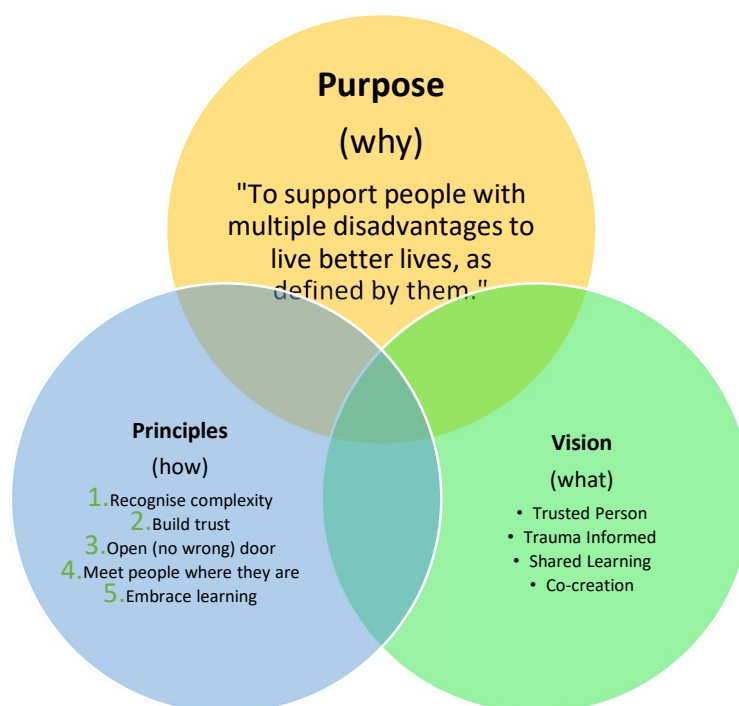


Changing Futures Cambridgeshire and Peterborough: Purpose, visions and principles

The foundation of all complex systems work is about creating partnerships and relationships that are deeper and more meaningful than those traditionally seen in programme work. Changing Futures Cambridgeshire and Peterborough seeks to develop shared visions, values and learning cultures, creating a depth of understanding within partnerships that are committed, focused, nimble and adaptable.

To do this, we need to be clear about *why* we exist, *what* we are seeking to achieve and *how* we will go about doing it. Or to put it another way, our purpose, vision and principles should be aligned. This document aims to set out the culmination of the combined effort to date in developing a shared value basis for the programme. This is an iterative process and what is presented here is by no means a 'finished article'.



Purpose

All systems exist for a purpose, and the purpose of Changing Futures Cambridgeshire and Peterborough is:

"To support people with multiple disadvantages to live better lives, as defined by them."

People with multiple disadvantages face into a complex eco-system of organisations of many different types, varying by location. A system that works better together will work better for those needing it.

Changing Futures will help individuals experiencing multiple disadvantage to influence:

- Their own journey
- The organisations they encounter
- The wider system of which these organisations are part

Vision

Work to date has identified four things the programme needs to establish and embed both within organisations and across the system, to meet our purpose:

- Trusted Person – encouraging, recognising and valuing those who people trust to help them on their journey
- Trauma Informed – a strengths-based approach to support that recognises the impact of past trauma
- Shared Learning – a collaborative approach to system change
- Co-creation – the voice of those with lived experience at the heart of design and delivery of system change

Principles

The “system” journey to achieve this vision will be long and complex. We can only achieve it by being clear about our ways of going about doing things and our ways of being. This is achievable by remaining true to a set of principles that govern the programme of change, ensuring that the identity created for this work in terms of vision and values, runs through its design and operation.

This (draft) principles framework should also be seen as a precursor to defining the programme’s success criteria and metrics (including a principles fidelity assessment).

We believe there are five fundamental principles (though more may emerge) that will govern this programme successfully:

- 1 Recognising complexity
- 2 Building trust
- 3 Open (no wrong) door
- 4 Meeting people where they are
- 5 Embracing learning

1. The principle of recognising complexity

The programme will not succeed in achieving any meaningful change without a recognition that the system we, and those with multiple disadvantages are working with is currently large, complex, ill-defined, and without clear boundaries. We will therefore:

- Work on the basis that it's not the individuals who are complex, it's the system
- Acknowledge the complexity of the total system to which the programme relates and with which people with multiple disadvantages interact
- Accept that the current 3-year Changing Futures programme is the first and foundational step in a long-term change programme.
- Accept that we cannot improve outcomes for everyone, or change every part of the system, within the current 3-year programme
- Define, map, clarify, publicise and maintain a shared understanding of those parts of the system, and its component organisations, that we will address in the programme

2. The principle of building trust

We need to establish and maintain trust at all levels:

- Between organisations and people
- Between organisations and the programme
- Between intersecting organisations
- Between organisations and trusted persons (and the wider community)

We will therefore:

- Build connection, by:
 - Working on the basis that everyone has something to bring and an equal voice around the table
 - Recognising that this work is underpinned by relationships and that no individual or service is completely independent.
 - Ensuring organisations work better together to make the system work better for individuals
 - Recognising that a problem for one is seen as a problem for all
 - Having clearly defined but flexible structures/frameworks in place to allow for meetings to be supplemented by individual conversations, helping to build understanding and relationships
 - Holding regular facilitated sessions for shared learning and challenge
 - Providing opportunities for informal discussions and gatherings
 - Accepting that shared commissioning may well be needed
 - Accepting that data sharing agreements will be needed
- Challenge:
 - Participants who do not attend meetings or send a continual stream of stand-ins
 - Organisations that blame one another for problems in developing the programme
 - Organisations that do not try to solve problems together or do not make time and space to do this

3. The principle of an open (no wrong) door policy

Our approach will be defined by how open and welcoming we are both when working across sectors and with individuals seeking help. This means:

- Individuals receive holistic support from any access point within this system
- Partner organisations offer coordinated multi-agency support which prevents or helps an individual move away from crisis.
- Freely sharing our time, knowledge, skills and assets
- Supporting and helping partners to share where they need to
- Providing opportunities for shadowing
- Encouraging co-location of service delivery

4. The principle of meeting people where they are

Meeting people where they are is about giving people what they need when they need it. This applies to both individuals seeking help and to those working within the system.

- Accept that different parts of the system will respond differently and progress at different rates
- Recognising that this work is underpinned by relationships and that no individual or service is completely independent.
- Individuals are able to choose where, when and how support is provided by the system
- Actively seek out an understanding of what people need to uncover priorities and values, revealing motivations
- Actively apply a trauma-informed approach
- Establish an understanding of where people are on their journey (not just physical space)

5. The principle of embracing learning

Learning takes place when different components and actors within a system translate their lessons learned into structural changes that will improve the overall system. This means:

- Respecting experience and using that to adjust the system
- Opportunities are provided to allow individuals to learn about the system and, if they want, to help coproduce the design and delivery of it
- 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 own journey as well as steering the changes needed at all levels
- Building on existing good practice in the system and learning from, responding to, and overcoming barriers identified
- Providing system-wide training, for example on trauma-informed, strength-based practices, co-creation and system change
- Providing system-wide mentoring and coaching
- Providing opportunities for people in frontline roles to be involved in strategy-making, and enabling strategy-makers to work jointly with practitioners
- Our work takes into account the deepest drivers in systems, such as assumptions and culture ensuring we explore and surface these so any conflict can be reconciled and shared values embraced.