

# ANNUAL IMPACT REVIEW 2018-19



**WE ARE READY FOR A SYSTEM RESET**



## PAT MCARDLE, CEO MAYDAY TRUST

Eight years ago Mayday set out to develop a strength-based approach for people going through homelessness. We had no idea where this work would lead, or the huge amount of insight and learning we would gain. This new chapter started with and continues to be focused around listening and deeply reflecting on what we were told by people who were and continue to experience the various systems you enter when you go through tough times.

Following the development of the Personal Transitions Service (PTS), we are now aware of how much effort, work and intensity goes into developing new approaches, models and interventions for people often described as 'complex needs'. But what is also clear is how this effort is misdirected, as the people and their needs are secondary to the dominant problem that prevents people moving on with their lives - the systematic institutionalisation of people in services.

From identifying the need for system change, we learnt about system failure and ultimately system damage. People are being harmed in a system set up to help them.

While many organisations were seeing childhood trauma and individual distress, we could identify the impact of the failure to listen to people and the lack of control people experienced when they entered the system. Those who fought it were termed 'trouble makers' and usually worn down by the system. Those who complied moved on in the system, grateful for the help they received, but were unconnected with their own abilities and capabilities to get through their tough time, making them vulnerable to the next bump in the road.

Individual distress cannot be ignored but neither can it be 'fixed'. A system that fails to see people as no more than a sum of their problems or labels will never work. So this year, like many before, we set out with a sense of urgency to try to influence through delivering a different approach and sharing what we heard and the lessons we learnt.

Alongside the PTS Innovation Partners, who are vital supporters and a dedicated team, we have made progress, but I believe the real work is still to come. People going through tough times deserve more.

## ANDREW MEEHAN, CHAIR OF TRUSTEES

This year has seen Mayday take yet another significant step towards modelling real systemic change. We remain entirely mission driven, continuing to listen, reflect and move forward, bravely tackling new challenges. I would like to thank my colleagues on the Board of Trustees, funders, investors and the entire Mayday team who tirelessly continue to support people going through the toughest of times.

# OUR IMPACT IN NUMBERS

ACHIEVEMENTS IN 2018-2019

WE WORKED WITH  
**368 PEOPLE**

ON AVERAGE A PTS  
COACH WORKS WITH  
**24 PEOPLE** AT A TIME

IN THE LAST 6 MONTHS  
**63% OF THE 273 PEOPLE**  
LIVING WITH MAYDAY  
HAVE MOVED ON  
POSITIVELY

OUT OF THE 273 **89% OF**  
**PEOPLE** SUSTAINED  
ACCOMMODATION FOR  
AT LEAST 3 MONTHS

**77% OF PEOPLE MAYDAY WORKED**  
**WITH VOLUNTARILY WORKED WITH**  
**A PTS COACH**

## WHAT MAYDAY DOES

Mayday provides supported accommodation and delivers the PTS, a person-led, transitional and strength based approach to tackling tough times. The PTS aims to put people in control of their tough time, working alongside a PTS Coach to move towards the future they want. Mayday Housing Teams and PTS Coaches are currently working with people in Oxford, Northamptonshire and Westminster.

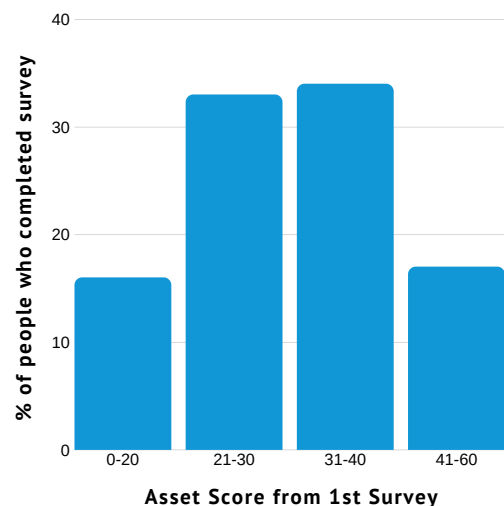
## ASSETS NOT DEFICITS

To measure impact Mayday uses Developmental Assets, an adapted measuring tool designed by the Search Institute in America. People are asked to complete three positively worded questionnaires while working with with a PTS Coach. Scores are then calculated against eight internal and external asset groups to highlight people's strengths.

Mayday found that despite working with people deemed as having 'complex needs', their overall assets were high (show in right-hand table). Search believes any score over 50 demonstrates thriving behavior. The table to the right shows recorded assets from the first survey.

Mayday believes that people going through tough times should be **identified by their strengths**, rather than deficit labels or 'complex needs'.

Distribution of Assets from 1st Survey



## EXCEEDING EXPECTATIONS - BE THE CHANGE

Commissioned by First for Wellbeing with investment from Bridges Fund Management, Be the Change is now in its second year of a three year Social Impact Bond (SIB).

Be the Change continues to work with young people across Northamptonshire who are being held back by barriers, experiencing homelessness, are unemployed and going through particularly tough times.

REFERRALS  
Exceeded target by

**19%**

ACCOMMODATION  
Exceeded target by

**10%**

**90%**

EDUCATION & TRAINING  
target was achieved

\*Please see [www.maydaytrust.org.uk](http://www.maydaytrust.org.uk) for more on the Wisdoms and the PTS





## WHAT'S WRONG WITH THE SYSTEM?

This year, as part of a consultation on rough sleeping with the Ministry of Housing, Communities and Local Government, Mayday published What's Wrong with the System, a report which takes an in-depth look at the system available to people going through tough times. It explores the learning gained from years of listening and deeply reflecting on what people shared through Mayday's own 'Wisdoms' series and the development of the Personal Transition Service (PTS).

### **The system needs to recognise that people are more than a sum of their problems.**

Capturing the voices of people experiencing homelessness, *Wisdom from the Street*, exposed the negative impact of the current systems focus on fixing, deficits and segregation.

People are being pathologicalised, weighed down by labels and left feeling helpless and hopeless.

### **Current interventions and new initiatives will never end homelessness.**

There is no denying that the housing crisis and lack of affordable accommodation contributes to the problem of homelessness, but this is further exacerbated by failing to address another crisis, the system itself.

Through Mayday's second 'Wisdoms', *Wisdom from Behind Closed Doors* and as a result of all the system failures identified from the original 'Wisdoms', it is clear that the culture, practices and interventions that have evolved within the deficit system directly impact on people's ability to get out of services.

### **The problem is with the system, not the people.**



**"BEFORE I BECAME HOMELESS, I WORKED AS AN ACCOUNTANT. NOW I HAVE TO PROVE I CAN WRITE MY OWN BUDGET PLAN. IT'S HUMILIATING. IS THIS REALLY HOW LOW I'VE FALLEN?"**

*Wisdom from the Street*



The system, when you become homeless, is process-led and therefore can only function by placing people into standardised groups. It fails to deal with complexity. This is exacerbated by the UK government, which is informed by deficit thinking. As a result, funding is directed to 'fixing problems' instead of investing in people and communities.

Monies are allocated for homelessness, drugs and alcohol, mental health, care leavers etc. and picked up by statutory services who then commission around the siloed issues. This leads to labeling and pathologising of individuals and the abundance of terms such as dual diagnosis, multiple and complex needs.

**If you don't have a problem then you are invisible to the system. Question this and you are deemed a trouble maker.**

The negative impact of the system's continued focus on 'fixing' and siloed funding on the individual must be acknowledged and acted on.

*Meet Charlie.. Charlie had been sleeping rough for 10 years, he was a heavy drinker and although he has been to rehab, he never managed to give up. As a result he has never held down a tenancy. Charlie drinks to cope with loneliness; he believes this is the only way he can survive.*

*A 'fixing' approach only sees drinking as the problem stopping Charlie from exiting homelessness.*

*The PTS approach would listen to Charlie's situation, tackle his loneliness and in turn Charlie regains control over his drinking.*

*Due to 'system fixing' Charlie has built up a history of self-defeating beliefs. He blames himself for his inability to give up drinking, thus worsening his feelings of isolation. However, the impact of the systems failure to recognise and respond to the real issue needs to be acknowledged.*

The impact of repeated 'fixing' means that people have lost hope and motivation. So, what next?

People going through tough times need a new system. One that is person-led, listens, and invests in people not processes.

**"I HAVE MOVED 6 TIMES SINCE LOSING MY HOME. I HAVE HAD TO PROVE THAT I CAN LOOK AFTER MYSELF, AND NOW I'M PROBABLY MOVING AGAIN. IT MAKES ME FEEL WORTHLESS."**

*Wisdom from Behind Closed Doors*



# INSIDE THE PTS INNOVATION PARTNERSHIP

*Mayday, alongside eight Innovation Partners deliver the PTS across the country. Here is what they have to say..*

**"The effectiveness of working in a truly person-led way comes through in the humbling feedback we receive from the people we work with."**

*Amy Middleton, Mayday Westminster*

**"We've found people want to talk to a Coach, they are in control of the relationship and it's a great way to start working with someone."**

*Rebecca Nelson, Mayday Oxford*

**"We've had more referrals to the PTS this year than ever before. Coaches are meeting people at a time and in a place that works for them."**

*Katie-Lee Moroney, Mayday Northamptonshire*

**"Delivering the PTS allows us to focus on what's important, the people we work with and what works for them."**

*Sarah Waters, PTS Innovation Partner, 999 Club, Deptford*

**"People are too often being asked what they can't do, as a PTS Coach I ask – what do you like doing? This is such a powerful yet easy question."**

*Alec Hoskins, PTS Innovation Partner Citizen Young People, Herefordshire*

**"We have seen some huge personal changes for people who had previously been trapped in a cycle of homelessness services and are now working with a PTS Coach."**

*Becky Elton, PTS Innovation Partner, Changing Lives, Northern England*



**CHANGING LIVES**



South  
Northamptonshire  
Council



**NO|MAD**  
opening doors

**THE BRICK**  
QUEENS HALL ACTION ON POVERTY



**CITIZEN**



**Derventio**  
Housing Trust



Personal  
Transitions  
Service  
By Mayday Trust



# INFLUENCE THROUGH DOING

## WISDOM FROM BEHIND CLOSED DOORS

Following the powerful impact of *Wisdom from the Street*, Mayday turned its attention to housing by capturing the voices of people living in supported housing, sleeping rough and sofa-surfing. By really listening and reflecting on what the team were told, Mayday went on to produce *Wisdom from Behind Closed Doors*.

As a provider of supported housing, it was time Mayday acknowledged its part in the system, how it makes people feel and the impact it has on their lives. It was time for a new approach and a new system.

**"I'M SCARED THAT ONCE I GO  
INTO THE SYSTEM, I WON'T  
COME OUT.."**

Mayday looked at every aspect of its housing offer including the language used, accommodation offered and the required skills and behaviours of the housing teams.

## A NEW CHAPTER FOR HOUSING

In addition to the 'Wisdoms', the new housing model also used learning from the development of the PTS. The new model incorporates many of the PTS Principles, putting emphasis on creating open and honest relationships with people and an understanding of power dynamics

The development of the housing model will continue into 2019/2020, with a total reconstruction of roles and review of the accommodation Mayday offers.

# THANK YOU!

Mayday Trust would like to thank all those who supported us during 2018/19. In particular, we would like to thank the many trusts, organisations, funders, local authorities and individuals who have contributed to our work with financial and in-kind donations.

29 May 1961 Charitable Trust  
Changing Lives  
Cherry Tree  
Christopher Laing Foundation  
Comic Relief  
Commsortia  
East Northamptonshire Council  
Enable  
Esme Fairbairn Foundation

Garfield Weston Foundation  
Ian McTaggart Trust  
Jean Fooks memorial  
J Whitbread  
Lankelly Chase Foundation  
Lord Mayor of Oxford Charity Trust  
Northampton Borough Council  
Northamptonshire Healthcare NHS  
Foundation Trust

Oxford City Council  
Oxford County Council  
Oxford Quakers  
St. Martin in the Fields  
South Northamptonshire Council  
Tudor Trust  
Westminster City Council

*Everyone who has donated to us as one-off or regular donations and those who have taken part in fundraising events for Mayday Trust.*



# WANT TO TALK?

If you are interested in finding out more about what Mayday has to offer please don't hesitate to get in touch.

Find out more at [www.maydaytrust.org.uk](http://www.maydaytrust.org.uk) or email [innovate@maydaytrust.org.uk](mailto:innovate@maydaytrust.org.uk)



To view our Annual Accounts for 2018-19 please visit our website or request a copy by calling **01865 6700028** or email [enquiries@maydaytrust.org.uk](mailto:enquiries@maydaytrust.org.uk)



## WHO ARE WE?

A team of passionate and dedicated individuals, who continuously strive to listen, learn and think outside the box when it comes to creating positive change.

## BOARD OF TRUSTEES

**Andrew Meehan**, Chair  
**Stephen Brown**, Vice Chair  
**Andrew Hudson**  
**Brian Wheelwright**  
**Jason Mollring**  
**Julie McEver**  
**Keith Starling**  
**Tom Murtha**  
**Vincent Bowen**

## SENIOR MANAGEMENT

**Pat McArdle**, Chief Executive Officer  
**Catherine Collis**, Director of Housing  
**David Hurst**, Director of Operations  
**Jane Atkin**, Director of Finance and Resources  
**Lynn Mumford**, Director of Development and Strategic Partnerships  
**May Read**, Chief Operating Officer