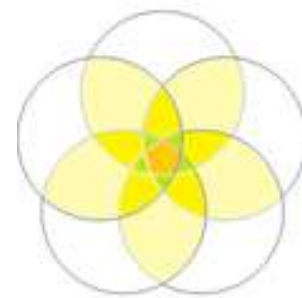


Draft Terms of reference for Changing Futures Cambridgeshire & Peterborough Strategic Board

September 2022



1. Name of group

Changing Futures Cambridgeshire & Peterborough Strategic Board

2. Background

The Changing Futures Cambridgeshire & Peterborough Strategic Board will work to promote and support the Changing Futures project across Cambridgeshire and Peterborough.

The Changing Futures Cambridgeshire & Peterborough Strategic Board is a group of committed individuals representing organisations which fund and support a new collaborative, innovative and systemic approach to tackling multiple disadvantage, with the input of people with lived experience. The project will improve outcomes for these individuals, as well as for services and the wider system.

Multiple disadvantage refers to a combination of homelessness, mental health, substance misuse, domestic abuse and criminal justice issues. We refer to these as the 5 petals.

3. Purpose of the group

- To make decisions on recommendations made by the Changing Futures Cambridgeshire & Peterborough Tactical Group
- Identify high level opportunities and issues, handing them to the Tactical Group to take forward
- To take updates from the programme to other strategic meetings/forums
- Address strategic system barriers
- Build buy-in and awareness for the approach at high levels across the system
- Pull together learning and horizon scanning at strategic level

4. Priorities

The Changing Futures Cambridgeshire & Peterborough Strategic Board is a senior officer group, whose function is to:

- Provide input to Changing Futures Cambridgeshire & Peterborough leadership from all the agencies involved
- Ensure system-level interventions are considered, with lived experience input, and introduced effectively in each agency
- Support and promote system-wide learning, both on successes and on barriers broken down
- Support the principles of co-production and co-design at a strategic level

5. Principles

- The “system” journey to achieve our programme vision will be long and complex. We can only achieve it by remaining true to a set of principles that govern the programme of change to get there. We believe there are two fundamental principles that will govern a successful programme: recognising complexity and building trust. Everything else hangs on these two principles.
- The programme’s founding principle is to **build trust in a complex system**.

More detail will be provided in a separate “Principles” note.

The Strategic Board will support the Tactical Group in its visions, to

- Embed a Trusted Person model which supports people with multiple disadvantage to develop and maintain relationships with people they trust
- Embed a trauma-informed approach to support – not just on the front line but for whole organisations to operate in a trauma-informed way
- Establish mechanics across the system to support shared learning and address barriers
- Embed co-production and co-design across the system

6. Decisions

Decisions will be made in line with the principles set out above.

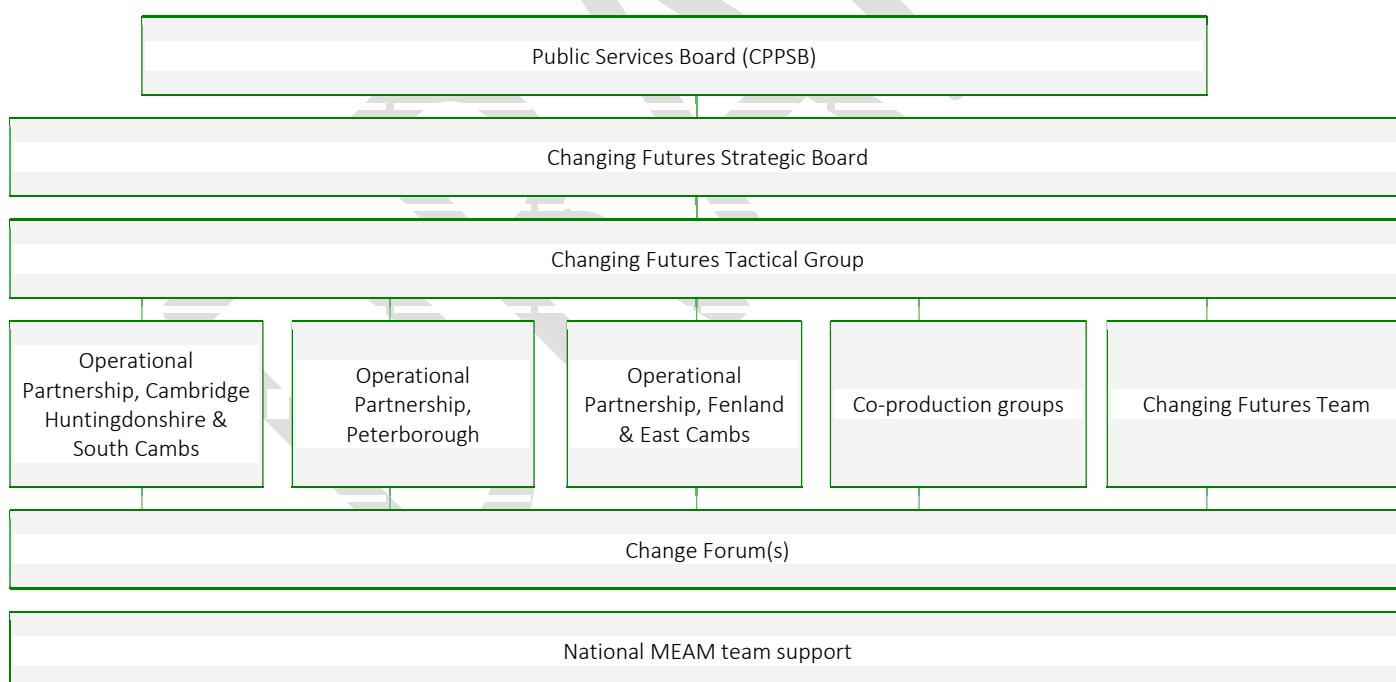
Following the gov.uk guidance for charities here¹, we will use the principle that the Tactical Group quorum (minimum number of people needing to be present to make a decision) is 1/3 of the members plus 1. The membership of the group is currently being developed; in the meantime decisions can be made by the majority of people (whether 6 or more) agreeing to the decision.

7. Governance

The Changing Futures Cambridgeshire & Peterborough Strategic Board oversees the Changing Futures Cambridgeshire & Peterborough Tactical Group.

Progress updates will be provided by the Strategic Board at agreed intervals to Cambridgeshire & Peterborough Public Services Board (CPPSB).

The Tactical Group links to the Operational Partnerships based in Cambridgeshire, Peterborough and (newly forming) Fenland & East Cambridgeshire and their partner Change Forums. The Changing Futures Cambridgeshire & Peterborough project team (once recruited) will report to the Tactical Group.



¹ <https://www.gov.uk/guidance/charity-meetings-making-decisions-and-voting>

8. Membership

Membership will include an expert understanding of the “five petals” of disadvantage

- Mental health
- Homelessness
- Criminal justice
- Domestic Abuse
- Drugs and alcohol

The city/districts/counties:

- Cambridge
- Cambridgeshire
- East Cambridgeshire
- Fenland
- Huntingdonshire
- Peterborough
- South Cambridgeshire

The sectors:

- Public
- Voluntary (commissioned or non-commissioned providers of services)
- Community (volunteers)
- Faith
- People with lived experience of multiple disadvantage

Supporting 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
- 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 Cambs, Peterborough & West Suffolk
- It Takes a City
- Peterborough Light Project
- SUN network
- Think Communities
- Women’s Aid
- The Tactical Group

9. Responsibilities

Members of the Changing Futures Cambridgeshire & Peterborough Strategic Board commit to

- The purpose, vision, values, and principles of the programme.
- Attending Strategic Board meetings and sharing updates / communications across local networks.
- Promoting the work of the Strategic Board within their own organisation, at all relevant levels.

10. Administration

The Strategic Board will meet quarterly, dates to be set in advance. The first meeting aims to be mainly in person, following that; mainly on-line. Meetings will be recorded only for the purposes of creating an action list.

11. Strategic Board membership (September 2022)

Name	Role	Organisation
Aly Anderson	Chief Executive Officer	CPSL Mind
Amanda Askham	Chief Executive (acting)	Cambridgeshire County Council
Angie Stewart	Chief Executive Officer	Women's Aid
Anne Taylor	Expert by experience	The Coproduction Group
Carl Brown	Partnerships Manager Midlands	MEAM (Making Every Adult Matter)
Chris Jenkin	Chair of ITAC	It Takes A City
Cristina Strood	Head of Policy	Office of the Police and Crime Commissioner
Dan Horn	Acting Assistant Director	Fenland District Council
David Greening	Head of Housing	Cambridge City Council
Donald Munyebvu	Expert by experience	The Coproduction Group
Emily Sanderson	Countywide Coordination Hub	Cambridgeshire County Council
Emma Grima	Director Commercial	East Cambridgeshire District Council
Fliss Miller	Associate Director of Skills	C&P Combined Authority
Helen Benson	Public Health Registrar	Clinical Commissioning Group (CCG)
Jon Bartram	Health Inequalities Manager	Clinical Commissioning Group (CCG)
John Heathorn	Night Services Manager & Expert by experience	The Ferry Project, Wisbech
Keith Smith	Chief Executive	The Ferry Project, Wisbech
Kelly Storton	Trusted Persons Coordinator	Counting Every Adult
Laura Hunt	Superintendent	Cambridgeshire Police
Lisa Barraclough	Senior Safeguarding Leader	DWP
Liz Watts	Chief Executive	South Cambridgeshire District Council
Marie Ludlam	Trusted Persons Coordinator	Counting Every Adult
Nicola Caffell	Commissioning & Partnership Manager	Probation
Oliver Morley	Corporate Director (People)	Huntingdonshire District Council
Ollie Hilbery	Director	MEAM (Making Every Adult Matter)
Paul Knight	Expert by experience	The Coproduction Group
Peter Campbell	Head of Housing Options & Advice	South Cambridgeshire District Council
Rob Hill	Assistant Director: Community Safety	Peterborough City Council
Robert Pollock	Chief Executive, Chair	Cambridge City Council
Stef Martinsen-Barker	Chief Executive Officer	Cambridge Women's Resources Centre
Steve Smith	Director	CGL (Change-Grow-Live)
Sue Beecroft	Housing coordinator	Housing Board
Tom Tallon	CEA Lead	Counting Every Adult
Val Thomas	Deputy Director of Public Health	Cambridgeshire County Council