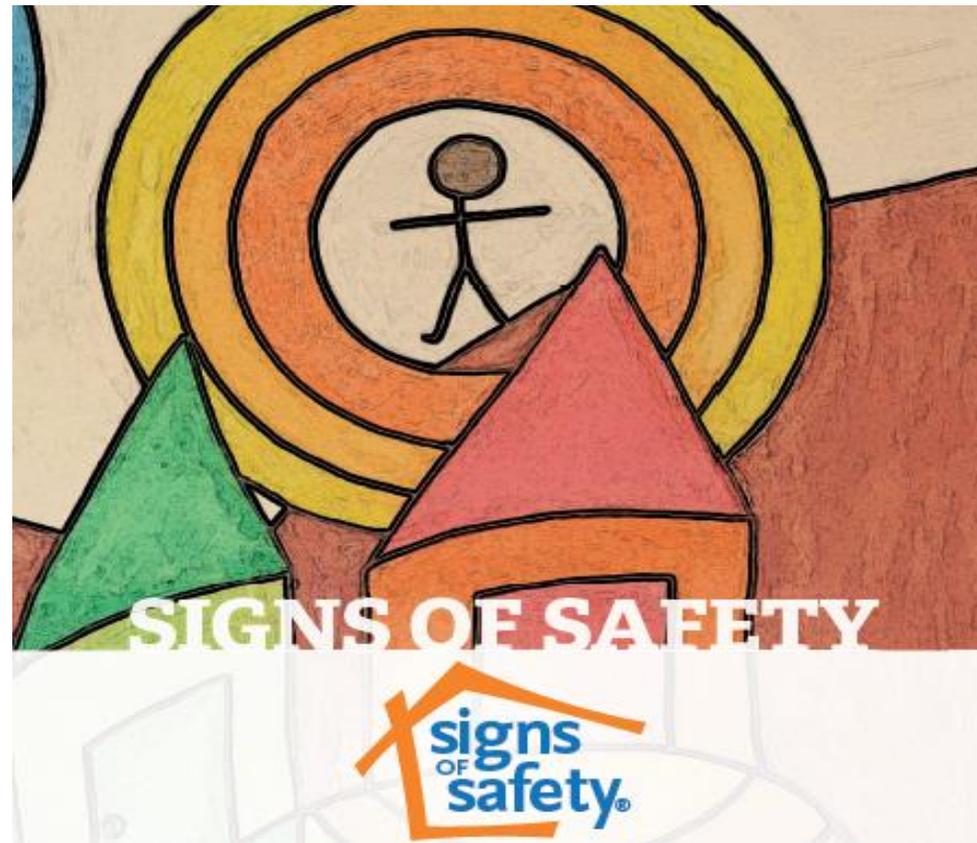


Implementing Whole System Signs of Safety Practice in Norfolk



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CORE PRINCIPLES

Signs of Safety is much more than a 3 column map. Signs of Safety is a collaborative way of working that respects families, is rigorous in its analysis of risk and robust in its promotion of what will keep the child safe. Using a questioning approach that involves the wider network as well as multiagency professionals and carers, it drives better decision making that keeps the needs of the child central.

In order to achieve a consistent approach to good quality practice:

1. The NSCB are committed to continuing our implementation of Signs of Safety for the long term.
2. The children's workforce will use Signs of Safety tools with fidelity; undertaking direct work with skill and empathy.
3. We will work collaboratively across the partnership around well managed risk, building confidence to secure effective multiagency working with families at the earliest point, which keeps the child's needs central.
4. Improvement in the quality of what we do will come from regular, honest shared reflection at every level of each organisation; learning about what works well, and where we need to do better.

Using Signs of Safety means that

- we place high value on the quality of relationships we have with each other, families, and carers
- we think critically and never assume we have all the answers
- we work with families collaboratively to help them find their own solutions
- we use plain language that families can readily understand
- we balance optimism with curiosity so that we assess risk rigorously
- we listen to what the child says

Signs of Safety focus

- Leadership: modelling behaviours; “inquire before require”; Appreciative Inquiry; distributed leadership driving change
- Practice: SofS ethos, principles and disciplines; targeted work based on data/ audit/ feedback
- Learning: formal, self-directed and collaborative learning experiences; tools for reflective practice; group supervision; audit; multiagency case study evaluation
- Systems alignment: Recording, processes and policies align to SofS
- Meaningful measures- Data, QA, feedback from staff, children and families

David Ashcroft, NSCB Chair

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VISION I will know that we have fully embedded Signs of Safety in Norfolk when

Children and families say:

- They are getting the right help at the right time
- They understand why services are involved and find them helpful
- Involvement of their own network in plans ensures changes made are maintained through long-standing support

Practitioners say:

- They are undertaking direct work that empowers families to keep children safe and well looked after
- Only the right children are taken into care and where this is necessary the outcomes for children are good
- They have the right working conditions that means they have time to do good quality work with children, parents/carers and their support network

Partners say:

- The early support they provide prevents situations deteriorating for a child
- They understand when to make a referral to social care and when to provide/refer for early help.
- The referrals they make to social care are accepted and acted on in a consistently good and timely way

As a result we will be able to

- Invest more in prevention and early help
- Attract, retain and develop professional staff who come to work to make a positive difference to children's lives
- Ensure that children experience stability and permanence whether at home or in care, with the least possible changes of workers, schools and carers

Sara Tough, Executive Director Children's Services

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PART A: HIGH LEVEL PRIORITIES MONITORED BY THE NORFOLK SAFEGUARDING CHILDREN BOARD (NSCB)

Signs of Safety implementation is envisaged as a long-term commitment. In Norfolk, Signs of Safety has been introduced across the whole safeguarding system. This is to ensure that all Norfolk children and families get a timely, consistent approach where all professionals work collaboratively and restoratively with the child and their network to help them find solutions to emerging problems and risks. Norfolk began implementing Signs of Safety across all Children's Services and partnership in November 2014. The children's workforce are familiar with the mapping tools and are using Signs of Safety in their direct work and supervision of staff with some consistency.

The areas we need to focus on in Norfolk are set out within this plan, and include sophisticated application of the model in order to achieve consistent, risk sensible, decision-making; balancing optimism with curiosity. We need to rigorously include the child's natural networks in our partnership approach; building on existing strengths and safety and ensuring our children know they are part of a supportive community around them that promotes their identity and sense of belonging. We want plans for safety, wellbeing, stability and success to be effective and self-sustaining long-term. And we want the whole children's workforce to work effectively together to ensure that wherever a child needs additional help, those needs are met in a timely way.

The high level plan is set out against the three high level priorities:

PRIORITY 1	Risk Sensible Practice
PRIORITY 2	The Quality of Practice around Safety Planning and Family Networks
PRIORITY 3	Further developing multiagency communication and engagement

Measures to evidence success are included in this section.

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Priority 1 Risk Sensible Practice			
The change we need to see and the impact we need to have:	by September 2019	Signs of Risk Sensible Practice Safety focus	success will be when
<p>Risk-sensible practice:</p> <p>Better understanding and analysis of risk so that anxiety driven behaviour is reduced and naïve or over-optimistic analysis is eliminated.</p>	<ul style="list-style-type: none"> • The children’s workforce has a shared understanding of what risk-sensible practice is • analysis of risk is based on evidence and makes use of the threshold guide, knowledge of child development and research • planning is made for the management rather than the elimination of risk; <i>focusing on safety planning with the family and their own network of support</i> with services offered/ accessed where needed • plans are checked for impact so that cases are closed or moved on with multiagency agreement in a timely way 	<ul style="list-style-type: none"> • <u>leadership</u>: modelling and articulating risk tolerance • <u>practice</u>: mapping the balance of risk (danger) against safety within the family based on strengths providing safety for the child displayed over time; • <u>practice</u>: use of research and knowledge of child development to inform analysis • <u>practice</u>: <i>family-led safety planning, using language that the family understands</i> 	<ul style="list-style-type: none"> • Plans routinely focus on behaviour change in the family with safety plans developed by the family and their naturally connected network of support • There is a reduction in the number of cases active to social care and reduction in CP Plans • Decision making for permanence is based on evidence that families are unable to provide sustainable safety for the child • There is a reduction in complaints and SCR across the partnership.

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Priority 2. The Quality of Practice around Safety Planning and Family Networks			
The change we need to see and the impact we need to have:	September 2019	Signs of Safety focus	success will be when
<p>A step change in the quality of work embedding all aspects of the SofS approach. This means going beyond the basic 3 column mapping</p> <ul style="list-style-type: none"> • The child is at the centre of the work and the family network is engaged throughout • Safety planning, produced by, and with the family, is the norm • The ethos of solution –focused practice which underpins Signs of Safety is at the heart of the way we work • Analysis and planning are rigorous and withstand scrutiny 	<p>Workers</p> <ul style="list-style-type: none"> • Demonstrate the ethos of Signs of Safety in their language and behaviour with families • Are confident in identifying and working with whole family networks • Understand and promote safety planning above service planning • Apply knowledge of research expressed in language that families understand • Capture the child's voice and use it to inform assessments and plans • Use the SofS tools with fidelity • Know what the expectations are for how SofS is used whichever agency they work for • Routinely seek feedback from families to better understand their experience of services • Are supported by leaders and managers to develop and practice using the SofS approach 	<ul style="list-style-type: none"> • <u>learning</u>: target skills development and attention to underpinning principles and need identified through staff feedback • <u>leadership</u> focus on structured appreciative inquiry to model attention on depth/ skills of practitioners • <u>practice leaders</u> model and coach in-depth SofS practice • <u>meaningful measures</u> to assess quality of practice including family feedback • <u>System alignment</u>: case management processes are reviewed to ensure they support SofS practice and direct work with children and families. 	<ul style="list-style-type: none"> • Family experience of services is consistent, and the work is always collaborative in intent • Case management documentation clearly articulates how SofS is applied at each step and this is adhered to by all services • Case audits provide evidence that all SofS domains of assessment are correctly and rigorously used, including <i>past harm, future danger, complicating factors, existing strengths, safety and scaling. Danger Statements and Safety Goals are clear and robust.</i> • Decision making is based on sound analysis and understanding of child development and research, and is always in the best interest of the child

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Priority 3 Further developing multiagency communication and engagement			
The change we need to see and the impact we need to have:	September 2019	Signs of Safety focus	Success will be when
<p>All partners understand and engage with the SofS approach so that they are</p> <ul style="list-style-type: none"> equipped and confident to work collaboratively with families when worries or risks first emerge to prevent concerns escalating know if/when/how to refer for specialist support know how to fully participate in SofS multiagency assessments and processes. 	<p>We will have</p> <ul style="list-style-type: none"> identified practice leaders and superleaders in all NSCB agencies increased the number of multiagency professionals able to deliver SofS learning events, workshops and activities within their own agency and alongside other agencies ensured that the ethos of SofS is apparent in all aspects of the children's workforce learning and development 	<ul style="list-style-type: none"> <u>learning</u> offer co-produced with partners to ensure messages are appropriately articulated and channelled <u>leadership</u> to engage strategically with partners to find opportunities and potential superleaders in partner agencies <u>practice leaders</u> model the approach through everyday communication, practice and supervision <u>systems alignment</u> : multiagency forms, referral processes and policies align to SofS 	<p>Feedback and case studies from all partners provides evidence of :</p> <ul style="list-style-type: none"> Understanding of SofS and confidence in decision-making and/ or challenge to poor SofS practice Reduction in partner referrals that do not require social care input Application of SofS approaches that prevent concerns escalating

Measures:

• Referral per 10,000	• % of referrals leading to NFA / EH / CIN / CP / LAC
• Re-referral rates per 10,000	• % of re-referrals
• Assessments and Section 47 enquiries per 10,000	• Number of children EH / CIN / CP / LAC (per 10,000)
• % EH / CIN / CP / LAC plans lasting over 6 months / 1 year / 2 years	• % becoming subject to EH / CIN / CP / LAC again within 12 and 24 months
• % of plans where the family have developed and own actions to keep children safe (safety plans)	• % of cases where the family network is identified and engaged as part of the assessment
• % of children having three or more placements in the year	• % of children in the same placement over two years
• % of LAC moving to adoption and SGO	• % of potential LAC seen for after care
• % of caseloads in line with policy	• Vacancies, turnover, sickness, agency staff levels
• Staff surveys	• Collated Family feedback

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Part B: Operational Delivery Plan Monitored by the Steering group and Project team

Signs of Safety England Innovations Project Wave 2: summary

SofS EIP1 ran from September 2014 to March 2016 and involved Norfolk working alongside 9 other local authorities on whole system implementation of Signs of Safety. Set up by MTM (Professor Eileen Munro, Dr Andrew Turnell and Terry Murphy) the project was funded by the DfE with the LA providing match funding in kind. In September 2017 EIP2 was launched to continue to embed the practice and principles, focusing on the **3 key deliverables** all LAs found most challenging to embed:

- Working with the family and their networks in safety planning
- Case management processes alignment to SofS
- Implementing a SofS Quality Assurance system

Norfolk will be supported through the EIP2 programme which will run from September 2017 to September 2019 by Terry Murphy as the lead senior consultant and Wendy Hill, licensed SofS trainer and consultant.

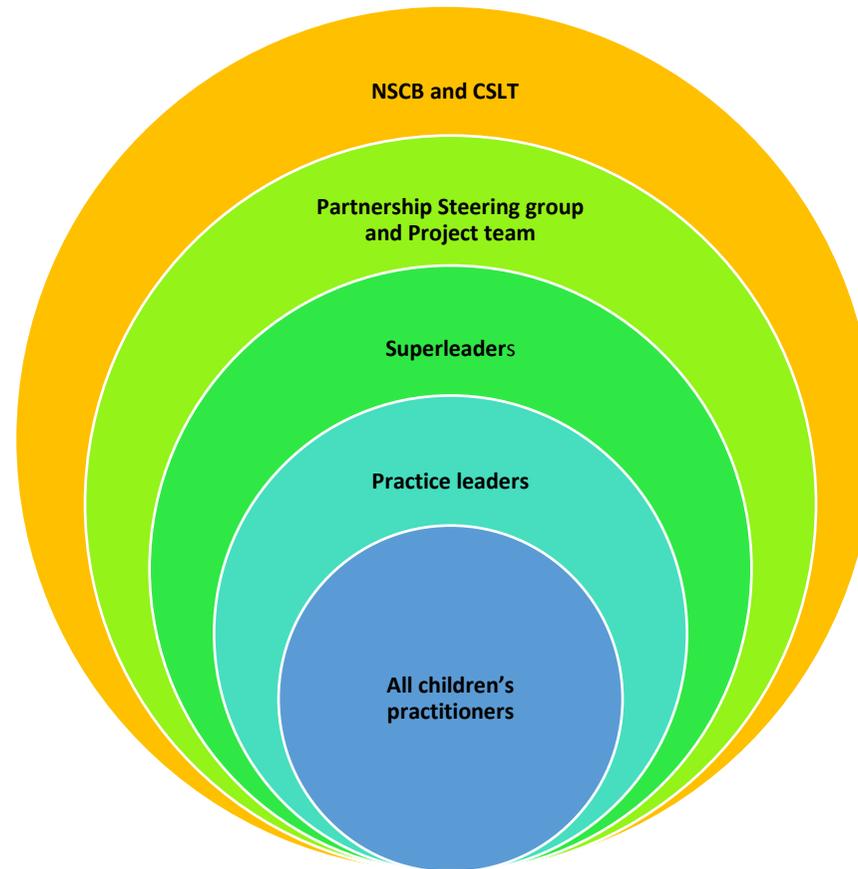
Key elements of the project include

- A leadership development programme for senior leaders over 2 years, including local consultation and national meetings
- A practice leads development programme for team leaders and SofS Superleaders over 2 years
- Additional training focused on identifying family networks and developing family-led safety plans
- QA for internal training delivery

In Norfolk, Signs of Safety has been introduced as a whole system approach to working with children. From the very start partners have worked together to embed SofS practice, attending multiagency briefings and training. Embedding SofS is a key priority for the Norfolk LSCB and is monitored through reports to the Board from the multiagency SofS steering group.

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Roles and responsibilities for embedding Signs of Safety as a whole systems approach



All Senior Leaders (Children's Services and Partner agencies) will be engaged in the Signs of Safety Leadership Development Programme offered through EIP2. The programme is practical and will include activities to support delivery of this Plan. This will include support for systems alignment; leading for risk-sensible practice and alignment of QA systems. The development programme will be delivered by SofS licensed consultant, Wendy Hill and senior consultant and MTM Partner, Terry Murphy. The NSCB will receive regular reports from the Partnership Steering Group, reporting on the development and impact of embedding Signs of Safety on children and families.

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SofS Partnership Steering Group

It is the collective responsibility of this group to ensure that SofS practice is embedded in the work undertaken with the children, young people and families of Norfolk whatever their level of need and to ensure that Norfolk's practitioners have access to SofS training and practice development opportunities which will enable consistent, good quality services for the children, young people and families of Norfolk. It is each agency's responsibility to ensure that the appropriate level of representation and attendance is made to this group.

Each Steering Group meeting is 2 hours. To be split into:

20 minute project report: review of milestone trajectory, exception report on significant achievements and serious blocks/ delays requiring Board assistance
4 x 20 minute items selected from the operational delivery plan. Report and discussion to highlight progress; next steps and requests to the NCSB Board for decisions/approval for change/ resources. 15 mins: review of impact measures and feedback from leaders on their engagement with practice, 5 mins AOB

The Signs of Safety Project Officer (Gen Bouquet) and Project Manager (Andrea Brown) will keep oversight of all workstreams, be responsible for providing update reports to the Steering Group and to the national EIP programme team. They will support leaders at all levels in identifying where practice needs to be developed and grown and ensure the training offer meets the needs of staff.

Signs of Safety Superleaders. This is our distributed leadership group which includes, but is not restricted to staff who have completed the 5 day Signs of Safety training. Each service and locality will identify 2 members to attend monthly 2 hour meetings. They will disseminate learning and resources to the Practice Leads, provide advice and assistance to practice leads, and encourage development and learning in their locality or service. The expectation is that this group of staff will have or develop and evidence a deep understanding of the approach, a commitment to share learning with colleagues, confidence to challenge where needed, and model the approach in their everyday work. They will all complete the practice leads development programme and have opportunities to attend Family Finding training offered through EIP2. They will have opportunities to meet with EIP2 consultants, attend coaching, develop resources and provide foundation training to other staff. Superleaders will also be assigned tasks in support of this Plan as determined by the Partnership Steering Group and/or Project Manager and report back progress from locality working practices and case examples.

Signs of Safety Practice Leaders. This group includes all managers, leaders and senior practitioners who have completed the 5 day Signs of Safety Practice Leader training. They are responsible for modelling SofS and ensuring their team members have had adequate training to understand and use a SofS approach in their day-to-day work. This will include providing individual and group supervision using signs of safety, mapping stuck cases, facilitating family network meetings for less experienced members of staff, requesting feedback from families, quality assuring practice, sharing good case examples and celebrating good practice with their teams. Each Practice Lead will build a relationship with their Superleader to ensure they are keeping up to date with developments.

Children's Workforce. All staff who work with children in Norfolk will have access to the SofS 3 hour briefings which gives a basic overview of SofS and how it should be used within Family support planning (FSP) and other direct work with children and families. 2 day SofS Foundation training is also available to the children's workforce and should be undertaken as part of an induction programme for staff who are likely to lead FSP or casework with families. This learning covers the basic SofS mapping, and focuses on writing clear danger statements, safety goals, scaling and use of appreciative inquiry. It supports risk analysis and decision making, including when to refer for specialist services.

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The Operational delivery plan is split into four sections:

OD1	Leading for Learning
OD2	Learning
OD3	System alignment:
OD4	Diagnostic tools to give insight into practice and impact:

Each operational delivery area includes detail on:

- What needs to happen
- By when
- Who leads/is involved
- Monitoring mechanisms
- RAG rating/update

In addition, there is a section on Communications activity

The Operational Delivery Plan will be overseen by the Signs of Safety Partnership Steering Group

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ODI: Leading for learning	by September 2019	Signs of Safety focus	success will be when
<p>Leadership which is strong, visible and engaged so that staff</p> <ul style="list-style-type: none"> • feel confident that they will be supported to work differently, • are given clear and consistent messages about risk tolerance • witness leaders who value shared learning • Have permission to get it wrong, go back and try again. <p>An effective distributed leadership group (Superleaders) who model, champion and promote SofS at locality and team level and to Senior Management</p>	<p>The NSCB Leadership Group Senior leaders have attended the SofS Leadership Development Meetings with Wendy and Terry and are modelling SofS through use of language, regular use of appreciative inquiry in a variety of contexts and consistent risk-sensible decision-making,</p> <p>The Signs of Safety Partnership Steering group is effective in highlighting to senior leaders what is needed to develop and sustain good quality SofS work in Norfolk</p> <p>There are at least 2 x superleaders in each service or locality, offering effective and empowered distributed leadership, modelling SofS and promoting SofS practice</p>	<ul style="list-style-type: none"> • <u>leadership</u>: behaviours and activities connect to practice and foster a safe organisation • <u>Alignment</u>: practice across the partnership are consistently family focused and underpinned by plain language, more questions and less telling • <u>Alignment</u>: local policies and procedures make explicit reference to the SofS approach and philosophy • <u>Leadership</u>: The NSCB partners demonstrate commitment by reinforcing the SofS principals and setting clear expectations 	<ul style="list-style-type: none"> • Practitioners are confident in managerial support in contentious cases • Practitioners are confident that managers at all levels have a deep understanding of SofS because there is a culture of learning from what works and a willingness to reflect on imperfect practice and learn from both • Practitioner experience informs policy and practice change

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	What needs to happen	By when	Who leads/ is involved?	Monitored through	Rag rating/ update
1.1	EIP SofS Leadership Development Programme	15/03/2018 19/06/2018 10/10/2018 12/12/2018 2019 dates TBC	CSLT, NSCB, Partnership Steering Group, Heads of Locality and Service Managers to participate <i>Wendy Hill/ Terry Murphy to deliver EIP Leadership Trajectory</i>	Attendance Staff survey	
1.2	Participate in national EIP2 Leaders workshops (Kings Place, London)	16/03/2018 22/06/2018 12/10/2018 14/12/2018 2019 dates TBC	DCS, ADs, Project Manager, Chair of Partnership Steering Group, Head of Locality <i>Agendas for workshops and papers to be made widely available</i>	Attendance and reports to staff newsletter	
1.3	SofS Partnership Steering Group meetings	15/03/2018 09/05/2018 25/07/2018 Further dates TBC	Leaders from across the children's workforce, Chaired by Cindee Crehan- Momentum (Voluntary sector)	Board reports Meeting notes and actions Staff newsletter	
1.4	SofS Superleaders	15/03/2018 17/04/2018 17/05/2018 19/06/2018 Further dates TBC	2 representatives from each service/locality	Meeting notes and actions Staff newsletter Development sessions	
1.5	All Practice Leaders are able to accurately assess SofS practice strengths and development needs in their team and put in place targeted actions to bring all practice up to the required standard.	Each team to have a development plan in place by March 2018	Superleaders working with all Practice Leads	Team plans to be available on request	

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OD2: Learning	by September 2019	Signs of Safety focus	success will be when
<p>Learning as part of everyday work so that reflection and appreciative inquiry continuously support improvement in practice; formal training provides the starting point and not the end point of learning 70:20:10 principle in action</p> <p>Access for all children's workforce to SofS briefings. Access to foundation training for all case holding staff and specialist staff</p> <p>Access to Practice Leader training for all team leaders</p> <p>Access to Family Finding training for group of senior staff and Superleaders.</p>	<p>We will have established the learning habit through a combination of Shared case mapping; structured appreciative inquiry; collaborative audit; reflective supervision etc.</p> <p>There is a group of multiagency SofS foundation trainers and the content and delivery of foundation training has been quality assured via EIP2.</p> <p>There are regular development sessions in place for all teams and coaching sessions in place for PLs</p> <p>Learning from Family Finding training has been disseminated and embedded in practice</p>	<ul style="list-style-type: none"> • <u>practice leader</u> development programme • <u>learning offer</u> captures a range of opportunities for learning • <u>aligned</u> supervision and audit framework • <u>aligned</u> policy and procedures 	<ul style="list-style-type: none"> • formal core training for new staff is reinforced through team/ service learning activities as part of routine practice • workers are comfortable with and value the everyday opportunities for learning • there is sufficient capacity for SofS foundation trainers to deliver core training in-house facilitated via the NSCB training programme • all other safeguarding training aligns to SofS

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	What needs to happen	By when/dates	Who leads/ is involved?	Monitored through	Rag rating/ update
2.1	Multiagency 2 day foundation training provided by in-house trainers to all new case holding staff	21-22 Feb 2018 5-6 Mar 2018 16-17 Apr 2018 5-6 Jun 2018 18-19 Jul 2018 11-12 Sep 2018 15-16 Oct 2018 28-29 Nov 2018 8-9 Jan 2019 11-12 Feb 2018 27-28 Mar 2018	NSCB business unit and SofS Project Officer	Training Evaluations, audit	
2.2	Quality assurance of 2 day foundation training	August 2018	MTM Consultant Wendy Hill	Project Officer	
2.3	Practice Leader training provided to all new Team Leaders, Managers and Senior leaders and senior practitioners	16-20 Apr 2018	SofS Project Officer	Training Evaluations, audit	
2.4	Further training on safety planning and family networks	21-15 May 2018 25-29 Jun 2018	Senior leaders and SofS Superleaders <i>EIP2 programme 2 x 5 day Kevin Campbell Family Finding Boot Camps (37 places available)</i>	Attendance	
2.5	Embedding learning about safety planning and family finding across services	December 2018	All those who attend the boot camps	Audit	
2.6	Coaching for Practice Leaders	30 May–1 June 2018 2-4 Jul 2018 12-14 Sep 2018 28-30 Nov 2018	Practice leaders in each locality <i>Delivered by MTM Consultant Wendy Hill</i>	Attendance and evaluation	

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2.7	Multiagency development sessions take place in each locality	Dates TBC Advertised on NSCB website & iNet	HoSW and HoSPs oversee with support from Superleaders and PLs	Attendance and evaluation	
2.8	All Practice Leaders participate in learning activities with their teams such as group case supervision process or case mapping stuck cases	As set out in team plans	All Practice Leaders, supported by their Superleader and Service Manager	Team meeting minutes and plans	
2.9	Resource materials highlight and refresh understanding of SofS (posters/ prompt cards)	March 2018	Project Officer and Superleaders	Product visibility and use	
2.10	Learning resources and learning packages are developed in response to staff survey and audit findings and known issues (working with resistance; plain language; using 3 Houses, writing danger statements etc.) Distribute materials for teams to use and review	March 2018	Project Officer/WWW Lead and superleaders Resources used by PLs/team leaders in response to identified needs	Product availability and use	
2.11	SofS Knowledge Bank online library of case practice learning materials	March 2018	Project officer Practitioners are registered and use resources	MTM data on usage	
2.12	Research: Guidance for use of research in assessments and signposting to research Research sources for commonly presented issues to be identified and shared (e.g. domestic abuse; emotional neglect)	March 2018	PSW and PLs	Product visibility and evidence of use	

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OD 3: System alignment:	by September 2019	Signs of Safety focus	success will be when
<p>Systems alignment which minimises barriers to SofS practice so that policies, practice guidance, forms and processes all support and guide the work</p>	<p>We will have completed a systematic end to end review to bring practice expectations, standards, policies and processes in line with best SofS practice</p>	<p>Alignment of policies; procedures; forms; processes including NSCB policies and multiagency forms</p>	<ul style="list-style-type: none"> Evidence of SofS working is immediately visible in all case recording and supporting policies and practice guidance The experience of families is consistent across services with minimal repetition
<p>CSC Case management recording processes align to SofS (EIP2)</p>	<p>We will have implemented a case management system with Liquid Logic that aligns to SofS throughout all work flows in social care including Early Help, CiN, CP, Court processes, LAC, fostering, adoption, leaving care.</p>	<p>Case management processes and workflows aligned with SofS</p>	<ul style="list-style-type: none"> Adaptations to case recording adds value to the process for the children and families worked with and saves practitioner time.

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	What needs to happen	By when	Who leads/ is involved?	Monitored through	RAG rating/ update
3.1	NSCB policy review	June 2018	NSCB Board Manager	Multiagency policy review group	
3.2	CSC/single agency policy review	6 monthly	Policy officers, senior leaders and superleaders	Project team, audit findings	
3.3	Implementation of new Case recording system Consideration of upgrading to SofS aligned Liquid logic system	Project go live March 2018 Review of SofS forms June/July 18	Liquid logic project team	Feedback from practitioners and QA Reports to CSLT Changes recommended and adopted	
3.4	Alignment of court documentation , PLO and pre-proceedings processes	Initiate March 2018	Court work leads Legal team	Reports to CSLT Changes recommended and adopted	
3.5	Supervision is aligned to SofS and uses systemic questioning and appreciative inquiry to ensure robust decision making. Toolkit supports use of appreciative inquiry, SofS and systemic supervision	Review March 2018	PSW, senior leaders	New policy and toolkit published and used by PLs Audit	

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OD4: Diagnostic tools to give insight into practice and impact:	September 19	Signs of Safety focus	success will be when
<p>Meaningful measures which capture practice quality and impact on outcomes for children so that there is a robust evidence base for targeting further development work; senior leader insight into practice</p>	<ul style="list-style-type: none"> • Have more readily available feedback on practice quality from case files and families • have a suite of indicators to track impact on outcomes 	<ul style="list-style-type: none"> • KPIs from national recommendations • Liquid Logic developments • staff surveys • team self-assessment • Child and family surveys 	<ul style="list-style-type: none"> • QA processes and measures provide insight into SofS practice elements so that there is sufficient detail to target improvement activity and understanding of what makes for most effective practice • Leaders have insight into practice quality and impact

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	What needs to happen	By when	Who leads/ is involved? useful resources	Monitored through	RAG rating
4.1	Staff surveys: to give insight into use of SofS elements; staff confidence and identify specific training needs	Staff survey January/February 2018 Review Jan/Feb 2019	MTM and Project team	Number of participants in staff survey Survey analysis shows improvement over time	
4.2	QA systems identify areas of strength and weakness in using SofS through analysis of Core data and dashboards Collaborative case audits Staff feedback Child and family feedback	Sep 17 to Sep 19	CSC QA team manager and HoPC	Reports to CSLT and project team	
4.3	NSCB co-creates feedback mechanisms with children, young people and families	March 2019	NSCB business unit	Reports to Leadership Group	
4.4	MTM Family feedback/ child young person feedback	Sept 18 Review Sept 19	MTM and project team	Number of participants in family surveys Survey analysis shows increased satisfaction over time	
4.5	KPI reports- Liquid Logic dashboard	April 18	QA Performance/ data report lead	Report to CSLT and project meeting and LSCB	

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4.6	Use of MTM QA tool trialled with selection of PLs/Team leaders within supervision to monitor case flows and impact over time.	March 18 Review June/July 18	Nominated managers/PLs and project team	Use of the tool is reviewed and recommendations taken forward	
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COMMUNICATIONS ACTIVITIES

- **All agencies provide core SofS messages in their communications and activities across the year**
Steering group members to hold partners to account for ensuring messages are disseminated regularly to reinforce best practice using SofS
- **Hold Gathering/Celebration event**
Planning for March 2019
- **Other Multiagency learning events (e.g. NSCB best practice events) showcase use of SofS in best practice**
- **Produce a quarterly newsletter after each Steering Group Meeting to include:**
 - Brief summary of progress reported to the Steering Group, highlighting achievements and things to be worked on
 - An example of good SofS practice introduced by a Steering Group Member found through an Appreciative Inquiry conversation or audit. This does not have to be a whole case – could be a very impactful danger statement; a moment of insight into what made a family engage/ etc...
 - A piece of useful research/development tool

Standing item at NSCB and LSCG meetings

Acknowledgement:

Our grateful thanks to Bexley Children's Services who supported the development of this plan and provided the template for it.