<table>
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</thead>
<tbody>
<tr>
<td></td>
<td>Aligned information management and targeted learning and development</td>
<td></td>
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<tr>
<td>Years</td>
<td>3 to 5 (indicative)</td>
<td>Targeted learning</td>
<td>Targeted leadership development</td>
<td>Review implementation annually</td>
</tr>
</tbody>
</table>

**Signs of Safety licensed trainers and consultants support**

- Provide targeted training, organisational consultancy and leadership development.
- Support a Signs of Safety aligned case recording and information management system.