# Diagram, venn diagram Description automatically generatedTerms of reference for Changing Futures Cambridgeshire & Peterborough Tactical Group

# Updated September 2022

## Name of group

Changing Futures Cambridgeshire & Peterborough Tactical Group

## Background

The group’s aims are to

* Take learning from the operational partnerships and address tactical and system barriers
* Escalate to Strategic Board where the system barriers are beyond the remit of the working group
* Hold oversight of the development and implementation of the Trusted Person model

The Changing Futures Cambridgeshire & Peterborough Tactical Group works to enable the Cambridgeshire and Peterborough system (and services within it) adopt a trauma-informed approach when supporting people experiencing multiple disadvantage. This will improve outcomes for those 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. The group is made up of committed individuals representing organisations which are working collaboratively on strategic and operational issues to take a new, innovative and systemic approach to tackling multiple disadvantage; with the input of people with lived experience.

## Purpose of the group

Maintain an action plan to address system barriers including:

* Escalation of strategic system barriers including recommendations for approaches
* Evidence check with the Operational Partnership of system barriers that have been addressed

Maintain an action plan to embed the Trusted Person model including:

* Escalation to Strategic Group if necessary
* Progress briefings to Strategic Group and other stakeholders
* Testing approaches / sense checking with Operational Partnerships

Other:

* Approve key decisions on how best to implement the programme.
* Drive and deliver tasks.
* Monitor the work of the programme (through its action plan) including communications
* Monitor systems issues arising from operational partnerships.
* Sense check approaches with the operational partnerships.
* Where possible address systems barriers.
* Make recommendations based on learning including escalation.

## Vision

The Changing Futures Cambridgeshire & Peterborough Tactical Group is an officer group, whose function is to oversee, promote and develop these four visions:

* Embed a Trusted Person model which supports people with multiple disadvantage to develop and maintain relationships with people they trust
* Explore what trauma informed practice looks for individuals using our systema– 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[[1]](#footnote-1)

It is anticipated that this work will evolve over its lifespan and the group will embrace this and reflect any changing priorities within this document.

## 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. The programme’s founding principle is to **build trust in a complex system**. So the Tactical Group will:

* Work in partnership.
* Ensure all participants have an equal voice.
* Embed lived experience throughout.
* Be data / evidence driven.
* Be a safe environment to learn from failures as well as celebrate successes.

## Decisions

Decisions will be made in line with our principles. Following the gov.uk guidance for charities here[[2]](#footnote-2), 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. Based on the current membership, this means the Tactical Group is quorate with at least 6 attendees, however the membership of the group is developing and this number will need to be re-calculated as the membership becomes established. In the meantime, decisions can be made by a simple majority of those present at the meeting agreeing to the decision.

## Governance

The Tactical Group will be overseen by the Changing Futures Cambridgeshire & Peterborough Strategic Board.

The Tactical Group links to Operational Partnerships for Cambridgeshire and Peterborough. A new partnership is forming for Fenland & East Cambridgeshire. Once this is up and running, the Cambridgeshire partnership will focus on people in Cambridge, Huntingdonshire and South Cambridgeshire.

The Changing Futures Cambridgeshire & Peterborough project team, once recruited, will report to the Tactical Group.

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|  | Public Services Board (CPPSB) | | | | | | | | | | | |  |
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| Changing Futures Strategic Board | | | | | | | | | | | | | |
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| Changing Futures Tactical Group | | | | | | | | | | | | | |
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| Operational Partnership, Cambridge Huntingdonshire & South Cambs | |  | Operational Partnership, Peterborough | |  | Operational Partnership, Fenland & East Cambs | |  | Co-production groups | |  | Changing Futures Team | |
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| Change Forum(s) | | | | | | | | | | | | | |
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| National MEAM team support | | | | | | | | | | | | | |

## Membership

Membership includes 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
* The *Changing Futures* project team

## Responsibilities

Members of the Changing Futures Cambridgeshire & Peterborough Tactical Group commit to

* The values and principles of the programme.
* Attending Tactical Group meetings or sending a proxy and share updates / communications across local networks.
* Promoting the work of the Changing Futures Cambridgeshire & Peterborough Tactical Group within their own organization, at all relevant levels.
* Volunteering to lead on elements of agreed joint working that require cross-agency working, with the support and advice of other members of the group.

## Tactical Group membership (2022)

| Name | Organisation |
| --- | --- |
| Aly Anderson | CPSL Mind |
| Angela Parmenter | East Cambridgeshire District Council |
| Anne Taylor | Co-production forum |
| Carl Brown | Partnerships Manager Midlands, Making Every Adult Matter |
| Chris Jenkin | It Takes a City |
| Cristina Strood | Office of the Police and Crime Commissioner |
| Simon Penn | Cambridge City Council |
| Emily Sanderson | Think Communities Transformation Unit |
| Emma Welsh | Crisis Care Concordat, C&P CCG |
| Joe Keegan | Public Health Commissioning Team Manager (Drugs & Alcohol and Sexual Health) |
| Keith Smith | The Ferry Project |
| Lois Sidney | SUN network |
| Rob Hill | Community Safety Services / Culture Sports and Leisure, C&P |
| Stef Martinsen-Barker | Cambridge Women’s Resources Centre |
| Sue Beecroft | The Housing Board for Cambridgeshire, Peterborough & West Suffolk |
| Susie Talbot | Public Health Commissioning Team Manager (Drugs & Alcohol and Sexual Health) |
| Tom Tallon | C&P Counting Every Adult team |

1. from the CPSB one-pager [↑](#footnote-ref-1)
2. <https://www.gov.uk/guidance/charity-meetings-making-decisions-and-voting> [↑](#footnote-ref-2)