

**LEICESTERSHIRE SAFER COMMUNITIES STRATEGY BOARD****23 MARCH 2018****STRATEGIC PARTNERSHIP BOARD (SPB) DEMAND UPDATE****Introduction**

1. The purpose of this paper is to provide an overview of demand work being considered to inform strategic understanding, across the partnership, of the challenges associated with increasing demand in both volume and complexity.

**Background**

2. The ethos behind looking at demand is to identify the areas which present partners with opportunities to reshape or align service offer, to consider collective approaches and seek cross agency commitment to focusing upon "Understanding our Demand" as a collaborative priority work area.
3. A number of factors have led to this point including, but not exhaustively:
  - Public sector cuts across Leicester, Leicestershire and Rutland (LLR) since 2010 leaving significant budget gaps;
  - Data not consistently shared across the agency spectrum;
  - Differing focus at a regional and local level;
  - Rising demand particularly for emergency and reactive services;
  - Perception of silo work across agencies;
  - Contradictory policies and procedures across agencies.

**Demand**

4. A collaborative analysis of demand has been pursued to test a hypothesis that the main sources of demand are shared across agencies. This work is still progressing and includes the cross referencing of individuals and localities or "places" across agencies.
5. For example, the dysfunctional demand of:
  - the top 10 prolific perpetrators of Domestic Abuse (DA);
  - the small cohort responsible for many admissions to A&E
  - the missing from home episodes across LLR where 3% of the missing individuals account for 36% of overall missing persons demand.
6. At an operational level, individual projects have been established to manage demand in innovative and more effective ways; Braunstone Blues, Pro-Active Vulnerability Engagement Team (PAVE) and the Child Sexual Exploitation (CSE) project have sought to manage demand in areas of high service

pressure focussing on key issues driving demand, such as a locality of high service pressure, mental health and vulnerability to sexual exploitation.

### **Information Sharing**

7. An overarching aspect of all priorities is the ability to share information regarding service users; whether that be to reduce demand or to identify individuals for early intervention work to take place for preventative initiatives. An immense amount of data is held across organisations; however there is too often an inability of that data to be readily shared.
8. A high level information sharing protocol exists with individual data sharing agreements below it; these data sharing agreements are currently being reviewed in light of the forthcoming (May 2018) General Data Protection Regulations (GDPR), further opportunities to improve data sharing will be considered through this review.
9. Good practice can be demonstrated through the Joint Action Groups (JAGs), where bespoke area arrangements operate on locality needs, furthermore the Endeavour Team in Hinckley and Bosworth has operational joint working with partners sharing information and intelligence. This practice is being looked at with a view to being replicated in other localities.
10. Strong partnership arrangements also ensure that at the time of a serious incident information is readily and easily shared across agencies resulting in immediate joint agency response; thus illustrating the will to share data and information when required.

### **Next Steps**

11. The Strategic Partnership Board is working to better understand the good practice from current initiatives and consider opportunities to mainstream or scale up. This will be aided by the identification of a senior Demand Lead from each agency to work together with each other to develop a more integrated approach and to support joint intervention, integration and other activities in response to the identified key demand areas.
12. A data security manager will be identified from each agency to remove data sharing blockers; this will further reflect a commitment to sharing data and avoiding duplication across the partnership.

### **Recommendations**

It is recommended:

1. That the Board notes the content of the paper.
2. That the Board endorses the next steps in paragraphs 11 and 12 of the report.

**Officer to contact**

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