

**Audit Wales Report - Rough Sleeping in Wales – Everyone’s Problem; No One’s responsibility**

**Exhibit 5 – characteristics of public services that are better placed to respond to people with complex needs**

**Accessible and person centred**

- recognises people are in trauma.
- focused on immediately helping people at first point of contact.
- does not operate appointments.
- has open direct access to services.
- flexible operating times.
- tailored to deal with people in crisis.
- focused on listening, not telling.
- creates bespoke responses tailored to an individual’s strengths and needs.

**Streamlined processes**

- minimal and streamlined application systems.
- quick and responsive assessment processes.
- avoid waiting lists and rationing of services.
- avoid policy choices that penalise people – eg local lettings schemes, exclusions and suspensions.
- effective and efficient data sharing and information exchange processes that cover core issues like risk assessments, need assessment and challenging behaviour.

**Co-located and integrated**

- co-located services operating as a multi-disciplinary team.
- an ‘end to end’ system approach that avoids organisations dealing with issues in isolation.
- a single responsive decision-making process that cuts across organisation boundaries.
- jointly commissioned specialist services.

**An ethos of shared responsibility and accountability**

- organisations working for the collective good.
- power is equalised with genuine co-production.
- understanding and valuing the needs and perspective of others.
- being adaptive on the ‘how’ and not being fixed on ‘only one way’.
- flexing approaches and accepting that ‘one size does not fit all’.
- organisations not protecting their interests at the expense of public sector partners.
- tolerating service user failure and not penalising when they do.
- accepting public service responses will require lots of resets and starting again with individuals to break their cycle of complex need.
- creating a shared accountability framework that all public bodies sign up to and work within.
- avoiding self-protection and self-promotion