



Pre-diabetic

Does not eat a healthy diet

Has little family contact but would like more

Does not drink a lot as can be argumentative

Stated has never used drugs

No issue with budgets



# It's not a rainy day, it's climate change

We recognised a climate of austerity, cuts, changes in government ideology

We took the opportunity to review services for people going through tough times, such as homelessness, coming out of prison or leaving care

We wanted a way of working that produced greater impact

**Austerity was the driver but mission was the purpose!**





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## Wisdom from the Streets

The processes when you become homeless are humiliating, dehumanising, institutionalising.

The outcomes aren't good enough, too few people move out of homelessness.



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## Wisdom from the Street

### **The research told us:**

Focus on weaknesses

Art of fixing

Segregation

Pathologising



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Research Phase	<ul style="list-style-type: none"> <li>• Listening campaign – Wisdoms from the Street</li> </ul>
Restructure	<ul style="list-style-type: none"> <li>• <b>January 2012-April 2012</b></li> <li>• Staff re-profile</li> <li>• New model Introduction</li> </ul>
Co Production	<ul style="list-style-type: none"> <li>• <b>June 2012-2013</b></li> <li>• Moving the model forward sessions</li> </ul>
Initial Pilot	<ul style="list-style-type: none"> <li>• <b>April 2013</b></li> <li>• Contract Variation</li> <li>• Northamptonshire</li> </ul>
Proof of Concept	<ul style="list-style-type: none"> <li>• <b>July 2014</b></li> <li>• Oxford Pilot</li> </ul>
Innovation partnerships	<ul style="list-style-type: none"> <li>• <b>2016</b></li> <li>• Share with the sector- innovate together</li> </ul>



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## Initial pilot

### **Internal transformation:**

**HR-** Who, How we recruited, Leaders v Managers

**Finance-** Frontline credit cards, Personal Budgets, Social Investment

**Governance** – Appetite for risk, 100% Board turnover



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## New Internal Culture



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	People	Language	Environment	Processes	Structure
<b>From</b>	<ul style="list-style-type: none"> <li>• Caring, helping</li> <li>• Doing good</li> <li>• 'It's a job'</li> </ul>	<ul style="list-style-type: none"> <li>• Client Service user</li> <li>• Addict</li> <li>• Alcoholic</li> </ul>	<ul style="list-style-type: none"> <li>• Institutional</li> <li>• Good enough</li> </ul>	<ul style="list-style-type: none"> <li>• Needs &amp; risks</li> <li>• Deficits</li> </ul>	<ul style="list-style-type: none"> <li>• Top down</li> </ul>
<b>To</b>	<ul style="list-style-type: none"> <li>• Strong sense of social justice</li> <li>• Own identity</li> <li>• Genuine belief in others</li> </ul>	<ul style="list-style-type: none"> <li>• People</li> <li>• Individuals</li> <li>• Names</li> </ul>	<ul style="list-style-type: none"> <li>• Respectful</li> <li>• Best it can be</li> <li>• WILT?- Would I Live There?</li> </ul>	<ul style="list-style-type: none"> <li>• Strength - based</li> <li>• Person-Centred</li> </ul>	<ul style="list-style-type: none"> <li>• One team</li> <li>• Voice of people</li> <li>• Frontline influence</li> </ul>





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# Proof of Concept

## **Systemic change:**

Frontline influence

Provider – Innovation Partners

Commissioner disruption – Transitions Pilots

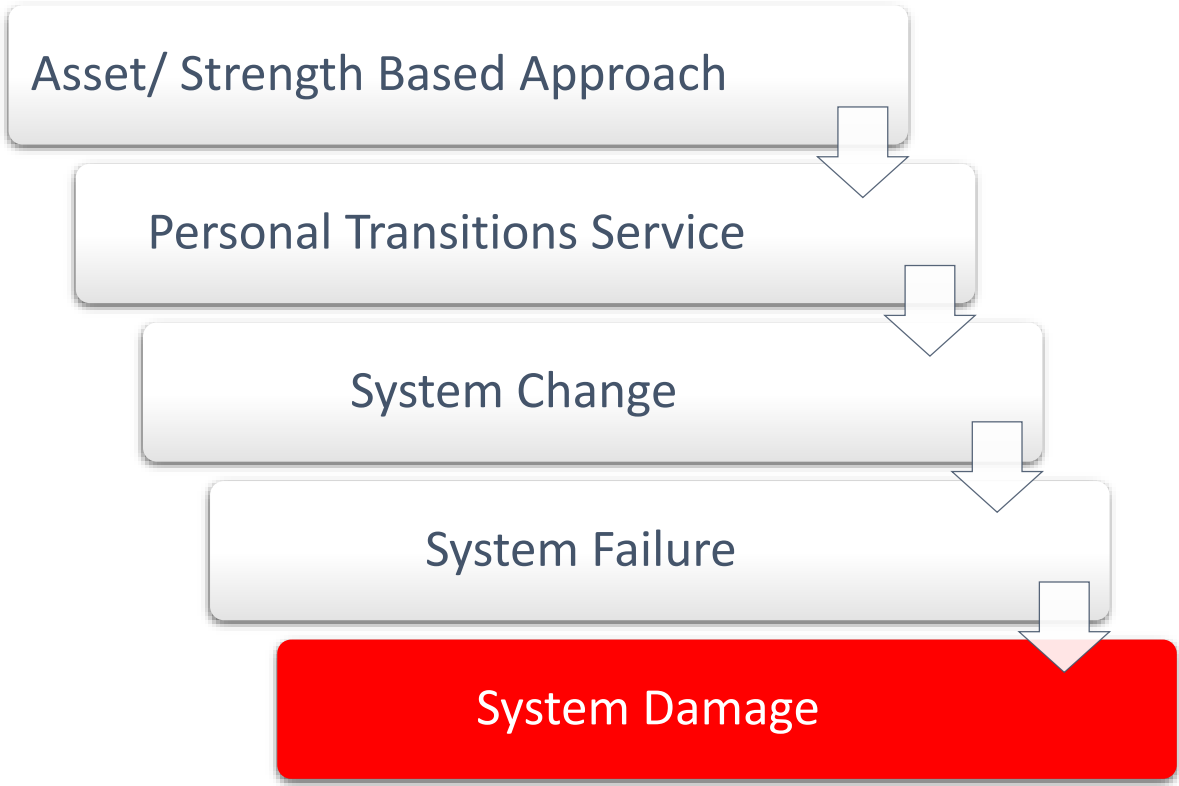


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*Charlie sleeping rough for 10 years, heavy drinker, been to rehab 4 or 5 times, never managed to give up and as a result never held down a tenancy.*

*Charlie drinks to survive the loneliness on the street, he believes it is the way he stays alive.*

*A **'FIXING' approach** is where we see the problem prohibiting Charlies from exiting homelessness as his drinking so we must get Charlie to stop.*

*A **PTS approach** listens to Charlie's situation and tackles his loneliness.*

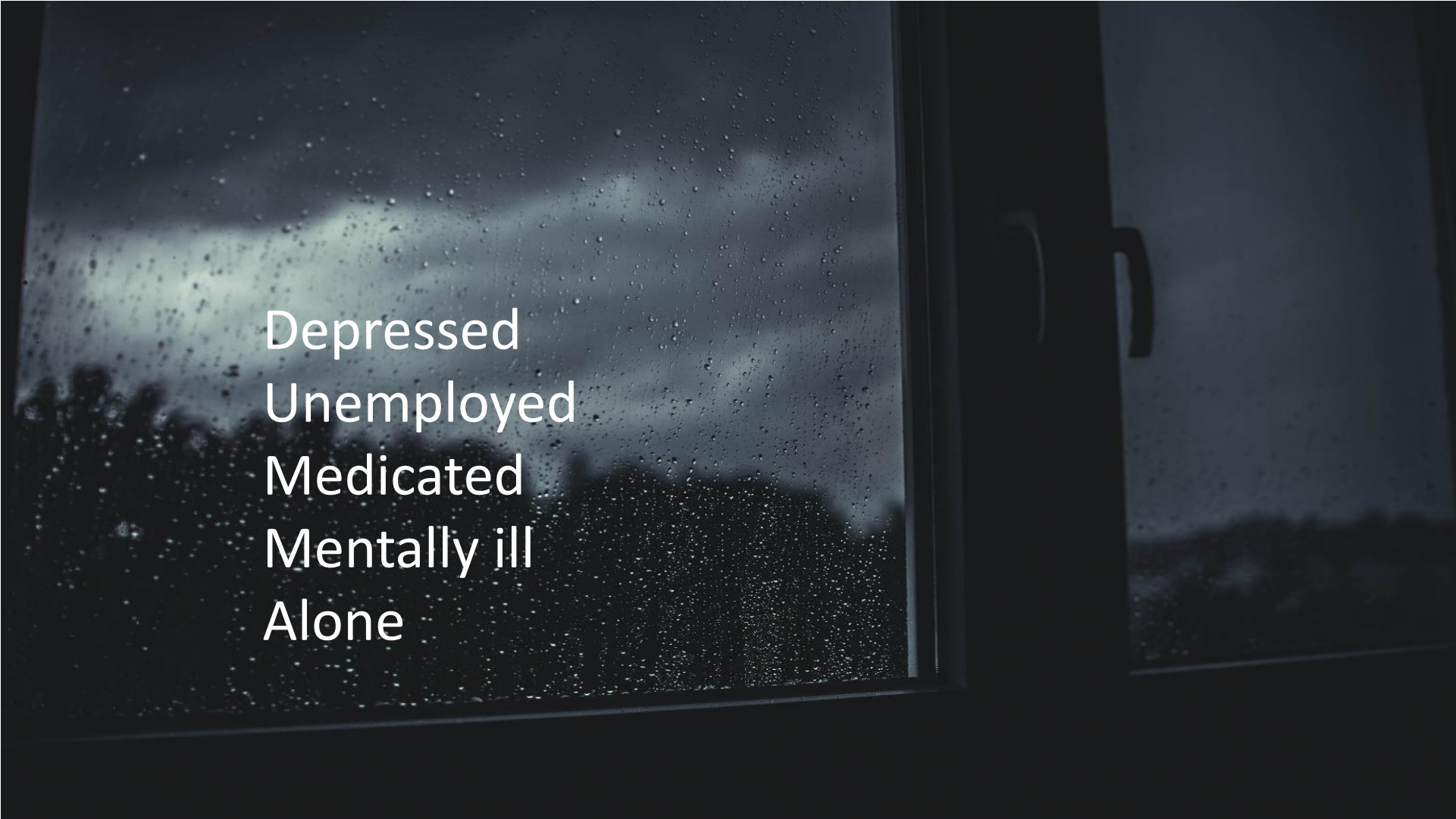
*However, because of **'system fixing'** Charlie has built up a history of self-defeating beliefs.*

*He has internalised his inability to give up drinking as his personal failure when it system failure*

*The impact of repeated 'fixing' means that people have lost hope and motivation and the role of the coach is to understand the impact of people's history in the system and contra this with PTS interventions.*



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A dark, rainy window with a view of a stormy sky and trees. The window is covered in raindrops, and the scene is dimly lit, suggesting a storm at night. The text is overlaid on the left side of the window.

Depressed  
Unemployed  
Medicated  
Mentally ill  
Alone



*Sri Lanka*

The image features a close-up of a wooden plank with a rich, warm brown tone and visible grain patterns. The plank shows signs of wear, including scratches and small dark spots. In the upper right corner, there are some small, dark, indistinct objects, possibly debris or small insects. Overlaid on the center of the plank is the text "WHAT'S THE PROBLEM HERE?" in a bold, white, sans-serif font. The text is arranged in two lines: "WHAT'S THE PROBLEM" on the top line and "HERE?" on the bottom line.

**WHAT'S THE PROBLEM  
HERE?**

From this..

- **PROBLEM DEFINITION:**  
Homeless people and complex needs
- **VISION:** To end homelessness

To this..

- **PROBLEM DEFINITION:**  
The systemic institutionalisation of people experiencing tough times
- **VISION:** A world where the system works for people going through tough times



## Person-led System

Individuals must be treated with dignity and respect and allowed to make their own decisions

Personalisation must be embedded in the system, culture and structure of social care

Context is important



**1. GOVERNMENT POLICY, STATE CONTRACTS**



**5. MEANINGLESS DATA GATHERING TO JUSTIFY EXPENDITURE**



**PERSON SEGREGATED FROM COMMUNITY-HOMELESS IDENTITY**

**2. COMMISSIONERS DRAW DOWN FUNDING IN SILOS**



**3. PROVIDERS HAVE TO GAME FOR RESOURCES**



**4. PRESCRIPTIVE SERVICE-LED DELIVERY TO FIX PEOPLE'S NEEDS**

**Deficit system**





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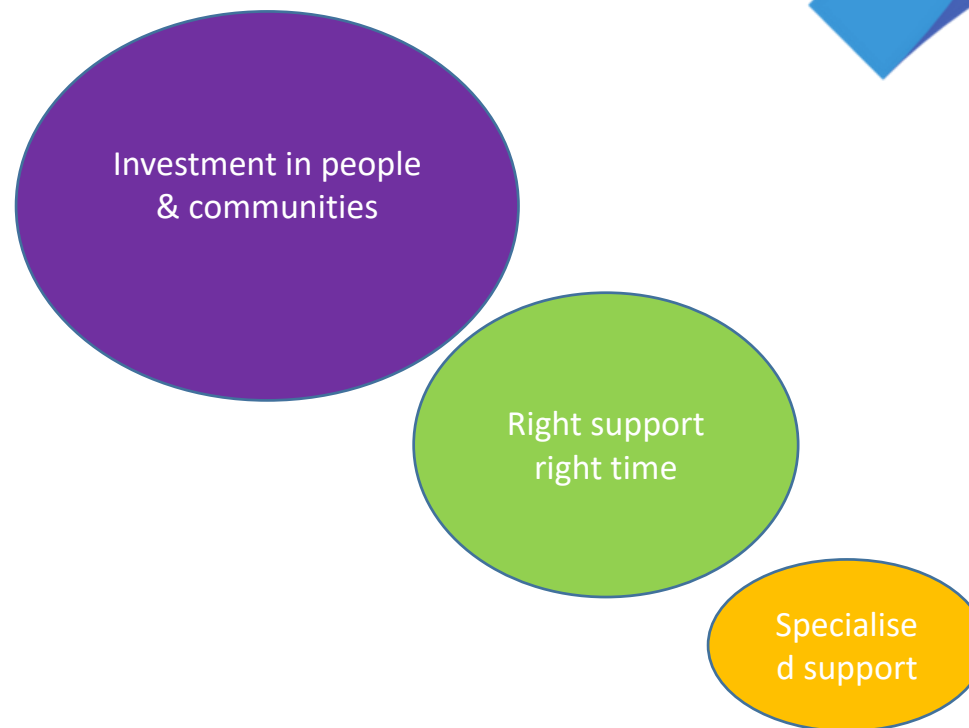
From this..

**New System**

To this..



**Siloed support focused on problems**



	<b>Play within the system</b>	<b>Campaign</b>	<b>Prompt critical reflection</b>	<b>Paradigm shift</b>
<b>Examples</b>	Homeless sector	Policy Campaigning Organisations	New innovations People with experience speaking out	<b>Mayday/ PTS</b> <b>Focus is to recreate a system where the person leads and maintains presence in their community</b>
<b>Challenge</b>	Trying to survive, replace funds at a time of significantly reduced resources	Trying to change government policy / significant cog within the system	Trying to: Make services more efficient/joined up introduce new thinking into current system Give a voice to people within the system	<b>Aiming to deconstruct/re-construct power within the system</b> <b>Reset from process-led to person-led</b> <b>System by-pass from street to community. Not Services!</b>
<b>Tensions</b>	Danger of mission drift Survival for survival's sake Contracts frequently do not offer full cost recovery	Fighting competing govt priorities Government ideology may not match	Resistance to change Hard to bring together established complicated systems Growing success of citizens voice	<b>Seen as idealists</b> <b>Grassroots approach to 'influence through doing' takes time</b> <b>Not all stakeholders around the table</b>



**“If I had asked people what they wanted, they would have said faster horses.”**

— Henry Ford