



Signs of Safety
England Innovation Project
Second Wave (EIP2)

Guide for Local Authorities and MTM

This guide is a reference document that provides partnering local authorities as well as Munro, Turnell and Murphy (MTM) with comprehensive information describing and guiding EIP2.

It sets out the plans and strategies to achieve the specific deliverables in the context of full implementation of Signs of Safety. It includes resources for implementation review and planning, and for monitoring learning and development activities, as well as progress, against the key variables.

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KEY DELIVERABLES AND MILESTONES

#	Key deliverables	Dates	Key milestones
1	Next steps in full Signs of Safety implementation - organisational alignment, embedding and developing Signs of Safety practice		
1.1	Working with family and social networks in safety planning	Dec 17, Jul 18 Mar 18 Dec 17 to Aug 19	<ul style="list-style-type: none"> • Targeted training – building family networks (Family Finding) • Targeted training – safety planning, advanced & in-house training QA • Coaching practice leaders • Consultant social worker/ advanced practitioner positions in local authorities
1.2	Case management processes re-engineered to achieve continuity of Signs of Safety practice Lincolnshire Children’s Services as a Partner in Practice will take a lead role with case management process re-engineering	Sep 17 to Aug 19	Alignment with Signs of Safety practice for: <ul style="list-style-type: none"> • Referrals to children’s services • MASH assessments • Strategy meetings • FGC • CP conferences (initial and review) • core groups • step up, step down assessment and protocols • PLO • Court documentation
1.3	Signs of Safety quality assurance system (current) - implemented and refined	Sep 17 to Aug 19	<ul style="list-style-type: none"> • Collaborative case audits • Annual family and staff surveys • Core data, monthly to annual
1.4	Signs of Safety quality assurance system (second edition) - adding a Signs of Safety dashboard © (monitoring application of Signs of Safety methodology in individual cases at practitioner, team and organisational levels (MTM funded) Signs of Safety dashboard © integrated with Signs of Safety aligned information management (MTM funded)	Dec 17 to Jun 18 Jul 18 to Dec 18	<ul style="list-style-type: none"> • Concept development and testing • ICT version development • ICT integration
1.5	Signs of Safety accreditation system for agencies that have implemented and	Sep 18	<ul style="list-style-type: none"> • Research and draft system • Pilot system in two or three agencies

#	Key deliverables	Dates	Key milestones
	are practicing with Signs of Safety (MTM funded)	Aug 19	<ul style="list-style-type: none"> • Implementation across agencies (with a one to two-year lead time)
1.6	Learning lab for case practice (in one local authority)	Sep 17 to Aug 19	<ul style="list-style-type: none"> • Learning case consultancy • video consultancy open to practitioners nationally • Cases prepared as resources for training and workplace learning • Learning materials and strategies for dissemination
1.7	Signs of Safety Knowledge Bank on-line library of case practice learning materials and implementation resources (MTM funded)	Sep 17 to Aug 19	<ul style="list-style-type: none"> • Agencies register practitioners and other staff for annual access • Regular (monthly) updates learning materials and resources
1.8	EIP leadership workshops	Sep 17 Quarterly	<ul style="list-style-type: none"> • Plan for the full series prior to commencement in line with focuses for the EIP and full implementation • Integration with consultancy for individual local authorities
2	Action research		
	Action research to complement the thematic external evaluation	Sep 17 to Mar 20 Mar 20	<ul style="list-style-type: none"> • Design aligned to thematic external evaluation. • Data collection (aligned to and drawn from Signs of Safety QA) <ul style="list-style-type: none"> ○ real time qualitative and quantitative ○ retrospective quantitative • Analysis and conclusions • Reports

EIP GOVERNANCE AND MANAGEMENT ARRANGEMENTS WITH LAs

Governance

Structure	Roles
LA Signs of Safety implementation steering committee	<ul style="list-style-type: none"> • Oversee Signs of Safety implementation • Oversee EIP2 deliverables implementation • Bring together key positions from within the LA for implementation • Ensure logistical arrangements for implementation are in place • Monitor, provide strategic leadership and problem solving to progress the implementation
Quarterly leaders workshops with all LAs	<ul style="list-style-type: none"> • Maintain focus on implementation of key deliverables in the context of full implementation of Signs of Safety • Share progress and struggles in implementation <p>(The key purpose of the leadership workshops is to develop knowledge, capacity and strategies to progress implementation of key deliverables in the context of full implementation of Signs of Safety. The governance function occurs in this context.)</p>

Management

Project management position

EIP funding for a position in each LA is designated as either a project management or practice development position. LAs may or may not have a actual project manager but they do need to have a designated person who has project management responsibilities as follows:

- Primary management contact for MTM
- Arranging training, consultation calls and visits
- Co-coordinating with other key LA staff to set the focus of consultation visits with the consultant
- Monitoring learning and development activities for each of the EIP deliverables and coordinating the quarterly assessment of progress (see Dashboard below)

Other key designated roles

LA's are requested to nominate the following positions to assist both the LA and MTM in the management of the EIP:

- Lead executive (DCS or Assistant DCS)
- Quality assurance system lead

- Research lead
- Information technology lead

Direct funding for LAs

Each LA will receive £78,750 as a direct S31 grant from the Department for Education. This grant is to fund one position that can be for either project management or practice development, or a combination of these roles if combined with the LA's own resources. The funding is calculated on a position being paid £45,000 per year, discounted by one quarter to allow for filling of the position. It is anticipated that the grant will be provided in one payment around the start of EIP2.

TRAINING

Targeted Training

Building family networks

- Two 5-day events
- Provided by Kevin Campbell (from the USA, founder of Family Finding and developer of the Lifelong Networks approach) and a licensed Signs of Safety trainer
- 156 staff from EIP agencies can attend each event. The number of places for each LA are weighted to the size of the LA as follows:

LA	Staff	LA	Staff
Brent	8	Suffolk	28
Bristol	8	Tower Hamlets	8
Leicestershire	20	Wakefield	8
Lincolnshire	28	West Sussex	15
Norfolk	28	Wokingham	5

- Practice leaders, service managers and other key people responsible for Signs of Safety implementation should be prioritized to attend.
- The events will be in early 2018 and dates will be advised as soon as possible
- Bookings will be centralized and coordinated by Marie Devine

Safety planning and networks

- 10 days are available for each LA
- This training can be targeted to the LAs specific needs and/or partially combined by multiple LAs to have a five-day advanced training event.
- Arrangements should be negotiated and made by LAs with their consultants
- Any combined events will be arranged by consultants with Marie Devine

Coaching and QA and for In-House Basic Training

- 2 days are available for each LA
- These can be used at a time in the project that suits the development of the LA
- Arrangements should be negotiated and made by LAs with their consultants

Practice Leader Development

- PL groups, allowing for around 20 people, will meet for half day sessions, 4 times per year for the 2-year period
- A maximum of 160 days is available across all the LAs. This was calculated on original EIP1 staff estimates that included staff beyond social care. This enables some

flexibility as to both composition and size of the groups for the sessions allocated to individual local authorities

- Schedules should be arranged by LAs with their consultants
- Consultants will co-ordinate times for each LA in conjunction Marie Devine

Allocation of PL training sessions and days to LAs			
LAs	PL groups of 20	Sessions (2 yrs)	Days (2 yrs)
Brent	2	16	8
Bristol	2	16	8
Leicestershire	5	40	20
Lincolnshire	7	56	28
Norfolk	7	56	28
Suffolk	7	56	28
Tower Hamlets	2	16	8
Wakefield	2	16	8
West Sussex	4	32	16
Wokingham	1	8	4

Payment

- Local Authorities pay for training direct to the trainers who will invoice the Local Authority. The invoice will include VAT. Local Authorities should seek reimbursement of the VAT in the usual way (under s33 VAT Act 1994).
- LA's then seek the reimbursement of half the cost of the training and the trainer's associated travel expenses, not including VAT, from MTM. LA's invoice MTM using the attached template invoice.
 - All training has been funded £1000 per day
 - As advanced training costs £1,200 per trainer per day, should LAs combine to convert some targeted to five-day advanced training courses, this will have to be factored into the conversion. Consultants and Marie Devine will assist.
 - Travel expenses are at cost.
 - All training booked after 1 September 2017 and delivered after 29 September 2017 can be claimed.
 - MTM will pay LAS on receipt of payment form DfE, because of this payments will take up to 60 days.

Invoices should be emailed to finance@resolutionsconsultancy.com

The address for invoices to MTM:
 Resolutions Consultancy trading as Munro, Turnell and Murphy Child
 Protection Consultancy (ABN56581221042)
 1/153 Kensington Street
 East Perth WA Australia 6004

Invoices should indicate the amounts for targeted training, coaching and QA for in-

house basic training, practice leader development and travel, as well as the total reimbursement sought.

ORGANISATIONAL CONSULTANCY

Overview of Arrangements

- Consultants are assigned to agencies and have primary responsibility for working with the agency on the EIP deliverables in the context of the full implementation of Signs of Safety
- Principal consultants are assigned to agencies. They will oversee the implementation and support the consultants.

Assignment of consultants and principal consultants

Local Authority	Consultant	Principal Consultant
Brent	Kay Bell	Joke Wiggerink
Bristol	Bev Edwards	Terry Murphy
Leicestershire	Jo Ratcliffe	Terry Murphy
Lincolnshire	Tracey Hill	Joke Wiggerink
Norfolk	Wendy Hill	Terry Murphy
Suffolk	Agi Gault	Joke Wiggerink
Tower Hamlets	Kay Bell	Terry Murphy
Wakefield	Damian Griffiths	Joke Wiggerink
West Sussex	Tracey Hill	Terry Murphy
Wokingham	Joke Wiggerink	Andrew Turnell

Organisational Consultancy for each Local Authority

- 18 days for face to face (over the two years)
- 4 days for calls and documents (over the two years)

Face-to-face visits

Focus

- Meetings and workshops with leadership groups (separately or combined):
 - senior and executive leadership,
 - service managers, and
 - policy (incl. QA)
 - steering committee
- Focus and content will be in line with the EIP deliverables – safety planning and safety networks, case management process alignment and QA implementation, consistent with full implementation of Signs of Safety
- The content of the quarterly EIP leaders workshops (see below) is the first reference for informing the focus of the consultancy in local authorities. The content of leaders days and the face-to-face days in LAs should be broadly consistent. The consultant and key local authority staff should together determine the focus of the meetings and workshops with the local authority leadership groups drawing on the EIP leaders workshops and the Signs of Safety leadership development trajectory (see Key

Documents for Signs of Safety Implementation and Practice Development below).

- LAs may establish internal project groups on the specific deliverables of case management process alignment and QA implementation, and meetings with these groups may need to be factored into face-to-face visits periodically
- Notes of sessions will be provided, designed to be learning documents for participants and colleagues across the local authority

Logistics

- Consultants will visit LAs quarterly on nine occasions (quarterly over the two years), mostly for one day. They will have two further days over the two years and will make two visits for two days (for a total of 11 days with each LA).
- Principal consultants will accompany consultants on face to face days once in 2017 and twice in each of 2018 and 2019 (for a total of 5 days with each LA)
- Andrew Turnell will also target additional consultancy days flexibly to focus on meaningful measures (QA) – and this may include multi agency workshops (2 days average each LA)

Monthly calls

- Consultants will have monthly calls with key EIP leaders in LAs. These should be with the executive lead / chair of the steering group / assistant director social care as well as the project manager and other day-to-day leaders in the EIP. The DCS should also always be invited but is not expected for all calls. Others may come in for specific issues.
- The purpose of the calls is to monitor progress and plan priority action (and so help the LA stay focused and keep the implementation on track)
- The consultant and the local authority should both inform the agenda
- Principal consultants will join consultants for initial and occasional calls

Case management process (practice guidance) advice by email / document exchange

- This involves providing specific documented advice, reviewing and editing draft documents
- Collecting and sharing examples of very good practice guidance and forms is also a key strategy and MTM will guide sharing of these documents to maintain consistency, quality and focus.

Summary of time allocation

Consultant	Annual activity per LA
Consultants	Face to face quarterly: 2 in 2017 5 in 2018 4 in 2019
	7 calls (= 1 day of consultancy)

	1 day documents (averaged across LAs and consultants)
Terry Murphy	Face to face: 1 in 2017 2 in 2018 2 in 2019
	Calls
	Documents
Joke Wiggerink	Face to face: 1 in 2017 2 in 2018 2 in 2019
	Calls
	Documents
Andrew Turnell	Face to face: 2 in 2018 2 in 2019 Flexible face to face workshops

Leaders Workshops

- The key purpose of the leadership workshops is to develop knowledge, capacity and strategies to progress implementation of key deliverables in the context of full implementation of Signs of Safety
- As such, the days are critical in checking progress against expectations as a group, having each agency working to a similar plan, and driving collaboration between agencies
- The first leadership day will focus on:
 - Understanding mutual expectations about meeting the EIP 2 deliverables and achieving 'full implementation' of Signs of Safety
 - Ensuring there is clarity on training, consultancy and leadership workshop processes
 - Understanding the critical role of the action research that is interwoven with the QA deliverable
- There is a two-year program developed and available as the EIP commences (see below). This can be adjusted as needs be as EIP2 progresses.
- Days will involve content that is consistent with and complementary to the Signs of Safety leadership development trajectory

EIP2 Newsletters

- Quarterly newsletters will be produced after each leaders workshop capturing the content of workshops and other key developments during the quarter
- Newsletters will be designed to be learning documents for wide distribution in LAs as well as more broadly in England and the Signs of Safety community

SIGNS OF SAFETY EIP2 – LEADERS WORKSHOPS PROGRAMME

The leadership workshops aim to develop knowledge, capacity and strategies to progress implementation of key deliverables in the context of full implementation of Signs of Safety

The programme has been prepared for the full period of EIP2 in line with the specified EIP2 deliverables and full implementation of Signs of Safety. This allows MTM, consultants and local authorities to be clear on the full range of content and the anticipated trajectory for EIP2 implementation. The programme is not fixed and it is anticipated that there will be adjustments to reflect actual progress and key issues for local authorities as they evolve. There will also be brief presentations on key issues as they arise such as milestones for the external evaluation.

The programme includes continuous participation by all LAs with an activity to be undertaken between workshops and reflections on that in the next, brief presentations by two LAs at each workshop on where great progress has been made. MTM will report on an EIP2 dashboard to monitor organisational consultancy and training activity for each of the key deliverables that has been completed by LAs and consultants to keep focussed and on track.

Focus / Deliverables	Practice	Organisational Alignment	Meaningful Measures	Leadership	Action Research	Celebrating Success / Monitoring Progress	Activity between workshops
	Deliverable – Safety planning and networks (in the context of full implementation)	Deliverable – Case management process alignment	Deliverable - QA system implementation (and further development with practice dashboards)		Alignment with QA	Deliverable – <ul style="list-style-type: none"> Agency accreditation 	
Workshop # and date							

<p>One 29/9/17</p>	<p>Safety planning and safety networks</p> <ul style="list-style-type: none"> • What is this deliverable? • Current status, enablers and barriers, EIP2 strategies, next steps 	<p>Case management process alignment</p> <ul style="list-style-type: none"> • What is this deliverable? 	<p>QA system implementation</p> <ul style="list-style-type: none"> • Quick revision – the EIP 1 system plus dashboard. • So, what does this deliverable mean to you?) 	<p>Introduce the Leadership Trajectory</p> <p>Revisiting Signs of Safety leadership - what sort of leadership drives implementation? Modeling the approach and when to inquire and when to require</p>	<p>Introduce action research program</p> <ul style="list-style-type: none"> • Including alignment with QA • Initiate first round of annual staff and family surveys 	<p>EIP 2 programme outline, purpose and expectations</p> <ul style="list-style-type: none"> • Reference – Signs of Safety EIP2 Guide for LAs <p>Introduce EIP2 implementation dashboard</p> <p>Introduce Learning Journal</p>	<p>Road test draft implementation plan with staff – what do front line staff and team managers want to achieve through EIP2 over the two years</p>
<p>Two 15/12/17</p>	<p>Managing relentless workload demands – getting the right cases through the front door and beyond</p> <ul style="list-style-type: none"> • Introducing harm matrix and a process for unallocated cases • And then getting to analysis and action quickly 	<p>Case management process alignment</p> <ul style="list-style-type: none"> • Current status, enablers and barriers, EIP2 strategies, priorities and next steps 	<p>QA system – implementation and/or adaption?</p> <ul style="list-style-type: none"> • Introducing the dashboard • Current status, enablers and barriers, EIP2 strategies, next steps 	<p>Managing a crisis - leading following a fatality</p>		<p>Key messages and learning from road test draft implementation plan with staff - what front line staff and team managers want to achieve through EIP2 over the two years</p> <p>Two brief presentations from LAs on where we have made great progress</p> <ul style="list-style-type: none"> • Choice of focus: practice, alignment, meaningful measures, 	<p>Survey selection of staff on enablers and barriers and cut through for involving naturally connected networks in safety planning</p>

						<p>leadership;</p> <ul style="list-style-type: none"> • Key strategies, overcoming barriers, outcomes <p>Presentation of combined EIP2 implementation dashboard by MTM</p>	
<p>Three 16/3/18</p>	<p>Safety planning and safety networks in the context of a whole case trajectory example</p> <ul style="list-style-type: none"> • What does this mean for case process alignment, QA and leadership 	<p>Participatory conferencing - the centre piece of alignment</p> <ul style="list-style-type: none"> • Signs of Safety family and network meetings vis a vis initial assessment and planning meetings, FGC, CP conferences (initial and review), core groups, PLO 		<p>Back to basics – being strong and visible, engaged with the day-to-day experience of staff and demonstratively focused on practice</p> <ul style="list-style-type: none"> • What does this look like, from the front line? • Barriers, enablers and cutting through QA as a strategy 	<p>Report from staff and family surveys</p> <ul style="list-style-type: none"> • Learning and action for EIP2 	<p>Key messages and learning from of staff on enablers and barriers and cut through for involving naturally connected networks</p> <p>Two brief presentations from LAs on where we have made great progress (as above)</p> <p>Presentation of combined EIP2 implementation dashboard by MTM</p>	<p>Lead and tape a team appreciative inquiry (focus on one of - safety planning and networks, case management process alignment, adapting QA)</p>
<p>Four 22/6/18</p>	<p>Signs of Safety group supervision (for work on safety planning</p>	<p>Case management process alignment from the first referral</p> <ul style="list-style-type: none"> • MASH 	<p>Collaborative case audits</p> <ul style="list-style-type: none"> • Revisiting mapping, 			<p>Exploration of accreditation system options</p> <ul style="list-style-type: none"> • Research and 	<p>Lead collaborative case audit on Signs of Safety assessment</p>

	<p>and networks)</p> <ul style="list-style-type: none"> • Current status, enablers and barriers, next steps 	<p>assessments, strategy meetings, step up, step down assessment and protocols</p>	<p>introducing safety planning</p> <ul style="list-style-type: none"> • Current status, enablers and barriers, next steps 			<p>examples</p> <ul style="list-style-type: none"> • Key aspects of Signs of Safety , process for development, • An initial trajectory for development <p>Key messages and learning from the team appreciative inquiry</p> <p>Two brief presentations from LAs on where we have made great progress (as above)</p> <p>Presentation of combined EIP2 implementation dashboard by MTM</p>	<p>(mapping)</p> <ul style="list-style-type: none"> • Or if further advanced, on a safety plan and safety network
<p>Five 12/10/18</p>	<p>Review of progress on safety planning and safety networks</p> <ul style="list-style-type: none"> • How far have we progressed, what is making the difference, where are the barriers still, 	<p>Review of progress on case management process alignment</p>	<p>Signs of Safety Case Information System</p> <ul style="list-style-type: none"> • Update, feedback, future devt's <p>QA dashboard progress</p>	<p>Appreciative Inquiry focussing on a piece of leadership you are proud of</p> <ul style="list-style-type: none"> • Three-way AI exercise 	<p>Initiate second round of annual staff and family surveys</p>	<p>Key messages and learning from the collaborative case audit</p> <p>Two brief presentations from LAs on where we have made great progress</p>	<p>Revise implementation plan following workshop and internal LA review</p>

	next steps		<ul style="list-style-type: none"> Update, feedback, future devt's 			(as above) Presentation of combined EIP2 implementation dashboard by MTM	
Six 14/12/18	<p>Balancing risks and making decisions: risk intelligence in practice</p> <ul style="list-style-type: none"> What gives confidence in analysis, safety planning and safety networks? What are the warning signals for getting off track? 	<p>Case management process alignment and the legal process</p> <ul style="list-style-type: none"> PLO, court documentation, strategies with legal representatives and the Family Court) 		<p>Managing anxiety in child protection organisation - leading a risk intelligent organisation</p>	<p>Integrating QA data into ongoing action research</p> <ul style="list-style-type: none"> Practice dashboard data Core activity and outcome data 	<p>Accreditation system draft presentation and proposal for trials in LAs</p> <p>Two brief presentations from LAs on where we have made great progress (as above)</p> <p>Presentation of combined EIP2 implementation dashboard by MTM</p>	<p>Lead risk thresholds exercise</p>
Seven 22/3/19	<p>Involving children</p> <ul style="list-style-type: none"> Giving drive and direction to safety planning and safety networks 	<p>Case management processes and removal of children form parents</p> <ul style="list-style-type: none"> The removal decision, integration with fostering, participatory conferencing and decision making for 	<p>Review of progress and final push for implementation and/or adaptation</p>		<p>Report from staff and family surveys</p> <ul style="list-style-type: none"> Learning and action for EIP2 	<p>Key messages and learning from risk threshold exercise</p> <p>Two brief presentations from LAs on where we have made great progress (as above)</p>	<p>Survey selection of staff on what has been achieved in the EIP eighteen months and next steps for</p>

		reunification				Presentation of combined EIP2 implementation dashboard by MTM	
Eight 21/6/19	Delivering in-house basic training <ul style="list-style-type: none"> • Progress • Final push 	Case management processes and reunification <ul style="list-style-type: none"> • Removal of children from parents • Participatory conferencing, access and decision making) 		Demonstrating distributed leadership and building an inclusive culture		Accreditation system report of trials in LAs. Presentation of revised system and proposal for implementation. Key messages and learning from staff on what has been achieved and next steps Two brief presentations from LAs on where we have made great progress (as above) Presentation of combined EIP2 implementation dashboard by MTM	Develop implementation plan for continuous development post EIP2
Nine 27/9/19	Sustaining continuous development of practice	Review of case management process alignment – are we there yet? (We should be)	Review of shifts in QA and its impact on practice development	The future leadership challenges to sustain and grow Signs of Safety		Presentation of combined EIP2 implementation dashboard by MTM	

			and inclusive culture			Wrap up presentations by each LA <ul style="list-style-type: none"> • Key achievements • Current challenges • Post EIP2 plan for continuous development 	
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SIGNS OF SAFETY KNOWLEDGE BANK

The Knowledge Bank is an ever-expanding, community driven, library of case practice learning materials and implementation resources.

Collaborating and sharing constructive practice is at the core of Signs of Safety. Practitioners around the world are generating strong, successful Signs of Safety practice, learning processes and organisational strategies for growing the work.

The Signs of Safety Knowledge Bank provides a formal platform to share this knowledge. The Knowledge Bank enables agencies and their staff to take advantage of the continual development by practicing professionals around the world, and agencies are in turn encouraged to contribute their own developments and learning back into the Knowledge Bank.

The Knowledge Bank includes a comprehensive set of implementation documents written by Terry Murphy, Andrew Turnell and Joke Wiggerink that provide core guidance to agencies.

Access to the Knowledge Bank

Arranging access requires liaison with the LA's information technology area and an agreement between MTM (Resolutions Consultancy) and the organisation about the conditions for using the materials (such as not distributing it beyond authorised users) and specifying the individuals who will have the access.

An information technology lead needs to be identified in each LA with whom MTM (Resolutions Consultancy) will liaise to ensure access is technically sound. Once this occurs and individuals are specified, it is anticipated that access will be progressively rolled out to

- Senior and executive and EIP leadership
- Practice leaders and other team managers and learning and development staff, and service managers
- Front-line workers

Key contacts for MTM (Resolutions Consultancy)

Adam Brockway - adam.brockway@resolutionsconsultancy.com

Christy Leitch - christy.leitch@resolutionsconsultancy.com

SIGNS OF SAFETY LEARNING LAB

Background and Rationale

As the Signs of Safety has evolved a number of different agencies have functioned informally or formally as learning lab sites. These have included children's service agencies in Gateshead England, Olmsted and Carver Counties in Minnesota USA, Drenthe in the The Netherlands and Western Australia. All of these agencies have made their practice and application of the Signs of Safety publicly available for professionals to observe, participate in and learn from which enabled all of these agencies to improve and deepen their own use of the approach as they assisted others on their learning journeys. Carver County Minnesota took this to the point where over the 5 years to 2015 professionals from all over the world would participate in the regular video-conference group supervision sessions. The Signs of Safety Comprehensive Briefing Paper (see Key Documents for Signs of Safety Implementation and Practice Development below) includes examples of work from these jurisdictions.

The Learning Lab in the EIP

EIP2 includes the key deliverable of 'developing a learning lab for case practice' through open consultation on complex cases and publishing associated learning materials. This development can support staff across the EIP LAs with learning experiences and materials. Specifically staff from LA's will be able to:

1. Observe casework in group supervision sessions and other practice contexts by joining open forums in the learning lab LA
2. Access practice examples prepared as learning materials for local and broader distribution.

This work will model the process for developing learning cases in agencies and assist EIP LAs to initiate or build on their existing work in this area.

As organisational reform is always grounded in actual practice and casework, the learning lab will also be focused on applying case learning to the EIP key deliverables of aligning case management process with Signs of Safety practice and implementing the Signs of Safety QA system. As such, the learning lab will, together with all the LAs in the EIP, be providing learning opportunities for the whole group as these key deliverables are realised.

The learning lab will commit to more formally providing access to implementation examples prepared as learning materials for local and broader distribution. Over time the learning lab will also provide opportunities for agencies across England to learn about Signs of Safety practice and implementation, through:

- Agency visits with field staff, team managers and leaders
- Participation in learning sessions, leadership and planning forums (virtual or in person)
- Presentations at Signs of Safety gatherings and other public events

- Engaging where possible in partnerships with other agencies to further develop Signs of Safety practice and organisational implementation.

Wokingham

Wokingham has been working towards being the first learning lab agency over the course of 2017 and will commence and launch this role with the start of the EIP in September 2017.

SIGNS OF SAFETY EIP2

IMPLEMENTATION REVIEW AND PLANNING TEMPLATE

Signs of Safety implementation is envisaged as involving a long-term, five-year commitment beginning with an initial two-year period of intense activity, itself following a substantial period of preparation. It is of course a journey of continuous improvement and most organisations experience the need to ‘reboot’ their implementations at strategic points and lengthy periods of implementation. Informed by the first wave EIP, the Signs of Safety implementation theory, framework and trajectory have been revised. Subsequently a national implementation has commenced in the Republic of Ireland and is emphasising the most critical aspects of the revised framework and further developing key resources. This Review and Planning Template is designed to chart continuing implementation in EIP 2, based on the Signs of Safety implementation framework with a primary focus on the EIP 2 deliverables and those aspects of the framework that are most critical.



Implementation framework activities (<u>highlighting critical activities</u>)	EIP2 deliverables (and milestones)	Current Status (September 2017, September 2018)	Action (including EIP2 learning and development activities) September 2017 to September 2019
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 implementation.			2 days annually for each local authority for trainer coaching quality assurance of trainers and courses
Advanced training for practice leaders (team and service managers and practice consultants).			Public five-day advanced training events will occur through the EIP period
Practice leaders learning and development trajectory.	Learning lab for case practice (Wokingham) Learning case consultancy video consultancy open to practitioners nationally Cases prepared as resources for training and workplace learning Learning materials and strategies		Quarterly practice leaders learning and development groups for groups of 20 over the two years (average of 16.4 days per LA)

	for dissemination		
Leadership learning and development trajectory. Senior management engagement in case work			<p>EIP leadership workshops</p> <ul style="list-style-type: none"> • Full series to be available prior to commencement in line with EIP deliverables and full implementation • Integration with consultancy for individual local authorities <p>Flexible use of the total of quarterly organisational consultancy days for each LA (see policies, forms and process alignment; QA, as below) to ensure consultation as appropriate with:</p> <ul style="list-style-type: none"> • steering committee • senior and executive leadership • service managers • policy (incl. QA)
Workplace based learning with practice leaders leading staff informed by their learning and development trajectory.	Working with family and social networks in safety planning		<ul style="list-style-type: none"> • Targeted training – building family networks (Family Finding) – two five day events open to all English LA’s with priority to EIP in March to May 2018 • Targeted training – safety planning, advanced & in-house training QA – 12 days for each LA • Coaching practice leaders • Full or part time consultant social worker/ advanced practitioner position(s) in each LA (direct EIP funding is one position for this and/or project management for each LA)
Key learning methods of group supervision, learning cases and appreciative inquiry.			
Targeted training for key aspects of practice and specialist staff groups.			
			<p>Signs of Safety Knowledge Bank on-line library of case practice learning materials and implementation resources</p> <ul style="list-style-type: none"> • Agencies register practitioners and other

			<p>staff for annual access</p> <ul style="list-style-type: none"> Regular (monthly) updates learning materials and resources
LEADERSHIP			
Clear, focused and explicit commitment to the practice and the implementation.			<p>EIP leadership workshops</p> <ul style="list-style-type: none"> Full series to be available prior to commencement in line with EIP deliverables and full implementation Integration with consultancy for individual local authorities <p>Flexible use of the total of quarterly organisational consultancy days for each LA (see policies, forms and process alignment; QA, as below) to ensure consultation as appropriate with:</p> <ul style="list-style-type: none"> steering committee senior and executive leadership service managers policy (incl. QA)
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.			
<p>Fostering a safe and robust organisation:</p> <ul style="list-style-type: none"> 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' registering the organisational commitment to implementation.			
Policies, forms and case management processes to match the practice methodology and that are streamlined.	<p>Case management processes re-engineered to achieve continuity of Signs of Safety practice</p> <p>Alignment with Signs of Safety practice for:</p> <ul style="list-style-type: none"> • Referrals to children's services • MASH assessments • Strategy meetings • FGC • CP conferences (initial and review) • core groups • step up, step down assessment and protocols • PLO • Court documentation 		<ul style="list-style-type: none"> • Quarterly organisational consultancy by assigned consultant and half yearly days additionally with principal consultant • Monthly video consultation (between in person visits) and email advice on documents
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

Specific goals for the implementation of Signs of Safety and corresponding measures			<ul style="list-style-type: none"> • What are the specific measurable goals for the implementation (the most important things you want to achieve)? • What are the measures for these goals (that you probably already collect)?
<ul style="list-style-type: none"> • 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© 	<p>Signs of Safety quality assurance system (current) - implemented and refined</p> <ul style="list-style-type: none"> • Collaborative case audits • Annual family and staff surveys • Core data, monthly to annual 		<ul style="list-style-type: none"> • Quarterly organisational consultancy by assigned consultant and half yearly days additionally with principal consultant, and additional events with Andrew Turnell • Monthly video consultation (between in person visits) and email advice on documents

<p>monitoring application of the methodology.</p> <ul style="list-style-type: none"> • Family feedback about practice. • Staff feedback about organisational implementation, culture and leadership. • Case trends and outcomes monitored with a streamlined set of KPIs. 	<p>Signs of Safety quality assurance system (second edition) - adding a Signs of Safety dashboard © (monitoring application of Signs of Safety methodology in individual cases at practitioner, team and organisational levels</p>		
<p>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.</p>	<p>Signs of Safety dashboard © integrated with Signs of Safety aligned information management</p>		
	<p>Signs of Safety accreditation system for agencies that have implemented and are practicing with Signs of Safety</p>		<ul style="list-style-type: none"> • Research and draft system collaboratively with LAs • Pilot system in two or three agencies • Implementation across agencies (with a one to two-year lead time)

RESEARCH

	<p>Action research to complement the thematic external evaluation</p>		<ul style="list-style-type: none"> • Design aligned to thematic external evaluation. • Data collection (aligned to and drawn from Signs of Safety QA)
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			<ul style="list-style-type: none"> ○ real time qualitative and quantitative ○ retrospective quantitative • Analysis and conclusions • Reports
	External evaluation		

DASHBOARD TO MONITOR EIP DEVELOPMENT ACTIVITIES FOR EACH OF THE KEY DELIVERABLES

The dashboard is designed to be a simple recording tool to monitor delivery of EIP2 learning and development activities - organisational consultancy, training and participation in the learning lab - against the EIP2 deliverables, and to record a brief quarterly assessment of progress against each deliverable.

Using the EIP2 implementation dashboard

- EIP2 services or activities should be recorded in the dashboard as they occur and include the date and participants (using a generic brief description eg: 18 PLs; 5 svcs mgrs; DCS and ADCS, HoS and PSW)
- Progress should be summarised quarterly and comprise only a brief phrase (eg: planning on track, pilot ready, revised guidance launched, est'd 60% adoption)
- The dashboard should be maintained and kept up to date by the person who has designated project management responsibilities for the EIP in the LA, in liaison with the consultant and taking their feedback into account
- MTM will compile the information from each LA into a combined dashboard each three months
 - MTM will explore the feasibility of automating this process
 - Meanwhile, EIP project managers should provide their dashboard to MTM two weeks before the leadership workshop
 - MTM will present the combined dashboard (with LAs de-identified) at each leadership workshop
- A fresh blank dashboard should be started each three months

Dashboard to Monitor EIP2 Development Activities for each of the Key Deliverables

Name of LA:

Date:

Activity	Organisational Consultancy						Training					Learning lab participation
	Steering group meetings	Exec and senior leadership	Service manages	Policy (incl. QA) managers and staff	Monthly calls	Document exchange	Targeted training – safety planning and networks	Family Finding workshop	Combined five day advanced training	PL development sessions - safety planning and networks - other	Bringing basic training in house - coaching and QA	
Deliverables / Focuses												
Safety planning and safety networks (in the context of full implementation of Signs of Safety practice)												
Case management process re-engineering <ul style="list-style-type: none"> • Referrals to children’s services • MASH assessments • Strategy meetings • FGC • CP conferences (initial and review) • core groups • step up, step down 												

assessment and protocols <ul style="list-style-type: none"> • PLO • Court documentation 												
QA system implementation <ul style="list-style-type: none"> • CCA • Family and staff surveys • Core data • Dashboards (monitoring practice) 												
Accreditation system development												

KEY DOCUMENTS FOR SIGNS OF SAFETY IMPLEMENTATION AND PRACTICE DEVELOPMENT

- Signs of Safety Comprehensive Briefing Paper (4th edition)

<http://kb.signsofsafety.net/signs-of-safety-briefing-paper-4th-ed/>

The Signs of Safety Comprehensive Briefing Paper is the flagship document for Signs of Safety outlining the practice approach, its evidence base and implementation. The fourth edition follows the first wave EIP.

The Signs of Safety Comprehensive Briefing Paper should be made widely available to staff across the organisation and used as the first and definitive reference point on practice issues.

There is a five-page summary of the briefing paper, Signs of Safety – Summary of the Practice Approach, Evidence and Implementation, that agencies can use as the basis of a policy statement to make an explicit commitment to the adoption and implementation of Signs of Safety practice and for a variety of other purposes including introducing partners to Signs of Safety.

<http://kb.signsofsafety.net/implementation-summary-of-signs-of-safety/>

Core implementation documents

- Signs of Safety Implementation – Comprehensive Theory, Framework and Trajectory

<http://kb.signsofsafety.net/implementation-comprehensive-theory-framework-and-trajectory/>

The Signs of Safety Implementation – Comprehensive Theory, Framework and Trajectory document begins with the theories of practice and implementation, introduces the whole organisation and whole person perspective, and sets out the framework and a detailed trajectory for implementation for an initial intense two-year period. This overarching trajectory informs the learning activities in the specific trajectories for practice leader development and organisational leadership development. The trajectory remains fundamentally relevant beyond the initial two-year period of implementation.

Staff who are key to the implementation, including senior and executive leadership, the steering group and project management staff, as well as service managers and policy staff, should be conversant with this document.

- Signs of Safety Leadership Development Trajectory – Summary for Agencies

<http://kb.signsofsafety.net/implementation-leadership-development-trajectory/>

This organisational leadership development trajectory for organisational leadership sets out a menu of learning activities with senior and executive leaders, service managers, policy (including QA) managers and staff, and the steering group. The trajectory guides organisational consultancy with agencies. The Signs of Safety consultant and the agency project manager (as well as the other leaders) should use the trajectory as a resource from which to choose learning activities for the various leadership groups. The trajectory has informed the quarterly leaders workshops and those particular activities provide the first reference for subsequent organisational consultancy sessions with local authorities.

- Signs of Safety QA System

EIP1 System –

<http://kb.signsofsafety.net/quality-assurance-system/>

Further development to include practice dashboard – From 3 - 4 Parts Extension. Available as an additional download at the bottom of this page:

<http://kb.signsofsafety.net/quality-assurance-system/>

Implementation of the Signs of Safety QA System is a key deliverable for EIP2. This includes the development and implementation of a practice dashboard to monitor application of Signs of Safety practice in individual cases at worker, team, service and organisational levels. These documents are the starting point, providing a description of the system developed in EIP1 and a schematic of how the system will look with the inclusion of the practice dashboard. The core document will be revised through the collaborative experience in EIP2 of development and implementation.

Core practice development documents

- **Signs of Safety Learning and Development Team Trajectory**

<http://kb.signsofsafety.net/implementation-practice-leader-and-learning-and-development-team-development-trajectory/>

The Learning and Development team trajectory sets out sessions for Signs of Safety Practice Leaders (PL) and the Learning and Development team who are to become the in-house trainers. It is designed for the first two-year period of intense implementation but the activities remain relevant and will guide PL group half-day sessions four times a year provided for in the EIP. The Signs of Safety consultant and the key practice leaders and service managers should use the trajectory as a resource from which to choose learning activities for the PLs.

- **Signs of Safety Workbook**

<http://kb.signsofsafety.net/signs-of-safety-workbook/>

This workbook is designed as a hands-on resource for practitioners and supervisors using the Signs of Safety approach. The workbook covers use of the assessment and planning framework, the Three Houses tool, words and pictures explanations and safety planning. Numerous case examples are provided throughout covering:

- Signs of Safety Mapping Process
 - Danger, Safety Goals, and Judgment
 - Danger Statements, Safety Goals and Safety Scales Example
 - Interviewing Children in Child Protection Cases
 - Building Effective Safety Plans in Child Protection Casework
- **Safety Planning Video and Workbook**

<http://kb.signsofsafety.net/safety-planning-video-and-workbook/>

This video and workbook outline the Signs of Safety vision and process for creating effective safety plans together with families and naturally occurring support networks. This includes:

- The principles of effective safety planning
- The elements of effective safety planning
- Two detailed safety plan examples, the first in a case involving a suicidal mother who has neglected her son and the second relating to a situation of severe domestic violence
- The casework, engagement and questioning skills that create partnership with families and their networks which is the foundation of effective safety planning work.
- Ideas and specific methods to directly involve children in the safety planning

Background documents

- **You Can't Grow Roses in Concrete** – MTM action research report on EIP1
<http://munroturnellmurphy.com/eip-report/>
- **Evaluation of Signs of Safety in Ten Pilots – Children's Social Care.** Innovation Programme Evaluation Report 48, Mary Baginsky et.al
<https://www.gov.uk/government/publications/signs-of-safety-practice-in-childrens-services-an-evaluation>
- **MTM EIP2 proposal** (March 2017) and final statement (June 2017)
 - <http://munroturnellmurphy.s3.amazonaws.com/EIP2/EIP2%20Successful%20Submission%20-%20Round%202%20Proposal%20Form%20-%20Modified%20by%20Round%203%20Statement.pdf>
 - <http://munroturnellmurphy.s3.amazonaws.com/EIP2/EIP2%20Successful%20Submission%20-%20Round%203%20Statement.pdf>