

Changing Futures

Cambridgeshire & Peterborough

Newsletter #1, July 2022

Progress update

At the end of 2020, the government invited expressions of interest from areas who wanted to take a new approach to tackling multiple disadvantage.

Locally we felt well placed to apply, as we already work with Making Every Adult Matter to run our 'Counting Every Adult' teams in Cambridgeshire and Peterborough. So, with partners from across the area, we submitted an expression of interest in January 2021 and we were one of 21 areas to be shortlisted.

We submitted a bid focused on extending and enhancing the approach taken by Counting Every Adult across more organisations in our area, so we can work together more effectively as a system to help people make their way out of multiple disadvantage. It seemed that different organisations might easily conflict, not take account of the effect of the person having more than one "issue", and might not be adequately trauma informed.

In other words, each organisation aims to help people; but by taking issues "one at a time" often end up not tailoring the actions to that individual person. Like fitting a square peg into a round hole.

It's not surprising that some people fall

through the gaps, or give up, and end up encountering more disadvantage than they started with.

Our bid focused on learning from the past and building on that learning in the future; evolving our systems to improve outcomes for people, and reducing the number of people who fall in to multiple disadvantage in the first place. A key feature of this work is to co-produce better systems by people with lived experience being involved in every aspect of the work, at all levels. We submitted our bid but unfortunately we were not successful.

However with support from Cambridgeshire and Peterborough Public Service Board (CPSB) local partners have continue without government funding. Based on the evidence, energy and enthusiasm, leaders have agree to fund a "scaled back" **Changing Futures Cambridgeshire & Peterborough** programme. There are four visions for the work:

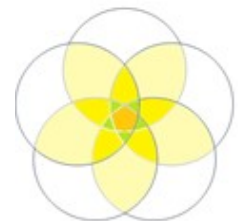
- Embed the Trusted Person Model.
- Embed a trauma informed approach to support.
- Establish mechanisms to support shared learning and address identified barriers.
- Embed co-production and co-design across the system.

What is multiple disadvantage?

People who experience at least three of the following five situations are said to be multiply disadvantaged:

- Homelessness
- Substance misuse
- Mental health issues
- Domestic abuse
- Criminal Justice

This explains our flower logo, where each petal represents an area of disadvantage; the petals often overlapping.



Find out more here: <https://cambridgeshireinsight.org.uk/the-national-changing-futures-programme/>

The 'Trusted Person' approach

The Trusted Person model is based on the principle that an individual with multiple disadvantage needs someone to “walk alongside” them when trying to access and navigate help and support; someone they can trust to be non-judgmental, acting on their behalf if needed. It's about helping people who are in touch with individuals with multiple disadvantage get what they need in a much better and more timely way.

The model is built on feedback from people who have been through 'the system' and shared that a single person who could make things happen, made a crucial difference to their journey.

There may be people already doing this, or something similar, in our area. The aim for Changing Futures C&P is to spread that practice wider, so this is the first response when an individual with multiple disadvantage approaches – not a last resort when everything else has failed.

To make this work, Changing Futures will help build a new network, supporting and enabling Trusted People across the area get the help they need.

In brief:

The **individual** with multiple disadvantage identifies their Trusted Person & works with them. Each person needs to start off with at least one Trusted Person, but may build up a group of Trusted People as time goes on, expanding their network of support.

The **Trusted Person** provides a vital link between the individual (maybe more than one) and the services they need to access. The Trusted Person gets support from...

Trusted Person **Champions** who are based in key organisations. They help their organisation adopt the approach; and spread it to other partners. They also help where no Trusted Person has been identified, and will identify barriers and learning.

Trusted Person **Co-ordinators** (county-wide) support all Trusted People and Champions, help overcome the barriers identified and provide

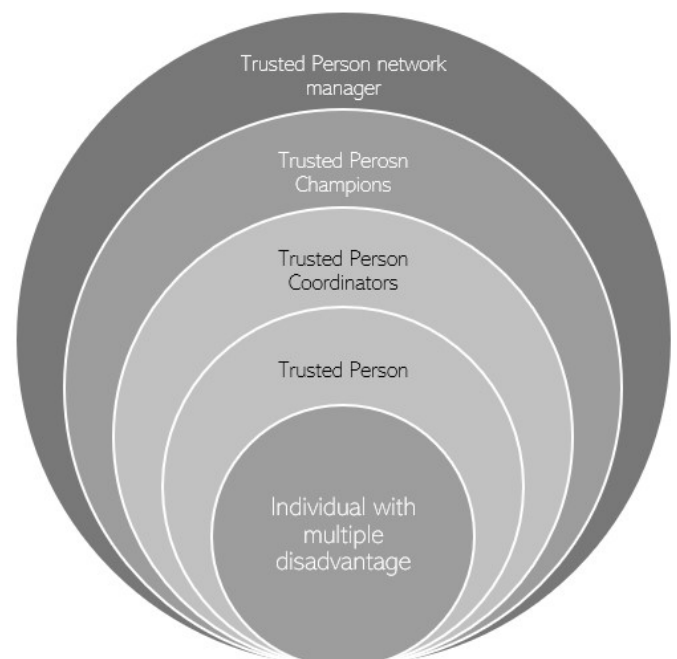
training as needed. They help share successes and learning between organisations, and escalate barriers that need other help to tackle.

Trusted Person **Network Manager** - oversees the whole Trusted Persons model and links to other parts of the programme such as lived experience, programme management, data & communications.

The Trusted Person role is not a new role or a new team, in fact some organisations work this way already. It's about spreading the approach more widely and making sure Trusted People, wherever they are based, get the support they need.

The model is also about looking how “gatekeeping” works in our area; when organisations are under pressure they may create “gates” to make sure those only most in need can access a precious resource. The various gates, and the requirements to get through a gate, have consequences for people trying to access what they need.

The existing Counting Every Adult team has been following the Trusted Person model since January 2022, and is putting together case studies to outline how it has worked and what difference it is making.



Find the briefing note and case studies here: <https://cambridgeshireinsight.org.uk/changing-futures-cp/>

The importance of being trauma-informed

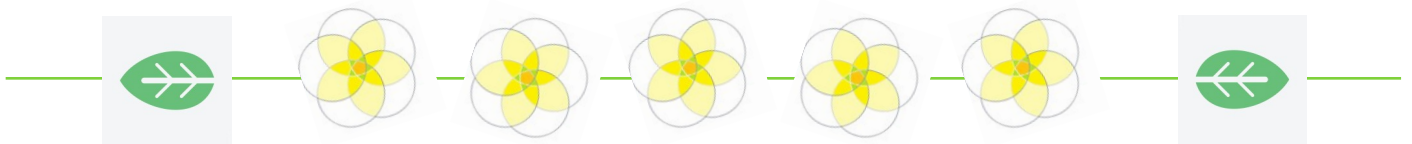
In the events, conversations and meetings held so far, the importance of building a trauma-informed culture has been a common thread.

Many individual organisations are making sure staff are trained up to take a trauma-informed approach. But there is more to being trauma informed than those individual conversations.

Each organisation need to think about how people respond to the buildings and facilities on offer, and whether there is more to be done to make sure partners are helping people share and overcome past traumas, not adding to them.

This is also a topic to consider as a whole system... How do we avoid people re-telling their stories? How do we help people share information they are willing to, with other agencies? How do we reduce the time needed to access all the relevant services?

A workshop is being planned for late 2022 about trauma informed systems where interested individuals can think this through, sharing learning and experiences and creating an plan to progress the work across all the agencies.



Practical steps: partner support

Taking a lead from CPSB a range of partners have pledged to support Changing Futures C&P either financially, in the form of staffing resource, or other contributions. Contributions total £377K, with a potential further £180K subject to formal agreement. Partners include...

- Cambridge City Council
- Cambridgeshire County Council
- Cambridgeshire & Peterborough Combined Authority
- Cambridgeshire & Peterborough Public Health
- East Cambridgeshire District Council
- Fenland District Council
- Huntingdonshire District Council
- Office of the Police and Crime Commissioner (Cambridgeshire & Peterborough)
- Peterborough City Council
- Probation Service
- South Cambridgeshire District Council

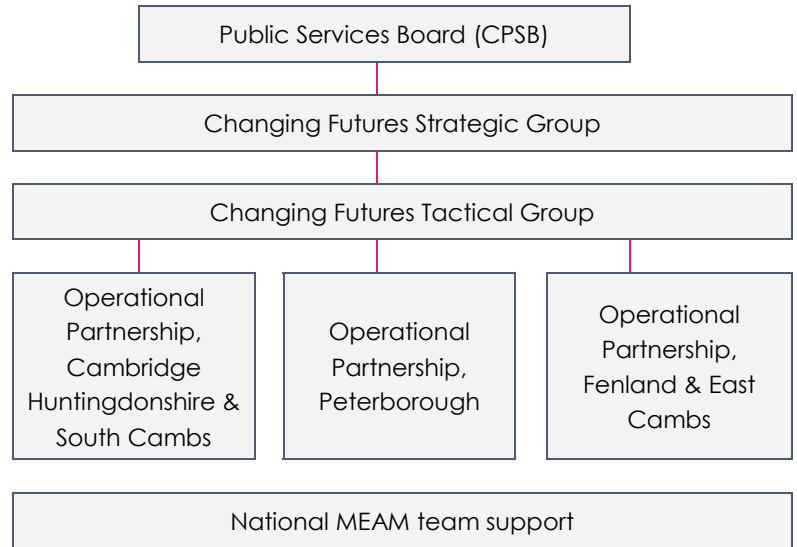
Other partners (the list is growing!) include:

- Cambridge Women's Resource Centre
- CGL
- CPSL Mind
- Domestic Abuse and Sexual Violence Partnership
- DWP and Jobcentre Plus Safeguarding team
- Ferry Project (Wisbech)
- Housing Board for Cambridgeshire, Peterborough & West Suffolk
- It Takes a City
- Peterborough Light Project
- SUN network
- Think Communities
- Women's Aid

Sharing learning & overcoming barriers

The Changing Futures C&P approach has a major focus on learning lessons, overcoming and removing barriers, and on sharing learning from each person's experiences so others don't have to solve the same problems, over and over again.

To help with this flow of communication, a simple governance structure has been devised to make sure that at each level of operations, people with lived experience are involved, lessons are shared with partners, and partners can work together positively to remove barriers.



Recruiting the team

Once we have funding secured we are keen to get people in place who can push the Changing Futures C&P programme forward, over the coming three years.

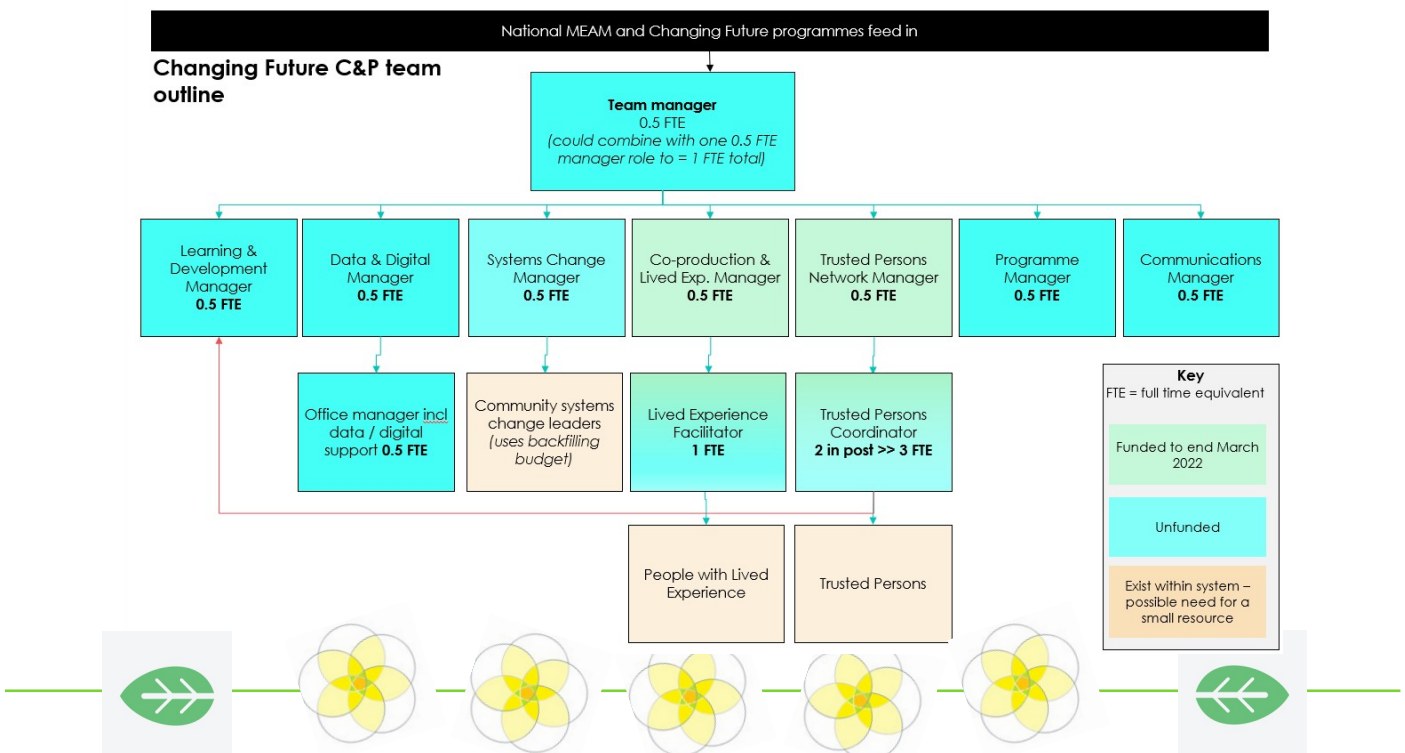
Since the programme covers a wide range of partners in every sector of our local system; voluntary, statutory, charity, etc. our hope is to staff the team mainly through secondment.

In this way, people can work on Changing Futures bringing their experience from the "day job" into

the team; and similarly, can share the Changing Futures approach and progress with their employing organisation; each learning from the other.

One exception is an interim project lead, who we want to recruit as soon as possible to help get the project running using some dedicated hours.




The aim is to recruit the posts shaded in blue, the hours for each post depend on the total funding available:



Co-production and co-design across the system

It's crucial that this programme is centered on the experience of people who have been through multiple disadvantage. So far we have

- Based our plans on feedback from people with lived experience, including plans for the Trusted Person approach.
- Built our bid for government funding on input from people with lived experience, as well as partner organisations - the graphic below sets out the vision we put together as a group for the original *Changing Futures* bid.
- Gained insight and support from people with lived experience at Tactical Group meetings.
- Invited people with lived experience to Public Service Board (CPSB) meetings to explain the difference this work makes.
- Secured the help of people with lived experience to put together case studies to help a range of partners understand the Trusted Person model.

What does success LOOK like? 	What does success SOUND like? 	What does success FEEL like? 
<ul style="list-style-type: none">• Meeting happen outside the office environment• People content with their lives and fulfilling their potential• No one 'owns' the client but support is clear• Fewer repeat returns• Fewer people sleeping rough• Virtuous cycle of peers going back to help others• Lots of open doors• No waiting lists• Engaged community	<ul style="list-style-type: none">• anytime someone walks into reception of statutory service regardless of service threshold: yes, of course we can help you• I can see a future now• I feel listened to• I was enabled to address my issues• They remembered me!• I can do this!• Recognizing my own skills and talents has been life changing• I feel positive about the future• They made it easy for me to join the programme!• I am now using my experience to change the system and its really working	<ul style="list-style-type: none">• Hopeful• Heard• Safe• Confidence• Warmed• Loved• Understood• Belonging• I'm not piece of s[...] society said I was• Achievement• A buzz of achievement

New Operational Partnership in Fenland & East Cambridgeshire

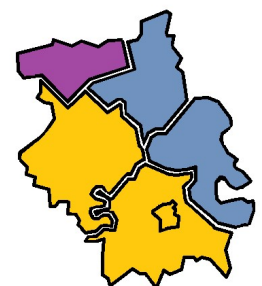
There are already two operational partnerships in place supporting the existing Counting Every Adult approach; one for Cambridgeshire and one for Peterborough. This is where people get together for problem-solving sessions to help people who are multiple disadvantaged.

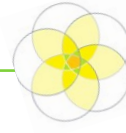
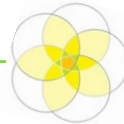
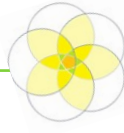
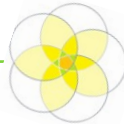
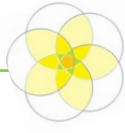
Now, a new one is being set up in the North East of the area, for Fenland and East Cambridgeshire.

This more rural area can find itself remote and cut off from the services found in larger market towns and cities, so it is vital people living on those areas

who may be disadvantaged, can more easily access the kind of support and services being offered elsewhere in the area.

Once the new Fenland & East Cambridgeshire partnership is up and running, the Cambridgeshire partnership will focus on people in Cambridge, Huntingdonshire and South Cambridgeshire.





The national Changing Futures programme

An Expert Stakeholder Group meets every 2 months to feed into the nationally funded *Changing Futures* programme. This article summarizes some key points:

- **Mobilisation:** different areas which secured *Changing Futures* funding from the government are at different stages, although most have now mobilised frontline delivery elements of their programme. The national team is learning a lot about the process to operationalise this work and working in more depth with a few areas to support their mobilisation.
- **Evaluation:** Systems mapping workshops are taking place. The draft of the first Rapid Evidence Assessment focused on approaches to frontline support has been produced. Data collection is also underway in areas that are already working with beneficiaries.
- **Ministerial engagement:** The national team is meeting with Minister Badenoch soon to discuss priorities for the coming year and options for cross-government policy engagement.

There was a discussion of the Department of Levelling Up, Housing and Communities (DLUHC) team's priorities and approach, with proposals to focus on key cross-cutting national policy challenges related to multiple disadvantage.

Robert Pollock, Chief Executive at Cambridge City Council, is one of the expert stakeholders on the group.

Find out more here:

<https://www.gov.uk/government/collections/changing-futures>

About the national programme

Changing Futures is a 3 year, £64 million programme aiming to improve outcomes for adults experiencing multiple disadvantage – including combinations of homelessness, substance misuse, mental health issues, domestic abuse and contact with the criminal justice system.

The programme is funded through £46m from the government's Shared Outcomes Fund with almost £18 million in aligned funding from The National Lottery Community Fund - the largest funder of community activity in the UK.

Working with 15 local partnerships across England, Changing Futures is testing new ways of bringing together public and community sector partners to help people change their lives for the better.

The programme was announced in 2020, began work in local areas in July 2021 and will continue until the end of March 2024. It aims to deliver improvements at the individual, service and system level.

Contact details

If you are interested, have questions or want to find out more, **please get in touch!**

While the team is being recruited, you can contact the Tactical Group via:

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Sue sue.beecroft@cambridge.gov.uk

Emily emily.sanderson@cambridgeshire.gov.uk

Web page

There is further detail about the national Expression of Interest and bid process, with background papers, at <https://cambridgeshireinsight.org.uk/changing-futures-cp/>

We will be using this page to share resources while the Changing Futures C&P team is being put in place and (we anticipate) sets up its own web resources.