

## Supporting improvement - Self-reflection tool for assessing how well public bodies tackle complex needs

**Recommendation 2** of this report requires public bodies to use this self- assessment tool to identify their strengths and weaknesses in how they collectively tackle complex needs. This self-assessment should be used to judge how well partners are working and identify where change is needed. We expect public bodies to use this tool to evaluate their current performance and identify where they need to improve.

Evidenced by	We do this and do not need to improve our approach at all	We do this some of the time but there are opportunities to improve our approach	We are not good at this and need to improve our approach
<b>Creating a shared vision and joint delivery outcomes</b>			
We have identified our key partner organisations that need to be involved in tackling the complex need			
All our partners accept and agree that tackling the complex need is everyone's business			
We have agreed a common definition of complex needs and the key cohorts involved			
We have with our partners diagnosed the current 'as-is' situation and identified what we need to change to better address the complex need			
We have with our partners agreed the outcomes we			

want to collectively deliver and a joint plan for delivering our outcomes			
<b>Creating an ethos of shared responsibility and accountability</b>			
All partners have agreed to flex their standard approach to deliver the wider collective goal of addressing the complex need			
We have jointly created a shared accountability framework to govern and scrutinise our decisions in addressing the complex need			
<b>Resourcing the changes needed</b>			
All partners have jointly considered whether a pooled budget is required			
<p>If a pooled budget has been identified the following factors have been taken into account by all partners have agreed:</p> <ul style="list-style-type: none"> <li>• the scope of services covered</li> <li>• how the pooled budget will be managed</li> <li>• aims and objectives for the pooled budget</li> <li>• the cost of the defined service and their contribution (financial, staff resources and assets)</li> </ul>			

<ul style="list-style-type: none"> <li>• developed and agreed the business case for approving the pooled budget</li> <li>• The business case has been scrutinised and approved under each organisation's governance and accountability framework</li> </ul>			
<b>Designing and delivering a flexible, accessible and person-centred service</b>			
We always help people with complex needs when they first contact us and irrespective of which organisation they get in touch with			
We always ensure someone with complex needs is able to directly speak to someone when they want to or need to			
We accept that it may take multiple attempts to effectively engage with someone with complex needs and we will proactively intervene as often as we need to help someone ( <b>assertive outreach</b> )			
Our joint service for people with complex needs operates flexibly offering a range of ways to get in touch (eg early morning and late evening, face-to-face, telephone, web based,			

outreach, office based, remote, weekend working, etc)			
Our joint service for people with complex needs engages with people when and where they are and does not require them to come to us at fixed appointments			
We always listen to people with complex needs to ensure we understand their situation			
We always create bespoke responses tailored to an individual with complex needs strengths and requirements			
<b>Integrating and streamlining pathways and processes</b>			
We have a joint application which captures information once in a streamlined way, only asking the questions that we and our partners need information on			
We have a single person-centred assessment of needs, strengths and risks to self/others that all partners use			
We have a streamlined and responsive assessment process that allow all partners to assess and decide on applications quickly – eg in hours not days			
We avoid waiting lists as a standard response wherever possible when helping people with			

<b>complex needs</b>			
We have a joint risk assessment process that is used by all partners			
We have a data sharing protocol in place that all partners have signed up to and is working effectively			
We have created a single 'end to end' system and pathway that avoids organisations dealing with people with complex needs in isolation			
All partners tolerate service user failure and do not penalise them when they struggle to cope or show signs of not being able to cope			
We and our partners avoid policy choices that penalise people with complex needs when they are unable to manage – eg penalising for past behaviour, putting in place restrictions to access services such as local letting schemes, exclusions or suspensions			
<b>Co-locating and integrating management of services</b>			
We have created a multi-disciplinary team co-locating and integrating services with partners			
We have a single integrated management structure covering			

the work of all partners in the multi-disciplinary team			
We have created a single decision-making process that cuts across organisation boundaries			
We jointly commission specialist services to support our work in addressing complex needs with all partners			
<b>Evaluating our work and delivering our outcomes</b>			
We regularly evaluate how we are collectively delivering against the outcomes we set			
We jointly take corrective action as a result of our evaluation			
We are open to challenge and scrutiny to improve our services for people with complex needs			