

# Appendix A: Council Response to Barnet Safeguarding Children Board (BSCB) Annual Report 2015/16

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# 1. Introduction

This is the London Borough of Barnet's ('the council's') response to the published 2015/16 Barnet Safeguarding Children Board (BSCB) Annual Report.

It expands on areas of focus from the Report, demonstrating the progress that the council has made across key areas, including the BSCB priorities for 2014-16. It looks ahead to how the council, including Family Services, will support the BSCB priorities for the next 2 years.

## 2. Family Services Successes and Challenges

### 2.1. Establishing a sound basis

2.1.1 Over the past year (2015/16), Family Services has focussed on establishing a sound basis on which to improve through strengthening the quality of social work practice. This has been underpinned and informed by a focus on a number of key themes identified over a period of time. Themes particularly relevant to the Partnership include the following:

- Understanding the relatively low number of children in the social care system
- Ensuring that sufficient strategic partnership working is in place
- Increasing the voice of the child in planning at a strategic level
- Improving the availability and quality of performance management information across the service
- Ensuring that the present data reporting regime is sufficiently robust to give assurance that services are improving outcomes for children, safely and effectively
- Ensuring that key partners of universal provision are participating effectively in managing early help within their settings with clear and effective Local Safeguarding Children Board (LSCB) oversight
- Developing a clear social work practice framework to improve consistency and stability of practice.

### 2.2. Family Friendly Barnet

2.2.1 Over the next year Family Services will focus heavily on delivering the Children and Young People Plan 2016-2020 vision of making Barnet the most Family Friendly Borough by 2020. For Children's Social Care and the early intervention service, Family Friendly Barnet means promoting a resilience-based model of practice across work with children and families.

2.2.2 'Family Friendly Barnet' is the council's response to three key drivers for change impacting on Family Services:

- **The changing demographic nature of the borough.** Barnet is now forecast to have the largest number of children of any London borough by 2020. Alongside this, Barnet is becoming increasingly diverse as a result of regeneration and migration. Demand for specialist services, such as Return Home Interviews linked to missing episodes and specialist placement support, has increased over the last 12 months.
- **The need to develop practice to the next level.** Family Services continues to build the foundations for good social work practice, with some key areas of strength. The focus is now on embedding the Family Friendly vision through the three strands of the practice improvement plan, which focus on quality social work; systems and tools; and workforce development and recruitment.
- **The need to take a holistic, community-focussed approach.** The prevalence of CSE, Missing, Gangs and Neglect present an overwhelming case for a community-based, integrated, practice-focussed approach promoted by resilience-based practice; to build resilience not only within families, but also within Barnet's diverse communities to enable all of Barnet's children and young people to achieve the best outcomes.

2.2.3 These drivers are relevant to other BSCB partners, and in 2016/17 the Board will provide a structure through which to find solutions to mutual challenges, and harness mutual opportunities.

### 2.3. Resilient Futures: Responding to Need

2.3.1 Managing periods of increased need and demand has been a key challenge for Family Services over 2015/16, and the BSCB has provided a forum to share analysis and collaborate on finding solutions. Family Services analysed patterns of demand and submitted a paper outlining trends and recommendations to the January 2016 Board. This catalysed similar investigations from partners who had also observed increases in demand.

2.3.2 Demand continues to be monitored within Family Services and extensive measures have been implemented to manage it, including streamlined processes at the front door, reallocated and increased resource, and a new resilience-based practice model which will enable more purposeful work across the service. Family Services will continue to work with the Board to monitor and respond to need across the borough.

### 2.4. Early Help and CAF

2.4.1 There will be situations where families require additional assistance to help build their resilience. In Barnet, the early help offer is provided across the strategic partnership in a timely, targeted and coordinated way to help families to achieve the best outcomes for

their children. It is embedded through the single MASH approach. LB Barnet has a commitment to Early Intervention as a key driver to improve outcomes for vulnerable children, which is underpinned by the Early Intervention Strategy.

- 2.4.2 Over the last six months Family Services has led on work to develop the partnership approach to early intervention, overseen by a multi-agency Early Intervention Board. Through this work a set of high level Early Intervention and Prevention principles have been formulated, underpinned by pathways under the 4 domains: Universal, Universal Plus, Targeted and Specialist. A needs analysis has been produced alongside mapping interventions that are currently provided by Barnet and partners, which will eventually be an online resource for all partners. A set of early intervention indicators have also been agreed to measure outcomes across the partnership. Finally the Common Assessment Framework has been reviewed to make it simpler for practitioners and the language refined so to make it easier for families to understand. All the above has been formulated working with 25 partner agencies.
- 2.4.3 Over the past 18 months, there has been sustained work across the partnership to ensure that partners are able to initiate a CAF when they identify a need to assist families accessing multi-agency help. This work has been supported by the introduction of an electronic early help module, e-CAF, for referral and case tracking system, which is integrated with the Children's Social Care system (LCS).
- 2.4.4 The number of CAF episodes has increased steadily since March 2015. Between April 2014 and March 2015, 374 new assessments within the CAF process were initiated; this number was trebled between April 2015 and March 2016 to 1,212. The highest number of open CAF episodes was seen in March 2016, with 854. This demonstrates the success of partners' sustained focus on increasing early intervention, with the BSCB as a key forum.
- 2.4.5 The main initiators of the CAF process continue to be primary and secondary schools, with a combined percentage of 51% of all cases initiated. Contacts from schools have increased throughout the past year as more practitioners gained access to the new e-CAF system and training. There has been an increase (11%) in the percentage of cases initiated by the CAF Team which reflects the new model of working since the introduction of the e-CAF system. There has been a considerable increase in contacts from voluntary organisations. There has been a small decrease in the number of CAFs initiated by Children's Centres, and this is being investigated to ensure that early years' staff are initiating and leading the CAF process appropriately. To support the staff a dedicated member of the CAF staff team has been identified to work with them. There is also a drive to improve Health initiated CAFs, by increasing the number of staff who have access to the e-CAF system via a CAF Health Co-ordinator.

- 2.4.6 In 2016/17, Family Services will continue to work with partners to ensure that Barnet continues to intervene and achieve good outcomes for children and young people, both early in the life of the child and the life of a problem. Where thresholds are met, the CAF process will continue to be the central mechanism for this.
- 2.4.7 At the heart of the early intervention approach in Barnet is the multi-agency CAF process, which has demonstrated successes over the past year and will continue to be a focus for 2016/17. Family Services has taken the position that it is critical that the CAF team, based alongside the MASH in Family Services, is part of the social care continuum, particularly in order to ensure thresholds are accurately assessed. There are qualified social workers managing the CAF team and step up/down processes in place. CAF coordinators work within the community to provide information, advice and guidance to practitioners across the partnership.
- 2.4.8 LB Barnet investment into the Early Intervention and Prevention agenda has been consistent in recent years, and additional resources have been granted to ensure close alignment with children's social care services. This will ensure that the strengths and resilience of families are well supported within an early help context wherever possible, to prevent the need for statutory intervention, and that those children in need of a statutory response to promote or protect their safety or welfare receive this in a timely manner.

## **2.5. Audit, performance and practice**

- 2.5.1 Audit and performance are two key areas that have been advanced through the Board and within the council over 2015/16. In Family Services, audit, diagnostic and analytical work provided a clear understanding of the areas for development and the activity to address these is demonstrating emerging signs of improvement.
- 2.5.2 In April 2016, following a review of the Quality Assurance (QA) Framework, revised audit activity began. This incorporated lessons learned from previous auditing arrangements. The QA Framework sets out arrangements for case file audits and reviews, and thematic audits. Activity is monitored through the monthly performance meetings; there is challenge and accountability through regular monthly reporting to the Commissioning Director/DCS and Lead Member. There is a clear, planned Quality Assurance programme of activity. This is complemented by the Board's Performance and Quality Assurance (PQA) group, which provides a multi-agency forum for monitoring audit and performance.
- 2.5.3 All audits include seeking the views of children and families, to ensure the voice of the child and family is heard. These are moderated by the Quality Assurance Manager to provide assurance against the overall grading of the audits.

- 2.5.4 The 12 month review of Quality Assurance (QA) activity for the period May 2015 - April 2016 has identified emerging signs of improvement. A range of audits have been completed in social care and across the partnership, which show that CSE cases are being dealt with appropriately and children and young people affected are receiving required support. Regular reviews and audits have found threshold decision-making is appropriate. Specific analysis is carried out when there are noticeable changes such as rises in demand. Family Service's revised audit activity programme responds to lessons learned and is informing the Practice Improvement Plan (see 2.5.8).
- 2.5.5 Multi-agency partners joined a recent cycle of the routine case file audit process to ensure that the perspectives and performance of partners was considered. Some key actions taken as a result of this have been commissioning training for social workers on engaging fathers. The group has also highlighted complaints from fathers about lack of communication from social workers as a recurrent theme. This has also been highlighted in audit via the PQA and as a result the Principal Social Worker has commissioned training.
- 2.5.6 A performance framework, monthly assurance report and compliments and complaints mechanisms enable insight to be used to inform the continuous improvement of services. The recent completion of a Self-Evaluation provides up-to-date assessment of the needs of children and families within our area, effectiveness of current service provision and performance in improving outcomes for children and young people. The evaluation demonstrates progress made over the past year and identifies next steps for 2016/17.
- 2.5.7 For 2016/17, Family Services will continue the programme of work outlined above. A practice week will be introduced quarterly, to ensure senior management oversight of practice and enhanced practice leadership. It will include direct observation by Heads of Service and senior managers of practice, including visits, supervisions case conferences and the auditing process. The regularity of case file auditing will be increased to further embed the feedback loop between practice, learning and development, and services.
- 2.5.8 The key mechanism in place to deliver and oversee practice improvements in Family Services is the social care Practice Improvement Plan. It has three key objectives:
- To empower and equip the social care workforce to understand the importance and meaning of purposeful social work in Barnet
  - To ensure that systems and tools support the delivery of high quality social work
  - To retain, attract and grow a cadre of effective social workers who are child-focused, curious and inquisitive about what they are seeing and assessing

2.5.9 A range of activity is taking place to deliver the Practice Improvement Plan including reviewing and revising processes, strengthening the role of Team Managers, improving IT systems for practitioners, and increasing permanent social workers. Progress is monitored via the Social Work Improvement Board which is chaired by the Chief Executive and has external challenge.

## **2.6. Recruitment and Retention**

2.6.1 Family Service's recruitment campaign for social workers was launched in Autumn 2015. Market factor supplements for Family Services social workers were introduced to support the recruitment and retention of high quality children's social workers in parts of the service that were most affected by higher vacancy rates. This was approved by the council's General Functions Committee and has been progressed through the Unified Reward work.

2.6.2 The recruitment campaign has received renewed focus from April 2016 to heighten its impact. Feedback from exit interviews is being used to inform the campaign and HR have implemented innovative ways of converting agency workers into permanent workforce. A Family Services Workforce Development Plan is in place from 2016-17, with the core aims of reducing turnover, strengthening staff performance and raising the confidence of staff. It is complemented by the Social Work Workforce Development Strategy and a programme of training that has a renewed focus on practice. As of May 2016, the workforce agenda sits under the Principal Social Worker, in order to strengthen the link between workforce development and practice.

2.6.3 The Barnet Practice Academy, which launches in the autumn 2016, will contribute to workforce stability in a structured, supportive and visible way, and help to enhance the quality of social work practiced in Barnet. Workforce is at the core of one of the three key objectives of Barnet's 2016/17 Practice Improvement Plan: 'to retain, attract and grow a cadre of effective social workers who are child-focussed, curious and inquisitive about what they are seeing and assessing'.

## **2.7. Voice of the child**

2.7.1 Echoing the BSCB report, the council recognises the importance of hearing the voice of children and young people in Barnet. Increasing the voice of the child in planning at a strategic level has been a key focus of Family Services over the past year. There are a range of forums for children and young people to engage in facilitated by the Voice of the Child co-ordinator and team within Family Services. These including Barnet Youth Board, UK Youth Parliament, Youth Assembly, Role Model Army (Children in Care Council), Junior Role Model Army, and Youth Zone Development Group.

- 2.7.2 Young people sit at the table with managers and Councillors, including on the Corporate Parenting Advisory Panel, and raise issues that are important to them. The culmination of Youth Assembly occurred in May 2016 when the Children, Education, Libraries and Safeguarding Committee (CELS) heard Youth Assembly members present their motions to elected Members for consideration, including an app for young refugees, improving safety for young people on public transport and raising awareness of disabled children's rights.
- 2.7.3 Activity is in place to ensure that children in care, both in and out-of-borough have their voice heard, through advocacy, Independent Reviewing Officers and technology such as the Mind Of My Own (MOMO) app. This will be complemented by appropriate mechanisms to enable easier feedback to ensure this informs casework and wider service planning.
- 2.7.4 Family Service's focus going forward is to broaden engagement so we are hearing from more children and young people, including those who might not normally choose to engage with the local authority. This will be done primarily through the implementation of the Voice of the Child Strategy, which seeks to promote a culture of children and young people's participation and engagement across the partnership, including Local Authority, Education, Voluntary Sector, Commissioning services, Health services and the wider Barnet community.

### **3. How Family Services has progressed the board's priorities over 2015/16**

The lead for each Board priority is responsible for driving the agenda with multi-agency partners. Leads for three of the Board's four priorities for 2014-16 were from the council. The council has progressed these priorities both within the Board and across internal services over the past year. An overview of activity and progress is given below against each priority. For 2016-18, the council will lead four of the seven priorities.

#### **3.1. Child Sexual Exploitation**

- 3.1.1 Child Sexual Exploitation (CSE) is a priority in Barnet, recognised as important across the partnership and there is strong multiagency working which focuses on building children and young people's self-esteem as part of the resilience approach.



3.1.2 Governance of the CSE Strategy and Action Plan is overseen by the Gangs, CSE and Missing Strategic Group which has senior management representation from Family Services including both Assistant Directors and Heads of Service from across EIP, Social Care and Safeguarding. There is further senior representation from across the council.

3.1.3 A CSE coordinator has been in post in Family Services since January 2015 who supports the development of both the strategic and operational CSE work streams, including a well-attended CSE surgery, and has clear operational and strategic links to Gangs and the missing agenda. The council has now funded this work on an ongoing basis.

3.1.4 Family Services have led on and collaborated with BSCB partners around a number of activities, in over 2015/16 to prevent CSE and protect children at risk of CSE:

- Revised **multi-agency risk indicator and assessment tools** have been implemented across the partnership and are widely used by external agencies, which have increased the quality of referrals received by MASH.
- There is a successful and well attended **CSE surgery**, which meets fortnightly. It is chaired by the CSE coordinator and includes dedicated Police Officers on this panel. It serves as an essential resource for staff across Barnet's multiagency partnership, in particular social workers and education staff, to discuss cases, collaboratively develop and implement plans and grow in confidence in their identification of risk.
- The **multi-agency operational group, MASE**, is well attended by partners and is effective as a result of the CSE surgery, as key stakeholders are already aware of cases and prevention activities such as intelligence-gathering has already occurred, and disruption and prevention tactics considered. MASE meets monthly to review and progress individual cases of concern and ensure provision of appropriate services. MASE has recently been strengthened by the attendance of the Gangs unit Police Officer, Barnet Housing and Education and representation from Domestic Violence partners. However MASE could be furthered strengthened by the representation of sexual health, CAMHS and hospital safeguarding leads.
- A range of **audits** have been completed in Social Care and across the partnership, which show CSE cases are being dealt with appropriately and children and young people affected are receiving required support.
- To provide a robust and effective local response to CSE, considerable effort and resources have been put into **raising awareness and developing structures**. CSE champions training and Chelsea's Choice (an innovative and powerful theatre production) have been delivered to equip and empower key professionals across Family Services and partner agencies in understanding and responding to CSE. There are now 45 CSE champions across the partnership. There has also been an intensive school approach to front line teaching staff in five secondary schools with high risks of CSE.
- New Domestic Violence and Abuse services have been commissioned by the council's Community Safety team in liaison with Family Services.

3.1.5 Key areas of activity outlined for 2015/16 will be continued and strengthened, in collaboration with our partners. A number of areas for development with multi-agency partners in 2016/17 have been identified, which include:

- Further strengthening support for CSE victims through identifying effective support services other than CAMHS.
- Harmful sexual behaviour usually perpetrated by boys requires further focus. Young boys who have a constellation of neglect and abuse in their backgrounds are emerging from the victim and perpetrator profiles and are perpetrating or demonstrating sexually harmful behaviour at an early age.
- The University of Bedfordshire will undertake a research project with a group of boys aged 12-15 attending Barnet's PRU who have social conduct disorders to specifically look at how they view themselves and how professionals engage with them. The boys will meet weekly with the researcher the sessions will build towards the boys co- running at least two workshops with professionals on the subject of 'how professionals work with boys'. The research process itself seeks to provide engaging, confidence building and beneficial activities which will equip boys with the skills to co-facilitate the workshops.
- Consultation programmes have been developed to hear the voice of children and young people who are at risk, or who have been a victim of CSE. The responses from the consultation are being used to shape and develop services.

## **3.2. Domestic Violence and Abuse, and Violence against Women and Girls**

3.2.1 Barnet has a good domestic violence and abuse support offer, informed by the clear direction of the Domestic Violence and Abuse and Violence Against Women and Girls Strategy.

3.2.2 The EIP strategy clearly outlines the need to tackle domestic violence and abuse, parental substance misuse, and mental ill health experienced by children and families as early as possible to improve outcomes, and to reduce the need for costly, higher-tier services.

3.2.3 Two domestic violence and abuse workers sit in the CAF team to support an early response to notifications of domestic violence and abuse incidents. An early intervention domestic violence service also offers support to up to 72 women each year to enable women to feel safer and more confident. Alongside this, a Therapeutic Play Therapy programme for children aged from 7 to 11 years old who are, or have been, affected by Domestic Violence and abuse allows children to tell their story, improves confidence and self-esteem and build resilience. Furthermore, Barnet Homes' multi-agency Domestic Violence and Abuse one-stop shop, launched in September 2015, enables Family Services to work with partners to provide information, advice and support to victims of domestic violence and abuse. A range of referral options are available, including counselling, free legal advice and the Barnet Sanctuary Scheme.

- 3.2.4 With regard to demand for services, over the last two years the number of new service users for advocacy and perpetrator services has consistently exceeded the number of services users exiting and therefore the number of service users supported by these services has been growing. Domestic violence and abuse support services have been recently recommissioned and provide a range of support at various levels of intervention. The commissioning addressed gaps, including the need to refer children who are violent towards parents or in unhealthy or violent relationships.
- 3.2.5 Key areas of activity outlined for 2015/16 will be continued and strengthened, in collaboration with our BSCB partners. The focus will be the continued implementation of the strategy, which defines activity for the coming year.

### **3.3. E-safety**

- 3.3.1 E-safety is an emerging area of need within Family Services. Family Services have led on and collaborated with BSCB partners around a number of activities over 2015/16 to advance the e-safety agenda:
- Undertaking insight work as part of the BSCB e-safety group, in order to inform the group's activity for 2015/16
  - Online e-safety training purchased, and promoted
  - PREVENT training delivered to social care teams, in particular at the front door, to raise awareness of the radicalisation agenda and its links to e-safety
  - Attendance from officers at the annual e-safety conference.
- 3.3.2 The e-safety sub-group has good representation from the council. The CSE co-ordinator, Prevent co-ordinator, Strategy and Insight Officer and BSCB Manager provide representation to the sub-group.
- 3.3.3 Family Services will continue to work with the Board to advance this agenda, and consider how practitioners can best be supported to safeguard children through safe use of digital and online technologies, for example through learning and development activities in this area that reflect current issues around e-safety.
- 3.3.4 The resilience-based practice model will support Family Service staff to better manage risk – including in the technological sphere. For example, Family Services will participate in the pilot implementation of the Graded Care Profile 2, which includes updated assessment areas around technology.

### **3.4. Neglect**

- 3.4.1 The prevalence of Neglect in Barnet presents a strong case for a community-based, integrated, practice-focussed approach promoted by resilience based practice; to build

resilience not only within families, but also within Barnet's diverse communities. Family Services advances this agenda both internally, and through the BSCB sub-group.

- 3.4.2 The Neglect sub-group is chaired by the Head of Early Help and Early Years, with broad Family Services input from the CAF Team, MASH, Early Years, Strategy, Insight and Commissioning Team, BSCB Business Manager and the CCG. Family Services officers have supported this agenda in particular by providing insight and analysis of key trends around neglect, undertaking an options appraisal of neglect assessment tools to present to the group, and undertaking dip sampling and auditing to understand trends around neglect in cases below and above the social care threshold.
- 3.4.3 Routine case file audits are undertaken frequently over the course of the year by team managers who audit one another's cases during a 4 week period. Social Care audits for January/February 2016 focused on Child in Need cases and cases where Neglect is a variable. Indicators relevant to neglect are tracked both through the monthly Family Services Assurance report and the PQA.
- 3.4.4 The implementation of the Neglect Strategy will be achieved in part through the introduction of the Graded Care Profile 2 (GCP2), which supports a resilience-based approach to working with families. Furthermore, the GCP2 and Signs of Safety will complement each other in terms of identifying, planning for and delivering interventions to tackle neglect. In order to develop the resilience model in practice there will be a number of GCP2 Champions trained from a multi-agency task group that will in turn role out training for managers and practitioners across Barnet's partnership. Commitment has been secured from a number of multi-agency Champions across the partnership, who are enthusiastic about rolling out the GCP2 across Barnet.
- 3.4.5 In addition a series of Early Intervention and Prevention (EIP) road shows will take place from September and feature neglect. These will provide briefings to all staff and partners in relation to the 4 pathway domains (universal, universal plus, target and specialist) and the pathways into services and interventions. A web based menu of interventions has also been compiled as part of the EIP project that will support practitioners in accessing appropriate interventions for cases where neglect is suspected or a risk factor.

## **4. How the 2016-18 board priorities link in for family services**

Progress on priorities over 2015/16 are outlined in section 3. Of these priorities, Domestic Violence and Abuse, E-safety and Neglect will continue as priorities for 2016-18. New priorities for 2016-18 are outlined in this section.

#### **4.1. Child Mental Health/Self-Harm**

- 4.1.1 Current Child and Adolescent Mental Health Services (CAMHS) in Barnet provide care to over 2,000 young people per year. In response to recent governance policy and guidance, Barnet's CAMHS transformation plan sets out how to meet the challenges and opportunities to enhance the delivery of an excellent CAMHS service.
- 4.1.2 The vision is to transform mental health services in Barnet by 2020, building the resilience of children and young people and their families and improving their mental well-being therefore enhancing the life chances of children and young people in Barnet. Delivery of the plan will be led by Barnet Clinical Commissioning Group and London Borough of Barnet working closely with a range of partners, and with children and young people at the centre of services to co-produce the transformation of Children and Adolescent Mental Health services in Barnet.
- 4.1.3 As part of the Attachment Friendly Secondary School project, additional mental health specialists have been provided to school settings to support children in care. For those whose are accepted as Channel cases a range of multi-agency interventions are used including mental-health support and the use of Home Office-approved intervention providers.

#### **4.2. Resilience**

- 4.2.1 Family Services has chosen the theme of resilience to drive our ambition for strong communities in which children can thrive and achieve and this is being supported by the BSCB. In Barnet the term resilience is used to describe a situation when good outcomes occur for individuals or families in the face of adversity. A strategy based on resilience involves looking for strengths and opportunities to build on, rather than for issues or problems to treat. Resilience-based practice is therefore at the heart of Family Service's improvement approach. It is also guides our work as a service, in ensuring that staff build and demonstrate resilience in the workplace.
- 4.2.2 As at August 2016, 18 Resilience workshops have been delivered to around 400 Family Services practitioners, led by the Director. These aimed to help staff understand the concept of resilience, explore its relation to their role, work through practical examples and commit to implementing resilience working on a day-to-day basis. Commitment to implementing a number of resilience-based tools, including Signs of Safety, in the coming years will support this vision and be complemented by new learning and development opportunities.

4.2.3 Family Service's commitment to resilience-based practice includes working as part of the BSCB to ensure that a resilience-based approach is embedded across the partnership.

### **4.3. Information Sharing**

4.3.1 Family Services have an Information Management and Governance Group to oversee and challenge the management and sharing of information across the service and with partners, as well as an officer to help drive this agenda. Data protection training designed specifically for Family Services staff is provided by the Information Management Officer to all new recruits and as refresher training. The BSCB has served as a forum through which information-sharing has been promoted and advanced over the past year, for example Family Services led on putting in place a refreshed Information Sharing Agreement for the MASH.

4.3.2 Information sharing at an appropriate level with statutory and non-statutory partners is an integral part of the work of every practitioner in Family Services. It plays a central role in keeping children safe, and preventing issues from escalating. It leads to informed decision-making where risk can be managed effectively. Serious Case Reviews locally and nationally consistently highlight shortcomings in information sharing, and Family Services will seek to consistently demonstrate good practice with partners.

4.3.3 Family Services will use its learning around information-sharing agenda to advance this agenda with BSCB partners. Given the consensual element of information-sharing at the early help tier, this agenda is paramount when seeking to realise Resilient Children: Resilient Families in Barnet.

4.3.4 The Director of Children's Services commissioned an independent review of operational practices in information sharing across the partnership, findings of which will be taken forward during 2016/17 through a multi-agency working group on this board priority. Family Services will also be working closely with health to locally implement CP-IS (the Child Protection Information Sharing) which will enable the electronic sharing of key child protection and NHS admission information between children's social care and NHS unscheduled care settings to support better information sharing and informed decision-making