

Summary of Strategic Board, 12 January 2023

What is Changing Futures?

Changing Futures Cambridgeshire & Peterborough is about improving the outcomes for people with multiple disadvantage. This will be achieved by people with lived experience guiding professionals on how organisations across Cambridgeshire and Peterborough can work together more effectively and efficiently to tackle multiple disadvantage.

The Strategic Board is a leadership group which meets every 3 months with people with lived experience, to guide the local *Changing Futures* programme at a senior level. This note summarizes the Board's 3rd meeting.

Agenda

Changing Futures Cambridgeshire & Peterborough Strategic Group

12th January 2023, 2 – 4pm, on-line

- Welcome and Introductions: Robert Pollock (Cambridge City)
- Programme Update: Tom Tallon (Counting Every Adult) & Carl Brown (Making Every Adult Matter)
- The National Multiple Disadvantage Context: Oliver Hilbery (MEAM)
- The Changing Futures Learning Eco-System: Sue Beecroft (Cambridge City)
- Role of the Strategic Group in the learning infrastructure: Carl Brown, Oliver Hilbery, Gavin Roberts (MEAM)
- AOB and Close: Robert Pollock

Attendance

Aly Anderson, CPSL Mind
 Angie Stewart, Cambridge Women's Aid
 Anne Taylor, Person with lived experience
 Carl Brown, MEAM
 Chris Jenkin, It Takes A City
 Dan Horn, Fenland DC
 David Greening, Cambridge City Council
 Donald Munyebvu, Person with lived experience
 Eleanor Robinson, Counting Every Adult, Cambs CC
 Emily Sanderson, Cambs CC
 Emma Grima, East Cambs DC
 Gavin Roberts, MEAM
 John Heathorn, Ferry Project & person with lived experience
 Keith Smith, Ferry Project
 Kelly Storton, Counting Every Adult, Cambs CC
 Laura Guymer in place of Fliss Millar, CPCA Combined Authority
 Laura Hunt, Cambs Police

Marie Ludlam, Counting Every Adult, Cambs CC
 Beth Wheelan in place of Nicola Caffell, Probation
 Oliver Hilbery, MEAM
 Oliver Morley, Huntingdonshire DC
 Peter Campbell, South Cambs DC
 Ray McCappin (they/them), Cambs CC
 Robert Pollock, Cambridge City Council
 Shelley Ward, Cambridgeshire Constabulary
 Stef Martinsen-Baker, Cambridge Women's Resource Centre
 Steve Smith, CGL
 Sue Beecroft, Cambridge City Council
 Sue Grace in place of Rob Hill, Cambs CC
 Tom Tallon, Counting Every Adult, Cambs CC
 Val Thomas, Public Health, Cambs CC

Unable to attend

Helen Benson, ICS

Jonathan Bartram, ICS

Liz Watts, South Cambs DC

Cristina TURNER, OPCC

Emma WELSH, ICB, mental health

Rob Hill, Peterborough CC

Paul Knight, Person with lived experience

Lisa Barraclough, DWP

Nicola Caffell, Probation

Fliss Millar, CPCA Combined Authority

Materials

Slides can be found [here](#)

Updates

- MEAM was hired to help set the scheme up, and will be here for the next 3 months to help with recruitment of project delivery team, system relating, learning infrastructure, and approach to trauma-informed system
- Change Forums have taken place focusing on barrier and current work. In South Cambs, City and Huntingdonshire the conversation has focused on out of hours support for people experiencing multiple disadvantage; custody and hospital leavers support for those without housing to go back to.
- Coproduction: South Cambs, City, Huntingdonshire have been focusing on supporting people to live in independent accommodation. There will be a Peterborough, Wisbech and Ely meetings soon.
- Operational Partnerships – there have been 5 new cases using trauma informed model in the new East Cambs & Fenland Partnership
- Next brief *Changing Futures* newsletter will be released soon

Main room discussion

- Cabinet Office ran similar session recently with national experts, talking about how to establish Changing Futures nationally
- How to make changes locally, e.g. in the new Integrated Care System (ICS)
- County meets Government regularly – need ways to feed info and lobby for national change; important that it's not just the voluntary sector, but govt talking to other govt bodies.
- Different for Local Authorities to do this work as needs the culture, finance, and other capacity and resource that central govt have therefore to get this system nationally, need govt to help getting it running
- MEAM currently looking into government's internal policy processes for future policy changes in this area

Before moving into break-out groups, attendees were asked to summarize their feelings about Changing Futures in three words. The following word cloud is the result:



Break-out groups

Four break-out groups discussed these questions:

- Who are we as group?
 - do the group have the right people?
 - are there any gaps?
 - is it consistent in turnout?
- What are the key roles for us as a group?
 - What does the strategic need to contribute into the programme? For example, collective problem solving? Individual action in your own organisation/sector
- How are we going to be in this work?
 - How do we practically live the values in this forum?

Who are we as group?

- Not clear **who** is on the group or what orgs are represented
- Suggestion for a chart of key actors/representatives to be drawn up to provide a clear picture of the current make-up of the group (not necessarily down to the granular level but covering the different structures that are represented) [*potential action for project team*]
- Groups/sectors for consideration in redrafting of membership:
 - Marginalised groups/specialist services: ethnicity/LGBTQ+
 - Faith Groups
 - Community groups

- Keep membership fluid to keep the wider learning going, and to make sure all round the table are being and feeling useful
- Suggested adding Adult Social Care / Early Help, safeguarding
- ICS – not just the people we have already, but also providers / Trusts – there are many parts of the system which is forming, so members of CF board can feed into them, and we could invite some additional reps into the Board.
- People who can make decisions and effect change in their organisations
- Would like to see more people with lived experience on the strategic group
- Expressed that most key services/agencies were covered, some felt there could be more reps from health (though it was noted that a couple of people from health were absent today)
- Important to ensure seniority of membership
- Suggested that the work should be linked to the North Alliance (didn't get a chance to clarify what this is).
- Probation and prison
 - Leadership
 - Mental Health
 - Welfare leads
- Other groups, such as LGBTQ+, Race groups, and other networks
- Energy and thinking in this group – even better in face to face – maybe a mix?
- Healthcare – both primary and secondary – mental health trust, physical, GPs and hospitals
- Other common 'touchpoints' on a client's journey or lifetime

What are the key roles for us as a group?

- Needs to follow the direction of MEAM and channel through to Operations with clear mandate
- Fearful of talking shops (but not predicting them just to be aware)
- Ensure there is delivery
- Keep out of operations – clear boundary – let them do their good work; enable & support this
- Not problem solving at operational level, we are for strategy and direction. If we go into operations we'll lose people from this group and will lose oversight of whole system issues
- Holders of Governance, leadership and ambition
- "Strong leadership" enables good operations – CF [for example] needs to be driven
- REALLY understand the issues, the problems, barriers, not just brushing them off, minimizing them or not engaging with them

- Understanding the barriers from operational levels & who (what level) needs to work on what
- Operations can rely on their chair to escalate systems issues to this group with confidence they will be addressed and sorted
 - not handed back down or pushed back
 - or minimized or “can’t do it”
 - commitment that things will change when they are escalated – ‘no’ is not OK
 - example of this might prisoners being released no fixed abode
- Individual role vs collective role
 - Individual level:
 - Champion CF work and principles in own orgs and sectors
 - Agents of change within own orgs based on lessons from CF
 - Apply lessons to own role in the ‘day job’
 - Go to the ‘coal-face’ (take part in interventions/enquiries forming in other parts of the learning structure)
 - Collective level:
 - Use collective influence to un-lock barriers
 - Explore feedback loops from the rest of the infrastructure
 - Lead on communicating the programme to partners across the system
 - A request for ‘real’ examples to be explored at next meeting as a “practice session” *[action for project team]*
 - Pull-out the soundbites from previous gatherings and establish a common way of explaining what CF is doing and why (elevator pitch) *[potentially something to consider for next meeting]*
- A change-making / transitional group
- Look at large-scale blockages – need oversight of whole system
- Need to look at what the barriers and issues are, possible ways to solve, is the barrier national or local, what can we do to overcome it
- Role of the operational and strategic should be separate and well defined. Strategic group should set direction and hold system to account.
- Group should not be too big.
- An important part of the role is to give a mandate to the operational group.
- There is a collective responsibility role to try and resolve problems the operational group raise. There was some discussion about how this could best be done, and how the group could prioritise issues.
- There is also a personal responsibility in how members can make (sometimes major) changes in their own orgs and hold themselves accountable for that and feedback to the group.

- There was a view that it would be better to try and tackle 2-3 “bite-size” system barriers, rather than go too wide and not achieve anything.
- The group talked about how public services are generally good at efficient, silo-driven processes and that in this climate we can’t throw away the efficiency. Changes therefore need to be feasible and practical and possible to do by people who are also struggling to deliver the day to day – i.e. people thinking “How can I change my org, while also delivering the day-to-day?” (The counterpoint here of course is that sometimes the day-to-day processes can be contributing to the problems).
- We have a weak infrastructure for inter-org working so personal relationships including at the strategic group will be key.
- Devo agenda is going to be important, as is work on too many front doors and social solution prescribers.

How are we going to be in this work?

- Keep people with lived experience at the heart.
- “Less is more” i.e. don’t need a massive work programme to make effective changes – in fact suggest a small number (perhaps 3 inquiries?) would be preferable, to look into “properly” at strategic board level, not attempt to boil the ocean.
- Want to be clear on who is being asked to help and to do the work, like to see a focused meeting where we agree actions, not just sharing stories
- Possibility of smaller strategic groups, not just the one “regular” one. Could Look at problems with a smaller group, while maintaining contact with the larger group who maintain oversight. Could be shorter meets with less people attending for inquiries?
- Take responsibility for sharing the CF approach with our organisations, areas and partners / groups we work with. Where wider system blockers, can take to CPSB as needed
- How: some words

○ unlock	○ mandate
○ push	○ governance
○ enable	○ lead
○ drive	○ direction
○ metrics	○ strategy
○ escalation	

After breakout groups: main room discussion

Discussion around national change and making systemic changes locally that can be embedded into the national structure and how Changing Futures Strategic Group is about changing mechanisms, not on the ground delivery.

Next meeting

Next meeting: 16 March 2023, 2 – 4pm (face to face, details to follow)