

# Two steps forward, one step back:

Why doesn't learning always stick?



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# Two steps forward, one step back:

## Why doesn't learning always stick?

- Mark Joyce, Senior Responsible Officer, Changing Futures Northumbria
- Chaired by Richard Lewis, Head of External Affairs, MEAM



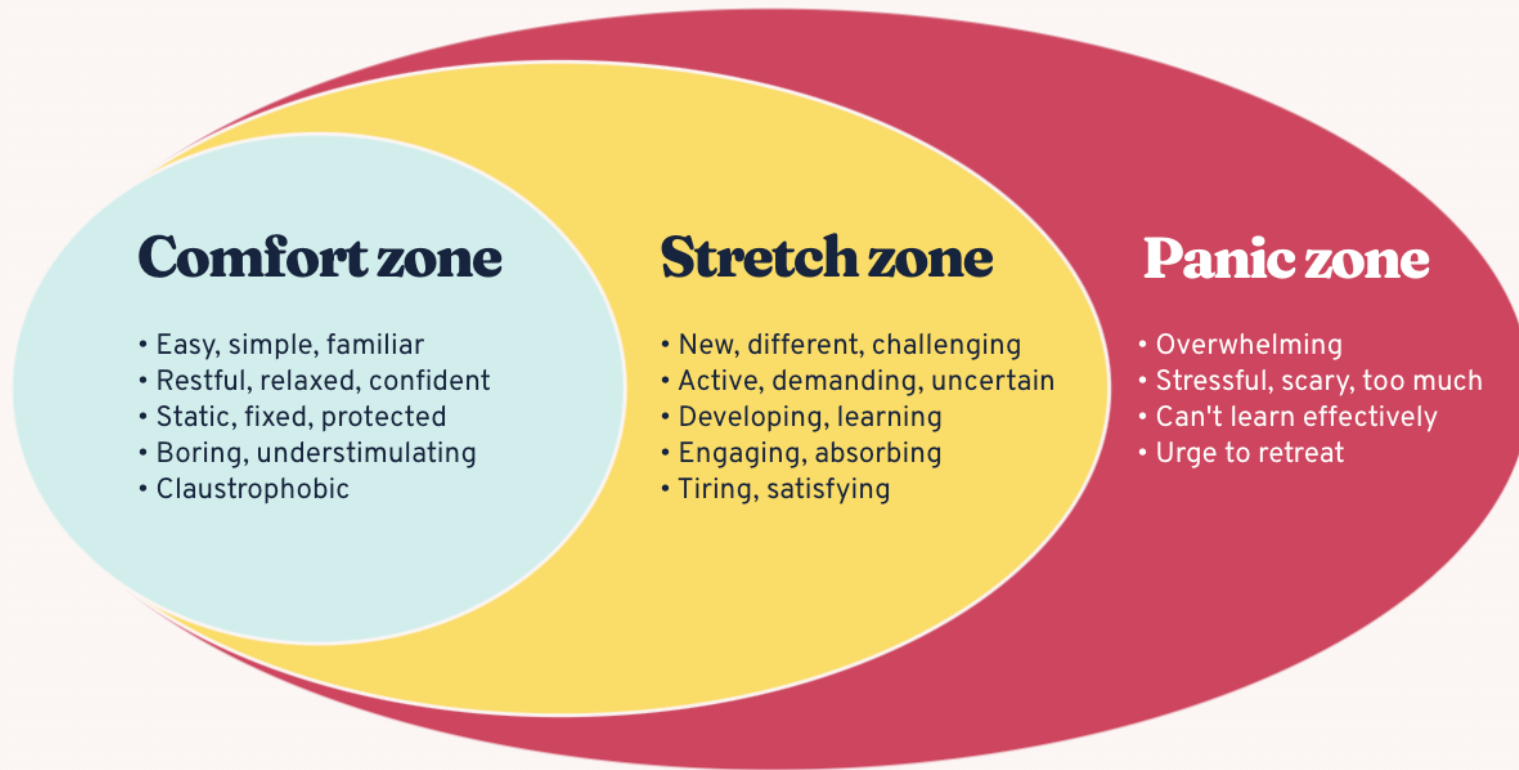
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# Some frameworks for thinking (1/2)



## The comfort, stretch & panic zones

BiteSize Learning



- Systems also have their zones, but people have different perspectives of what zone work falls into
- The perception of our zones change over time



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## Some frameworks for thinking (2/2)



- A lens-based analytical perspective on factors that cause change initiatives to succeed or fail



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## Some frameworks for thinking (2/2)

Lens	What might be a helpful question to consider?
Political	Who lost power or control if this succeeded?
Institutional	What existing systems resisted change?
Cultural	Did the public emotionally connect with it?
Language / Comms	Was it communicated well?
Operational	Was it too complicated to implement?
Coalition	Did the change have broad enough support?
Narrative	Did opponents define the story first?
Timing	Was the environment ready / not ready?
Value	Did the change make enough of a difference (to the right people) in order to be worth adopting?



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# **Two steps forward, one step back: why doesn't learning always stick?**

**Mark Joyce**  
**Senior Responsible Officer**  
**Changing Futures Northumbria**



# Changing Futures



Ministry of Housing,  
Communities &  
Local Government

**Changing Futures: changing systems to support adults experiencing multiple disadvantage**

Prospectus for local Expressions of Interest (EoIs)

December 2020



December 2020  
Ministry of Housing, Communities and Local Government

- December 2020: **MHCLG & TNLCF** launch Changing Futures programme prospectus.
- Estimated **363k** adults with multiple disadvantage in England who are the **most vulnerable** and also generate **significant costs** to the public purse **without seeing improved life outcomes**.
- Estimated to consume **five times more** public services than the average citizen per year.
- Aims to understand how to achieve better outcomes for **individuals, services and the system** with reference to multiple disadvantage

# Unintended consequences



Name	Unintended Consequences
<b>Brian</b>	1474 health interactions equivalent to 1 WTE Band 7 nurse for 14 years
<b>Justin</b>	1571 criminal justice interactions equivalent to 1 WTE Police officer for 14.7 years & 1 WTE Probation Officer for 7 years
<b>Belinda</b>	398 safeguarding and social care interactions equivalent to 1 WTE Social Worker for 3.8 years

# The Liberated Method

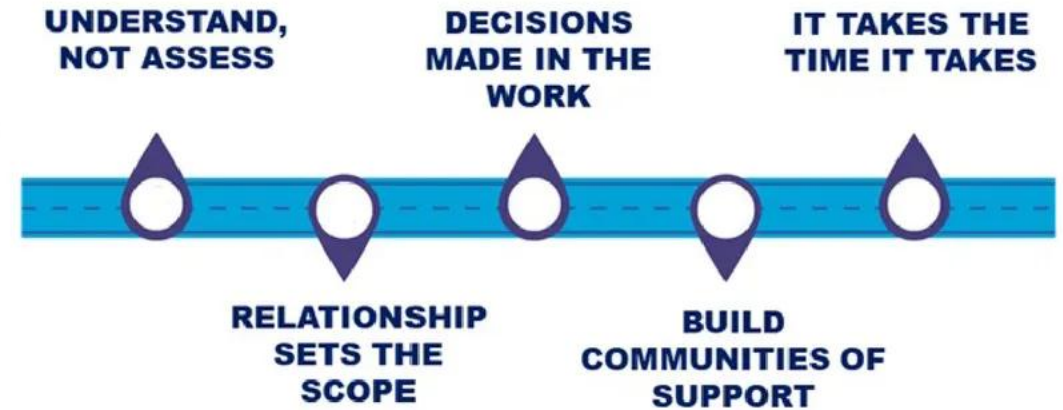
## Rules



Everyone has the relationships they need to thrive



## Principles

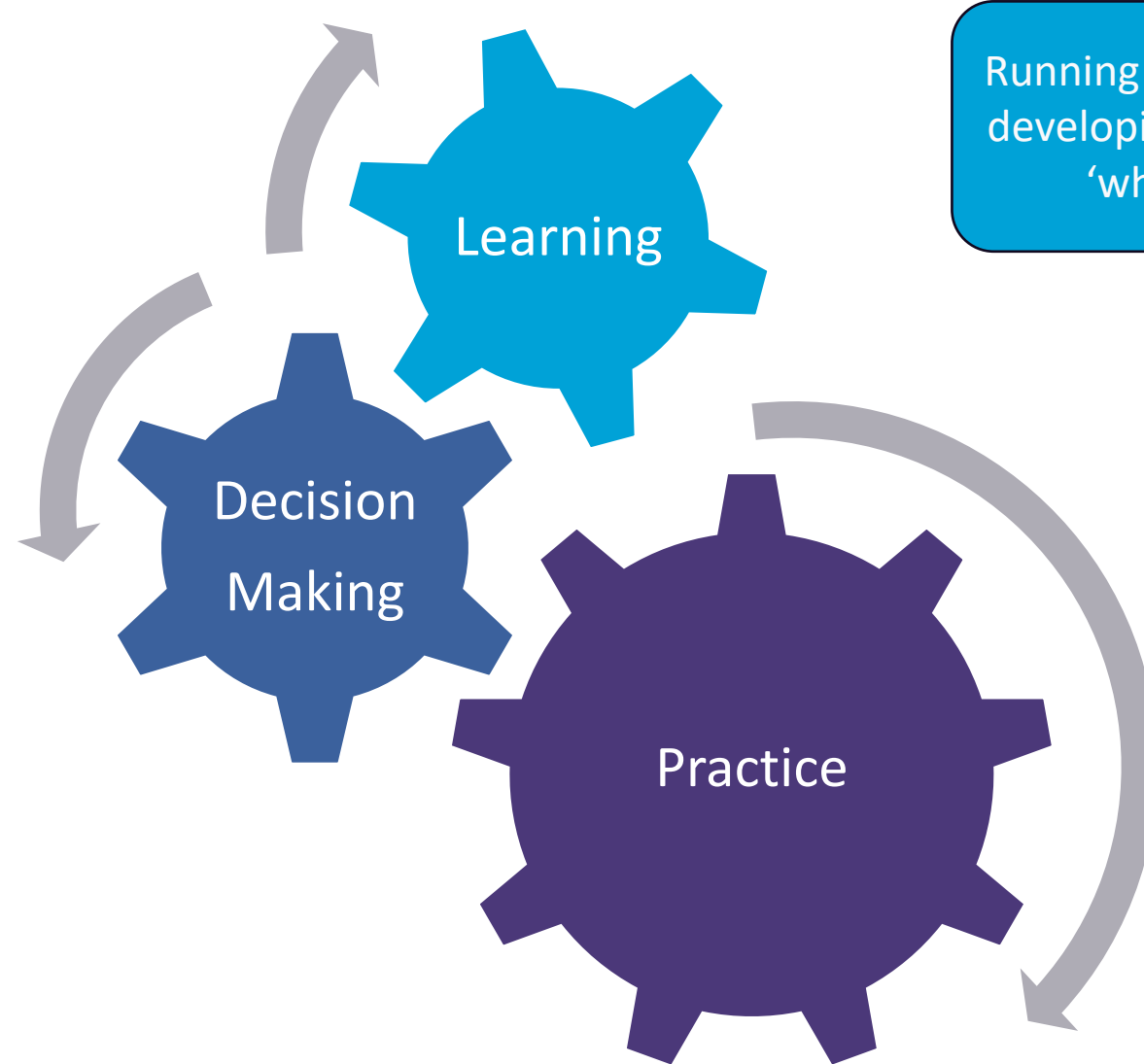


# Alcohol Related Hospital Admissions



Initials	2021 Admissions	2022 Admissions	2022 % Change	2023 Admissions	2023 % Change	2024 Admissions	2024 % Change
STS/001	23	46	100%	6	-87%	1	-83%
STS/002	3	7	133%	4	-43%	0	-100%
STS/003	24	20	-17%	7	-65%	1	-86%
STS/004	3	2	-33%	17	750%	4	-76%
STS/005	21	14	-33%	9	-36%	0	-100%
STS/006	4	11	175%	0	-100%	1	N/A
STS/007	5	13	160%	24	85%	2	-92%
STS/008	30	9	-70%	36	300%	14	-61%
STS/009	7	30	329%	47	57%	11	-77%
STS/010	4	5	25%	15	200%	5	-67%
<b>Total</b>	124	157	27%	165	5%	39	-76%

# The mechanics of change



Running experiments & developing evidence of 'what works'

Using empirical evidence to inform practice

Surfacing wicked issues

# Drivers & blockers

Leadership  
Policy Interpretation  
Evaluation  
Perceived Risk  
Importance  
Firmly Held Beliefs  
Commissioning Practice  
Relationships  
What Does This Mean For Me?  
Partnerships  
Confidence  
Data Interpretation  
Time  
Funding  
Language  
Lack of Certainty

# Q&A with Mark



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## Activity

In smaller groups or pairs, reflect on a work-related problem large or small that you are currently experiencing or have experienced in the past.

Why is it a difficult ask – what about it is causing resistance? What about the lens framework might be relevant?

What could we **modify** about the ask to make it sit in the discomfort and growth zone?  
“What must be true before an idea becomes politically or culturally mainstream?”

- Does it need elite endorsement?
- Public demand?
- Crisis conditions?
- Simplicity?
- Moral clarity?
- Media narratives?
- Evidence?
- A charismatic personality?



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