

SIGNS OF SAFETY LEADERSHIP TRAJECTORY

The Signs of Safety leadership trajectory sets out leadership development activities and the implementation developments where either or both leadership is critical to progress. The trajectory describes the pre-implementation period for six to twelve months and the two to three years of intense implementation, and it sets out broader parameters for continuing development and activity through to year five and beyond.

The specific activities and focuses for leadership are consistent with the Signs of Safety implementation framework and trajectory and are fundamentally important for the implementation. The activities and focuses are under the categories of:

- Connection to the practice
- Leadership consistent with Signs of Safety
- Leading major alignment issues
- Leading planning, review and priority setting

The activities in the trajectory are geared to meet the needs of the top tiers of management, and it's best for there to be as much participation as can be achieved with the:

- CEO (and/or position responsible for child protection if in a larger agency)
- Senior and executive leadership
- Service, locality, policy and quality assurance directors and managers

Each organisation has its own imperatives for reform and circumstances that affect aligning its systems with the Signs of Safety practice as it implements the approach. While the leadership trajectory is set out in a linear timeline consistent with the overall implementation trajectory, in effect it provides a menu of development activities and focuses that will be determined to meet the agency's specific needs throughout the implementation. All activities need to be tailored to the specific needs and issues of the agency and its leadership.

Consultants will look to guide agencies through face-to-face workshops and meetings as suits the agency. An indicative schedule of activities is:

- Monthly video calls with the responsible executive and management leaders of the implementation
- Quarterly workshops with leadership groups across the agency (that may extend participation through to supervisors)

- Leadership days for the top tiers of management across the organisation

ACTIVITIES AND KEY FOCUSES

Connection to practice	Leadership fitting the Signs of Safety	Leading major alignment issues	Leading planning, reviews and prioritisation
Preparation phase (6 to 12 months)			
Introduce and participate in targeted introductions to the practice	Demonstrating commitment through: <ul style="list-style-type: none"> • Prioritisation • Communications • Participation 	Identifying and working out what will be blockages to the practice and developing interim solutions <ul style="list-style-type: none"> • assessment and planning forms • IT system Introductions to Signs of Safety meaningful measures / QA system The Signs of Safety IT Solution	Setting purpose and goals (and corresponding measures) for the implementation Developing the implementation plan
First half year (possibly extending through year one)			
Introduce and participate in basic training Participate in a learning case	Modelling Signs of Safety in day-to-day leadership and management <ul style="list-style-type: none"> • Working relationships • Leading by questioning 	Complete development of interim solutions to blockages to the practice. <ul style="list-style-type: none"> • assessment and planning forms 	Preparation for setting baselines — children and young people, families, staff surveys

<p>Observe and participate in a group supervision</p> <p>Ask for examples of Signs of Safety based practice on site visits</p> <ul style="list-style-type: none"> • Lead an Appreciative Inquiry 	<ul style="list-style-type: none"> • Building a culture of Appreciative Inquiry • Leading three column reviews <p>What mindsets will get in the way of Signs of Safety practice, what new mindsets do we need?</p> <p>Demonstrating commitment through:</p> <ul style="list-style-type: none"> • Prioritisation • Communications • Participation 	<ul style="list-style-type: none"> • IT system <p>IT system review, planning and decision for longer term alignment</p> <p>QA system workshops</p> <ul style="list-style-type: none"> • measures of practice breadth (dashboard) • practice depth (collaborative case review) • regular surveys of children and young people, family and staff • core data set (measures for specific goals and interrelated case trends with a limited set of measures already collected) • other options such as leadership self-assessment. <p>Partner agency engagement</p> <ul style="list-style-type: none"> • CEO and senior executive conduct critical briefings (political leadership, judiciary) • Service/locality leaders open and/or attend 	
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		awareness sessions for major partners	
Second half of year one (possibly extending into year two)			
<p>Introduce and participate in 5-day advanced training</p> <p>Participate in a learning case</p> <p>Observe and participate in a group supervision</p> <p>Ask for examples of Signs of Safety based practice on site visits</p> <ul style="list-style-type: none"> Lead an Appreciative Inquiry 	<p>Fostering a safe and robust organisation:</p> <ul style="list-style-type: none"> Workers being supported through anxiety, contention and crises. Openness to challenging professional development <p>Leading by questioning</p>	<p>Attend practice intensives</p> <p>Lead subsequent adjustments to case management processes</p> <p>Review existing and plan alignment of QA system, considering:</p> <ul style="list-style-type: none"> Dashboards to measure breadth of practice Collaborative Case Review to measure depth of practice Core data to measure impact Other options such as leadership self-assessment <p>Plan for IT system alignment</p> <p>What other structural factors impede or conflict with the practice?</p>	<p>Conduct and review results of first, baseline surveys of children and young people, families, staff</p> <p>Locality implementation plans</p>

First half second year (possibly through year two and into year three)			
Participate in a learning case Observe and participate in a group supervision Observe and participate in a collaborative case audit Ask for examples of Signs of Safety based practice on site visits <ul style="list-style-type: none"> Lead an Appreciative Inquiry Safety planning for senior managers Leading with risk intelligence	Building distributed leadership and inclusive culture	IT system alignment implementation QA system alignment and implementation <ul style="list-style-type: none"> Dashboards to measure breadth of practice Collaborative Case Review to measure depth of practice Core data to measure impact Other options such as leadership self-assessment and surveying children and young people 	Annual review of implementation — 3 column x implementation framework domains Review end of year one children and young people, families, staff survey results Priority setting for year two plan
Second half second year (possibly through year three)			
Observe and participate in a group supervision Observe and participate in a collaborative case audit	Reviewing and addressing gaps in the adoption of the practice	Lead completion of IT alignment if lagging Lead completion of QA alignment if lagging	End of year two staff survey and family survey Annual review of implementation — 3 column x

<p>Ask for examples of Signs of Safety based practice on site visits</p> <ul style="list-style-type: none"> • Lead an Appreciative Inquiry 	<p>Revisiting modelling key aspects of Signs of Safety in day-to-day leadership and management</p> <p>Revisiting fostering a safe and robust organisation</p>		<p>implementation framework domains</p>
<p>Through to year 5 and beyond</p>			
<p>Observe and participate in a group supervision (once or twice a year)</p> <p>Observe and participate in a collaborative case audit (once or twice a year)</p> <p>Ask for examples of Signs of Safety based practice on site visits</p> <ul style="list-style-type: none"> • Lead an Appreciative Inquiry (once or twice a year) 	<p>Periodic revisiting of leadership for the implementation:</p> <ul style="list-style-type: none"> • Commitment • Connection to practice • Modelling • Fostering a safe and robust organisation • Leading by questioning • Building a culture of Appreciative Inquiry • Addressing gaps in adoption of the practice • Building distributed leadership and inclusive culture 	<p>Lead completion of IT and QA alignment if lagging</p> <p>Lead integration of any new reform programmes with the practice</p>	<p>Annual staff survey and family survey</p> <p>Annual review of implementation — 3 column x implementation framework domains</p> <p>Priority setting for annual action plans</p>