

# Signs of Safety Whole System Implementation — Framework and Trajectory

## Implementation Framework

The Signs of Safety Implementation Framework has the practice at the centre making it clear that it is the extent of deliberate organisational implementation that will determine the how much the practice is adopted and grows in quality. The practice both informs and is driven by the organisational developments involved in implementation. How the agency is led, the systems that direct and guide practitioners and what is measured are as critical as learning the new practice. The dynamic nature of implementation and the interaction of these key focuses of organisational development are reflected in the framework's depiction of a continuous learning and development cycle.



The domains for action within the implementation framework are:

<b>Learning</b>	Core training followed by continuous learning in the workplace through collaborative learning methods grounded in practice.
<b>Leadership</b>	Congruence between how the organisation is led and managed and how the work is expected to occur alongside families.
<b>Organisational alignment</b>	Case management processes and systems - workflow, procedures and the IT system fitting the practice.
<b>Meaningful Measures</b>	Monitoring the breadth of the practice, the depth or quality of the practice and its impact for children and families.

### **Mission Critical Implementation**

There are a set of key and overarching activities that experience has indicated to be mission critical, that is essential for effective implementation. This mission critical version of the framework provides a streamlined roadmap for Signs of Safety implementation.

# Mission Critical Implementation

## A roadmap of 8 key parts

- **Core training and coaching** (basic, advanced, targeted, and learning and development trajectory for practice leaders)

- **Signs of Safety learning methods** in the workplace (group supervision, Appreciative Inquiry)

- **Aligned QA** measuring the practice — breadth (by dashboard), depth (by collaborative review) and impact (by core data) — and through feedback surveys of children and young people, families and staff; with action learning cycles



- **Clear, explicit commitment and engagement** with the Implementation

- **Modelling the Signs of Safety** in leadership and connection to practice (leadership development trajectory)

- **Case management workflow and processes fitting the Signs of Safety practice** (informed by whole system learning cases and driven by practice intensives at workflow stages)

- **Aligning the IT System** over the short and long term

- **Partners engaged** to understand and work with Signs of Safety

**Preparation — six to twelve months**  
**Intense implementation — two to three years**  
**Five-year commitment to implementation activity**  
**Continuous development beyond**

## Implementation Trajectory

The implementation trajectory elaborates the implementation framework, setting out a detailed pathway for whole system implementation of the Signs of Safety in line with the implementation framework. It outlines the activities and their timing over two to three years. The trajectory can inform an agency's own implementation plan. Each agency is working with its own history, circumstances, capacity and challenges, and its plan needs to be developed recognising its unique situation. Additionally, many agencies' experience will change and make decisions during a period of two to three years that can either complement or impede the implementation of Signs of Safety and these impacts should be addressed in the agency's planning and review processes. The two to three year timeline is ambitious and assumes a strong and focused leadership effort and determined project management. Timing and sequencing of activities is cogent but should not be considered as fixed. Early decision making can bring some activities forward while an agency's challenges could delay particular activities. All activities should be tailored to the specific needs and issues of the agency.

Learning	Leadership	Organisational Alignment	Meaningful Measures
<b>6–12 months prior to commencing implementation — preparation — purpose, commitment, introductions to the practice, addressing potential barriers and planning</b>			
<p><b>Briefings</b> on Signs of Safety for targeted staff</p> <p>and/or</p> <p>First <b>basic training</b> in Signs of Safety for the senior managers and a representative sample of team and service managers</p> <p>Consultation on selected <b>learning case(s)</b> using Signs of Safety methodology</p>	<p>Commence communicating the <b>organisational commitment</b> to Signs of Safety and the implementation</p>	<p>Establish <b>steering committee</b> (and key governance arrangements)</p> <p>Develop the <b>implementation plan</b> (including purpose and goals, measures and risks) (reflecting the two to three years of strong and focused activity as well as a long-term commitment) based on the implementation framework</p> <p>Identify probable blocks to take up of the practice and remove or develop <b>short term</b></p>	<p>Explore measurement needs and introduce the <b>Signs of Safety QA system</b> and options for meaningful measures, including:</p> <ul style="list-style-type: none"> <li>• measures of practice breadth (dashboard)</li> <li>• <b>practice depth</b> (collaborative case review)</li> <li>• regular surveys of children and young people, family and staff</li> <li>• <b>core data set</b> (measures for specific</li> </ul>

Organisational positions for supporting case practice, centrally and locally (desirable)		<p><b>workarounds</b> particularly to policies, procedures and case recording in the IT system</p> <p>Introduce for consideration accredited <b>Signs of Safety IT Solution</b></p>	<p>goals and interrelated case trends with a limited set of measures already collected)</p> <ul style="list-style-type: none"> <li>• other options such as leadership self-assessment</li> </ul>
<p><b>First half year (possibly extending through year one) — Basic training and advanced training, practice leaders development trajectory, leadership development trajectory, IT solution options, the Knowledge Bank, partner engagement, baseline data</b></p>			
<p><b>Basic training</b> in Signs of Safety for all staff (2 or 3 days)</p> <p><b>Advanced training</b> either 5 days for practice leaders <b>OR</b> 3 days in safety planning for all staff (if following 3 day basic training) <i>(3–6 months after basic training)</i></p> <p>Commence two to three year development trajectory for practice leaders <i>(4–6 weekly)</i></p> <p>Identify and commence work to <b>develop internal trainers</b> through an “apprentice approach” who will integrate basic training into the organisation’s training and share and take over the development trajectory for practice leaders</p>	<p>Commence two to three year <b>leadership development trajectory</b> (quarterly)</p> <p>Demonstrate connection to practice</p> <p>Begin to model key aspects of Signs of Safety in day-to-day leadership and management</p> <ul style="list-style-type: none"> <li>• Working relationships</li> <li>• Leading by questioning</li> <li>• Building a culture of Appreciative Inquiry</li> <li>• Leading three column reviews</li> </ul>	<p>Hold a <b>launch event</b> for Signs of Safety adoption and implementation</p> <p>Project director and team (desirable)</p> <p>Build partner agency engagement</p> <ul style="list-style-type: none"> <li>• with law enforcement and legal establishment, service agencies (drug and alcohol, mental health, domestic violence), health, education; through: <ul style="list-style-type: none"> <li>○ formal arrangements (agreements, information sharing, aligned referral and reporting forms),</li> <li>○ targeted training and other learning activities, and</li> </ul> </li> </ul>	<p>Establish <b>core data set</b> and review processes (who sees what when)</p> <p>Prepare first regular baseline children and young people, family and staff feedback surveys</p>

<p>Commence workplace-based learning (led by learning leaders)</p> <ul style="list-style-type: none"> <li>• <b>Group supervision</b> led by team managers and periodically joined by other leaders</li> <li>• <b>Appreciative Inquiries</b> (workers showcasing good case practice)</li> </ul> <p>Consider subscription to the <b>Signs of Safety Knowledge Bank</b> (exemplar case practice materials and implementation resources)</p>		<ul style="list-style-type: none"> <li>○ collaborative practice</li> </ul> <p>Consider <b>options for long term IT alignment</b> including accredited Signs of Safety IT solution</p> <p>Consider structural adjustments if there are serious barriers - moving toward short and direct lines</p>	
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**Second half of year one (possibly extending into year two) — Continuous workplace learning with group supervision and Appreciative Inquiry, commencing process for alignment of the practice and the workflow and procedures, planning for IT alignment, reviewing quality assurance arrangements for breadth and depth measurement**

Continue **basic training** in Signs of Safety for all staff (2 or 3 days)

Continue **advanced training** either 5 days for practice leaders **OR** 3 days in safety planning for all staff (if following 3-day basic training)

Continue workplace-based learning (led by learning leaders)

- **Group supervision** led by team managers and periodically joined by other leaders
- **Appreciative Inquiries** (workers showcasing good case practice)

Continue two to three year development trajectory for practice leaders (6 weekly)

Continue work to **develop internal trainers** through an “apprentice approach” who will integrate basic training into the organisation’s training and share

Continue two to three year formal **leadership development trajectory** (quarterly)

**Foster a safe and robust organisation:**

- Workers being supported through anxiety, contention and crises.
- Openness to challenging professional development

Continue to develop **leading by questioning**

Commence **practice intensives** (at intake) to:

- define Signs of Safety **case management processes** at this workflow stage, and
- reflect these in **short term alignment of forms**, and
- inform aligned **IT workarounds and planning**

Plan for **long term IT alignment** including accredited Signs of Safety IT solution

Develop **locality plans**, based on reviewing progress, in line with the whole of organisation plan

Conduct and review results of first regular, baseline **children and young people, family and staff feedback surveys**

Review existing QA and plan alignment with Signs of Safety for **measures of breadth, depth and impact**

<p>and take over the development trajectory for practice leaders</p> <p><b>Targeted training</b> for key areas of service</p> <ul style="list-style-type: none"> <li>• Conferencing</li> <li>• Pre-court diversion and court documentation and the continuum of service</li> <li>• <b>Signs of Wellbeing</b> for family support/early help</li> <li>• <b>Signs of Belonging</b> for children in care/looked after children/fostering and adoptions</li> <li>• <b>Signs of Success</b> for youth at risk/youth justice</li> </ul>			
<p><b>First half second year (possibly through year two and into year three) — Implementation review, targeted training, developing capacity of internal trainers, trajectories for Signs of Wellbeing, Success and Belonging, IT Solution, breadth and depth measurement</b></p>			



<p>End of the first year of <b>implementation review</b></p> <p>Continue <b>advanced training</b> either 5 days for practice leaders <b>OR</b> 3 days in safety planning for all staff (if following 3-day basic training)</p> <p>Continue two to three year <b>development trajectory for practice leaders</b> (6 weekly)</p> <p>Continue work to <b>develop internal trainers</b> through an “apprentice approach” who will integrate basic training into the organisation’s training and share and take over the development trajectory for practice leaders</p>	<p>Continue two to three year <b>leadership development trajectory</b> (quarterly)</p> <p>End of the first year of <b>implementation review</b></p> <p>Adjust communication reflecting continuation of the <b>organisational commitment</b> to Signs of Safety and the implementation</p> <p><b>Addressing gaps</b> in the adoption of the practice</p> <p>Deliberately consider and enhance <b>distributed leadership</b> and inclusive culture</p>	<p>End of the first year of <b>implementation review</b> and revise implementation plan</p> <p>Develop trajectories/plans for</p> <ul style="list-style-type: none"> <li>• <b>Signs of Wellbeing</b> for family support/early help</li> <li>• <b>Signs of Belonging</b> for children in care/looked after children/fostering and adoptions</li> <li>• <b>Signs of Success</b> for youth at risk/youth justice</li> </ul> <p>Continue <b>practice intensives</b> (at <b>assessment and investigation</b>, for <b>safety planning</b>) to</p> <ul style="list-style-type: none"> <li>• define Signs of Safety <b>case management processes</b> at this workflow stage, and</li> <li>• reflect these in <b>short term alignment of forms</b>, and</li> <li>• inform <b>IT workarounds and solution</b></li> </ul> <p>Implement <b>long term IT alignment</b> (accredited Signs of Safety IT Solution)</p>	<p>End of the first year of <b>implementation review</b></p> <p>Commence <b>practice breadth measures</b> (dashboard in the Signs of Safety IT Solution)</p> <p>Commence <b>practice depth measures</b> (collaborative case reviews)</p> <p>Commence other meaningful measures, e.g., <b>leadership self-assessment</b></p>
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**Second half second year (possibly through year three) — Internal gathering, continuing development of internal trainers, IT solution, breadth, depth and impact measurement (quality assurance system)**

<p>Hold a major organisational learning event that showcases and shares practice — an <b>internal gathering</b></p> <p>Continue two to three year <b>development trajectory for practice leaders</b> (6 weekly)</p> <p>Continue work to <b>develop internal trainers</b> through an “apprentice approach” who will integrate basic training into the organisation’s training and share and take over the development trajectory for practice leaders</p>	<p>Continue two to three year <b>leadership development trajectory</b> (quarterly)</p> <p>Revisiting <b>modelling key aspects of Signs of Safety in day-to-day leadership and management</b></p> <ul style="list-style-type: none"> <li>• Working relationships</li> <li>• Leading by questioning</li> <li>• Building a culture of appreciative inquiry</li> <li>• Leading three column reviews</li> </ul> <p>Revisiting <b>fostering a safe and robust organisation</b></p>	<p>Continue <b>implementation of long-term IT alignment</b> (accredited Signs of Safety IT solution)</p> <p>Continue <b>practice intensives (children in care)</b> to</p> <ul style="list-style-type: none"> <li>• define Signs of Safety <b>case management processes</b> at this workflow stage, and</li> <li>• reflect these in <b>short term alignment of forms</b>, and</li> <li>• inform <b>IT workarounds</b></li> </ul>	<p>Review and refine <b>QA/Meaningful Measures:</b></p> <ul style="list-style-type: none"> <li>• practice breadth (dashboards),</li> <li>• practice depth (collaborative case audits),</li> <li>• children and young people, family and staff feedback (surveys)and</li> <li>• core data, and</li> <li>• other meaningful measures, e.g., <b>leadership self-assessment</b></li> </ul> <p>and associated organisational learning processes</p>
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**Through to years 5 and beyond — Filling in the gaps, continuous learning and development, maintaining focus on whole system integration**

<p>Complete any outstanding activities</p> <p>Provide basic training to all new staff through internal trainers — review and coach their performance</p> <p>Maintain Signs of Safety Knowledge Bank</p> <p>Maintain role of team leaders and other practice leaders particularly in group supervision</p> <p>Continue internal gatherings regularly</p> <p>Annual review</p>	<p>Periodic revisiting of leadership for Signs of Safety:</p> <ul style="list-style-type: none"> <li>• Commitment</li> <li>• Connection to practice</li> <li>• Modelling key aspects of Signs of Safety</li> <li>• Fostering a safe and robust organisation</li> <li>• Leading by questioning</li> <li>• Addressing gaps in adoption of the practice</li> <li>• Building distributed leadership and inclusive culture</li> </ul> <p>Annual review</p>	<p>Complete outstanding activities</p> <p>Renew partner agency engagement arrangements as necessary</p> <p>Align or integrate any new initiatives with the practice framework</p> <p>Annual review</p>	<p>Complete outstanding activities</p> <p>Refine the processes for continuous review of measures and associated learning priorities</p> <p>Annual review</p>
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