AVANTI ACADEMY IN PRACTICE

Seeing the Signs

Safeguarding in practice

Workbook

Dr Jonathan Huish & Dr Amanda Milliner

© Avanti Change Ltd 2026. All rights reserved.

How to use this workbook

Each part of Seeing the Signs includes a short Try it activity. When the narration invites you to pause, turn to the matching sheet here and take ten minutes or so to work through it for your own role. There are no right answers. The point is to leave with something you will actually do. Keep your completed sheets: they make a useful record for supervision, appraisal or your personal development plan.

Part 1 · Safeguarding Is Everyone's Job

My safeguarding route

Map how a concern would travel from you to the people who own it: who you might see, who your designated safeguarding lead is, who to contact out of hours, and what you would write down. Where there is a gap, note how you will fill it this week.

People my work touches that others might not see:
My designated safeguarding lead, how to reach them, and who covers:
Who I contact out of hours, and when I would call the emergency services:
What I would write down, and where it would be recorded:
The gap I will close this week, and how:

To reflect on: *Who might you notice in your everyday work that nobody else sees, and how quickly could you get a concern about them to the right person?*

Looking back at one person

Choose one person whose situation feels stuck or worrying. Lay out what has changed over three months, whose voice is missing, and two explanations other than their own choice. Note what you would need to check, and who you will talk it through with.

The person (initials only) and why they came to mind:
What has changed over three months: visits, money, health, home, who is around:
Whose voice is missing, and who else knows them:
Two explanations other than their own choice, and how I could check:
Who I will talk this through with, and when:

To reflect on: *Is there someone you support whose situation you have come to accept as normal, and what would a newcomer notice about it?*

Rehearsing a concern

Pick a situation you could plausibly meet at work, with no real names. Write your first words, what you would say if asked to keep a secret, and a short record using four headings: their words, facts apart from views, when and who, and what you did. Then test it.

The situation (no names):
My first words, and what I would say if asked to keep it secret:
Their words, and the facts I saw and heard:
When, where, who was present, and who I told:
Could someone who was not there act on this? What would I change?

To reflect on: *If someone disclosed harm to you at the end of a long day, what would you say first, and do you know who you would call?*

Reading a service with fresh eyes

Choose a service you work in, manage or visit. Look at its routines, records, silences and routes for raising concerns. Note what you see, what worries you most, and who you will talk to about it.

Routines: whose convenience do they suit, morning and night?
Records: what is rising, and what is suspiciously low?
Silences: who never complains, never visits, or struggles to speak?
Routes: how would a new starter raise a worry outside their line?
What worries me most, and who I will talk to about it:

To reflect on: *In a service you know well, what has come to feel normal that a newcomer might find surprising or worrying?*

Ready for the answer

Check whether you and your team are ready if someone tells you they are being abused or exploited. Note where you could talk privately, how to refer to specialist help, how you would make contact safely, and who supports you afterwards.

A private space, and how I would arrange it without raising suspicion:
Local specialist services, and how to refer:
Could our letters, texts or calls expose someone? What would we change?
Who I talk to after hearing something hard, and when:

To reflect on: *Where in your work could someone be under another person's control without you noticing, and how could they tell you safely?*

My safeguarding plan

Write a practical safeguarding plan for your own work under five headings: know, notice, respond, record and follow up. Keep it to one page, share it with your manager or team, and set a date in a month to review it.

Know: my lead, out of hours route, local procedures and specialist services:
Notice: who my work lets me see, and how I will look for patterns:
Respond: my first words, and how I put safety first:
Record: how and where I write it down, the same day:
Follow up: how I check, when I escalate, and my review date:

To reflect on: *Which piece of someone's story might you be holding right now that nobody else has, and who needs to hear it?*

© Avanti Change Ltd 2026. For the personal use of the participant. Composite examples in this programme are invented and do not describe any real person or organisation.