

Changing Futures

Cambridgeshire & Peterborough

Newsletter #2, October 2022

Progress

Welcome to our second newsletter! If you missed the first, you can find it [here](#). Click this link for a [one page](#) version. In this edition we have updates on

- Strategic Board meetings (page 1)
- Developing our vision, values and principles (page 2)
- Embedding the Trusted Person Model: tales from across the system (page 3)
- How we see sharing learning & addressing barriers. (page 4)
- Co-production and co-design inquiries (page 5)
- Interim support contract awarded (page 6)

Throughout we have highlighted the IMPACT and OUTCOMES the work is having, and will have in future.

Our Strategic Board

Meeting 1, July 2022

Leaders from around 30 organisations and people with lived experience from across the area met on 14 July for the first Strategic Board, and shared ideas on principles for the programme.

The meeting set a great tone for future Boards, and created a place where partners can be open and



Participants paying attention

honest about the challenges being faced, and work together on overcoming those challenges. Only by acknowledging this work takes place within a complex system, and by building trust between people, organisations and the *Changing Futures* programme will we achieve our purpose:

“to support people with multiple disadvantage to live better lives, as defined by them.”



A hand up not a hand out' video

Meeting 2, October 2022

The second Strategic Board meeting looked at [progress](#) since the last meeting, and revisited the principles we'd worked on together at the first meeting, developing that thinking a bit further. Find out more on page 2.

We learned from Social Finance (the consultants supporting the national Changing Futures programme) about progress made in other areas which had received government funding. And we learned a lot about how other areas are planning to monitor their progress and measure the outcomes of their work. Really helpful experiences and approaches for partners across Cambridgeshire and Peterborough to listen to and learn from.

Here is a link to the [slides from Social Finance](#).

Impacts

We have used these yellow boxes to highlight impacts and outcomes on each page of this newsletter

Vision, values and principles

Why do we need a set of principles?

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

Changing systems is complex and can be a challenge in structures that seeks to pull people back towards silos and the status quo. In seeking to drive change, we cannot specify all the types of challenges and questions that we may be presented with. What we can do is create a set of principles that will guide our decision-making in our quest to design and deliver an effective system-wide response for people facing multiple disadvantage.

Principles, therefore, can be seen as a sort of 'rules for engagement', clarifying ways of doing, and ways of being as we journey along the Changing Futures programme.

It is important that principles come from the nature of the system we are working in and align with what we consider to be good outcomes. That's why people from across the breadth and depth of our local system have been involved in various values-setting exercises, helping us to think about why we exist, what we are seeking to achieve and how we will go about it. These conversations allow us to lay the foundations for the visions, values and principles that will guide our work.

What are our principles?

Our work to date resulted in the creation of a [draft principles framework](#). This led us to five principles (more may emerge in time) to govern the programme successfully:

- (i) Recognising complexity
- (ii) Building trust
- (iii) Open (no wrong) door
- (iv) Meeting people where they are
- (v) Embracing learning

Where next?

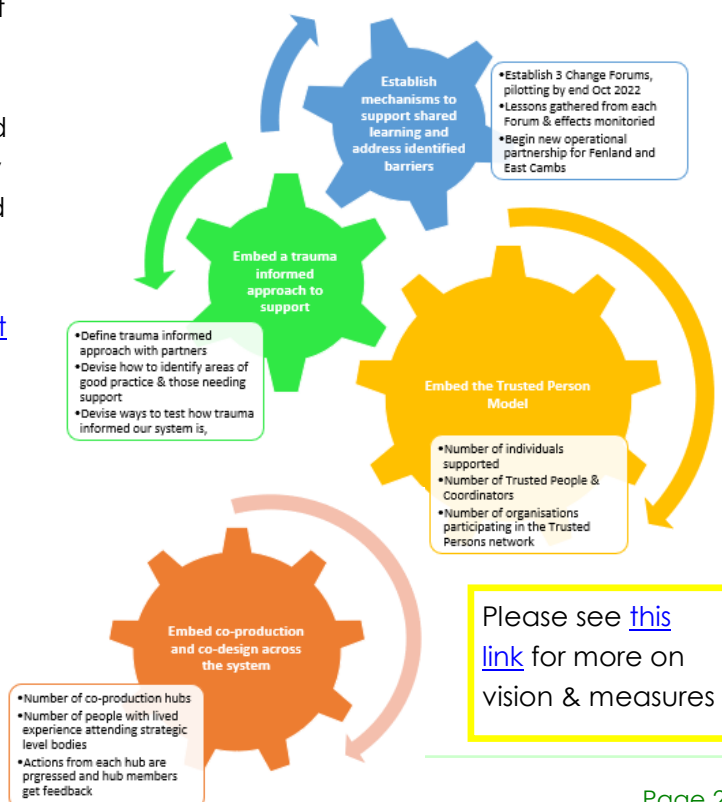
The next steps we propose are to run a working group to finalise the principles framework and establish a mechanism to test its application and effectiveness. After that we can develop a way to test our fidelity or faithfulness to the principles. This forms a central feature of the programme's success criteria and metrics, enabling us to measure effective systems change while complementing other, more quantitative measurements. This work will be supported by MEAM, so if you would like to join the working group, please contact Carl.Brown@MEAM.org.uk

A sense of balance

Our measurable outcomes must be balanced in importance with the "fidelity to principles" assessment because it's system change we are looking for over the 3 years of the project, impacting on the lives of people with multiple disadvantage.

VISIONS

We have our four visions which we can think about as practical tasks. These are a little simpler to measure than principles, this diagram gives examples of some possible outcome measures:



Tales from across the system... *testing the trusted person model*

From January 2022 the Trusted Person model is being tested in the Changing Futures team. We outlined the model in our first newsletter but if you are not familiar, please take a look at

- A note outlining the Trusted Persons model [here](#).
- A list of frequently asked questions, growing all the time and which we're really keen to build up, [here](#). The team is meeting partners to explain the model, so any questions raised there will also be fed in.
- Some case studies of the model in action.

The Trusted Person model has emerged from co-production with a group of people with lived experience, who described the benefits of only describing their story once to a person they trusted, who then helps them get the things they need and want. Trusted person cannot be appointed, they emerge over time as work continues to support that individual. This is not a new concept, and models similar to this are being used by organisations across Cambridgeshire and Peterborough. What the Changing Futures approach does, is to use this approach as a system, not as a series of individual organisations.

Our two Trusted Person coordinators, Kelly and Marie, have been preparing case studies setting out how the approach has helped people in multiple disadvantage so far. These are (briefly)

- **Mike**, a person whose relationship with alcohol worsened following family bereavements and found himself having neighbour problems and speaks about feelings of hopelessness, self-harm and even suicide. You can read more about Mike [here](#)
- **Gordon**, a person whose mental health declined following being made redundant after 20 years at the same job, leading to a lack of income, which alongside benefit delays led to financial pressures. Find out how the Trusted Person model has helped Gordon [here](#)
- **Colin**, who has a brain injury and cognitive issues, poor reading and writing skills and long-

term liver damage due to alcohol. Colin is vulnerable to exploitation and after anti social behaviour issues with his neighbours, was evicted and ended up in temporary accommodation. Read Colin's story [here](#)

- **Martin**, a person who has been homeless, in and out of prison. Martin has schizophrenia and a build-up of debts over the years. Find out how Martin identified his Trusted person [here](#)
- **Molly**, a person who has been homeless on and off, with a recent stay in prison. Molly was affected by covid lockdown rules which led to issues around her accommodation. She is vulnerable to other peoples' influence - people who do not help her stay drug free, which is her ambition. You can read about Molly's progress [here](#)

All five people are helping the team and partners learn how the model works, and are spotting early lessons. Once the full *Changing Futures* project team is in place there will be a system to gather these lessons barriers and successes, and share them with all involved in Changing Futures - see page 4, the learning cycle.

We are looking for others who'd like to help test the model, or who already use a similar approach. We want to hear, understand and learn from each other. Please do get in touch.

Impacts: Already there is learning coming from Trusted Person coordinators. A few examples (from a long list!) are...

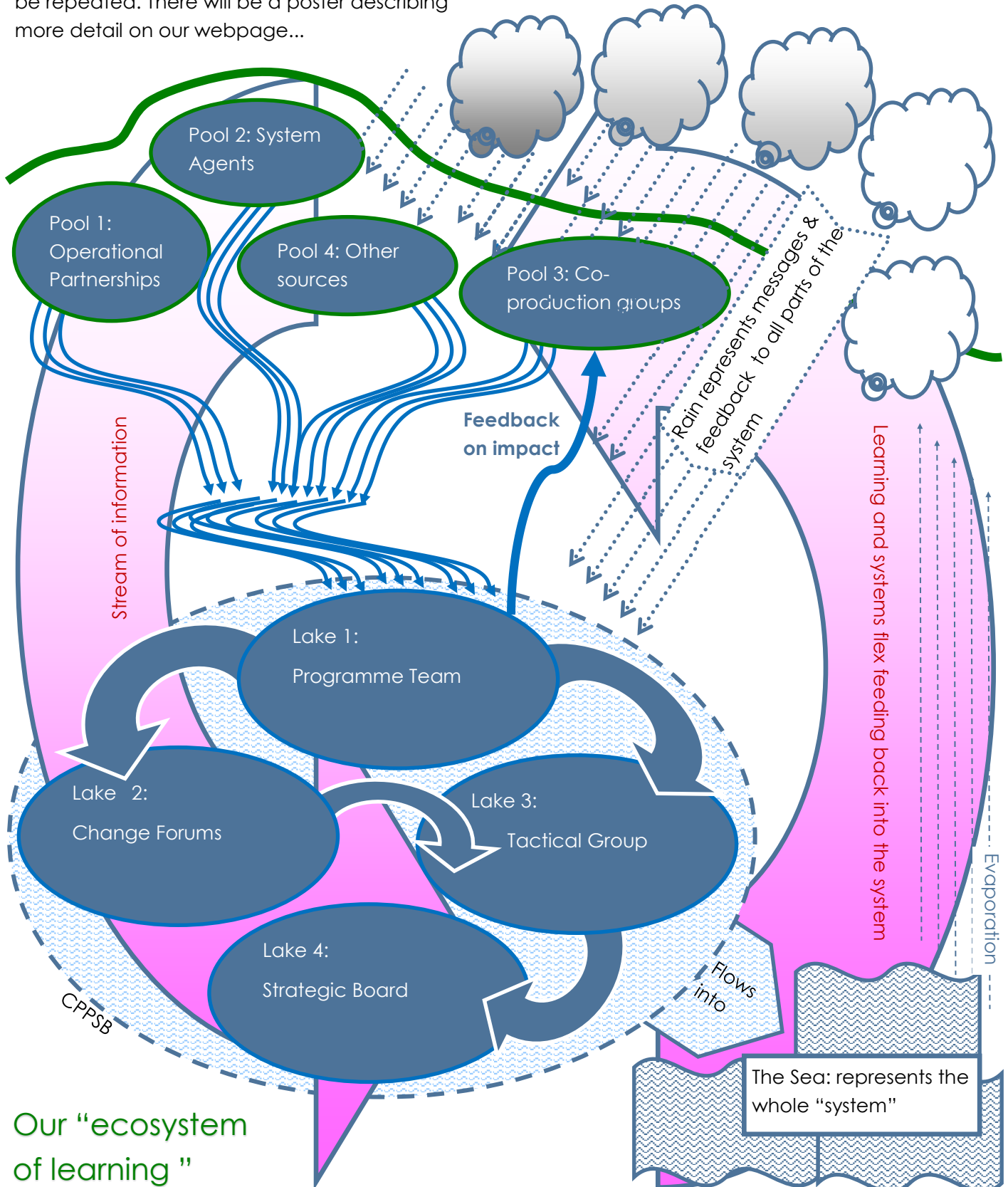
- Explore housing options for people in or leaving accommodation which is provided for 84 days after release from custody (known as CAS3).
- Giving to customers when services are retendered. This can cause issues for example if they need information on a service used a while ago, e.g. for a housing claim.
- How to help people in the criminal justice system access support for their mental health
- Improving pathways for people assessed by mental health teams but found too high need. At present it seems to be a complicated path
- Timings on court days are difficult and can increase anxiety which can lead to people not staying to appear.

The learning cycle

This page sets out a new way to describe an ecosystem of learning and flow, with information being fed through to the places where systems can be changed; and with positive outcomes and ideas that worked being shared so they can be repeated. There will be a poster describing more detail on our webpage...

Impacts

In October 2022 the Tactical Group started to investigate an issue identified through the Learning Ecosystem around continuity of support for a person who has a brief stay in prison. The issue will be explored further with people working in the relevant health, criminal justice and support teams to identify barriers and learnings both for the individual in question; but also for the wider organisations involved, eventually applying this learning across the whole system wherever needed.



Our "ecosystem of learning"

Co-production inquiries

Our coproduction groups will be identifying Inquiry areas which they will explore with partners. The inquiry themes are set out in the text box. Two further areas; easier access to healthcare treatment and medication, and enabling people who are homeless to be digitally included, are also being investigated.

The group's first inquiry kicked off in September, looking at **making sure everyone has access to support at the time when it is needed, not just when they move in to a property.**

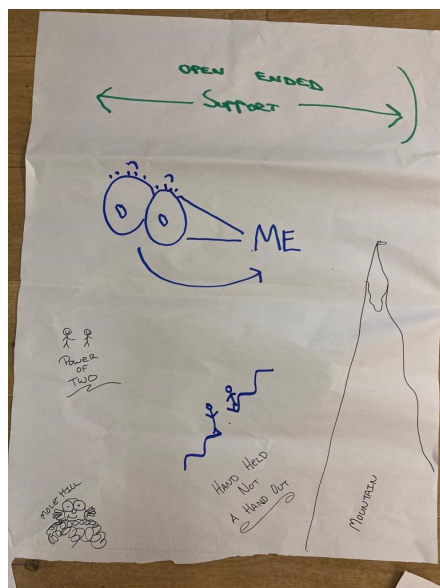
Here are some flipcharts from the first event.

The next stage is to bring together people with lived experiences and stakeholders in the process, to see if everyone can work together to create solutions and recommendations.

Four new co-production groups are also forming in Peterborough and Wisbech, with groups in Huntingdon and Ely to follow. Each will be coming up with themes for more inquiries in future.

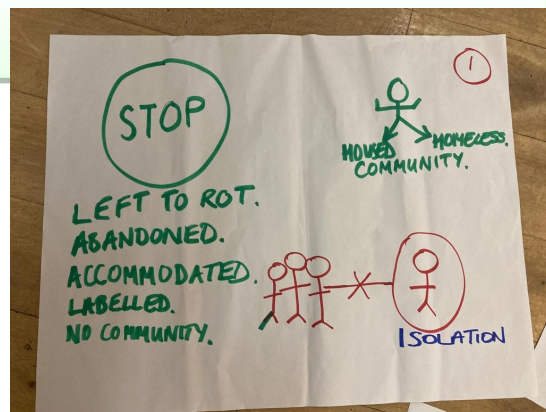
Three Inquiries for 2022-2023

1. Ensure everyone has access to support when accommodated when it is needed, not just at the outset
2. Create a more positive for people experiencing multiple disadvantage in approaching the Council for support with accommodation.
3. Work with the local criminal justice systems to make them more trauma informed so as to better support people suffering from mental ill health

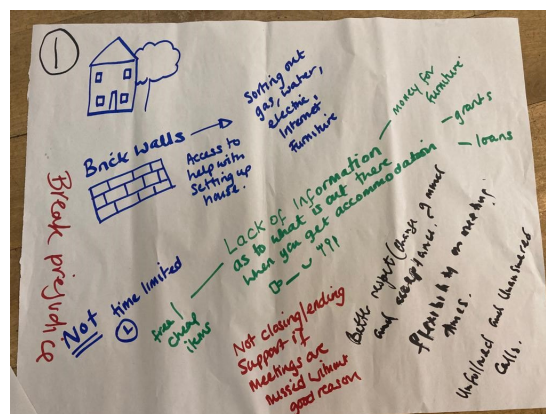


What would “good” look like (2)

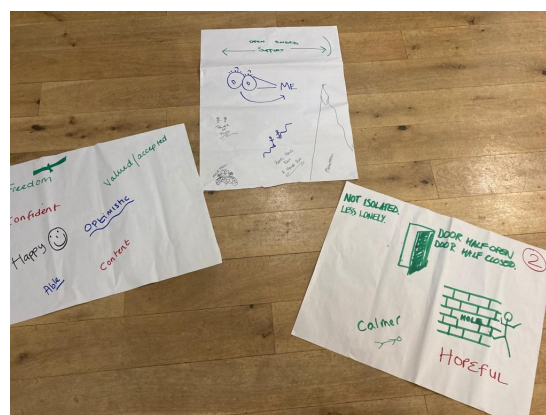
You can find a list of ideas for future inquiries [here](#)



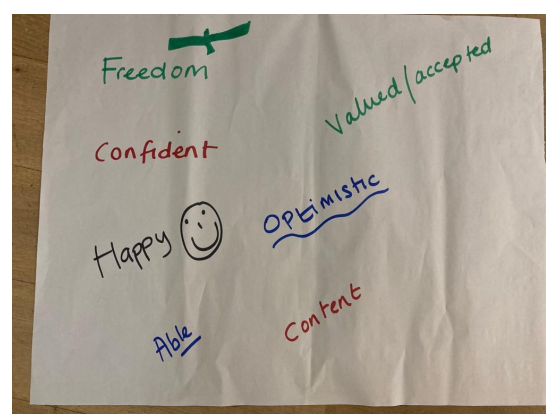
What were peoples experiences of moving?



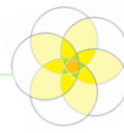
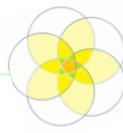
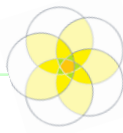
Experiences of moving (2)



What would “good” look like (1)



What would “good” look like (3)



Interim lead recruited

The Making Every Adult Matter (MEAM) coalition is pleased to have been commissioned to work with Cambridgeshire and Peterborough to help to lay the foundations for its *Changing Futures* programme.

You can find out more about MEAM at meam.org.uk

MEAM has have worked closely with local partners for over ten years and are encouraged and excited by the commitment to further develop work on multiple disadvantage and build local learning, as part of the new programme.

The contract will enable us to apply our knowledge of multiple disadvantage and expertise in systems thinking to help shape the work of *Changing Futures Cambridgeshire and Peterborough*.

Over the course of this three-month contract we will focus on six strands of work. These work strands will help us focus our activity, but we will always take a systemic rather than a managerial approach to the support we provide. The works strands are:

1. Recruitment of programme lead
2. Programme team development
3. Programme infrastructure and system relationships
4. Establishing the vision and values of the programme
5. Creating and embedding a learning system
6. Trauma-informed approaches

The work will be led by Carl Brown, who will draw on his knowledge of the local history and policy/practice landscape, with other members of the national MEAM team available to support specific activity.

We welcome input from interested partners from across the breadth and depth of Cambridgeshire and Peterborough's services and systems so please feel free to contact Carl at: carl.brown@meam.org.uk

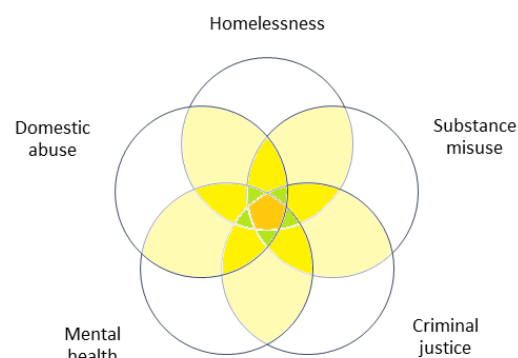


Carl: "We look forward to hearing from you and working with you to make *Changing Futures Cambridgeshire and Peterborough* a success."

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The Five Petals

People who experience at least three of five situations are said to be multiply disadvantaged. Locally we have set this out as the "five petals" which forms the logo for *Changing Futures Cambridgeshire & Peterborough*...



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

Contact details

If you are interested, have questions or want to find out more, **please get in touch** with: **Tom** at

tom.tallon@cambridgeshire.gov.uk

Sue at sue.beecroft@cambridge.gov.uk

Emily at

emily.sanderson@cambridgeshire.gov.uk

Carl at: carl.brown@meam.org.uk

There is more detail about *Changing Futures* at <https://cambridgeshireinsight.org.uk/changing-futures-cp/>

You can find a calendar of upcoming events and meetings [here](#)

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