

ITEM No ...3.....

REPORT TO: CHILDREN, FAMILIES AND COMMUNITIES COMMITTEE 28 OCTOBER 2024

REPORT ON: WHAT MATTERS TO YOU (WM2U) PROGRESS UPDATE

REPORT BY: EXECUTIVE DIRECTORS CHILDREN AND FAMILIES SERVICE AND NEIGHBOURHOOD SERVICES

REPORT NO: 297 – 2024

1.0 PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide the Children, Families and Communities Committee with an update on the progress and achievements of Dundee City Council's partnership with What Matters to You (WM2U) and invite Committee to note the contents of the WM2U 2024-2026 Partnership Plan.

2.0 RECOMMENDATION

- 2.1 It is recommended that Committee:
- a Note the progress and achievements to date of the partnership with WM2U detailed in Appendix 1.
 - b Remits officers to provide an annual update on progress of the 2024-2026 plan.
 - c Requests Dundee's WM2U's Oversight Board to identify local, regional, and national opportunities to share their learning and achievements with WM2U and others, in securing voice-led system change and place-based solutions.

3.0 FINANCIAL IMPLICATIONS

- 3.1 WM2U is funded by The Hunter Foundation and BBC Children in Need. WM2U will have invested over one million pounds in its partnership with Dundee City Council by the time the work is concluded in 2026.
- 3.2 No additional financial requirements are requested from Dundee City Council for the implementation of the 2024-2026 plan.

4.0 BACKGROUND

- 4.1 WM2U is a voice-led community-based systems change approach which works alongside families and practitioners to achieve change. The aims of WM2U are aligned with Dundee City Council's aims to transform and improve services for children and families.
- 4.2 WM2U aim to support Dundee City Council to understand: What matters to families; What families need from others, including services; What families can do for themselves, given the right support.

5.0 DEVELOPMENTS

- 5.1 **The October 2024-2026 Dundee WM2U Plan** will build on and accelerate the promising work achieved to date. The key components will be:
- 5.1.1 The 'Make it Happen' Fund will be scaled across Dundee with an investment allocated to each Local Community Planning Partnership (LCPP) area. Decision making panels within the 8 LCPP areas will be established, and priorities agreed by the panels. The management of the Fund and the evaluation will be paid for by WM2U.

5.1.2 The Dundee WM2U data project will be extended and the Senior Officer (Information) within the Children and Families Service will be seconded to the project part-time for up to 18 months. The officer will review and identify improvement in how data and evidence collected by the Council and its partners can become more meaningful and focused to inform any shift of investment to improve community and family-based support.

5.1.3 The learning from this approach to the use of data will be shared across all local authorities in Scotland.

5.2 THE FOLLOWING ACTIONS ARE ALSO INCLUDED IN THE 2024-2026 PLAN:

5.2.1 Investment in the leadership of locality teams and communities through Values-Based Leadership Experiences (VBLE) run by Columba 1400 across each locality in Dundee.

5.2.2 Support for focussed alignment with the related programmes of Young People's Leadership and Head Teachers' Leadership Academies.

5.2.3 Strengthen LCPPs to be more responsiveness to local communities and identifying how Local Community Planning can be better organised to feel welcoming and inclusive for all.

5.2.4 By the end of 2024, work will begin in WM2U's fourth locality, Coldside. The detail of extending WM2U to other localities will be presented to the Oversight Board for approval by February 2025.

6.0 CHAMPIONING THE LEARNING AND ACHIEVEMENT OF DUNDEE AT THE NATIONAL LEVEL

6.1 The long-term strategic direction and ambition of Dundee is firmly rooted in delivering the national ambitions of community regeneration and empowerment; of transforming public services as called for over ten years ago by the Christie Commission; tackling inequalities and enabling families to thrive. The November 2023 Accounts Commission report on Dundee stated: "*There is **clear leadership, a commitment to improve and action** in response to audit recommendations. A **strong vision for the future** of the city is embedded in the council's strategies and plans. The council should look to **share its approach** with other councils*".

6.2 WM2U will invest in the organisation of events and communication materials in partnership with Dundee City Council with the aim of highlighting Dundee's achievements and supporting and influencing change and improvement across Scotland's local and national government and with national partners.

7.0 POLICY IMPLICATIONS

7.1 This report has been subject to the Pre-IIA Screening Tool and does not make any recommendations for change to strategy, policy, procedures, services, or funding and so has not been subject to an Integrated Impact Assessment. An appropriate Senior Manager has reviewed and agreed with this assessment.

8.0 CONSULTATIONS

8.1 The Council Leadership Team have been consulted in the preparation of this report and are in agreement with its content.

9.0 BACKGROUND PAPERS

9.1 None.

Audrey May
Executive Directors of Children and Families
September 2024

Tony Boyle
Executive Director of Neighbourhood Services

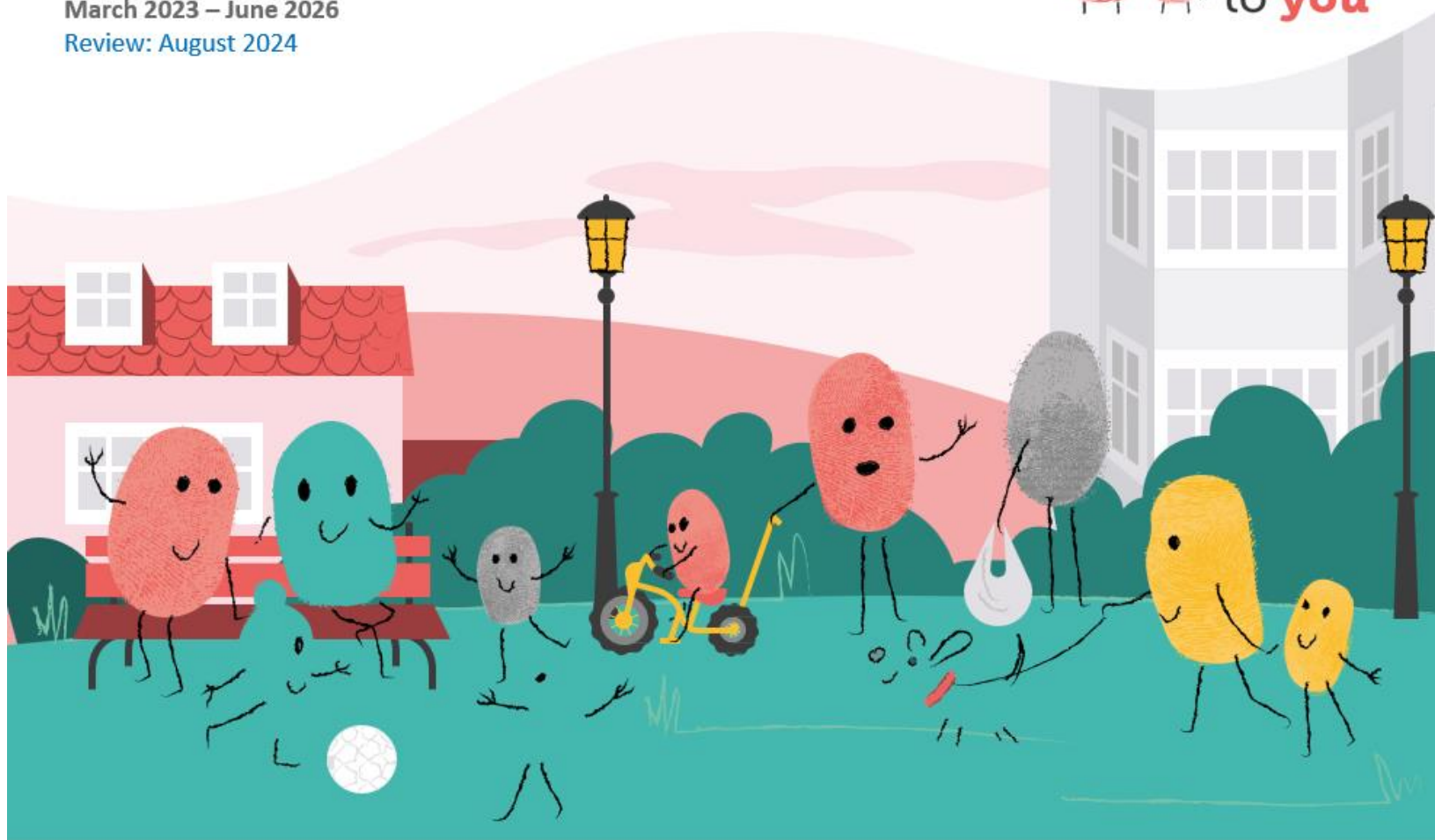
APPENDIX 1

What Matters to You?

Strategic Delivery Plan

March 2023 – June 2026

Review: August 2024



Who we are

What Matters to You (WM2U) is a community-based systems change initiative working alongside families in Dundee and Clackmannanshire. WM2U focuses on shifting public resources to offer family support earlier, to enable children to flourish within their own families. WM2U adopts an equitable approach to recognise and take responsibility for working to change and remove the systemic and structural barriers that get in the way of people being able to thrive. Those most affected by inequality must be equal partners in making these changes happen and in the evaluation of impact.

Strategic objectives for the WM2U approach 2023-2026

SO1

Create conditions and structures that sustain change by working alongside families to co-produce and embed new ways of working and accelerate existing and effective interventions.

SO2

Scale the WM2U approach deeply across Dundee and Clackmannanshire Local Authority areas.

SO3

By listening to the voices of children and families Public Services will increase investment in prevention, thus in the medium term making significant public sector savings for reinvestment and enable children to flourish within their own families.

SO4

Our influencing strategy achieves a redesign of children's services locally and contributes to how national policy is implemented and practice is shaped nationally.

What we seek to achieve in Dundee and Clackmannanshire September 2024 – June 2026

1

Public service leaders are able to shift resources and focus to offer support earlier, enabling children to flourish within their own families.

2

Local authorities and their partners can use data to measure the shift to prevention and can identify how they reduce the number of children who are care experienced or in formal measures, such as their Child Protection Register.

3

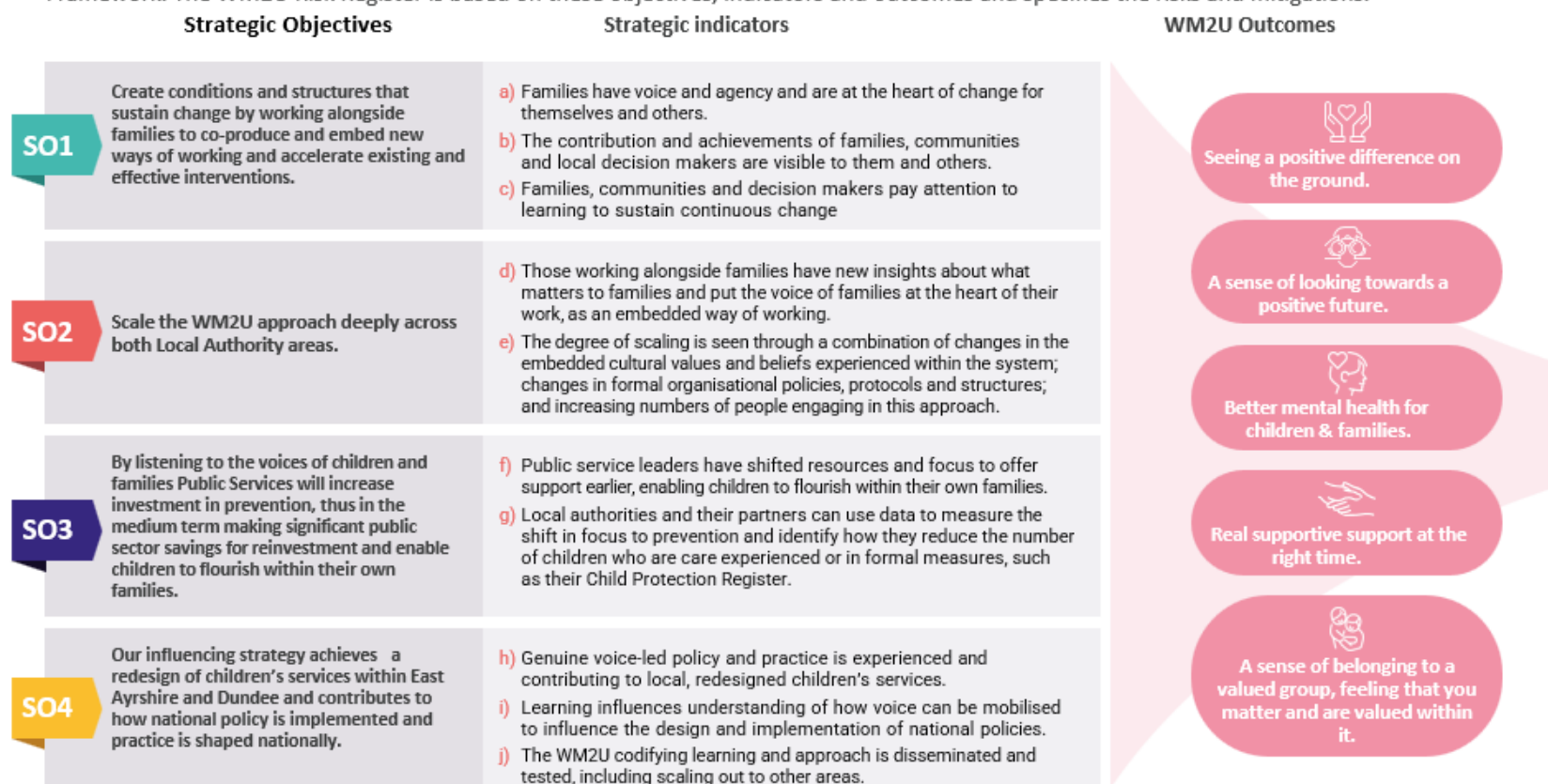
Genuine voice-led policy and practice is experienced by children and families and contributing to local, redesigned, children's services.

. The following tables set out :

the priority activities, success criteria and timescales between September 2024 – June 2026 to meet the Plan's four strategic objectives in Dundee; and Clackmannanshire.

Programme board strategic objectives and indicators

This chart shows the **outcomes** we want to achieve as a result of the work to achieve **these strategic objectives** and the **strategic indicators** we will use to report on progress and achievement as part of the WM2U Learning Framework. The WM2U Risk Register is based on these objectives, indicators and outcomes and specifies the risks and mitigations.



SO1

Create conditions and structures that sustain change by working alongside families to co-produce and embed new ways of working and accelerate existing and effective interventions.

Impact Indicators:

- 1 Families have voice and agency and are at the heart of change for themselves and others.
- 2 The contribution and achievements of families, communities and local decision makers are visible to them and others.
- 3 Families, communities and decision makers operate as a community of people who pay attention to learning and understand their role in achieving and sustaining change.

	Owner	Success Criteria: Using quantitative and qualitative data to report progress
SO1-A <ul style="list-style-type: none"> Families are supported to lead change in localities of Dundee and Clackmannanshire. Working with partners, WM2U scaling will move across Dundee and Clackmannanshire, with specific support provided to families/local practitioners identified with VBLE and other support, such as café conversations. EA completion plan met by October 2024. 	FB (EA) GL (DDE) SD (CLS)	<ul style="list-style-type: none"> Descriptive profile of the families involved. Qualitative information on the leadership roles which families have undertaken; the changes achieved and learning gained. Ideas from families and practitioners embedding and leading to change. Data project is providing evidence to support decision making structures at all levels. Qualitative data describes changes to decision making structures/ purposeful inclusion of families. MIHF decision-making panels (50:50, min family: practitioner) established in each Dundee locality and appropriate arrangements in place in Clacks. Evaluation of the delivery of VBLE, incl prep and follow-up work. Learning updates are completed describing this activity. Events, <u>incl</u> nationally and thematic record how learning has enabled a scale of change and impact.
SO1-B Decision making structures have changed and include families purposefully.	JB/KJ/LP	
SO1-C Learning approaches celebrate change in practice, illuminate system enablers and blockages, enable sharing, further engagement and wider learning.	WM2U team	

SO2 Scale the WM2U approach deeply across both Local Authority areas.

Impact Indicators:

- 1 Those working alongside families put their voice at the heart of their work, have new insights about what matters to families and express confidence in applying these in their day-to-day work.
- 2 The degree of scaling is seen through a combination of changes in the embedded cultural values and beliefs experienced within the system; changes in formal organisational policies, protocols and structures; and increasing numbers of people engaging in this approach.

Key Activity: August 2024 – June 2026	Owner	Success Criteria: Using quantitative and qualitative data to report progress
SO2-A Support/facilitation/coaching for staff and families in the WM2U approach. Ongoing engagement and tailored support based on the needs identified by families and practitioners.	WM2U	<ul style="list-style-type: none"> VBLEs are building confidence in identifying and leading change. Bespoke approaches are emerging which are appropriate to needs of community and co-designed with them. Agreeing collectively and across departments, how they support new ways of working and thinking in each local authority. Actions to support earlier help are identified following each VBLE/café conversation, etc. Small tests of change developed and change/learning specified. Parents/families/practitioners describe the learning and impact of change achieved.
SO2-B Launch values into action phase with small tests of change influenced by the voice of parents as active participants.		<ul style="list-style-type: none"> A small scale "soft" launch in Dundee has tested proposition and local governance arrangements.
SO2-C Make it Happen Fund investment is supporting communities and practitioners to develop own solutions and to shift the power into the hands of families and communities.	JB/GL	<ul style="list-style-type: none"> "Full scale" launch plan for Dundee in place by November 2024.
Strategic Delivery Plan March 2023 – June 2026		4

SO3

By listening to the voices of children and families Public Services will increase investment in prevention, thus in the medium term making significant public sector savings for reinvestment and enable children to flourish within their own families.

Impact Indicators:

- 1 Public service leaders have shifted resources to offer support earlier, enabling children to flourish within their own families.
- 2 Local authorities and their partners can use data to measure the shift to prevention and identify how they reduce the number of children who are care experienced or in formal measures, such as their Child Protection Register.

Key Activity: August 2024 – June 2026	Owner	Success Criteria: Using quantitative and qualitative data to report progress
SO3-A Parents and practitioners are working together to find solutions to things that matter within their family or community. These are becoming embedded.	GL/FB/SD	<ul style="list-style-type: none"> In addition to activity under SO2-B, WM2U is supporting and aligning with other voice-led work where it might coalesce around solutions and change, for example <u>Linlathen</u> and Fairness Commission work in Dundee. HTLA/Clacks FWP/YPLA
SO3-B A shared commitment to learning by doing with strategic leadership offering clarity around the scope of the work and fully supporting a change in ways of working. Strategic/senior leadership is enabling staff at front-line to change their approach and feeling safe and confident to do	JB/LP	<ul style="list-style-type: none"> Unlocking potential of voice of families, young people and children is asking/answering different and better questions. Practitioners are <u>confident</u> in changing their approach in response to voice/data. Data incorporated into the WM2U learning framework identifying and demonstrating potential for increased savings and prevention spends. Dundee and Clacks are using this analysis to develop proposals for preventative spend.
SO3- C Developing the capacity to use and engage with the System Dynamic Model, builds data skills and cultures that incorporate data into decision- making and practices, and shifting resources.	LP/KJ	<ul style="list-style-type: none"> Families are supported in line with their needs with fewer in need of formal measures.
Strategic Delivery Plan March 2023 – June 2026		

SO4

Our influencing strategy supports a redesign of local children's services and contributes to how national policy is implemented and practice is shaped nationally.

Impact Indicators:

- 1 Genuine voice led policy and practice is visible, experienced and contributing to local redesigned children's services.
- 2 Learning is influencing how the voice of families is being mobilised to influence the design and implementation of national policies.

Key Activity: August 2024 – June 2026	Owner	Success Criteria: Using quantitative and qualitative data to report progress
SO4-A WM2U'S influencing strategy with an external and internal communications plan is agreed and implemented	JB	<ul style="list-style-type: none"> • Programme agreed with targets achieved. • Events receive positive reviews from participants. • Up to 4 (2 nationally and 2 locally) collaborations held with local and national stakeholders to disseminate learning. • WM2U national, local, specialist (eg prof associations) and thematic briefings/events are influencing and contributing to local redesigned children's services. A national policy/practice guidance piece, is identified and contribution made to its redesign.
SO4-B The plan implements the influencing strategy through a programme of: <ul style="list-style-type: none"> • Briefings; • Website dissemination; • Social media activity; • Learning events programme locally, thematically and nationally; and • Collaboration with local and national stakeholders on implementing voice-led change. 	GL/JB	
SO4-C WM2U's networks access national decision makers and use stories of families/local change to contribute to redesigned national policy and practice guidance with voice at the centre.	JB	

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