HM Government

Supporting integrated working:
Outline training strategy and plan

Integrated working to improve outcomes for children and young people

Every Child Matters
Change For Children

Contents

1 Introduction

Background

1.1 Implementing Integrated Working (IW) includes implementing the Common Assessment Framework for children and young people (CAF), lead professional, service directories, Children Missing Education (CME), the information sharing index (IS Index) and improving practice in information sharing and inter-agency working.

1.2 Implementing the IW processes and tools will:

- support the delivery of Integrated Processes and Integrated Front-Line Delivery, two of the essential components of the children's trust in action; and
- help Local Authorities (LAs) and their partners to meet statutory requirements as laid out in s10, CA 2004 and in statutory guidance on inter-agency co-operation to improve the wellbeing of children.

1.3 Guidance and support materials are available on information sharing, CAF, lead professional, CME and will be made available on the IS Index. There are also other support materials available including materials on Service Directories, Multi-Agency Working and the implementation roadmap.

1.4 In addition to these guidance and support materials, front-line staff and management will need training to address the specific requirements of the IW processes and tools. This training must be complimentary to training on the Common Core and other professional development.

1.5 It is important to recognise that the training for IW will not just be about training staff on specific new processes and tools, it will be one of the most important vehicles for bringing practitioners together, opening up discussions and facilitating change in practice within a local area.

1.6 In addition it is essential that any implementation activities (including training) associated with IW must be complimentary with, and able to be integrated into, the wider *Every Child Matters: Change for Children* change programme and other initiatives, and especially training on the Common Core.

1.7 These factors have an impact on the design and development of training materials, as well as delivery of training, and have highlighted the need for a modular approach to training for IW and for core training materials to be developed centrally for local adaptation and use.

Purpose & scope

1.8 The purpose of this document is to highlight the core training materials that are available to support local implementation of IW and to present an outline strategy and plan for local development and delivery of IW training.

1.9 This document includes outline training strategies and plans for the following processes and tools:

- Integrated Working;
- Information sharing guidance;
- Common Assessment Framework for children and young people;
- Lead professional; and
- IS Index.

1.10 This document does not include consideration of the following elements, for the stated reasons:

- Common Core – complimentary to this work, covered elsewhere;
- Multi-agency working – training requirements for setting up, managing and working in multi-agency teams are thought to be appropriately covered elsewhere (SureStart, BEST, CWDC, etc) and do not need to be replicated in this document;
- service directories, children missing education – no specific training requirements related to policy at this stage, may require awareness raising which should be covered by communications; and
- children with significant & complex needs – too early to identify training requirements at this stage.

Terminology

1.11   The term **training programme** is used to describe training that covers a number of the IW processes and tools. Each process or tool will have a series of **training courses** associated with it, designed to serve different audiences and situations. Each training course will be composed of one or more **training modules.**

1.12   Each **training course** will focus on a specific process or tool but is expected to include short modules on associated elements. A **training module** will generally relate to a single process or tool.
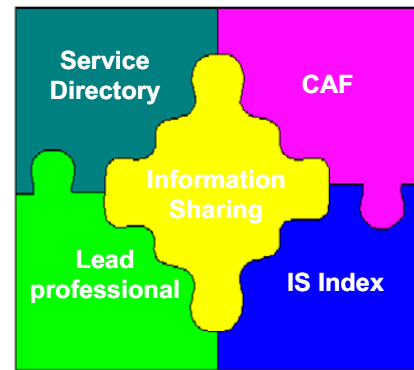
2   Design principles

Training programme design principles

2.1   An integrated approach to the design of training courses for the IW processes and tools ensures that they fit together as an integrated training programme, as represented here.

Service Directory
CAF
Information Sharing
Lead professional
IS Index

2.2   Training modules are designed to be able to be combined in any of the possible permutations. This modular design also allows IW training modules to be incorporated into other training courses, e.g., ICS, safeguarding.

2.3   The design of the training courses for each process or tool takes into consideration all the potential, different training audiences and needs, i.e.:

- Raising awareness amongst strategic and senior managers (could be addressed by communication and/or training);
- Training for practitioners and for operational managers;
- Training for staff with additional responsibilities for advice or control related to processes or tools, e.g. professional advisors, Integrated Service Managers, Information Sharing Officers, IS Index mediated access contacts;
- Training for trainers; and
- Introductory, overview or refresher training to be included in other process or tool training courses.

Training course design principles

2.4   A standard template (brand) is used in the production of training materials, aligned with communications branding for ECM.

2.5   Key ECM background and messages (see section 3.2 Common Messages below) are included in a consistent manner across training courses to reinforce important points through repetition and to eliminate potential for mixed messages and confusion amongst practitioners.

- All training courses have a standard course content, as follows:
- Introduction to course (course content and objectives);
- Background and context setting within ECM (common messages);
- Other common messages – interspersed at relevant points;
- Introduction to specific process or tool;
- Detailed training on specific process or tool;
- Real-life scenarios and exercises on specific process or tool – interspersed at relevant points;
- Intro, refresh or awareness module(s) on associated process or tool(s) – interspersed at relevant points; and
- Recap on course content and objectives.

2.7   An outline training plan is presented in Appendix 1 with suggested training courses and modules for the different audiences and suggested sequencing for the courses.

2.8   A description of each of the modules is provided in Appendix 2, with the exception of IS Index training which will be detailed in a separate training strategy.

Training course delivery principles

2.9   There are a number of delivery principles that need to be incorporated into the local design of training courses and communicated clearly to all involved in planning and delivery of local training.

2.10   Key principles for delivery of IW training are:

- Training to be delivered in a **multi-agency setting** to help build networks, understanding of other's roles and situations and start to break down professional silos;
- Specific activities and time for **attendees to get to know each other** are incorporated into each training course to make the most of the multi-agency opportunity;
- Specific activities and time for **experiential learning** are incorporated into each training course to provide attendees with opportunities to test, reflect and discuss the changes to working practices; and
- **Building of practitioner networks** amongst attendees will be facilitated by providing mechanisms for them to keep in touch with one another after a training course, e.g. contact lists, mediated discussion forums, web chat rooms.
- Where training is to be cascaded via a "train-the trainer" programme, always **follow up with a call** to each attendee 2 weeks after the initial training to ascertain how the materials are being received by their colleagues. If not yet started, continue these calls until the training is being cascaded.

3. Training content

Training material outline

3.1 For each core training course the following materials have been developed:

- Course outline (1 pager describing course content, objective and target audiences) – included in this document;
- Course specification (more detailed information describing course content, learning objectives, timings, target audiences) – included in delivery / trainer guide;
- Training materials (presentation, exercise materials and handouts);
- Delivery / trainer guide.

Common messages

3.2 There are a set of common messages and subjects to be included in every training course and presented in a consistent manner. These include:

- Recap of the **duties imposed by Children Act** 1989 and 2004 and the **ECM:CfC agenda, outcomes and targets** presented in a standard manner;
- Standard messages on the **benefits for children, young people and families and for practitioners** (also for organisations?);
- Standard messages on the need to:
  - **take a holistic view** of the child or young person's needs;
  - **be proactive** in identifying and addressing needs;
  - **use resources from own service** where possible / appropriate;
  - adhere to good practice in **recording information**;
  - **obtain consent** when appropriate; and
  - **share information** where relevant and appropriate, emphasising that sharing of information within and across agency boundaries is expected and justifiable; and
  - **what do if you are worried that a child is being abused;**
- References for **sources of further information** (including more detailed training materials).

4. Distribution of materials

Making training materials available

4.1   Training materials will be made available to LAs and Practitioner Organisations via a number of routes:
- available for download from the ECM / CWDC website;
- available on request from DfES by email or CD-ROM;
- forwarded (by previous arrangement) to public and commercial training bodies, professional associations and governing bodies.

Appendix 1 - Outline training plan

Suggested training courses and modules by audience

Audience	Integrated Working	Info Sharing (IS)	CAF	Lead professional	IS Index
Pract	• Intro to Integrated Working (IW01)	• Intro to Info Sharing (IS01) • Info Sharing in Practice (IS02)	• Intro to CAF (CAF01) • Using the CAF in Practice (CAF02)	• Intro to LP (LP01) • LP in Practice (LP02)	• Intro to IS Index (ISI01) • Using IS Index via CMS (ISI02) • Using IS Index via web (ISI03) • IS Index in Practice (ISI04)
Trainers	• Intro to Integrated Working (IW01) • Overview of IW Processes & Tools (IW02) • Train-the-Trainer on IW (IW05)	• Intro to Info Sharing (IS01) • Info Sharing in Practice (IS02) • Providing Advice on Info Sharing (IS03) • Train-the-Trainer on Info Sharing (IS05)	• Intro to CAF (CAF01) • Using the CAF in Practice (CAF02) • Train-the-Trainer on CAF (CAF03)	• Intro to LP (LP01) • LP in Practice (LP02) • Train-the-Trainer on LP (LP03)	• Intro to IS Index (ISI01) • Using IS Index via CMS (ISI02) • Using IS Index via web (ISI03) • IS Index in Practice (ISI04) • Train-the-Trainer on IS Index (ISI10)
Op Mgt	• Intro to Integrated Working (IW01) • Managing Integrated Working (IW03)	• Intro to Info Sharing (IS01) • Info Sharing in Practice (IS02) • Providing Advice on Info Sharing (IS03)	• Intro to CAF (CAF01) • Using the CAF in Practice (CAF02)	• Intro to LP (LP01) • LP in Practice (LP02)	• Intro to IS Index (ISI01) • Managing the IS Index (ISI06)
Strategic / Senior/ Middle Mgt	• Intro to Integrated Working (IW01) • Overview of IW Processes & Tools (IW02) • Supporting Integrated Working (IW04)	•	•	•	• Intro to IS Index (ISI01) • Supporting the IS Index (ISI07) • MI from the IS Index (ISI08) • Running MI Reports (ISI09)
IS Officers; Prof Advisors; Mediated Access	• Intro to Integrated Working (IW01)	• Intro to Info Sharing (IS01) • Info Sharing in Practice (IS02) • Providing Advice on Info Sharing (IS03)	• Intro to CAF (CAF01) • Using the CAF (CAF02)	• Intro to LP (LP01) • LP in Practice (LP02)	• Intro to IS Index (ISI01) • Providing Mediated Access to IS Index (ISI05)
Pract Admin Staff	• Intro to Integrated Working (IW01) • Overview of IW Processes & Tools (IW02) • Handling confidential information (IS04)	•	•	•	• Intro to IS Index (ISI01) • MI from the IS Index (ISI08) • Running MI Reports (ISI09)

Suggested training routes

Suggested sequencing of training for practitioners
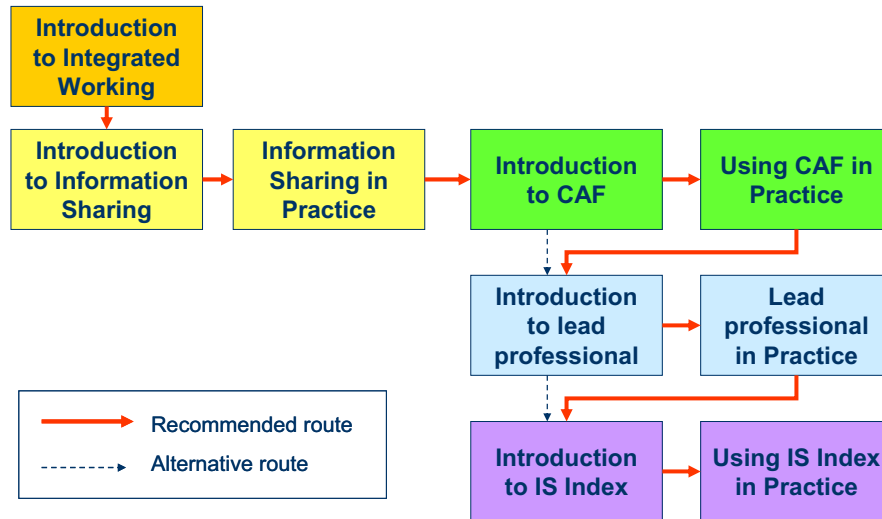
Suggested sequencing of training for Operational Managers
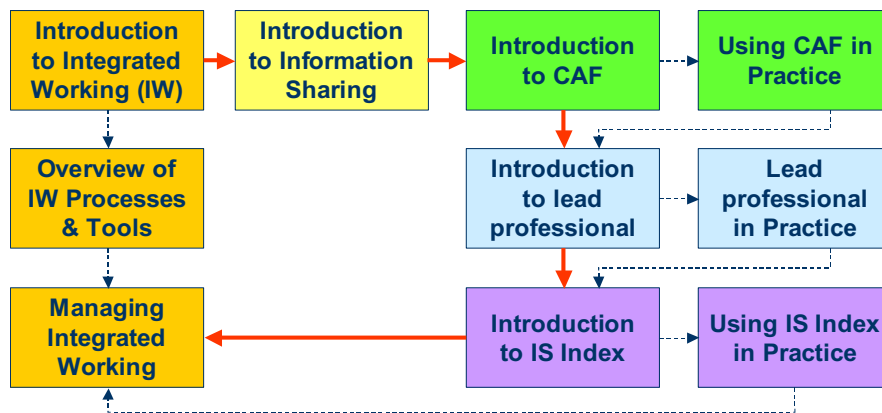
Suggested sequencing of training for Middle, Senior and Strategic Managers

Appendix 2 - Training module definitions

Module Name	**Introduction to Integrated Working**
Ref	**IW01**
Module Description	**The Introduction to Integrated Working (IW) is intended for incorporation in all training courses, providing common messages to attendees from all levels of the organisation.**
Intended Audience	**All**
Learning Objectives	**By the end of this module, attendees will:** • **understand the background and rationale to ECM and where integrated working fits in** • **have an overview of the benefits, processes and tools of integrated working** • **understand the guiding principles that underpin ECM and IW** • **know where to find further information**
Module Content	• **ECM background, agenda, outcomes and targets** • **Recap of duties imposed by CA 2004** • **Key processes and tools of integrated working** • **Continuum of needs and services** • **Key benefits of integrated working for CYP&F, for practitioners and organisations** • **Summary of ECM guiding principles (e.g. early intervention, taking a holistic view, being proactive)** • **References to other sources of information**
Expected Delivery Mechanism	**Classroom, presentation or self-study**
Expected Duration	**30 minutes plus optional additional discussion and exercise**
Development Responsibility	**IW Policy Teams**

Module Name	Overview of Integrated Working Processes and Tools
Ref	IW02
Module Description	Overview of the process and tools of Integrated Working, providing common messages to attendees from all levels of the organisation This module is a shorter alternative for managers that can be delivered in place of the four introductory modules to information sharing, CAF, lead professional and the information sharing index. Designed to be delivered after IW01
Intended Audience	1. Operational Managers 2. Middle Managers 3. Strategic & Senior Managers Although the content for all audiences is the same, suggest that these audiences are kept separate as discussions are likely to be different
Learning Objectives	By the end of the module, attendees will: • have an overview of the Integrated Working processes and tools (IS guidance, CAF, LP, IS Index); • understand how the IW processes and tools fit together and how they support integrated working; and • know where to go for further information.
Module Content	• Overview of information sharing • Overview of the CAF • Overview of the lead professional • Overview of the information sharing index • Supporting integrated working • Positioning of key processes and tools • Other sources of information and training
Expected Delivery Mechanism	Presentation
Expected Duration	60 mins plus optional discussion and exercise
Development Responsibility	IW Policy Teams for core materials

Module Name	Managing Integrated Working
Ref	IW03
Module Description	Consideration of how operational managers can best support integrated working in practice. This module focuses on the implications for managers in managing front-line staff in different integrated working settings - it does not cover setting up and managing multi-agency teams (covered elsewhere). Designed to be delivered after module IW02 or after IS01, CA01 and LP01.
Intended Audience	Operational Managers, i.e. supervisors and line managers of front-line practitioners
Learning Objectives	By the end of the module, attendees will: • understand the typical policies and procedures associated with IW, e.g. professional support and supervision, Information Sharing Protocols (ISPs) and escalation procedures; • understand the different organisation structures that can be associated with integrated working, e.g. single agency (working with other agencies intermittently), team around a child, multi-agency panels, multi-agency and/or co-located teams; • understand the professional skills that practitioners will require for different aspects of IW (CAF, LP, etc) • recognise the specific challenges and likely support requirements of their practitioners in the different structures; • understand the roles of management in sponsoring and supporting integrated working in the different structures; • recognise the impact a manager's attitude and behaviour related to integrated working has on their direct reports; and • understand the types of strategies that can be used to effectively support and supervise their practitioners in integrated working in the different structures.
Module Content	• Review of the role and typical structure of policies related to integrated working • Overview of the different organisation structures associated with integrated working • Potential implications of IW on capacity and workload in the different structures • Review of typical roles of management, other support structures and escalation procedures for IW for the different organisation structures • Group discussion / role plays and exercises on practitioner support requirements and potential strategies to meet these requirements
Expected Delivery Mechanism	Workshop (presentation and facilitated discussion)
Expected Duration	2-3 hours
Development Responsibility	IW Policy Teams for core materials; LAs and practitioner organisations for localisation

Module Name	Supporting Integrated Working
Ref	IW04
Module Description	Consideration of how strategic, senior and middle managers can best support integrated working (information sharing, CAF, lead professional, IS Index). This module focuses on the implications for strategic, senior and middle managers in managing in different integrated working settings - it does not cover setting up and managing multi-agency teams (covered elsewhere). Designed to be delivered after IW01 and potentially IW02
Intended Audiences	4. Strategic & Senior Managers 5. Middle Managers Although the content for both audiences is the same, suggest that these audiences are kept separate as discussions are likely to be different
Learning Objectives	By the end of the module, attendees will: • understand what policies and procedures are typically required to support IW, e.g. professional support and supervision, information sharing protocols (ISPs) and escalation procedures; • understand the different organisation structures that can be associated with IW, e.g. single agency, team around a child, multi-agency panels, multi-agency and/or co-located teams; • understand the roles of management in sponsoring and supporting integrated working; • understand the roles of management in pre-empting or resolving disputes; and • recognise the likely support requirements of their direct reports.
Module Content	• Review of the typical support requirements for IW • Overview of the different organisation structures associated with integrated working • Review of the role and typical structure of ISP's and other integrated working policies • Review of typical roles of management, other support structures and escalation procedures for integrated working • Potential implications of IW on capacity and workload • Group discussion on the role of management and strategies for supporting integrated working
Expected Delivery Mechanism	Workshop (presentation and facilitated discussion)
Expected Duration	2-3 hours
Development Responsibility	IW Policy teams for core materials; LAs and practitioner organisations for localisation

Module Name	**Train-the-Trainer for Integrated Working**
Ref	**IW05**
Module Description	**Module designed to prepare trainers to deliver training on integrated working.** **Designed to be preceded by module IW02.**
Intended Audiences	**Those who will deliver training on IW**
Learning Objectives	**By the end of the module, trainers will:** • **be familiar with the IW training course structure and materials;** • **have clarified any questions and issues on IW;** • **be aware of the scope of the IW training materials and other closely related courses, e.g. multi-agency working, and know where to direct attendees for information on these subjects;** • **be aware of other sources of information on IW; and** • **have the skills and knowledge to deliver training and facilitate discussions on IW.**
Module Content	• **Overview of IW training materials** • **Structure of IW training courses** • **Overview of related subjects, courses and information sources** • **Review of IW course material** • **Typical questions and responses related to IW** • **Other sources of information for IW**
Expected Delivery Mechanism	**Classroom (presentation and facilitated discussion)**
Expected Duration	**2-3 hours**
Development Responsibility	**IW Policy teams for core materials; LAs and practitioner organisations for localisation**

Module Name	**Introduction to Information Sharing**
Ref	**IS01**
Module Description	**An introduction to information sharing intended for incorporation in all IS training courses, providing common messages to attendees from all levels of the organisation.** **This module could also be included as an introduction or refresher on information sharing in other courses, such as CAF, IS Index, ICS.** **Designed to be delivered after IW01**
Intended Audience	**All**
Learning Objectives	**By the end of the module, attendees will:** • **Understand where information sharing fits within integrated working processes;** • **understand why information sharing is important;** • **recognise the key principles in relation to information sharing;** • **know where to go for advice and support on information sharing.**
Module Content	• **Information sharing as part of integrated working** • **Information sharing policy and practice** • **Information sharing as part of a continuum** • **The importance of information sharing** • **Overcoming barriers to effective information sharing** • **Information sharing key principles** • **What practitioners need to know** • **Information sharing decision making** • **Sources of advice, information and training**
Expected Delivery Mechanism	**Classroom, presentation or self-study**
Expected Duration	**30 minutes with optional additional discussion and exercise**
Development Responsibility	**Information Sharing Policy Team**

Module Name	Information Sharing in Practice
Ref	IS02
Module Description	Consideration of the implications of information sharing in operational practice. Designed to be delivered after module IS01.
Intended Audience	Practitioners; IS Officers; Professional Advisors; Trainers. Optional for Operational Managers.
Learning Objectives	By the end of the module, attendees will: • Understand the key issues in relation to information sharing • Understand the principles and processes of sharing information in a range of situations • Understand the principles and processes associated with obtaining consent to share information • Understand the legislation that governs information sharing • Be able to apply the information key principles to support decision making
Module Content	• The importance and the challenges of information sharing • Support from employers • Sharing information as part of preventative services • Confidential information • Sharing information if concerned about a child's welfare and, in particular, significant harm • Consent and who can give or refuse it • What to share and how to share it? • Exploring the legal basis for sharing information • Key principles underlying decisions • Applying the decision making process • Improving information sharing • Summary of key principles • Notes on embedding the training into practice
Expected Delivery Mechanism	Classroom (presentation and facilitated discussion)
Expected Duration	5 hours (2 x 2.5 hours)
Development Responsibility	Information Sharing Policy Team for core materials; LAs and practitioner organisations for localisation

Module Name	Providing Advice on Information Sharing
Ref	IS03
Module Description	Focuses on developing the knowledge and skills required to be able to provide advice and support to front-line practitioners. Designed to be delivered after modules IS01 & IS02.
Intended Audience	IS Officers; Professional Advisors; Trainers. Optionally also for Practitioners and Operational Managers
Learning Objectives	By the end of the module, attendees will: • show expert ability to manage challenging information sharing and consent issues by working through multiple and varied scenarios; • be able to advise and support practitioners in decision making related to information sharing and consent; and • know the key sources of further information and support on information sharing.
Module Content	• Group discussions / role plays based on pre-prepared scenarios representing the range of legal and moral dilemmas that front-line practitioners could face • Group discussions / role plays based on attendees past experiences and outcomes • Reference materials and links to further sources of information
Expected Delivery Mechanism	Workshop (presentation and facilitated discussion) Potential to be delivered via CBT as interactive exercises
Expected Duration	4 – 5 hours
Development Responsibility	Information Sharing Policy Team for core materials; LAs and practitioner organisations for localisation

Module Name	Handling confidential information
Ref	IS04
Module Description	Implications of information sharing for administrative staff in practitioner organisations. Could be preceded by module IS01. This module is intended for incorporation into other training courses for administrative staff, e.g. CAF and IS Index Designed to be delivered after IW01
Intended Audience	Administrative staff who have access to confidential client records
Learning Objectives	By the end of the module, attendees will: • understand their responsibilities in relation to requests for client information from external parties (public, other agencies); and • know where to go for advice and support on handling requests for information.
Module Content	• Review of the legal position on information sharing and typical processes for handling requests • Group discussion based on attendees past experience and outcomes [optional]
Expected Delivery Mechanism	Classroom, presentation or self-study
Expected Duration	30 – 60 minutes
Development Responsibility	LAs and practitioner organisations

Module Name	Train-the-Trainer for Information Sharing
Ref	IS05
Module Description	Module designed to prepare trainers to deliver training on information sharing To be able to provide the necessary level of facilitation for the information sharing courses, trainers will either have to: • be very experienced in this area, or • attend all of the information sharing courses (IS01, IS02 & IS03) in advance of this course
Intended Audience	Those who will deliver training on information sharing
Learning Objectives	On completion of this module, attendees will: • be familiar with the IS training course structure and materials; • have the skills and knowledge to deliver the training to support *Guidance on Information Sharing;* • recognise the moral and ethical dilemmas facing practitioners in decisions about sharing information and be able to facilitate group discussions around various scenarios, both pre-defined and provided by attendees; • be able to identify difficult dilemmas and/or incorrect inputs from attendees and employ strategies to handle these; and • recognise when the attendees will be able to resolve the dilemmas themselves and when it will be necessary to ask for advice from an expert (e.g. Caldicott Guardian, Information Sharing Officer).
Module Content	• Overview of IS training material • Structure of IS training courses • Review of IS training materials • Sources of further information
Expected Delivery Mechanism	Presentation and facilitated discussion
Expected Duration	5 hours
Development Responsibility	IS Policy Team

Module Name	**Introduction to CAF**
Ref	**CAF01**
Module Description	**An introduction to CAF intended for incorporation in all CAF training courses, providing common messages to attendees from all levels of the organisation.**
	Designed to be delivered after IW01
Intended Audience	**All**
Learning Objectives	**At the end of this module attendees will:** • **understand the rationale for the CAF;** • **understand the scope and content of the CAF; and** • **understand where the CAF fits into integrated working processes.**
Module Content	• **The CAF as part of Integrated Working** • **Key aims and principles of the CAF** • **When to undertake a common assessment** • **The CAF as part of a continuum** • **The content of the CAF** • **The three key steps of the CAF process** • **Other training and sources of information**
Expected Delivery Mechanism	**Classroom (presentation and facilitated discussion)**
Expected Duration	**30 minutes plus optional additional discussion and exercise**
Development Responsibility	**CAF Policy Team**

Module Name	Using the CAF in Practice
Ref	CAF02
Module Description	Consideration of the use of the CAF in operational practice. Designed to be delivered preceded by module CAF01
Intended Audience	Practitioners, Operational Managers, Trainers
Learning Objectives	At the end of this module, attendees will: • Understand how to use the CAF to contribute to supporting the needs of children. • Understand the underpinning elements of the CAF. • Understand and be able to apply the CAF process, assessment groups and form. • Understand the issues of information sharing, multi-agency working and common language use, as they apply to the CAF. • Apply CAF specific knowledge to undertake an effective common assessment within their own context..
Module Content	• The potential impact of the CAF • Enabling the CAF process locally • Deciding when a CAF would be helpful • The CAF three key steps – Preparation, Discussion and Service Delivery • The CAF discussion and form completion • The CAF and the lead professional • The CAF and other assessments • The CAF assessment groups and elements • Undertaking a common assessment • Information sharing for the CAF • Improving information sharing locally • Understanding other agencies and services • Improving multi agency working locally • Using common language for common assessment
Expected Delivery Mechanism	Classroom (Presentation, exercises and facilitated discussions)
Expected Duration	5 hours (2 x 2.5 hours)
Development Responsibility	CAF Policy Team for core materials; local areas for localisation

Module Name	Train-the-Trainer for CAF
Ref	CAF03
Module Description	Module designed to prepare trainers to deliver training on CAF
Intended Audience	CAF trainers
Learning Objectives	At the end of this module, attendees will: • be familiar with the CAF training course structure and materials; • understand the approach to delivery of CAF training including the flexible use of materials; • understand the local implications for implementing CAF; • have clarified any questions and issues that they have; and • be aware of sources of further information.
Module Content	• Aims of CAF training the trainers course • During the CAF master training: • The materials for CAF training • The structure of CAF trainer notes • Overview of the CAF training • Issues and assumptions • Delivery issues to consider • Review of content for sections • Status on the local context • Status on embedding the training into practice • T4T Activity – Planning for local delivery
Expected Delivery Mechanism	Presentation and facilitated discussion
Expected Duration	5.5 hours
Development Responsibility	CAF Policy Team

Module Name	Introduction to Lead Professional
Ref	LP01
Module Description	An introduction to the lead professional function, providing common messages to attendees from all levels of the organisation. Designed to be delivered after IW01
Intended Audience	All
Learning Objectives	At the end of this module attendees will: • understand the rationale for the lead professional and how the lead professional supports integrated working; • understand the visions, functions and accountabilities of the lead professional; • have an overview of how a lead professional is appointed and the skills that are useful for a lead professional; and • have an overview of what is required to support the lead professional function.
Module Content	• Lead professional as part of integrated working • Rationale for lead professional • Vision and functions of lead professional • Lead professional as part of a continuum • Appointing a lead professional • Key accountabilities • Useful skills for lead professional • Context for lead professional • Other training and sources of information
Expected Delivery Mechanism	Presentation
Expected Duration	30 – 40 minutes
Development Responsibility	LP Policy Team for core materials; LAs and practitioner organisations for localisation

Module Name	Lead Professional in Practice
Ref	LP02
Module Description	Consideration of the implications of lead professional in practice. Designed to be delivered after module LP01
Intended Audience	Practitioners. Optional for Operational Managers
Learning Objectives	At the end of this module attendees will: • understand the types and levels of skill required for the lead professional function, and potential routes for building these skills; • be clear about what is expected of a lead professional and others providing service to a child or young person; • understand what to expect if working in a team with some-one else as lead professional; • understand the process for appointing a lead professional and what happens afterwards, e.g. reviews of progress, what happens if the situation changes; • understand what happens if things go wrong; and • understand what to expect in terms of line management and support.
Module Content	• Skill requirements for lead professional • Process for appointing a lead professional • Accountabilities and responsibilities for lead professional and other team members • Group discussion / role plays of potential challenges in being a lead professional and how best to handle them • Local escalation processes and contact points • Line management and support mechanisms
Expected Delivery Mechanism	Classroom (presentation and facilitated discussions / role plays)
Expected Duration	2 -3 hours
Development Responsibility	LP Policy Team for core materials; LAs and practitioner organisations for localisation

Module definitions for IS Index modules will be presented in the IS Index Training Strategy.

Appendix 3 – Key sources of information

Information and publications relating to all aspects of the *Every Child Matters: Change for Children* programme - www.everychildmatters.gov.uk

Information sharing practitioners' guide: Cross-Government guidance to improve practice by giving practitioners across children's services clearer guidance on when and how they can share information legally and professionally. Available online at www.ecm.gov.uk/informationsharing

Common Assessment Framework practitioners' and managers' guides: Guidance for those implementing and using CAF. Available online at www.ecm.gov.uk/caf

Lead professional practitioners' and managers' guides: Guidance for those implementing and carrying out lead professional functions. Available online at www.ecm.gov.uk/leadprofessional

Supporting integrated working training: Details of the outline training strategy and the range of training modules, are available at www.ecm.gov.uk/iwtraining

What To Do If You Are Worried If A Child Is Being Abused and **Working Together to Safeguard Children**: Guidance and training materials available online at www.ecm.gov.uk/safeguarding

You can download this publication online at www.ecm.gov.uk/iwtraining

Comments should be sent to info@dfes.gsi.gov.uk

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