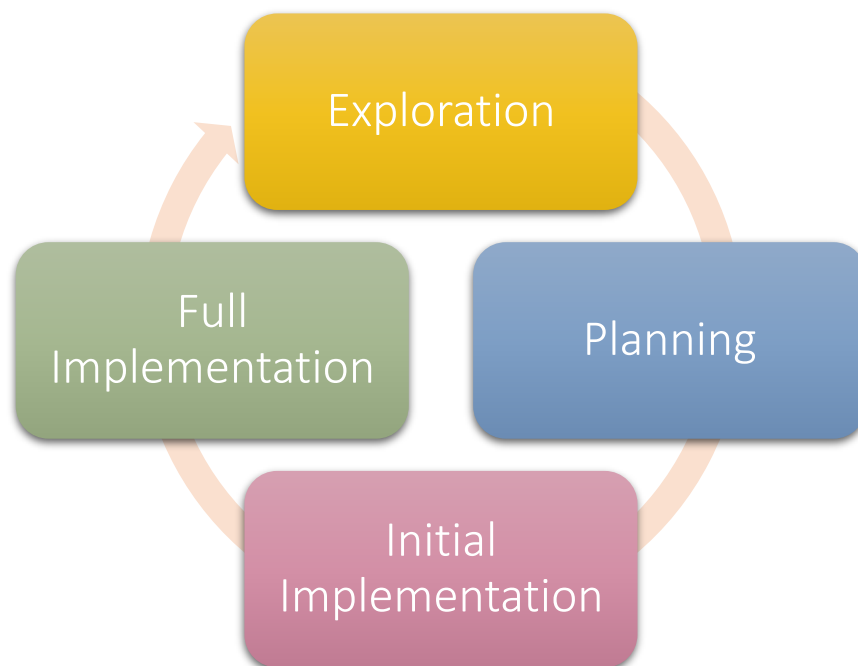


## Implementation Framework

Implementation isn't an event – it's a set of specified activities designed to put evidence-based interventions into practice. The framework is designed to enable schools to implement East Lothian Council's pedagogy sails over time. There are four stages that overlap and relate to each other: exploration, planning, initial implementation and full implementation. Moving within and between the different stages of the cycle is to be expected. For example, you might be heading towards full implementation but significant staffing changes mean that you need to revisit the planning stage. We know from research that planned change requires to move through these different stages in order to bring about organisational change. The pace and direction will be specific to each context. Research also tells us that it can take somewhere between 2 to 4 years for an intervention to become fully embedded.

The diagram below is followed by structured guiding questions to help lead you through each stage, supporting your thinking, planning, actions and review.

**Adapted from the National Implementation Research Network (NIRN, n.d., Retrieved 12<sup>th</sup> May 2020 from <https://nirn.fpg.unc.edu/module-1/implementation-stages>).**



## Exploration

During this phase, you are assessing your readiness for change, looking at needs and related evidence-based interventions. It is important that you are confident that the chosen intervention is suitable for your learning and your context. Can it be adapted?

Questions	Comments	Actions (SMART – target)
What needs do you have within your school/setting?		
How will the chosen intervention meet/address these needs?		
Is your community ready for this change?		

<p><b>Sustainability:</b></p> <ul style="list-style-type: none"><li>• Do you have the funding to ensure staffing and required resources?</li><li>• Are all your policies and procedures in line with the intervention (e.g. SIP)?</li></ul>		

## Planning

During this phase, you are making sure you have everything you need to begin to implement the intervention. It is vital that you have everything in place before you get going.

Questions	Comments	Actions (SMART – target)
What resources do you already have? Think staff, space, equipment, materials, processes and policies.		
What additional resources do you need? Think staff, space, equipment, materials, processes and policies.		
What training is needed? How will you use your school calendar to enable this to happen, taking into		

account the WTA?		
What development (e.g. coaching/consultation) is needed to teach and maintain skills? How will you use your school calendar to enable this to happen, taking into account the WTA?		
What leadership is required? Do nominated staff have the right knowledge, skills and protected time?		
<p><b>Sustainability:</b></p> <ul style="list-style-type: none"> <li>• Do you have the funding to ensure staffing and required resources?</li> <li>• Are all your policies and procedures in line with the intervention (e.g. SIP)?</li> </ul>		

## Initial Implementation

During this phase you are beginning to learn about the intervention and what it looks like in practice. Staff and others will be continuing to learn and develop. For the intervention to be effective, everyone needs to be on board. This stage will be characterised by frequent problem-solving and mistakes. This would typically be your first year of taking forward the intervention.

Questions	Comments	Actions (SMART – target)
<p>Did training provide staff with the required awareness, knowledge and skills? How do you know? <i>If not: what is needed?</i></p>		
<p>Is the coaching and/or consultation supporting staff to put their knowledge and skills into practice? How do you know? <i>If not: what is needed?</i></p>		

<p>Do the leaders have the ongoing understanding and confidence required? <i>If not: what is needed?</i></p>		
<p>What problems/barriers have you encountered? How will you resolve these?</p>		
<p>What does your evaluation tell you? Has the intervention addressed needs as expected? How will this inform your next steps?</p>		
<p><b>Sustainability:</b></p> <ul style="list-style-type: none"> <li>• Do you have the funding to ensure staffing and required resources?</li> <li>• Are all your policies and procedures in line with the intervention (e.g. SIP)?</li> </ul>		

## Full Implementation

By this phase, there is full commitment to the intervention and all aspects of the intervention are starting to embed. During full implementation, you will be working towards fully embedding skills, knowledge, procedures into everyday practice: the intervention is fully integrated into all aspects of the organisation. This would typically be your second to third year/phase of implementation.

Questions	Comments	Actions (SMART – target)
Do you have an ongoing cycle of training to meet everyone’s needs (e.g. new members of staff, continuing staff, promoted posts)?		
Do you have an ongoing cycle of coaching and consultation to meet everyone’s needs (e.g. new members of staff, continuing staff, promoted posts)?		



<p>What does your evaluation tell you? Has the intervention addressed needs as expected? How will this inform your next steps?</p>		
<p>What problems/barriers have you encountered? How will you resolve these?</p>		
<p><b>Sustainability:</b></p> <ul style="list-style-type: none"> <li>• Do you have the funding to ensure staffing and required resources?</li> <li>• Are all your policies and procedures in line with the intervention (e.g. SIP)?</li> </ul>		