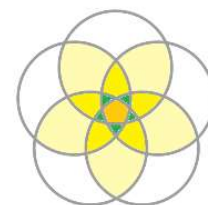


Write-up of Changing Futures Cambridgeshire & Peterborough Strategic Board



When 14th July 2022, 13:00 to 15:00

Location Pathfinder House, Huntingdon (both in-person and online attendees)

Attendees

In person attendees

Name	Role	Organisation	Table
Anne Taylor	Expert by experience	The Coproduction Group	3
Carl Brown	Partnerships Manager Midlands	MEAM (Making Every Adult Matter)	Mobile
Chris Jenkin	Chair of ITAC	It Takes A City	2
Cristina Strood	Head of Policy	Office of the Police and Crime Commissioner	
Dan Horn	Acting Assistant Director	Fenland District Council	1
Donald Munyebvu	Expert by experience	The Coproduction Group	2
Emily Sanderson	Countywide Coordination Hub	Cambridgeshire County Council	2
John Heathorn	Nights Services Manager & Expert by experience	The Ferry Project, Wisbech	1
Keith Smith	Chief Executive	The Ferry Project, Wisbech	3
Kelly Storton	Trusted Persons Coordinator	Counting Every Adult	2
Lisa Barraclough	Senior Safeguarding Leader	DWP	2
Marie Ludlam	Trusted Persons Coordinator	Counting Every Adult	4
Oliver Morley	Corporate Director (People)	Huntingdonshire District Council	2
Ollie Hilbery	Director	MEAM (Making Every Adult Matter)	Mobile
Paul Knight	Expert by experience	The Coproduction Group	4
Peter Campbell	Head of Housing	South Cambs District Council	3
Robert Pollock	Chief Executive, Chair	Cambridge City Council	4
Stef Martinsen-Barker	Chief Executive Officer	Cambridge Women's Resources Centre	1
Steve Smith	Director	CGL (Change-Grow-Live)	4
Sue Beecroft	Housing coordinator	Housing Board	3
Tom Tallon	CEA Lead	Counting Every Adult	1
Val Thomas	Deputy Director of Public Health	Cambridgeshire County Council	4

Online attendees (all Table 5)

Name	Role	Organisation
Helen Benson	Public Health Registrar	Clinical Commissioning Group (CCG)
Angie Stewart	Chief Executive Officer	Women's Aid
David Greening (first hour)	Head of Housing	Cambridge City Council
Emma Grima	Director Commercial	East Cambs District Council
Nicola Caffell	Commissioning & Partnership Manager	Probation
Laura Guymer	Deputy Director of Policy & Regulatory Affairs (deputising for Fliss Miller)	Cambridgeshire & Peterborough Combined Authority
Octavia	MEAM	Table 5 facilitator

Apologies

Name	Role	Organisation
Cristina Strood	Head of Policy	Office of the Police and Crime Commissioner
Jonathan Bartram	Health Inequalities Manager	Clinical Commissioning Group (CCG)
Fliss Miller	Associate Director of Skills	Cambridgeshire & Peterborough Combined Authority
Laura Hunt	Superintendent	Cambridgeshire Police
Jon Bartram	Health Inequalities Manager	Clinical Commissioning Group (CCG)
Liz Watts	Chief Executive	South Cambs District Council
Rob Hill	Assistant Director: Community Safety	Peterborough City Council
Aly Anderson	Chief Executive Officer	CPSL Mind
Amanda Askham	Chief Executive (acting)	Cambridgeshire County Council

Agenda

Session aims

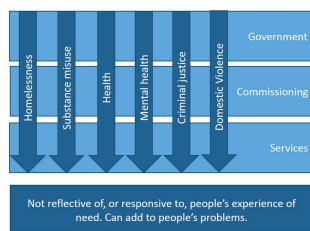
1. To define the guiding principles and roles of Changing Futures Cambridgeshire and Peterborough
2. To establish a collective understanding of expected outcomes of the programme

Agenda

1. Introduction Why is this a different thing? Getting to know each other...	Robert Pollock (Cambridge City)
2. Background How did we get to this point?	Tom Tallon (Counting Every Adult) & Ollie Hilbery (MEAM)
3. Ambition: Where are we going? Looking at our four vision areas	Tactical Group reps
4. What role does the strategic group play? Discussion 1 followed by feedback	Carl Brown (MEAM)
Break	
5. Outcomes and principles Discussion 2 followed by feedback	Carl
6. Next steps and close	Robert

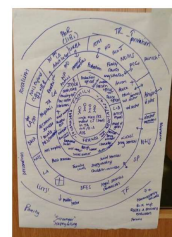
The system:

- Designed, commissioned and delivered in silos
- Often built around the needs of the service, not the individual
- Focus on deficits rather than strengths
- Lack a person-centred and trauma-informed approach
- As a result, can often add to people's problems



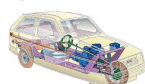
Uncovering systems:

- All of us exist within systems
- A complex web of interconnected parts (people, organisations, commissioning processes, policies, societal drivers)
- These parts interact in unpredictable ways
- Systems are built with *explicit* intentions but often contain *implicit* purposes, assumptions and vested interests
- Often, systems can fail.



Multiple disadvantage is complex:

Simple



Complicated



- Linear and mechanistic
- Have a clear 'problem' or 'solution'
- Managerial
- Can be diagnosed and fixed if you know how.

Complex



- Inter-related
- No clear 'problem' or 'solution'
- Not responsive to standard problem solving
- If we treat complex problems like they are simple then we risk making them worse.

The MEAM Approach network



- Basingstoke
- Bristol
- Calderdale
- Cambridgeshire
- Camden
- Cornwall
- Durham
- Exeter
- Greater Manchester
- Hackney
- Haringey
- Hull
- Lancashire
- Middlesbrough
- Newham
- Norwich
- North Devon
- North Lincolnshire
- Nottingham
- Peterborough
- Plymouth
- Reading
- Redbridge
- Redcar and Cleveland
- Southend
- Stafford
- Stoke on Trent
- Surrey
- Sussex
- West Yorkshire
- Windsor & Maidenhead
- York



Cambs/P'borough as core members

2009-----2022

- Multi-agency meeting, Meadow's Centre, 2009
- Application to join the MEAM Approach network, 2010
- Development of CEA service and associated partnership structures
- System-wide leadership and flexibility
- Making the social and economic case
- Commitment to coproduction
- Key members of 2022 cohort



How?

Professionals in other disciplines / orgs who support via the **WORKER**

Referred to as **NETWORK**

System to capture positive and negative points in the **PERSONS** journey.

Temporary task.

Referred to as **THE SYSTEM**

Sheep is overseer of **THE SYSTEM**. Continuous monitoring of outcomes for all, proof of VFM etc.

Referred to as **SYSTEM OVERSEER**



Person who has multiple disadvantage

Referred to as **PERSON**



Sole worker who deals with **PERSON**

Referred to as **WORKER**



Staff who support the **WORKER**, e.g. taking on less direct tasks. Possible future **WORKER** i.e. apprentices?

Referred to as **STAFF**



WORKER'S manager who ensures there are enough **STAFF**. links with **NETWORK**. uses reports from **SYSTEM OVERSEER** to report 'up'. **ALL** have training needed to thrive

Referred to as **MANAGER**

Four visions for our local programme:

- Embed a **Trusted Person Model** to support people with multiple disadvantage to develop and maintain relationships with the people that they trust
- Embed a **trauma informed approach** to support – not just at the front line but support whole organisations to operate in a trauma-informed way
- Establishing mechanics across the system to support **shared learning** and address identified barriers
- Embed **co-production** and **co-design** across the system

The Coproduction Group

"A journey as equals bringing different things to the table, tackling something from its inception to delivery with experts by experience an equal party throughout"

Involvement Coordinator - MEAM

"People may have multiple needs, it is the systems that are complex"

Expert by Experience, March 2019

"Whichever way I turn this huge baggage (multiple disadvantage) is following like a huge cart that I cannot escape from"

Expert with Living Experience, May 2022

What does success LOOK like?

- Meeting happens 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

What does success SOUND like?

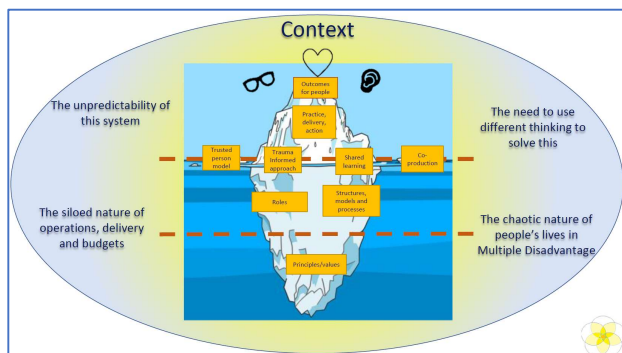
- anytime someone walks into reception of statutory service regardless of service threshold yes, of course we can help you
- I can see a future now
- I feel listened to
- I was enabled to address my issues
- They remembered me!
- I can do this!
- Recognizing my own skills and talents has been life changing
- 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

What does success FEEL like?

- Hopeful
- Heard
- Safe
- Confidence
- Warmth
- Loved
- Understood
- Belonging
- I'm not piece of s[...] society said I was
- Achievement
- A buzz of achievement

Exercise 1

Principles



Principles and values

How we as parts of the system need to be with each other

How does the system need to be with people it tries to help

Workshop 2

Roles - How to lead in this space

Leading in this space

1. What can my organisation do?

3. How do we do this together?

2. What can I do as a leader in this space?

4. How will/could this be different to what's gone before?

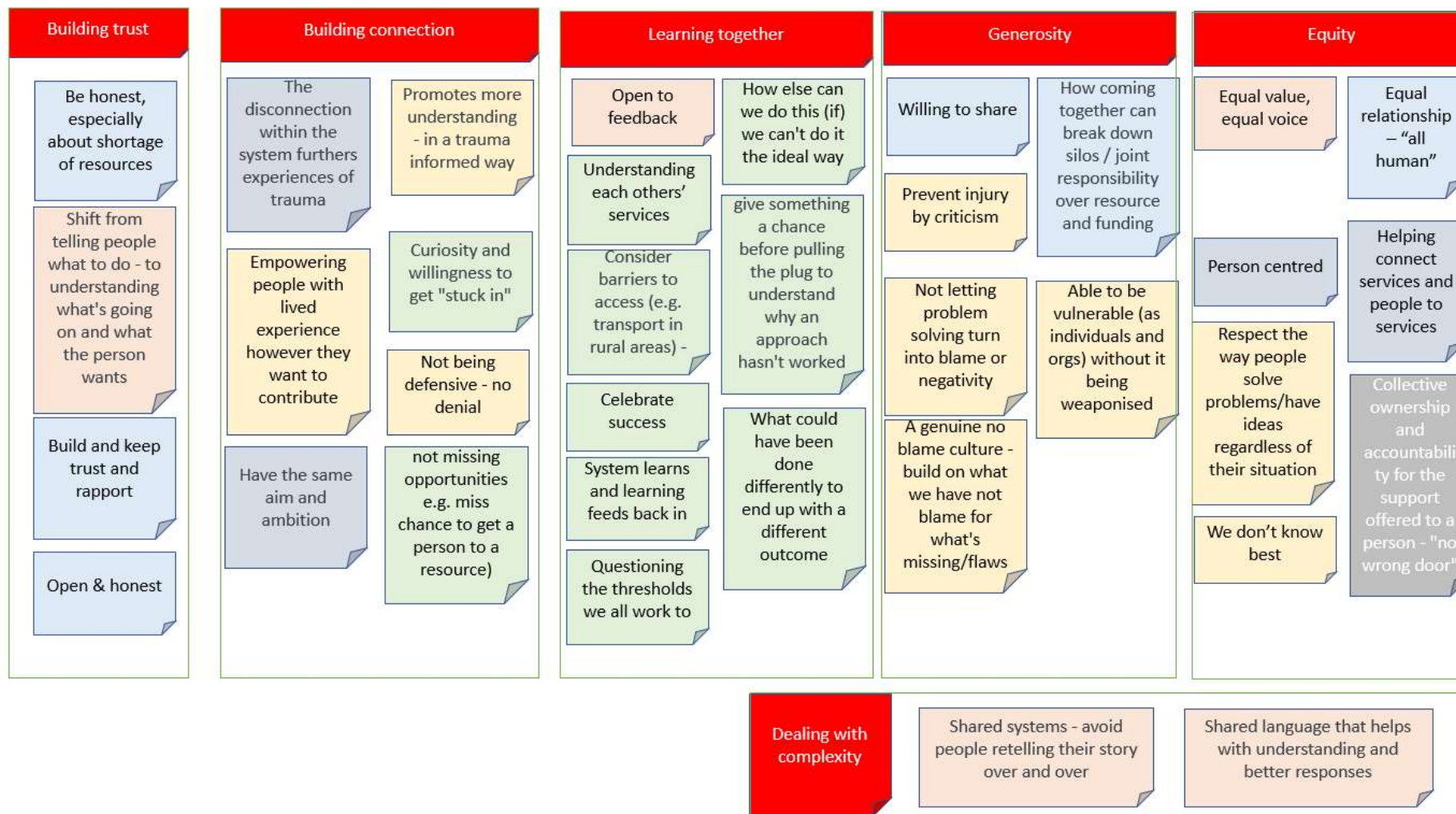
Next steps:

- As members of the strategic group, what do we need to do next together?
- What support do we, as a strategic group, need for this?

THANK YOU

Workshop outputs

Post-it notes: initial write-up





The table below seeks to convert the post-it notes into groups / themes and to start using them to write the wording of our principles. All still to be further developed and agreed.

We will work to...	By...
1. Build trust	<ul style="list-style-type: none"> • Making effort to build trust across the system • Taking time to understand needs, restrictions and constraints whether for individuals or for organisations • Acknowledging each organisation's place within the system; 'it's our problem'
2. Build connection	<ul style="list-style-type: none"> • Making the system work better for individuals • Making sure organisations work better together
3. Learn together	<ul style="list-style-type: none"> • Embedding continuous learning, underpinned by honest conversation and feedback • Building on what we have: celebrating success and not blaming for what's missing or for flaws • Ensuring people's lived experience guides their journey; and steers changes needed at all levels • Building on existing good practice in the system and learning from or responding to barriers identified
4. Be generous	<ul style="list-style-type: none"> • Being generous with time, knowledge, skills and assets • Supporting and helping partners share, where they need to
5. Ensure equity	<ul style="list-style-type: none"> • Working on the basis that everyone has something to bring and an equal voice around the table • Respecting experience and using that to adjust the system • Ensuring there is no "wrong door" for people with multiple disadvantage

We will work to...	By...
6. Deal with complexity	<ul style="list-style-type: none">• Acknowledging the complexity of the system• Working on the basis that it's not the individuals who are complex, it's the system• Accepting that different parts of the system will respond differently and progress at different rates• Accepting that Changing Futures will be a long term programme

This will be further developed in collaboration and brought back to the next Strategic Board meeting.

Next meeting:

6 October 2022, on-line

Many thanks for all your input and support.

