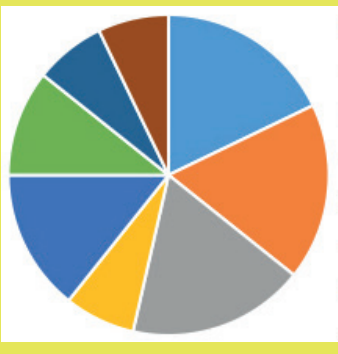
Wednesday 20 November 2019

Network News

Systems Changers – page three

Peer research – pages four and five



Learning from the work – pages six and seven

The time is now!

So what is this network we have created? **Catherine Scott** explains the genesis, aims and progress

Early in 2018, discussions began about how organisations and services could work better together in York to support people with complex needs. A seed of an idea emerged that involved creating a "network" which would bring together all of us supporting people with complex needs in the same room, to learn, challenge and achieve change.

This idea turned into an initial proposal following conversations between Changing Lives, York Pathways and Healthwatch York. We shared a vision that any future work will have both an operational and strategic remit. It would provide challenge "down" into individual services to drive improvement and more joined-up working but also offer challenge "up" to effect system-wide change.

Going forward, it was said that the proposed network should grow to incorporate the "right" people, at the "right time." Also, the hope was that the network would be co-designed and delivered by people wishing to participate in it.

The first York Multiple Complex Needs (MCN) network meeting happened in March 2018, with an initial invite list of Changing Lives (Drug & Alcohol) – Andy Ryan and Leigh Bell; Changing Lives (Housing) – Kelly Cunningham and Chris Weeks; Healthwatch York – Sian Balsom; Local Area Coordination – Jennie Cox and Joe Micheli; North Yorkshire Police (and specifically Street Triage Team) – Emily Trayhorn and Lisa Winward; York Pathways – Gemma Sanchez and Jenni Newberry; Social Prescribing service – Jasmine Howard and Sarah Armstrong; TEWV (and specifically Assertive Outreach Team) – Becky West and Steve Wright.

In December 2018, a proposal was co-produced between the partners and Lankelly Chase to support the network for a year to December 2019. This included:

- Supporting the York MCN network to bring people together with lived experience, frontline workers and strategic leaders to share experiences, learning and build trusting relationships that lead to more collaborative actions.
- Supporting a Core Team made up of Changing Lives, Healthwatch York, Lankelly Chase and supported by Paul Connery, to coordinate and hold the network and associated work. This includes building and deepening collaborative skills and capacities across the systems, by synthesising, bridging and connecting different organisations, initiatives, projects and strategic boards concerned about this agenda.
- Running a Systems Changers programme for people across the system to give them tools to act systemically in their roles, and help them understand and experiment with different ways of working.
- Supporting ongoing learning that taps into the power of collective intelligence, bringing together data, information and stories to drive learning and adaptation.

Over the past 20 months, there have been 9 network meetings. As with any network, attendance has fluctuated, and as we hoped, people from different organisations and projects have joined us along the way as word has spread about what we are doing.

Our event on 20th November 2019, Multiple and Complex Needs: Imagining a Healthy System in York, is a celebration and recognition of all that we have achieved together.

This newspaper reflects just a tiny part of the work that has been happening across York as we move intentionally towards collective action. Crucially, it includes people's stories from all parts of York's MCN system.

As one network member reflected, "the place is here and the time is now." So then, let's read, listen, understand, and see what we can achieve!

'The insight I have experienced has been invaluable'

Miles is using the knowledge gained from lived experience to help vulnerable people across York

Having been involved whilst originally living in a homeless hostel and dealing with my addiction to alcohol it has been a pleasure to work with professional colleagues in looking at ways to improve the delivery of services to vulnerable people and those with multiple complex needs.

The insight I have experienced in the complex nature of supporting those people has been invaluable.

Also I have picked up valuable training which I can share in the volunteering work I currently undertake.

My own experiences and those of my fellow peers in our journeys has been shared amongst the workings to help frame some of those important changes needed.

It has been a journey I shall never forget.

Timeline

The long and winding road to York's Multiple Complex Needs network…

2015 York MEAM project began operational delivery

2015 Pathways project funded by Lankelly Chase

August 2017 Kelly Cunningham/Lankelly Chase (Neil Berry) began discussions on overlap and confusion in York around multiple disadvantage

September 2017 Lankelly Chase commissioned workshops for frontline and managers to look at system change thinking

September 2017 Co-inquiry hosted by Revolving doors looking at wider system change

Dec-March 2017 Met with relevant commissioners/senior managers to get support and map interest of current interventions/contracted work

November 2017 Mapping of services and flow of demand

Feb 2018 brought Healthwatch York into the conversations

Feb 2018 agreed to form a network

21st March 2018 First MCN network event (initial discussions/enquiry/curiosity)

16th May 2018 MCN network meeting (subgroup meetings in between)

9th July 2018 MCN network meeting (subgroup meetings in between)

17th Sept 2018 MCN network meeting

4th Dec 2018 MCN network meeting/deep democracy workshop

- Network members agreed to continued commitment and representation, plan for 2019 is to begin systematic enquiry bi- monthly MCN meetings and system changers training programme to be launched.
- Network has core attendance of 15-25

Jan 2019 Lankelly Chase confirmed budget to support the work in York and additional funding for the system changers training

Currently looking at additional funding support from CCG Better Care Fund

19th February 2019 MCN network meeting

3rd April 2019 MCN network meeting

18th June 2019 MCN network meeting

July 2019 Members of York MCN network visit Trieste

July 2019 Kelly Cunningham delivered a York MCN network presentation at Healthwatch York annual meeting

18th September 2019 MCN network meeting

10th October 2019 "Funding, Commissioning and Managing in Complexity: A workshop with Toby Lowe and Max French, Newcastle Business School" with leaders and commissioners

24th October 2019 MCN network meeting – Guest speakers from Exeter CoLab and Gateshead Council

20th November 2019 Multiple and Complex Needs: Imagining a Health System in York event

Multiple complex needs – who do we mean?

People experiencing multiple difficulties at the same time which makes life complex, and for whom the system's collective response to help and support them is currently insufficient.

These include people who…

- Present to multiple services without resolution of their problems, or those who don't access services at all
- Tend to get worse rather than better – so the demand on services increases
- Whose conditions can become overwhelming for both the individual and for services
- Represent a key client group for **most** service agencies – they are not just a 'problem' for mental health/homelessness/police
- Often people will have problems around homelessness, substance misuse, mental health problems and/or offending

Sarah

"I had become a problem. And so whenever I went anywhere, or whenever my name was mentioned anywhere, people would glaze over and say 'oh no, not her.'"

What is the financial impact of MCN across the public sector?

[1] **190** individuals currently receiving discrete MCN support (AOT, Pathways or MEAM)
+ 200 individuals estimated through Local Area Coordination needs analysis, extrapolated from 3 wards to all 21 combined 390 tallies with Hard Edges (2014) research which estimated **300-600** for City of York

[2] conservative estimate based on national research inc: **£17,000-£45,000** (Fulfilling Lives), **£19,000** (Hard Edges 2014, stated as an underestimate), **£36,696-£43,500** (national MEAM network) and **£69,000** local case study (Housing)

Our overarching aim is to achieve better outcomes for people living with multiple complex needs, and reduce associated costs to services. We will achieve this by:

- The sharing of system-wide intelligence – around individual cases, current support structures and refining data
- Providing a focus point for case review meetings (which currently happen in quite a fragmented way)
- The creation of joint learning and professional development opportunities – including in relation to system-change
- Forging stronger links between Multiple Complex Needs initiatives and key strategies being pursued currently by statutory agencies in York (e.g. Trieste Model, Future Focus, Local Area Coordination)
- Facilitating collective intelligence and challenge to influence strategies, systems and commissioners.

Deep democracy in the York Medical Society garden with the 2019 Systems Changers

‘In some ways we are just getting started’

The first York Systems Changers group has changed and evolved over six intense months. Facilitator **Paul Connery** reflects on the story so far

The York Systems Changers 2019 programme has brought together a group of people operating in the systems that support people experiencing multiple needs across York. Coming together for two days a month over the last six months we’ve covered a variety of things.

This has included **systems thinking theory**, **tools** and **approaches to help people see the system differently**. We have also looked at **deep democracy tools**, **personal power** and **reflective practices** to support participants to act on what they are now seeing as a result of the theory, tools and approaches they have learnt about.

We have used **prototyping** and **experimentation tools**, with the group designing small scale experiments to test out new approaches in areas in the system they want to change.

The strength of the York Systems Changers 2019 group has developed significantly over the course of the programme.

They are supportive of each other, are working more collaboratively in their day-to-day work outside of the sessions, and are able to have more honest and challenging conversations with each other.

Although the programme is coming to an end in November, in some ways we are just getting started. We aim to continue to support the group in taking what they have learnt and applying it across York.

We are also looking at running the programme again in 2020, building on what we have learnt this year, and will look for ways to support the current group to work alongside the next group as they develop into Systems Changers.

What the Systems Changers said

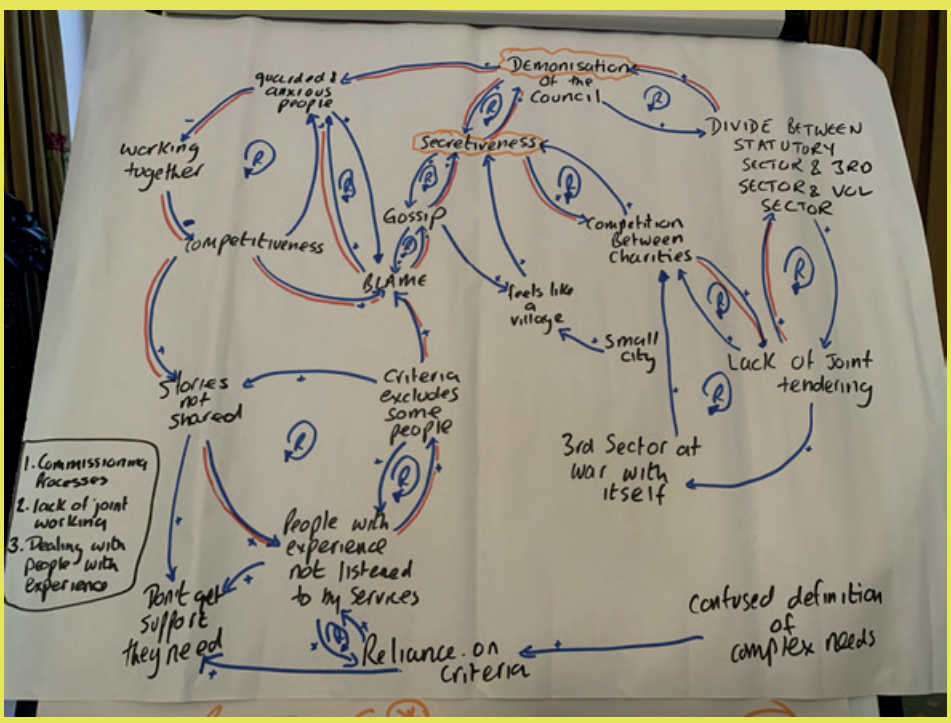
“Working alongside Lankelly Chase and colleagues from various other services in the city has proved extremely interesting and insightful. It has provided me with a much greater understanding of ‘the system’, its benefits and its failures and great examples of where innovation, sometimes through pressing need, has made a significant, positive difference to delivery of services and to the lives of individuals and communities.”

“Whilst I can see the advantages of wholesale system change in certain under-funded and complex fields I’ve gained an understanding of what knowledge and ideas others can bring and how minor changes, adjustments to processes and protocols and relationships can make a big difference.”

“Showing that something works or doesn’t work at prototype stage can save a lot of time, effort and money, duplication of effort and allows me to focus on the most effective initiatives”

“The learning process and tools such as prototyping/dark matter/timelines/ deep democracy/system change perspectives, have been essential during group activities/research to engineer productive discussion helping to framework future changes.”

“I can’t believe how much I’ve picked up. The group took understandable time to gel yet I feel part of that family now and hope to engage in future developments to improve/inspire people’s ‘lived experience’ of what York residents truly deserve.”



“Causal loops was a useful tool learnt from Pauline’s System Thinking, which I found really valuable to conversations about seeing the system and ultimately contributing to conversations about change.

“I have since facilitated a workshop around challenging negative labelling in the system and presented causal loop diagrams as a way to help services, practitioners and people we are walking alongside see how these patterns of behaviour become stuck and how we can break these negative cycles.”

Sitting on the Social Vision sofa

On Wednesday 9th October, Social Vision's Social Sofa took over an abandoned warehouse in York to ask local practitioners working in the multiple and complex disadvantage sector two simple questions: why are people homeless, and how would you change that.

Over 30 people attended the event, which was set against a backdrop of artwork created by people with lived experience. We asked delegates to rip up the rule book, forget about politics, money or systems. There was a real appetite to explore these questions, and also to network with other practitioners. Despite its small size and village feel, many professionals in York feel fragmented from other services.

Common themes running throughout the night were:

- An overwhelming view that housing is too expensive, making the likelihood of homelessness higher
- Low paid jobs and lower disposable income, meaning more in work poverty
- Complete failure, and a lack, of mental health services to diagnose and treat people from a young age
- A fragmented services sector which proves challenging to navigate for people experiencing multiple and complex disadvantage
- And as ever, a lack of funding and resources. With a feeling that resources are available but are diverted to other services

The highlight of the night for me personally was a gentleman with lived experience who I spoke to privately. I asked him the question - what would make a difference? In his opinion, a waterproof guide to surviving the streets would have made a massive difference to him. Featuring a map, services and contact numbers. Later I spoke to another delegate about this idea, who offered to sponsor it.

We got a real, tangible outcome from the event, and will work with the York MCN network to implement it.

We look forward to showing the full video at the event on 20th November.

Joe Gardham
Director, Social Vision

Peer research

Seeking stories from the system

Converge Evaluation and Research Team (CERT) were commissed by York MCN network to conduct a peer research project, to seek the voices and stories of people who face multiple disadvantage in York. Using in-depth and short 'on the street' interviews, we identified the following priorities of people with lived experience of multiple needs:

- Access to good and timely mental health support
- A good, long term relationship with one worker
- Finding a safe place to recover
- Good quality aftercare
- Reducing stigma and ensuring respect
- A quicker response and shorter waiting times

Various improvements were suggested by the people with lived experience of multiple needs that we interviewed, including:

- The creation of a one-stop hub
- Practical suggestions for how people's basic needs could be met
- How the service could be redesigned

CERT also made recommendations, including:

- Mental health training
- Facilitating long-term relationships
- Human rights issues
- Conducting further research to hear the voices of people with lived experience of multiple needs which we did not reach in this project.

CERT talked to many people for this project. But what's it like being an interviewee? Here are the reflections of one participant

"It's not always easy being interviewed because there's lot of anxiety attached to it, especially when you don't know the people that are interviewing you. I find it hard talking to people at the best of times but particularly when the subject matter is so delicate and so complex.

"It does get easier the more you talk about certain times in your life when things were very tough but at the same time you don't ever truly switch off completely from the trauma attached to those times."

Reflections from the network

How a poem informs the York MEAM approach

Making Every Adult Matter (MEAM) was launched in 2015 in York led by Arc Light (now Changing Lives) The MEAM approach helps areas design and deliver better co-ordinated services for people experiencing multiple disadvantage.

To launch this new approach, performance poet Matt Abbott (pictured right) met with a couple of individuals to hear their stories and produced *I Matter*. I hope this poem highlights the exact reasons why we are hosting this event today. A healthy system, just imagine!

I Matter.

Now you see 'em. Now you don't

So a suit wearing stranger slips in the street. What do you do. Check there alright, check there is anything you can do to help. You offer to call an ambulance. Offer to buy them a bottle of water. Do everything you can to reach the good deed feed. And then you carry on, see them off, feeling quietly smug inside. If the bus was on time all well and good, but on the same street someone is slumped in a doorway a thousand-yard stare, with a warm can of oranjeboom 8.5% with last week's clothes and rather ironically sporting what you might call bed hair. And they might mumble or they might well have conviction. Or they ask you for less than you left in the tip jar at Costa, only this time you don't stop or ask if they need any help or you know there is something you can do to help, fucking ignore them. Their fault. Their choice. But 50p costs a lot more than acknowledgement of a fellow human being. Let me ask you something how many times have you seen a homeless person with a dog and instinctively felt sorry for the dog. And they say there is a system in place to help the homeless become human again for this inconvenient scourges on society. But if you take someone who sleeps in the doorway in the rain or in a barn covered in crawling rats or shits himself with no fresh clothes whose life is a never ending groundhog day walking the streets again and again with nothing to gain except the next meal or next drink or the next hit of filthy beautiful heroin and if they're not behind bars they are imprisoned by the physiological trauma of reality. Christ alive do you really think that they would turn back if the system was anything like what is should be, if the system was in place to meet the needs of the people who need it more than you could even imagine. Because their lives are a parallel universe and the system may seem perfectly reasonable within your expectations keeping meetings at 2pm three weeks on Wednesday but this is a person who roams the streets 24/7 given up hope, given up trying and the system somehow has given up on them too and if the people who are in place to help have given up how the fuck do we expect these to even start. When should vulnerability ever meet blindly with distain on this jolly game of snakes and ladders 9 months of sacrifice and compliance one tiny blip and its back to the start again.

Why bother.

Some will fail. But for once let them enter a room as equal and enjoy those simply words that everybody craves.

I matter.

York Drug and Alcohol Services – working in a different way

In July 2019 the York Drug and Alcohol services commenced delivering from a new model, the design process was committed to the concept of co-production: that the design and evolution of services can and should involve the experience of frontline staff, people who use the services, stakeholders, and commissioners.

The process of engaging with all of the above to re-design the service and pathways was over a period of 18 months, as well as the feedback from all relevant parties the relationship between the commissioner and our service, ensuring good communication, joint working and trust was integral to the development of this new model.

What we started with in July and where we are now is continually changing through evaluation with staff, service users, partner agencies and commissioners.

To continue to develop and improve it is imperative that there is an understanding that we are in an ever evolving process.

That way we can ensure that we continue to develop a service that remains fluid due to the complexities of those accessing it and to keep a good open dialogue with all this involved to ensure there are arenas to share good practice.

The York Multiple and Complex Needs network: a view from 2018

by **Max French**, Lankelly Chase Learning Partner, Northumbria University

Last year, we interviewed key members of the network about their experiences with complex and multiple needs and how they thought the network should evolve. We used the 9 System Behaviours developed by Lankelly Chase to prompt people to talk about their understanding of how well York supports people living with complex needs, and again about how well the network was doing.

People gave a rating of each system behaviour on a scale of 0-10, and then were asked to explain the reasoning behind them. In every case, the York's network was rated higher than York the place. In particular, indicators of 'power' were rated lowest in York. People often noted how disempowered they were in their professional ability to tackle complex needs adequately. Others spoke about powerful organisations and institutions which did not want to engage with others or change themselves.

Power was the area where most people felt the network had made the biggest difference. The network created an engaging, democratic space for deliberation.

Others noted high scores for power masked the absence of dissenting, critical voices: *'Is it because the right people are not in the room? If these were included the scores would be lower.'* Particularly, the larger statutory organisations were not engaging.

Nevertheless, people commented that the network connected them to people and agencies they had not previously been connected with, which combatted a sense of isolation for some: *'It's been encouraging to see you are not alone'*.

The network had led to a greater sense of interconnectedness, however people did not have truly shared vision, or a clear idea of how to work together. Some wanted clarity: *'[why don't we] design a mission statement, develop a 12 month plan'*, demanding that the network facilitators take a lead. Others cautioned about moving too fast, alienating others and neglecting to co-create a shared vision.

The network had engaged service providers, but not with lived experience. What legitimacy would there be in a plan without that perspective? Most attended the network for what they hoped could happen, rather than what it could immediately offer. Notably, people told stories of sacrificing their time and fighting within their organisations for energy to be devoted to the network.

People committed to attend for the long haul despite, in some instances, extracting relatively little in the short term. The level of commitment which people offered felt quite a rare thing, and made me hopeful.

Behaviours identified by Lankelly Chase that help systems function better for people facing severe and multiple disadvantage:

PERSPECTIVE

1. People view themselves as part of an interconnected whole
2. People are viewed as resourceful and bringing strengths
3. People share a vision

POWER

4. Power is shared, and equality of voice actively promoted
5. Decision-making is devolved
6. Accountability is mutual

PARTICIPATION

7. Open, trusting relationships enable effective dialogue
8. Leadership is collaborative and promoted at every level
9. Feedback and collective learning drive adaptation

Views of the system from statutory sector and commissioned services employees

Survey, October 2019

Network membership/reach

The majority of the 52 respondents were from the statutory or public sector (58%). 40% were from the voluntary and community sector.

Definition of 'multiple complex needs'

The variety of responses to the question about people's own working definition of 'multiple complex needs' shows the complexity of defining this in York. The most common themes in people's answers were:

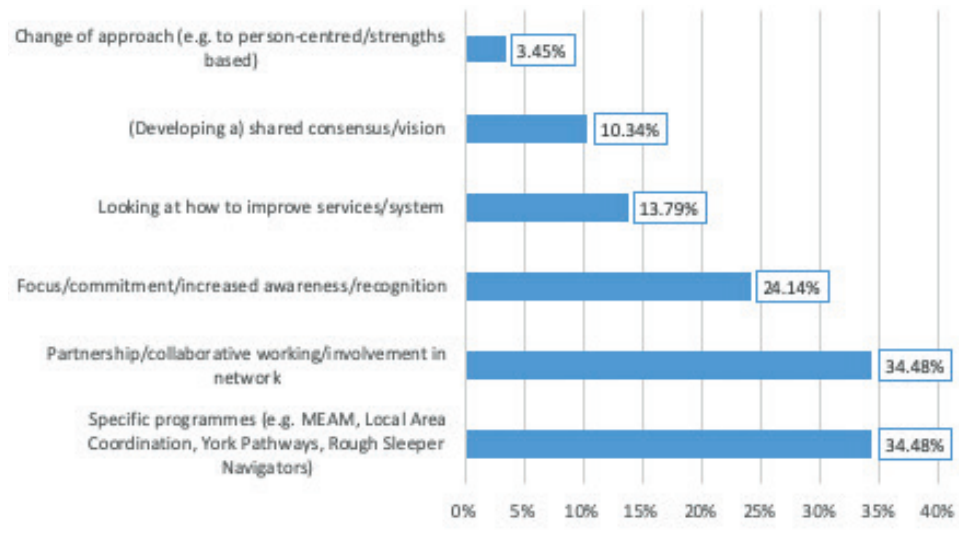
1. People who are facing multiple issues/needs/problems
2. The issues/needs/problems require input from multiple agencies or services
3. For those facing the issues/needs/problems, accessing the services they need can be problematic due to exclusion, service eligibility criteria, gaps between services, and services' approach

The current situation in York

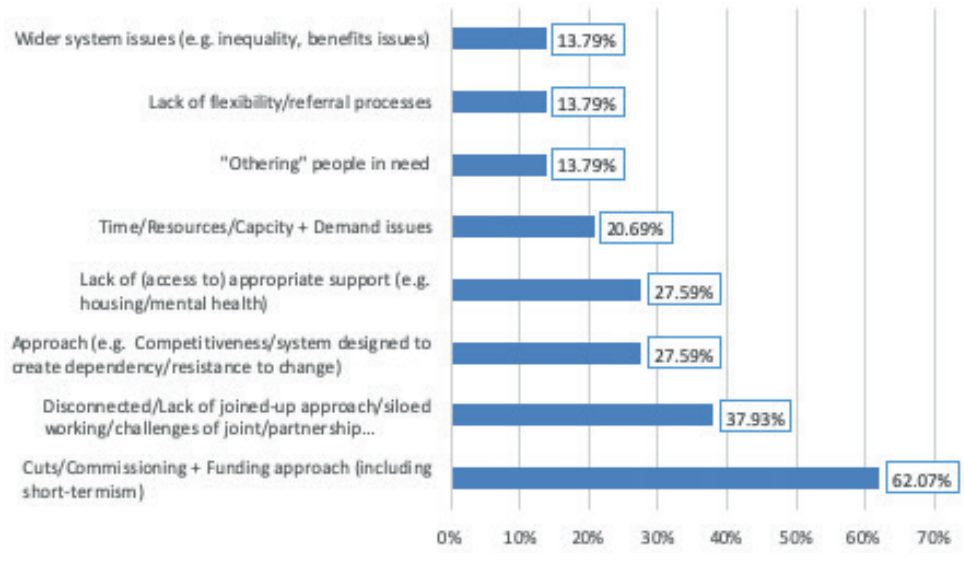
The majority of people were positive about what their organisation was doing to tackle multiple complex needs, with 44% referring to positive delivery approaches and projects, such as MEAM, Housing First, and services being person-centred and holistic.

However, the most popular words to describe the current situation in York for people facing multiple complex needs were:

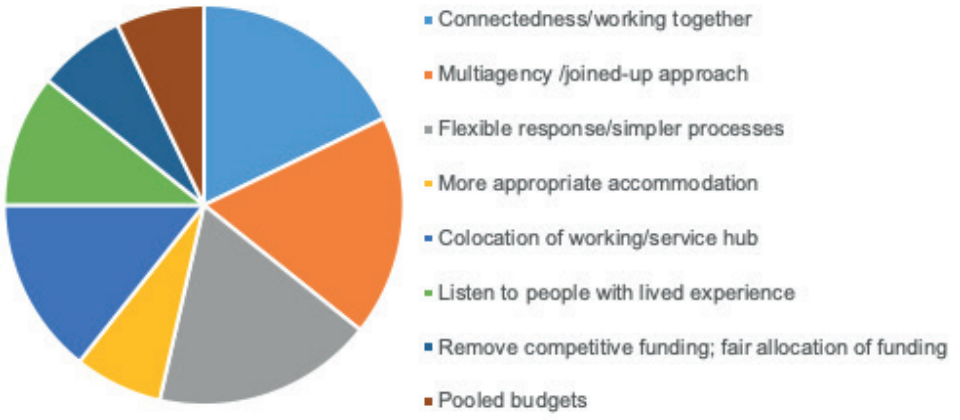
What has already been done/is currently being done in York's multiple complex needs system that is making things better?



What is making York's multiple complex needs system worse?



When asked what one thing people would change about York's multiple complex needs system, the most popular themes were:



Observations and Insights from Network Meetings

March 2018

Observations of our current situation

- Different definitions/criteria across the system cause problems
- Professionals in the system don't know what's out there – the system doesn't know itself
- People with lived experience (PWL) – voice is not loud/influential enough in the system
- Pressure on services – lots of meetings which all add to pressure to be co-ordinated

Where we would like to get to

- Want to work better together
- Want collective voice of the system to be heard by the "right" people/strategic voice
- Want the involvement of PWL, and don't want this to just be tokenistic

Insights

We noticed that:

- Not sure we know what involving PWL in a genuine way looks like
- If we genuinely mean to involve people, we need to accept what they say even if we don't agree
- We all know something is wrong in the system, and can point to lots of symptoms, but we don't nail what that is
- Only focus on services – not talking about community/rest of society

Tensions:

- Space to reflect vs Action
- Complexity of problem

May 2018

Observations of our current situation

- Do we know who we're talking about? Many people are off the radar.
- The system is complex, not the people. Creating labels and boxes creates more complexity
- Services set up for people with mcn are taking the demand. The wider system is not doing anything to support this.

Where we would like to get to

- Want network to be action focused, operational and strategic
- Training + support on how to do things differently
- Appreciate space to reflect on why/how we fail people.

Insights

Tensions:

- Who takes responsibility?
- Key actors – what's their responsibility? Are the right people in the room? How do you influence them?

July 2018

Observations of our current situation

- What are the boundaries of the system?
- Who are we talking about: numbers, costings, spending etc. in York?
- Need for connection across the wider system
- Churn in the system – failure demand
- Lots of meetings and operational groups
- Debate about whether lived experience group should be part of the network or separate from it
- Importance of remembering women + children

Where we would like to get to

- Understand what works well/evaluate what's going on in wider system

Insights

- Hidden – people facing mcn; number of meetings; individuals in system who are not part of network
- 'Othering' the responsibility

September 2018

Observations of our current situation

- Police invested in and understand issue
- Lack of priority of mcn within CCG
- Network disconnected from operational staff
- Agreement to go ahead with Lankelly Chase Foundation support and funding
- Low level buy-in of Systems Changers programme. People felt it would be useful, but no commitment
- Need for tangible/measurable aims for network work
- Repetition of meetings within system due to lack of joined-up working

Where we would like to get to

- Flexibility/joined up services
- Understanding of the system
- Services to be tweaked based on lived experience
- Help people to control their own lives rather than services doing 'to' them – doing **with** rather than **to**

Insights

- Tension: Where the network sits within current working structure VS working outside/beyond these structures

December 2018

Observations of our current situation

- Frustration with lack of development in the network
- Agreement to work together going forwards around proposal from Lankelly Chase, and co-design the proposal and objectives
- Recognition that wider cultural change is needed
- Need tangible evidence to convince managers that it's worth investing in

Where we would like to get to

- Use network to share positive work in York
- Need practical/tangible things

Insights

- There are different barriers individuals within the network experience because they are from different organisations
- Mental health is a big issue – TEWV, VoYCCG, York Hospital and Primary Care are not 'present'
- Tension: Gaining understanding/ experimenting VS tangible/evidenced outcomes

February 2019

Workshop: Systems Thinking Mindset and Introduction to Systemic Inquiry, facilitated by Pauline Roberts

Observations of our current situation

- Stakeholders compete for power and get into a cycle of competition
- Professional identity can get 'lost' in complex systems that are changing
- Use of 'fixes that fail' in the system
- People recognise a number of influences on the situation i.e. rules, politics, legal-awareness of the multiple influences
- There is top down hierarchical control
- In York, the overall system has not yet moved to a more networked way of being. Organisations may be fighting for their own positions and have not yet moved into a place where they collaborate effectively
- Whilst there may be ongoing, persistent issues, they are not currently perceived as terminal.
- Recognition of the pressures that the system is under and how this is causing some element of an underlying 'war within'.
- Issues were not just functional (i.e. the way people do things) but were also structural (how the organisations involved in helping to build a community orientated, networked situation in York are structured and work together).
- There is an issue of having the right people in the room
- The voice of the people with lived experience was not seen in as explicit and loud as it could have been
- Network members don't know how their voice can be heard and used

The areas chosen by the network to look further into were:

- Modelling the system
- Barriers to honest conversations
- Flows of influence
- Right people in the room
- Professional identity

April 2019

Observations of our current situation

- Frustration with no momentum – nothing is changing. Confusion about purpose of network; not challenging system; PWL voice still missing
- Inflexibility of services and lack of choice. Need for multi-agency response and shared responsibility
- Signposting + information is very difficult for people experiencing difficulties
- Importance of peer networks for PWL
- Meetings are positive when directed by PWL
- Pressure on frontline staff – they need additional capacity to attend network
- Recognition there is no right approach to solving the issues, and the benefits of drawing on knowledge of multiple approaches

Where we would like to get to

- Improve access to services
- Involve PWL in agenda and taking on actions they decide from the network
- A map/better understanding of peer networks in York
- People want to start on small things we can change – something little
- Share information/services to navigate services

Insights

Valuing PWL as people with strengths and something to offer – not just a problem to solve

PWL knew about peer support groups and valued them. Professionals didn't.

Tension: Services say they have the answer VS the contribution PWL can make

June 2019

Observations of our current situation

- Recognition some language and phraseology is not useful and can have negative effects. Language needs to be more inclusive.
- Power of people's stories
- Stalemate between statutory services.
- Delays bounced between systems.
- Referral processes inflexible
- High workload impacts what professionals are able to do
- Communication about same person can be poor between services
- There is a culture and power imbalance, both within and across organisation
- Many mission statements mention person-centeredness – questions about whether organisations really following this/sticking to mission statements.

Where we would like to get to

- Want flexibility built into the system so we don't just rely on relationships and favours
- Need to challenge senior strategic leaders
- Want to use knowledge already held in the system more effectively
- Need to challenge organisations to act in accordance with their mission statement

Insights

- Still siloed working – people know their own organisations, but not necessarily other organisations

Tension:

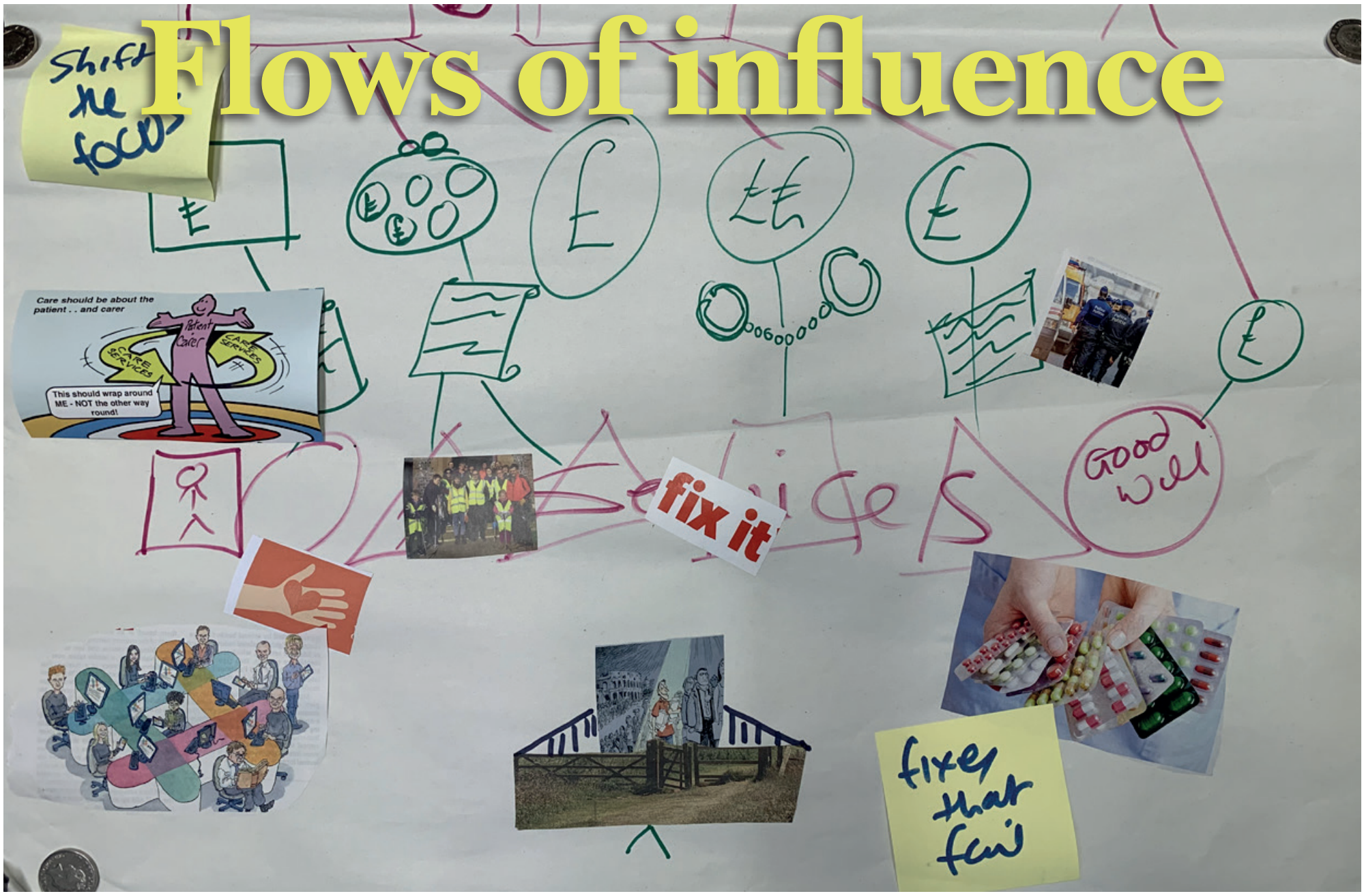
- Policy + protocol can be interpreted differently
- Black and white thinking VS flexible

October 2019

Observations/Insights

- People in the network want to be unleashed and given space for creativity
- There is passion and energy in the network to do something collectively – we just need to decide what that is

Flows of influence



Following a Systems Thinking workshop facilitated by Pauline Roberts at the February 2019 network meeting, both 'flows of influence' and 'right people in the room' were chosen as areas the network wanted to look at further. They were merged together and taken forward into a 'sub group'.

In a system there are various things that have an influence on each other. For example: how much money you have will influence your buying decisions, how your manager manages you will influence the way you behave, if there is tension between two teams it will influence how the interaction happens between those teams.

We can identify what those influences are (they might be managerial influences, financial influences, political influences etc.) and look at who or what is influenced by these things. If we map this we can identify a chain of things that are influenced by the same thing - this is called identifying the 'flow of influence'.

In this context, by 'flows of influence', we mean the way that power and influence operate within a system/network/structure. Understanding how this works within a system can help people see how they may be able to use their own power and influence differently to impact an agenda or help make change.

Between February and August 2019, a small number of network members met to discuss this, and began to develop an influence diagram to see how different parts of the system in York are linked, and understand where there are 'flows' of influence between different structures, organisations and individuals.

An influence diagram draft is in production, and is ready to be developed by network members.

About the Core Facilitation Team

This work is supported by a Core Facilitation Team from different organisations. The team's role is to i) bring people together to collectively decide what to focus on ii) support people' capacity to work as a system and iii) bring together data, information and stories to drive learning and adaptation.

Catherine Scott: Healthwatch York

Healthwatch York supports people to influence local health and social care services such as hospitals, care homes, GP surgeries, Home care services and many others. Health Watch supports people to get involved in shaping services according to communities need. Catherine brings her experience of working across different agencies.

Kelly Cunningham: Changing Lives

Changing Lives is a national charity dedicated to supporting people with the most complex needs to make meaningful and lasting improvements to their lives. We help people to develop the skills and self-belief to move past prior experiences, change their story and achieve a better future – for themselves, their families and their communities. Kelly brings her experience of managing and running services.

Paul Connery: Freelance Consultant

Paul has worked in the voluntary sector for over 13 years both managing a frontline homeless service and as a key strategic lead for homelessness across North West England, influencing service improvement and innovation alongside system and culture change to prevent and tackle homelessness. Paul brings his experience of delivering training programmes, including peer support.

Habiba Nabatu: Lankelly Chase

Lankelly Chase is an independent foundation that works in partnership with people create systems that are effective in responding to the interlocking nature of severe disadvantages such as homelessness, drug misuse, violence and abuse and mental ill health. Habiba brings her experience of funding work across different agencies.

The team is supported by other people including Pauline Roberts, Northumbria University and YorkMix.

Find out more information about the network at www.yorkmcn.org

For your notes