

2015  
/16

# 'The story so far'

'The Centre has specialist knowledge in information sharing in multi-agency contexts, where support for vulnerable individuals or families is joined-up, integrated, and where services may also be co-located. This knowledge is vital for health and social care integration, early intervention and building sustainable futures.'

**Mark Fisher**, Director of the Office for Civil Society and Innovation

# Contents

---

|                                                                             |    |
|-----------------------------------------------------------------------------|----|
| <b>Prologue</b>                                                             | 2  |
| <b>Chapter One</b>                                                          | 4  |
| Our story so far, written by the<br>Centre of Excellence Chair, Mark Fisher |    |
| <b>Chapter Two</b>                                                          | 5  |
| Unlocking health and social care information                                |    |
| ▶ Information in health and social care integration                         | 5  |
| ▶ Information in health and emergency services                              | 14 |
| <b>Chapter Three</b>                                                        | 20 |
| Developing a rich picture for early intervention                            |    |
| <b>Chapter Four</b>                                                         | 27 |
| Supporting people back to work and growing the economy                      |    |
| <b>Chapter Five</b>                                                         | 33 |
| The academic perspective written by Professor Rob Wilson                    |    |
| <b>Chapter Six</b>                                                          | 36 |
| The role of communications                                                  |    |
| <b>Chapter Seven</b>                                                        | 38 |
| Sharing our learning                                                        |    |
| <b>Epilogue</b>                                                             | 42 |
| Written by the Centre of Excellence Director, Stephen Curtis                |    |
| <b>Acknowledgements</b>                                                     | 43 |

# Prologue

---

## **About the Centre of Excellence for Information Sharing**

Our role is to challenge, inspire and support change in order to transform services through improved information sharing across public service providers.

## **How do we work?**

We support local places when they feel they are ready to work with us, and are willing to take guidance from a wider range of information sharing evidence than is available from just the policy area they are operating within. Our engagement work ranges from co-locating with a team so we can support their information sharing journey, to meeting key partnering organisations so we can understand how they have overcome challenges. We then reflect learning back to key players to support the identification of what is limiting their approach so that solutions can be developed, or practices re-shaped, to unblock the flow of information. Learning is also then shared widely, through blogs, case studies, workshops, conversations and speaking at events to help other local places develop their approaches and find their own information sharing solutions. Our national liaison team provide learning and good practice from on the ground to inform central government departments and to influence national policy. Our organisational model puts us in a privileged position to provide an impartial point of view, effecting change locally and nationally.

## **Key findings this year**

Our work with local places this year has uncovered a number of key themes that limit or enable effective information sharing, which are common to all the policy areas we have worked across, and sought to support.

The loudest message that has emerged from our local places is the need for strong leadership at all levels, to create an environment where good information sharing is a core value, to support staff to share without fear, and for them to feel equipped and supported to do so.

It is also clear that information sharing is a cross government issue. There is therefore a need for consistency across departments, and the development of stronger inter- and intra-agency relationships to agree when and what to share and to do so with trust.

Underpinning this is a required focus on good communication and engagement. This enables staff and service users to take ownership of, and guide the changes that are happening to their services and understand how their information is being used.

Clear processes and procedures for good practice, that promote the importance of information sharing, and enable practitioners to navigate the system is also required. This needs to be supported by personal and professional development to give staff the skills and support to share information well, and with confidence.

How an organisation manages risk is also a focus when sharing information. This has to be addressed through establishing a strong and coherent approach across the partnership, having a joint understanding of thresholds and tolerances, and inspiring individual ownership of the risks to support sharing with confidence and trust.

## **Presenting our annual report as a story**

Over the past year, the two things we've heard more than anything else, are; 'we're trying to work better together, so our service users only need to tell their story once' and; 'it's the people which matter'. That's why, in this annual report, we've decided to tell our story, and we've asked our people to tell that story - our team and also our partners. You will meet our story-tellers as you read through the chapters within this book. We've also been busy building a network of advocates of our work, so we will introduce you to what some of those have to say too.

Underpinning this story is the impact we are beginning to make. Systems change takes time, but to get to the point where service users only have to tell their story once, there are significant milestones on the way. These include making sure the right people understand the role of information sharing in public service reform by ensuring best practice is shared with, and advocated by, the right people, and then seeing the subtle shift in thinking and action being taken to support the change required.

# Chapter One

---



**Mark Fisher**, Director of the Office for Civil Society and Innovation, and Chair of the Centre of Excellence for Information Sharing steering group introduces our story so far:

“There is growing recognition, both nationally and locally, that improved information sharing in multi-agency working helps a partnership develop and succeed and leads to better outcomes. I feel this has moved on a stage from where we were a year

ago, when many people saw the technical aspects of information sharing as ‘what needed fixing’. Fast-forward a year, and **the Centre is seeing more and more people coming forward wanting advice on ‘how to overcome the cultural barriers’ to information sharing within partnerships**, and I for one am delighted to see this shift taking place.

The Centre has always advocated the benefits of looking holistically at the needs of the people who will benefit from the service, particularly when those needs are multiple and complex. The Centre has developed specialist knowledge in information sharing in multi-agency contexts, where support for vulnerable individuals or families is joined-up, integrated, and where services may also be co-located.

By working with a variety of local places, and across a range of policy areas, I’m pleased to see the Centre helping to uncover and overcome what is limiting good information sharing between local partners.

In addition to the local place work, the Centre raises the barriers to sharing information effectively with the relevant national organisations, to inform and drive change at the national level, and focusses on priority government programmes which require a multi-agency response and strong relationships across government.

I’m sure, that as a catalyst for cultural change around information sharing, there is still much for the Centre to do. The information sharing journey doesn’t happen instantly, and not everyone is yet on the right track, although increasingly it seems we are at least, all looking in the right direction.”

# Chapter Two

---

## Unlocking health and social care information

### Information in health and social care integration

#### **Why tackle this information sharing area?**

Health and social care information plays a vital role across many policy areas. Our work over the past year has identified it is not only key in the integration of health and social care, but also plays a significant part in stopping people with poor mental health from entering the custody suite - enabling them to get the help and support they really need. It is also essential to enable early intervention in domestic violence and in the safeguarding of young and vulnerable people (see chapter 3).

As such, it is essential that this valuable asset is unlocked and good information sharing approaches are put in place, not only to enable people to live healthier lives, but to support and protect the vulnerable.

#### **What are the information sharing challenges?**

Engagement with local and national stakeholders has identified a number of information sharing barriers specific to working with health and social care information.

Our engagement has recognised a real perception, amongst frontline practitioners and managers alike, that it is difficult to share within existing systems. This is compounded when you bring into the mix different partners, their ways of working and the many different cultures and views of sharing. This generates a view that it is best to “get our own house in order” before working with partners, but key to our learning this year has been that the **greatest rewards come from working with partners to overcome internal and external barriers together.**

Fear is an emotion that is cited a lot by frontline practitioners and managers. Within health and social care it is not just the fear of getting things wrong, but the fear of the potential resource availability and capacity implications that greater sharing may bring. Health and social care practitioners alike are concerned that they may not have the resource to act on information, limiting not only action but also further information sharing.

The challenges however are not just a local issue. One challenge comes from a mismatch between national policy and local experience. At a national level, government departments are guided by different interpretations of the law, and often the call for 'guidance', which has resulted in large quantities of primary and secondary legislation, principles, policy and guidance, often produced by a range of different bodies: departments, regulators, third sector and non-governmental department bodies. Much of this is technically correct, and often could be said to be useful and helpful.

Whilst the Centre recognises that there is a need to review and refresh guidance to reflect changes in policy, governance, structures and to correct misunderstandings, we have found that locally this often creates confusion, particularly between partners who are engaged with different government departments. This in turn fuels fears - both about making a mistake, or the consequences of making a mistake. **One of the key problems highlighted by local places is with programmes and organisations continually publishing guidance on the same topic, as this in itself generates further mistrust and misunderstanding about appropriate information sharing approaches.** As this is not experienced nationally, there is a lack of understanding as to what is limiting information sharing at a local level.

This is further compounded by the differing geographical and administrative boundaries that services are delivered within. A health and social care partnership may span only a core area locally, whilst the ambulance trust, for example, may service a greater vicinity. As such, whether these boundaries are actual or perceived, it limits information sharing and reconciliation is therefore essential to prevent further issues.

## How do we know this?

The Centre has engaged widely at both the national and local level this year, surfacing challenges to information sharing and also some excellent practice through:

- ▶ Developing strong relationships with leads from national partners, including the Department of Health (DoH), NHS England (NHSE), the Health and Social Care Information Centre (HSCIC), Information Governance Alliance (IGA) and the Local Government Association (LGA).
- ▶ Participating in a range of national strategic groups for health and social care integration. These include the Adult Social Care Technological Informatics Group (ASC-TIG), Integrated Care and Support Working Group (ICSWG), the New Models of Care Group (organised by the Local Government Association and the Better Care Group). Our involvement has enabled us to not only listen to the issues, but challenge thinking about the role of people in enabling better information sharing.
- ▶ Supporting the NHS's Integrated Pioneer Programme's 'Information Sharing Summit', (spring 2015). This gave us the opportunity to listen to, and inform the discussion about the complexities of information sharing for Pioneer areas. This resulted in us not only being invited to be part of the design group for a number of tools and resources to support Pioneer areas in sharing information, but also enabled us to develop targeted case studies focussed on the approaches to information sharing taken by Pioneer areas. It enabled us to recognise the barriers in implementing Integrated Digital Care Records (IDCR) and the role of citizen and internal engagement to develop integrated health and social care services.
- ▶ Working closely with local places to understand their approaches to information sharing and support them in overcoming their challenges, these included: Cornwall, South Devon and Torbay, and Dorset. This led to the production of seven local place case studies, which provided the evidence and knowledge to develop our IDCR and engagement reports.





'The Centre is doing an absolutely crucial role in working with local authorities and the public sector, in terms of engaging with those localities at an early stage. Sometimes it's useful to have a critical friend and some support as you're designing or transforming services, also [the Centre] draws out and asks probing questions around key elements to think of at an early stage that perhaps you

may not have thought through... I think the Centre also plays a crucial role in terms of sharing good practice across localities around what's working well and sharing that knowledge and expertise to other localities that they can support, so others can adopt and adapt this knowledge for their own local purposes.'

**Mark Golledge**

Programme Manager, Health and Care Informatics,  
Local Government Association

To watch our interview with Mark, please [click here](#).

## What evidence is there of good practice?



**Imogen Heywood**, Engagement Manager, reflects on some of the excellent practice we have uncovered this year:

“I’ve felt enthused to work with local places that are trying to achieve better health and social care integration and deliver a better, person-centred approach. To help areas which are at the beginning of their IDCR journey, I helped the Centre publish seven case studies in November 2015 from areas

we have been working with, namely: Bradford, Bristol, Hillingdon, Leeds, North West London, Southend, and Warrington.

These case studies form the basis for two Centre reports titled: ‘Conversations, communication and co-design’ and ‘Integrated Digital Care Records’. These case studies and reports demonstrate the impact of multi-agency partnership working, and visualise this impact to other local places.

**Our case studies show the achievements and challenges in relation to information sharing in multi-agency partnerships and offer an insight for other local places to learn from.** One excellent example is Dorset; a place my colleague Jovian Smalley has been supporting throughout this year. Dorset has used the development and implementation of an Information Sharing Charter to focus partner conversations at all levels to identify: ‘what does this charter actually mean to our organisation?’ This helped position information sharing as a priority across the partnership and challenge old ways of working.”

## How have we helped?

The launch event for the Dorset Information Sharing Charter gave the Centre the opportunity to support Dorset to make the connection between information sharing and the importance of good communication – supporting the development of strong relationships with partners and people who use health and social care services. We facilitated two information sharing workshops for approximately 60 delegates, and the Centre's Director, Stephen Curtis presented a keynote speech. We used the event to emphasise the importance of getting the culture right for information to be shared well. A message reinforced throughout the event by the Information Commissioner.

In addition to our work directly with local places, we held our first 'Health and Social Care Month' to raise awareness of our case studies and reports. The aim was to engage people working in health and social care, at all levels, to think about the practice of information sharing and the role they play in enabling better information sharing. We published articles and blogs about what we had learned from our local places and our two reports. The month was covered by the Local Government Chronicle, the IGA newsletter, and the King's Fund newsletter as well as the Centre's own channels - website, twitter, newsletter and LinkedIn.

### Health and Social Care Month (November 2015)

- ▶ Featured 4 dedicated Health and Social Care articles read by 6,828 website visitors.
- ▶ Published 2 reports and 7 case studies.
- ▶ Engaged with 2,365 people through our website and social media channels.
- ▶ Increased traffic to website by 38%.

Spring 2016 saw our team support six regional workshops and webinars organised by the Better Care Support Team. Following the Information Sharing Summit, these events aimed to equip attendees with the skills to tackle information sharing challenges when integrating health and social care.

Our sessions focussed on helping people to address cultural information sharing barriers through better engagement with partners and citizens. We also provided 1-2-1 support to local places about their specific challenges.

More than 140 people attended the events nationally, each making pledges to progress information sharing in their local area and saying they found our involvement invaluable.



Delegates at the workshops sharing 'pledges'.



'The Centre of Excellence played a central role in the development and delivery of a series of data sharing workshops which were delivered across the country from January to March 2016 in relation to the Better Care Fund and Health and Social Care Integration. The team were involved in scoping the content of both workshops and webinars, advising on content and acted as a sounding board for ideas and development of the programme. The Engagement Managers were professional and thought provoking in the delivery of their workshop sessions, particularly in relation to recognising and overcoming cultural and leadership challenges of building data sharing systems that work across organisational boundaries.'

### **Mary Hill**

Adviser to the Better Care Support Team

We have also provided a voice to national policy issues, through our involvement with the national strategic groups, speaking at partner events, including the Information Commissioners Office's round table event on information sharing, and providing our views on the Department of Health's consultation into the role and functions of the National Data Guardian for Health and Care. We promoted the consultation widely and informed and shaped the conversation through our social media channels and blogs.

We have published a range of health focussed blogs, including a number of 'guests blogs' from partners such as Andy Carr (HSCIC), who spoke about the use of the Summary Care Record in local places, and Vikki Cochran (South Devon and Torbay Clinical Commissioning Group), about the practical challenges of sharing information across services in local places.

## What is the emerging impact?



**Claire Everitt**, Head of Engagement (East), reveals her thoughts on our impact this year:

"I have noticed a tangible shift in the range and number of national partners calling upon us for advice and support – the cultural aspect of information sharing is now certainly more recognised and there is a real interest in the challenges being faced locally. This is exemplified by our inclusion in the Information Sharing Summit

and organisations, such as the Information Commissioners Office engaging with us to actively work with them in overcoming specific issues."

- ▶ Spoke at **4** health focussed events, reaching more than **300** key people from health and social care.
- ▶ Published **7** case studies, read by **1,273** people – 'Integrated Digital Care Record' and 'Conversations, communication and co-design' reports were downloaded **85** times.
- ▶ Engaged with **2,365** people during Health and Social Care month – resulting in a **38%** increase in website hits.
- ▶ Our **17** health focussed blogs have been read by **6,828** people.

## **Next steps...**

We are continuing our engagement with the national strategic groups, including the Adult Social Care Technological Informatics Group and the Integrated Care and Support Working Group, and we are working closely with the Local Government Association to develop the New Models of Care Group.

Our case studies have opened up opportunities to work with more local places, including developing follow-up case studies with some of the local places we engaged with to develop our reports – to enable us to chart their ongoing development.

Health and Social Care month will run again in November 2016, where we aim to uncover more good practice and help more local places learn from our work.

## Information in health and emergency services

### **Why tackle this information sharing area?**

The emergency services, particularly the Police, are often the first to respond to urgent situations, although it may be a mental health professional who is required. Good information sharing across a wide range of organisations (i.e. health and social care services, the emergency services and the voluntary sector) is therefore a necessity to keep the individual, as well as the general public, safe. It is estimated that over 20% of police time is spent responding to those in mental health crisis, while others in crisis present themselves at A&E, which is not always the most appropriate place.

## **What are the information sharing challenges?**

The risks of not sharing mental health information outweigh the challenges, but naturally the sensitive nature of mental health information brings with it some specific complexities that in turn create challenges for information sharing. Some of these include:

- ▶ The stigma associated with mental health that impacts on a professional's decision about whether to share information. Professionals working in mental health are particularly, and acutely, aware of the disadvantage that individuals can suffer because of the prejudices and stigma that surrounds mental health in society. This means that professionals can be reluctant to share information relating to an individuals' mental health as they want to protect their patients or clients from discrimination.
- ▶ Professionals' concerns for safety. Professionals are increasingly concerned for their own personal safety, should a patient or client perceive that information is being shared with the Police for the wrong reasons. High incidence of dual diagnosis of substance (alcohol and drug) use and poor mental health means practitioners may be vulnerable to misinterpreted information sharing practices.
- ▶ Worries about resource implications. Many of the local places that have developed successful information sharing partnerships between mental health practitioners and the Police have found the partnership supports both those who are already known to mental health services, and also those who were unknown. Although this demonstrates the positive impact of these partnerships, it raises concerns around how to help those people and plan resources accordingly. Conversely, there are also concerns that approaches may not be sufficient to detect 'hidden' high demand service users.
- ▶ The accuracy of the information. The different practices and tools used in the storage and collection of data between emergency services and the mental health profession can vary considerably – creating significant challenges in matching data, but also in the actual working practices when police officers and practitioners work together to identify the same person.



## How do we know this?

The Centre has worked closely with the government's Mental Health Crisis Care Concordat to understand some of the challenges local places are experiencing in developing more cohesive approaches to sharing between emergency services and mental health services.

Over the past year, Engagement Manager Stuart Bolton has worked intensively with Surrey County Council to support them in establishing their partnership approach to helping people in mental health crisis.

## What evidence is there of good practice?

Surrey is developing a mental health crisis care system that brings organisations together to act as one. Its focus is in establishing a 'no wrong door' approach, which means that no matter where a person in crisis presents themselves, they can trust that the people that they engage with will have access to the right information and can signpost them to the most appropriate support. This spans the county council, 11 district councils, six clinical commissioning groups, Surrey and Borders Partnership NHS Foundation Trust, the Police, acute trusts, the South East Coast Ambulance Service and many voluntary sector bodies.

A key aspect of this is developing a number of 'Safe Havens' across the county - to provide a place of safety and access to multi-agency support for those at risk of, experiencing or recovering from mental health crisis.

### Surrey's focus

- ▶ Establishing a new single point of access for mental health crisis, this will incorporate telephone triage, assessment and rapid response to individuals in crisis.
- ▶ The roll-out of a successful 'Safe Haven' pilot which is a community based alternative to A&E for those at risk of crisis.
- ▶ Establishing a new single information spine to support information sharing across the mental health crisis care system and in particular support development of the new single point of access and roll out of the 'Safe Havens'.

## How have we helped?

- ▶ In May 2015, the Centre published a case study on the use of 'Safe Havens' and the Aldershot Safe Haven pilot project. It highlighted the information sharing approaches that have been developed between statutory and voluntary sector bodies, particularly the importance of open and honest conversations between partners and service users to establish trust and bring the project to fruition.
- ▶ The Centre co-designed and supported the delivery of a wider information sharing workshop for partners of 'Working Together' (Surrey's Public Service Transformation Programme) to come together and discuss their priorities. This was attended by a range of partners including Police, health, social care, Ambulance, Fire and Rescue Service, Jobcentre Plus, youth provision, and information governance representatives.
- ▶ The Centre looked at Surrey's information sharing challenges through 13 semi-structured interviews with 26 individuals from the mental health crisis care partners and stakeholders. From this, the Centre was able to develop an information sharing 'diagnosis report' to guide Surrey on its approach.
- ▶ Later in 2015, the Centre developed an 'information sharing and culture in the mental health crisis care system workshop' that aimed to bring together Surrey and seven other local geographic places with several government departments to share learning on information sharing. The Centre met with Department of Health (DoH) and the Home Office mental health and policing leads, and successfully secured their support and input for this workshop which will inform DoH's revision of the 2009 mental health information sharing guidance. (The workshop took place in May 2016).

The findings were shared by the Centre's channels to help other local places.

## What is the emerging impact?



**Stuart Bolton**, Engagement Manager, who represents the Centre in Surrey said:

“Surrey has risen to the challenge when it comes to information sharing. After the success of the Aldershot Safe Haven pilot, by the end of March, Surrey opened the doors of five new Safe Havens. For these to operate successfully, information sharing happens between the voluntary and statutory mental health and drug and alcohol

professionals through their joint approach to supporting the people attending the Safe Haven. Information is also shared through the statutory mental health trust professionals who access the patient electronic mental health record.

The Safe Havens also have information sharing relationships with the acute trust to identify any individuals who present at A&E and would benefit from the Safe Haven service.

Surrey’s work has gained national recognition – the Aldershot Safe Haven pilot achieved an award from ‘Positive Practice in Mental Health’ for supporting people in mental health crisis and it has been highly commended in partnership working.

The programme has also secured Police Transformation Funding, which allowed them to start recruitment to extend a pilot to co-locate a mental health nurse within the police telephone contact centre, from two to seven days per week.”

▶ Aldershot Safe Haven case study has been viewed almost **100** times.

▶ Stuart’s series of mental health blogs have been viewed more than **2,440** times.



'Surrey was really privileged to establish a relationship with the Centre very early on in its creation...we were very keen to have the Centre work with us in the development stage of the mental health crisis programme, and so the Centre became an integral partner in our multi-agency partnership from its inception. We drew upon the insights the Centre had in terms of signposting us very quickly to some of the issues and challenges that we were likely to face around information sharing...the Centre was a trusted advisor from the beginning'.

**Mary Burguieres**

Lead Manager Policy and Strategic Partnerships, Surrey County Council

To watch our interview with Mary, please [click here](#).

## Next steps...

Surrey is now looking to expand the Safe Haven approach and establish more across the county. It is also focussing on the co-design of the single point of access with partners and service users, with the ambition being to have this established by 2017.

The Centre will continue to support Surrey. It is also supporting other local places by holding a workshop focussed on 'information sharing and culture in the mental health crisis care system', providing peer to peer learning and the sharing of good practice between a range of Crisis Care Concordat areas.

The Centre is also working with the Department of Health, the Home Office, the National Data Guardian team and the Information Governance Alliance on developing a range of supportive tools, including case studies and practical examples, to assist local places and the Police to share information.

# Chapter Three

---

## Developing a rich picture for early intervention

### Why tackle this information sharing area?



**Emma Hart**, Engagement Manager, shares her thoughts on the importance of early intervention:

“Early intervention is about solving problems before they escalate. This can be for a person of any age, and be associated with health and social care, safeguarding and education, domestic violence and gang and youth violence, to name just a few areas. Many people or families with complex needs have multiple interactions with services. **The key to early**

**intervention is about being able to bring the professionals who work in these services together to establish a true enough, holistic picture of a person or a family’s life in order to act appropriately.** Information sharing therefore is at the heart of successful early intervention.”

### What are the information sharing challenges?

Although there is a real desire, across service providers, to be able to act sooner and ensure the support they are providing is of the greatest benefit to the people they work with, one of the biggest concerns that is cited time and time again is “when do we share and when do we act?”.

Many frontline workers feel worried that improving information sharing will mean they have too much information to work with, impacting on resources and meaning that important details may be missed.

Conversely, differing organisational priorities and resource constraints means that getting partners, who are interested in early intervention, together is also a challenge. This is not only an issue with local partners, but national partners too.

In addition, many practitioners, particularly from people who work to prevent gang and youth violence, feel that risk assessments are over reliant on a single source of data, such as the Police – giving a perceived view on a person or situation.

A further challenge comes from being able to identify and create a holistic picture of the hardest to reach people who are possibly the most vulnerable. This is a particular concern for the Fire and Rescue Service, which find that this group of people are only discovered after a fatal fire.

### **How do we know this?**

The Centre has engaged with a number of different early intervention programmes this year, which include programmes developed by the Fire and Rescue Service to prevent fatalities amongst hard to reach people, the Police to identify safeguarding situations, Multi-Agency Safeguarding Hubs (MASH) and programmes to protect vulnerable children and families.

To do this we have:

- ▶ Developed relationships with national bodies such as the Chief Fire Officers Association, the National Police Chiefs' Council, NHS England, the Home Office, the Department for Education and the Department for Communities and Local Government.
- ▶ Worked with local places to capture their stories, including Greater Manchester Fire and Rescue, Cheshire Fire and Rescue, Sandwell Metropolitan Borough, and Bath and North East Somerset Council.
- ▶ Undertaken desk research of Serious Case Reviews to identify information sharing issues.
- ▶ Delivered specially organised workshops at events, such as the Chief Fire Officers Association and Newcastle University's information sharing event, which was part of the, Economic and Social Research Council (ESRC) Festival of Science programme and for NHS England.
- ▶ Organised engagement sessions for frontline workers from safeguarding, different MASH models and gang and youth violence programmes and troubled families' teams to come together and discuss the challenges and opportunities of information sharing in their working environments.

## What evidence is there of good practice?



**Damion Nickerson**, Engagement Manager, has worked in early intervention for much of his career. He gives his views on the good practice he has seen this year:

“Within the Fire and Rescue Service there has been considerable success targeting preventative action in order to reduce the need for emergency response. The aim being to reduce the number of fires, injuries and fatalities. As such, the Fire and Rescue Service

is diversifying its work in a multi-agency environment to target community safety and other public services that reduce vulnerability on a wider scale.

The Chief Fire Officers Association and NHS England came to an information sharing agreement to allow Fire and Rescue Services across the UK access to the ‘Exeter Health Data’. This uses GP registration data to enable Fire and Rescue Services to identify the over 65s (year of birth, gender and address) and deliver ‘Safe and Well Visits’ to those who are in need or potentially vulnerable. Cheshire Fire and Rescue Service has been using this data since 2008 and has learnt lessons on how to use it to maximise its benefit.

In order to capture this for other local places to learn from, the Centre wrote and published the ‘Cheshire Fire and Rescue use of Exeter Health Data’ case study in March 2016.

MASH models have also had a significant impact on the safeguarding of young and vulnerable people. This year my colleague Jovian Smalley hosted an event in May 2015 that brought together professionals from across the country who work in MASH settings to discuss what the generation of MASH environments could look like and the challenges to overcome.

There was some excellent practice from the partnerships that attended: Bath and North East Somerset, Birmingham, Coventry, Sandwell, Staffordshire, Lincolnshire, and Leicestershire. **The event uncovered that close relationships between professionals improved the effectiveness of the decision-making process in multi-agency environments and, as a result, better information sharing was helping to manage risk.**

This has also been reflected in our follow up workshop, organised by my colleague Emma Hart, which looked at the role of multi-agency sharing and safeguarding hubs in preventing serious harm, abuse or death of a child.

The event was funded by the Department for Education and brought together GPs and members of Local Safeguarding Children's Boards from across the country to discuss the challenges they experience. The report is being published this summer."

In Sandwell Metropolitan Borough, the co-location of their 12 core services has enabled daily case conferences to include multiple perspectives and opinions of practitioners in one room. The London Borough of Camden is exploring how children and adult social services can be integrated to ensure that more partner agencies were involved in their decision-making processes.

In Bath and North East Somerset Council, the design stage of setting up a new sharing hub focussed on thresholds for taking referrals into the Multi-Agency Information Sharing Hub, so that partners aren't overloaded with cases carrying low level risk.

## **How have we helped?**

Our MASH workshops ('Information sharing to protect vulnerable children and families' and 'Gang and youth violence') brought together more than 200 professionals from a range of disciplines that are working in multi-agency environments to discuss a range of information sharing challenges and identify potential solutions. Detailed reports, featuring case studies and practical support were developed after each event, published through the Centre's website and promoted through the Centre's and partner's channels.

The Centre also worked closely with a number of local places who were involved in these events to develop detailed case studies of their approaches and shared these widely through our channels.



Issues of national importance have been flagged by the Centre, including briefings to relevant departments, our involvement with strategic health groups and to government programme teams (such as the Troubled Families Team based in the Department of Communities and Local Government).

Health and social care data, as mentioned in chapter two, is also a focus for many practitioners working in early intervention. The Centre has been working with the government's Troubled Families Team and the Department of Health to look at how sharing health data can help improve outcomes for families and children.

To do this, the Centre has supported three local places to identify good practice and find out how they are sharing health data to help and support families with multiple and complex problems in their areas. So far, the Centre has developed a number of blogs about the approaches, and more detailed blogs and case studies will be published throughout 2016.

## What is the emerging impact?



**Charlotte Piper**, Assistant Director, shares her thoughts on the Centre's impact over the past year:

**“Impact can be assessed in many ways. For me, I am pleased to see that supporting local places in overcoming their information sharing barriers and creating opportunities for practitioners to share their experiences is a real priority for government departments and national bodies. Having such a range of departments commission us this year to**

**do this is certainly encouraging and very much valued by the practitioners we have worked with.”**

- ▶ More than 200 frontline practitioners shared their information sharing challenges and experiences at our events.
- ▶ Multi-Agency Safeguarding Hub (MASH) report - viewed 643 times and is the most searched for item on the Centre's website.
- ▶ Department for Education regional roadshow report is the most downloaded piece of learning with 198 downloads.

Two MASH blogs published – both ranking in our top five viewed blogs;

- ▶ Information sharing to develop a MASH - 1,007 views.
- ▶ Five things your Chief Executive needs to know about a MASH - 756 views.

Top pledge from our workshops:



**My information sharing pledge is...**

"I am going to make it as simple, transparent and rapid as possible for my staff to share information easily."





**Joanna Huxton**, National Liaison Manager, looks at the next steps for our work in early intervention:

“The Centre will continue to work with NHS England and the Chief Fire Officers Association – presenting at a range of workshops to help progress their information sharing work.

Conversations with a number of local places are underway to support information sharing in MASH environments through a dedicated work programme

– helping to unblock barriers and share stories in 2016/17.

The report from our ‘Information sharing to protect vulnerable children and families’ workshop will be published in the summer and findings presented to the Department for Education.

Blogs and case studies from our three Troubled Families local places will also be published in the summer.”

‘I would like to thank [the Centre] for coming along to our Child Protection gathering to deliver what we all thought was a very thought provoking exercise, on many levels. I think for so many in the room, it brought a sense of realism to the policy areas we work on and also highlighted some of the challenges that exist for those working with vulnerable families.’

**Stephanie Brivio**

Deputy Director, Children’s Services,  
Department for Education

# Chapter Four

---

## Supporting people back to work and growing the economy

### Why tackle this information sharing area?



**Jovian Smalley**, Engagement Manager, shares his thoughts on why it is important to be involved in this area:

“Information sharing plays a significant role in helping the country’s economy to thrive, by helping people back into work and supporting businesses to grow.

The information needed to make this happen spans a wide variety of services and focusses on taking a holistic approach to a person or businesses situation – for both national and local services involved.

This is needed as people who are out of work may encounter other problems relating to not being in employment. These vulnerable people may need the additional support of: housing providers, financial advice, drug and alcohol teams, community police, healthy eating and separation advice.

**For businesses, many different regulatory bodies are engaged in helping a business to perform and to stop bad or illegal traders from operating. Business regulators sharing information may also hold the key to identifying hidden vulnerable people, such as those who have been trafficked or are modern day slaves.”**

## What are the information sharing challenges?

Although sharing in these environments may look simple, one of the greatest challenges impacting on both individual and business support is historic ways of working.

Traditionally, bodies such as the Department for Work and Pensions (e.g. Jobcentres), and business regulators have provided a single service, focussed on achieving the sole aims of that body. This means that the people who work for these organisations have to develop new ways of working, but also ways of recording data to make it easy to not only share, but also ensure that people can be recognised by those they are sharing with.

## How do we know this?

The Centre has visited a number of local places over the past year to explore the various approaches to holistic support, and written blogs and case studies to share this learning. These include Melton Borough Council, Wigan's Job and Life Centre and Greater Manchester.

Business regulators have also provided their perspective to our team through a dedicated workshop designed to help them share their experiences and identify their role in transforming their services.



'The Centre ran and facilitated a workshop with local and national regulators, examining cultural barriers of data sharing and how they could be overcome. It was a very successful day which the participants found useful, and which gave valuable insights into the issues involved.'

**Philip Preece**

Assistant Director, Regulatory Delivery

## What evidence is there of good practice?



**Kathryn Ward**, Engagement Manager, highlights the places that are working to develop sustainable futures locally:

“I visited Wigan Jobcentre and the local authority’s ‘Life Centre’ programme at the end of 2015. The Life Centre is just a stone’s throw from the Jobcentre and it is a multi-purpose building offering a range of public services under one roof. The idea is that a member of the public can ‘drop in’ six days a week

to gain information, support or advice on a particular service, including: benefits advice and support, local welfare support, Universal Credit, debt advice, planning advice and licensing etc.

To bridge the gap between the two organisations, the Jobcentre seconded a member of staff to work within the Life Centre at the end of 2014. The idea is for them to be able to deliver a reinforced, person centred approach to tackling worklessness. They support individuals using the skills and knowledge that they have acquired as part of working for the Jobcentre but also by utilising the other services that are available within the Life Centre itself. This approach to tackling worklessness and providing support both independently and alongside the Jobcentre is invaluable.

In other areas, Bath and North East Somerset have a ‘#onecouncil’ commitment to collaborative working. Their Connecting Families service, has been exploring ways to encourage other services to ‘Think Family’ when triaging and assessing individuals who want to return to work, but they may be prevented from doing so without intensive support to help them tackle a range of complex financial, social and emotional problems. Their approach has focussed on staff engagement and coproduction to ensure that families are placed at the heart of everything.”

Greater Manchester's commitment to placing information and data at the heart of its transformational approach to devolution is also emerging and will be somewhere to watch over the next year. This approach, called GM-Connect, will develop and align information sharing activity across Greater Manchester, developing policies, procedures and guidance around information for use across the whole area.

'Information sharing is fundamentally important to reforming public services and making them more joined up for our people and communities. The Centre of Excellence have helped us to shape our information work in Greater Manchester, and they are continuing to support Greater Manchester to deliver GM Connect – our Greater Manchester wide approach to information sharing. In addition, we are now building this work into our GM Health and Social Care strategy on information management. I hope that by working with us, others can also learn from our experience.'

**Vicky Sharrock,**

Associate Director, GM Health and Social Care Partnership

## **How have we helped?**

The Centre has developed relationships with a number of areas in order to publish a range of blogs and case studies - such as: Wigan Jobcentre, Bath and North East Somerset Council and Melton Borough Council.

In addition, we supported Bath and North East Somerset's Connecting Families team through a variety of approaches, including speaking at their Think Family Conference in June 2015, facilitating and engaging with key meetings, supporting the launch of their worklessness virtual team and delivering a one-day workshop for Connecting Families, Welfare Support and the Customer Services staff. This is to build on progress they have already made in joining up information, and support them to develop a new approach to triage for welfare support claimants and their families.

**'The workshop gave me a clear understanding of the way forward and how the OneStop Shop can assist with recording relevant information before customers are referred to the Welfare Support Service'.**

Attendee at the Bath and North East Somerset workshop

This area of work has benefitted greatly from the Centre's peer-to-peer support approach, where we facilitated visits and conversations between Melton Borough Council, Bath and North East Somerset (BaNES) Council and Surrey County Council, for the managers and directors of services to discuss approaches and share their views on current challenges.

We have also supported Regulatory Delivery, (formerly the Better Regulation Delivery Office), in the delivery of a dedicated workshop for regulatory service practitioners, such as Environmental Health and Trading Standards. The event aimed to identify cultural barriers limiting information sharing, identify good practice and explore characteristics of good information sharing in regulatory environments.

The Centre has an established relationship with the Greater Manchester Combined Authority, which was granted devolved powers from Central Government in 2015. The Centre has supported Greater Manchester in its thinking around the use of data and will be continuing this support throughout 2016.

## What is the emerging impact?

'We have found the Centre's support invaluable, in supporting our own innovative programmes of change, and in bringing and sharing learning with other areas. They are unique in their positioning and focus on changing culture and behaviours in this area, and we hope to continue working with them to drive public service reform through better information sharing.'

**Lynn Aisbett**

Chief Executive, Melton Borough Council

- ▶ The Wigan blog - viewed 727 times.
- ▶ BaNES case study - viewed 45 times.
- ▶ Melton case study - viewed 14 times.
- ▶ Regulatory Delivery workshop attended by 16 delegates .



Pledge from a Regulatory Delivery workshop attendee:

### My information sharing pledge is...

“My information sharing pledge is to... reassess my approach to information sharing and share this experience with colleagues. I shall also assess each request or incident for sharing information as a case-by-case basis.”



### Next steps...

GM-Connect was launched in spring 2016 and the Centre will be working intensely with them throughout 2016 to support them in bringing it to fruition. Regular blogs and case studies will be published throughout 2016.

The report from our Regulatory Delivery workshop will be published in the summer of 2016.



To find out more about GM-Connect, **click here** and watch our interview with Eric Applewhite, Interim Programme Director for GM-Connect.

# Chapter Five

---

## The academic perspective

The Centre benefits from the expertise of an Academic Advisory Panel which is made up of leading academics from the Universities of East Anglia, Newcastle, Bradford, Leeds Metropolitan, Manchester Metropolitan, and Loughborough. The Panel sits alongside the Centre and provides academic perspective to our work in local places as our learning can help shape theory on information sharing and academic theory informs our day-to-day approaches.



**Professor Rob Wilson**, Director of the Centre for Knowledge, Innovation, Technology and Enterprise [KITE] at Newcastle University:

“It has been a fascinating year for academics working in the field of data and information sharing in the UK.

Following on from the first year of our ESRC sponsored seminar series (in collaboration with the Centre), where we discussed the challenges of information sharing in health and social care, families and smart cities, members of the Panel this year began with two spin off events. These explored information sharing issues from the perspective of Fire and Rescue Services (in partnership with the Chief Fire Officers Association - CFOA) and the challenges of information sharing in the context of veterans/ ex-services personnel. All of the events have clearly demonstrated that information sharing remains a live and knotty issue for those working across public services, particularly where the answer is rarely straightforward. Taking the example of veterans, the prevailing assumption on the part of some organisations is that firstly there is a unified set of criteria for being identified as a veteran, and that every veteran wishes to be identified and even those who might consent to having information shared about themselves want it to be shared in certain situations. This belies the deep relationship that information has with people's identity.

Our main highlight this year has been our ESRC supported International Panel session at the Houses of Parliament. We heard from eminent academics in the field of information sharing, Professor Miriam Lips and Professor Sharon Dawes, who gave an overview of the information sharing conversations going on in New Zealand and the USA. Professor Lips talked about the background of strong political and societal emphasis on personal privacy, which coloured debates about information sharing in New Zealand. Professor Dawes talked about the Centre for Technology in Government at Albany University and the need to understand the relationships of the boundaries between those who are intending to share information as being a key issue. **Both academics agreed that taking a technological approach as the starting point is rarely successful, but being sensitive to the cultural issues is a more fruitful way of approaching the situation.**

Also attending the panel were two politicians with a long term interest in information and data issues. Chi Onwurah MP and Matt Warman MP. Chi emphasised the particular challenges of personal control over data held both by the state and private companies, whilst Matt focussed on the ways in which better use of information could make government more efficient in dealings with citizens.

We have ended the year with the Cabinet Office 'Better Use of Data' consultation. Our main observations were that the consultation focussed on the transactional part of the data challenge in this area, with an eye presumably on widening the scope of the Government Digital Service. Research (including our own) has shown that focussing only on data sharing can lead to confusing assumptions about the nature of what is being shared, for what purpose and with what intent. Our work with local places shows that sources of data are plural and rarely meaningful beyond very specific boundaries and relationships and may be analysed or processed in a number of ways. Information implies the act of informing someone of something, and implies more defined interpretations and conversations if the information is to 'make sense'.

We anticipate this and a number of other forthcoming consultations into data and information, coupled with the hot topic of devolution will further fuel the debates in this area and make for a busy year ahead.'

[Click here](#) to read more about the panel's academic work with the Centre.



ESRC supported international panel which took place in March 2016  
(Left to right; Chi Onwurah MP, Professor Sharon Dawes,  
Professor Miriam Lips, Professor Rob Wilson, Matt Warman MP)

# Chapter Six

---

## The role of communications



**Holly Bremner**, Head of Dissemination, comments on the role of communications in enabling effective information sharing:

"I have always been passionate about communications and its role in transformation and service reform. If staff are not engaged in or haven't informed the new direction an organisation is taking, then how can they take ownership and make it a success? This is also true for service users –

at the end of the day it is them the service is providing for, so surely they should be at the heart of future decisions and have the opportunity to shape the approach that is being taken? **Our work centres on supporting local places to find their own solutions to the information sharing challenges they are facing, and that is only found through empowering people to share their views and be part of the change.**

It has been encouraging to see places like Dorset and Cornwall place communications at the heart of their information sharing programme. Our case study, 'Conversations, communication and co-design', which looks at the role of communications and engagement in enabling information sharing in health and social care integration, is the first learning we have developed on this subject and I am looking forward to surfacing more good practice in the coming year.

Transformational communications are not the only focus for the Centre. This year we have been fortunate to provide insight from our local places and the challenges they face to Government Communication Service (GCS) – being part of their public sector cooperation workshop, which looked at how local places and central government can work more closely on campaigns. This culminated in the production of new guidance for public sector communicators. I was also invited to provide a voice for local places and information sharing at the Westco Commission into Public Service Communications.

We also positioned the role of communications in information sharing at the LG Comms academy, running a workshop with colleagues from the Department of Communities and Local Government to engage communicators to think about the challenges they face when delivering communications to reform services. Some of the feedback was unsurprising – lack of resource, communications not seen as a priority, disparity in the provision of communications and skills across partnerships - and informed our response at the GCS workshop and the Westco Commission.

We fed this back to the Chartered Institute of Public Relations, who we are now working with to establish a panel of expert communicators in public services and internal communications. This will support a number of local places to identify effective partnership approaches to enable positive staff engagement in support of information sharing. Through this, we will surface some best practice and share this through all our networks.

Communications plays a vital role in the delivery of GM-Connect and this coming year I am looking forward to working closely with the GM team to support them in developing their internal communications and stakeholder engagement approaches. Check our website for regular updates on our learning.”

# Chapter Seven

---

## Sharing our learning



**Nathaniel Aust**, Dissemination Coordinator, gives an overview of our campaign's impact:

"Campaigns play an important role in creating interest and conversation about our work. This year we ran two successful campaigns that centred on equipping people with learning and the opportunity to share their information sharing stories.

We have also opened up our blogging channel to guests, to provide their views on key information sharing issues. This year we featured commentary from Andy Carr, Miriam Lips, and Debbie Sorkin, who have commented on issues ranging from international information sharing through to leadership in information sharing."

### Campaign impact

#### Health and Social Care Month (November 2015)

- ▶ Featured **4** dedicated Health and Social Care articles read by **6,828** website visitors.
- ▶ Published **2** reports and **7** case studies.
- ▶ Engaged with **2,365** people through our website and social media channels.
- ▶ Increased traffic to website by **38%**.

## Information sharing advent calendar (December 2015)

- ▶ Published **24** dedicated information sharing tips and messages on the Centre's website.
- ▶ Engaged with **2,011** people through our website and social media channels.
- ▶ Increased traffic to website by **53%**.



**Jessica Grudgings**, Dissemination Coordinator, looks at how the Centre has shared its learning:

"At the heart of the Centre's model is sharing our learning to help inform other places who are on a similar journey, or those just starting out. We utilise a wide range of channels to share this experience and good practice. Internal channels include blogs, vlogs (video blogs), social media, the Centre's newsletter, uploads on the Centre's website and

distribution of materials such as case studies at both local and national events.

The team also work with external partners to engage with a wider audience and include articles in trade publications, partner newsletters and by speaking at external events. In 2015/16 articles were published in the Public Sector Executive, Emergency Service Times, the Information Governance Alliance newsletter, Local Government Association bulletin and the Local Government Chronicle - to name just a few."



## Emerging impact



**31,927** sessions  
**85,419** page views  
**23,695** users  
This included **73.3%** new visitors  
and **26.7%** returning visitors

---

### Following the homepage, the top three most popular pages were:

[informationsharing.org.uk/our-work/resources](http://informationsharing.org.uk/our-work/resources)

[informationsharing.org.uk/our-work/learning-good-practice](http://informationsharing.org.uk/our-work/learning-good-practice)

[informationsharing.org.uk/our-work/tools/pre-implementation/  
data-controller-and-data-processor](http://informationsharing.org.uk/our-work/tools/pre-implementation/data-controller-and-data-processor)

---

### The top visitor locations were:

- 1 London
- 2 Leicester
- 3 Birmingham
- 4 Leeds
- 5 Sheffield

#### Twitter:



The Centre's twitter account currently has **835** followers, and during the past 12 months, our tweets have earnt **166,535** impressions, **11,212** profile visits and **495** mentions.

### Top 5 case studies:

- 1 DfE regional roadshow report - **198**
  - 2 Ending gang and youth violence - **133**
  - 3 Understanding the role of information sharing in the development of Multi-Agency Safeguarding Hubs - **101**
  - 4 Bradford and Airedale IDCR case study - **97**
  - 5 Integrated Digital Care Record report - **69**
- 

### NEWSLETTER SIGN UPS:

**887**

**stakeholders  
receive our  
newsletter**



### Top 5 blogs :

- 1) Information sharing and the Johari window - Surrey Safe Havens - **1,068** views
- 2) Information sharing to develop a MASH - **1,007** views
- 3) All about the people – Margate frequent callers - **894** views
- 4) Information sharing Christmas Cake Recipe - **757** views
- 5) Five things your Chief Executive needs to know about MASH - **756** views

# Epilogue

---



**Stephen Curtis**, Director, Centre of Excellence for Information Sharing:

“Over the last year we have focused in on programmes of change, locally and nationally, to sharpen our attention on supporting the work of government, at both these levels, to meet the needs of people and businesses, and the reform of public services.

**We have also seen more starkly that information sharing is a cross cutting issue, because services need to collaborate when supporting people with health and care needs, supporting vulnerable people, or supporting businesses.**

Our case studies show that sharing information is possible within the current framework. We continue to believe that by showing that information sharing can be done, and telling the story of how places have achieved this, we can continue to work with others to drive improvement, speed up public service reform, and achieve better outcomes for people. The stories on our website and in this report illustrate how powerful these changes can be when places break through the information sharing ‘glass ceiling’.

There is no doubt that simplifying the ‘framework’ for information and data sharing would help places. But, there is also no doubt that even with a simplified framework, you still need to make information sharing happen. People and communities are crucially important in this, and proper engagement in understanding how their information is going to be used within new service delivery patterns is a theme that we have seen strongly emerging over the course of the last couple of years. **Leaders, commissioners and professions across the sector need to ensure that services are working together to ensure that this transparency exists and is properly built into service design.**

Going forwards, we will continue to tease out and work with others to help put the pieces in place that will break through information sharing issues, and deliver better services for people.”

# Acknowledgements

---

The Centre's work wouldn't have been possible without the support of its funders, partners and the local places that we have worked with. We look forward to continuing this relationship and overcoming information sharing challenges together.

## Our funders:



Department  
for Education



Department  
of Health



Department  
for Work &  
Pensions



Home Office



Department  
for Business  
Innovation & Skills

## Our partners:

Cabinet Office

Centre for Knowledge, Innovation,  
Technology and Enterprise (KITE)

Chartered Institute of  
Public Relations

Chief Fire Officers Association

Department for Communities  
and Local Government

Government Communications  
Headquarters

Government Communications  
Service

Health and Social Care  
Information Centre

Her Majesty's Treasury

iNetwork

Information Commissioner's Office

Information Governance Alliance

Leeds Beckett University

Local Government Association

Loughborough University

Manchester Metropolitan University

Ministry of Justice

National Police Chiefs' Council

Newcastle University

NHS England

Skills for Care

The Leadership Centre

Troubled Families Unit

University of Bradford

University of East Anglia

## **Our local places**

Over the past year we have worked with a range of public service providers from the following areas:

|                              |                              |
|------------------------------|------------------------------|
| Bath and North East Somerset | London Borough of Hillingdon |
| Blackpool                    | Margate                      |
| Bradford and Airedale        | North West London            |
| Bristol                      | Oldham                       |
| Cornwall                     | Sheffield                    |
| Dorset                       | Southend                     |
| Greater Manchester           | Staffordshire                |
| Hampshire                    | Surrey                       |
| Leeds                        | Warrington                   |
| Leicestershire               |                              |

'Surrey was really privileged to establish a relationship with the Centre very early on in its creation...we drew upon the insights the Centre had in terms of signposting us very quickly to some of the issues and challenges that we were likely to face around information sharing... the Centre was a trusted advisor from the beginning.'

**Mary Burguieres**

Lead Manager, Policy and Strategic Partnerships,  
Surrey County Council

---

'The Engagement Managers were professional and thought provoking in the delivery of their workshop sessions, particularly in relation to recognising and overcoming cultural and leadership challenges of building data sharing systems that work across organisational boundaries.'

**Mary Hill**

Adviser to the Better Care Support Team

---

'The Centre plays a crucial role in terms of sharing good practice across localities around what's working well and sharing that knowledge and expertise to other localities that they can support, so others can adopt and adapt this knowledge for their own local purposes.'

**Mark Golledge**

Programme Manager, Health and Care Informatics,  
Local Government Association

We have a range of tools and case studies that we update regularly on our website. Sign up for updates on the site or connect with us to keep updated.

Follow us  **@InfoShareCoE**

Join the conversation **#InformationSharing**

Connect with us  **Linked in**

**informationsharing.org.uk**