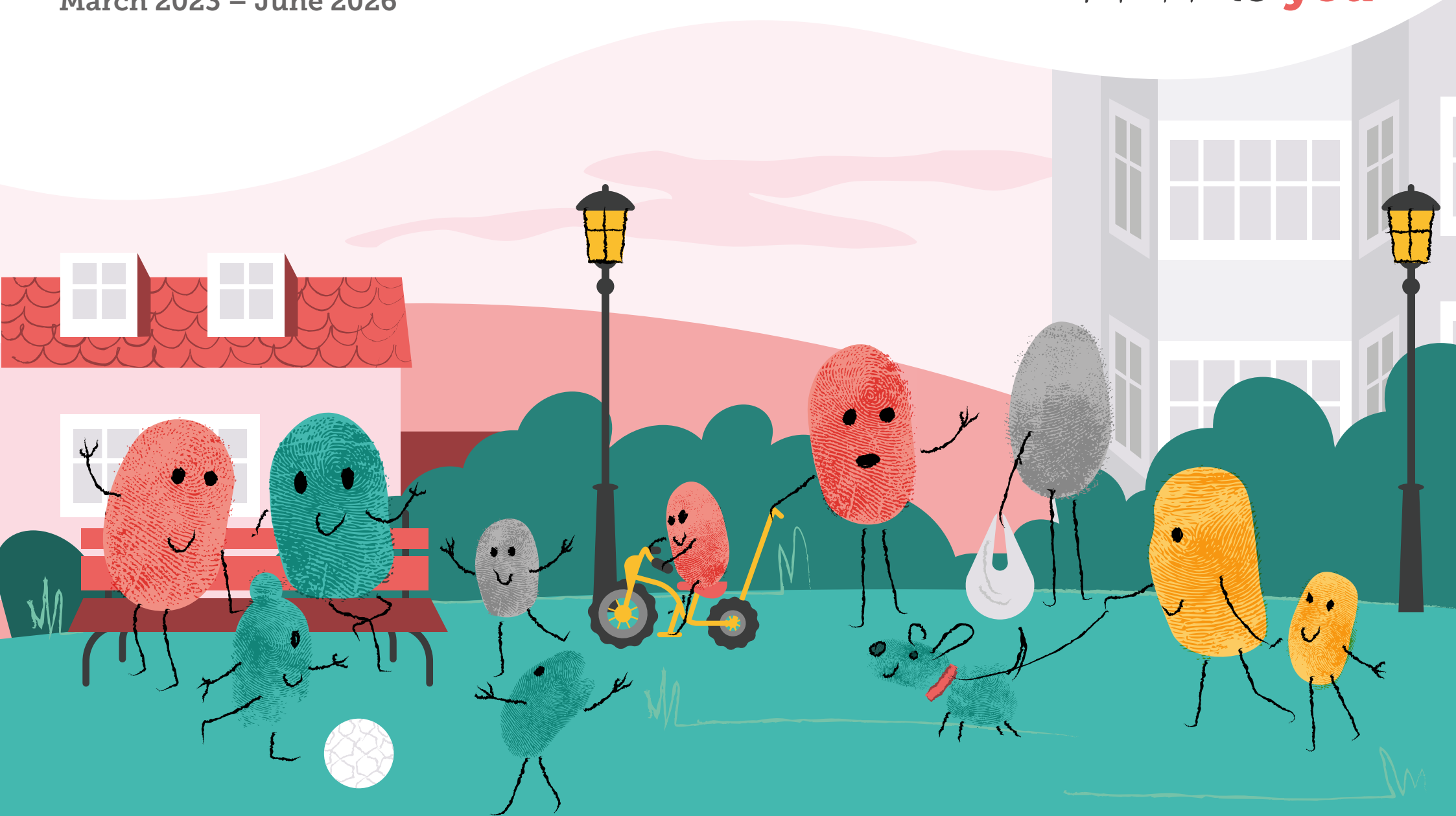


What Matters to You?

Strategic Delivery Plan

March 2023 – June 2026



Who we are

What Matters to You (WM2U) is a community-based systems change initiative working alongside families in Dundee and East Ayrshire. 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 both 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 East Ayrshire and Dundee

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.

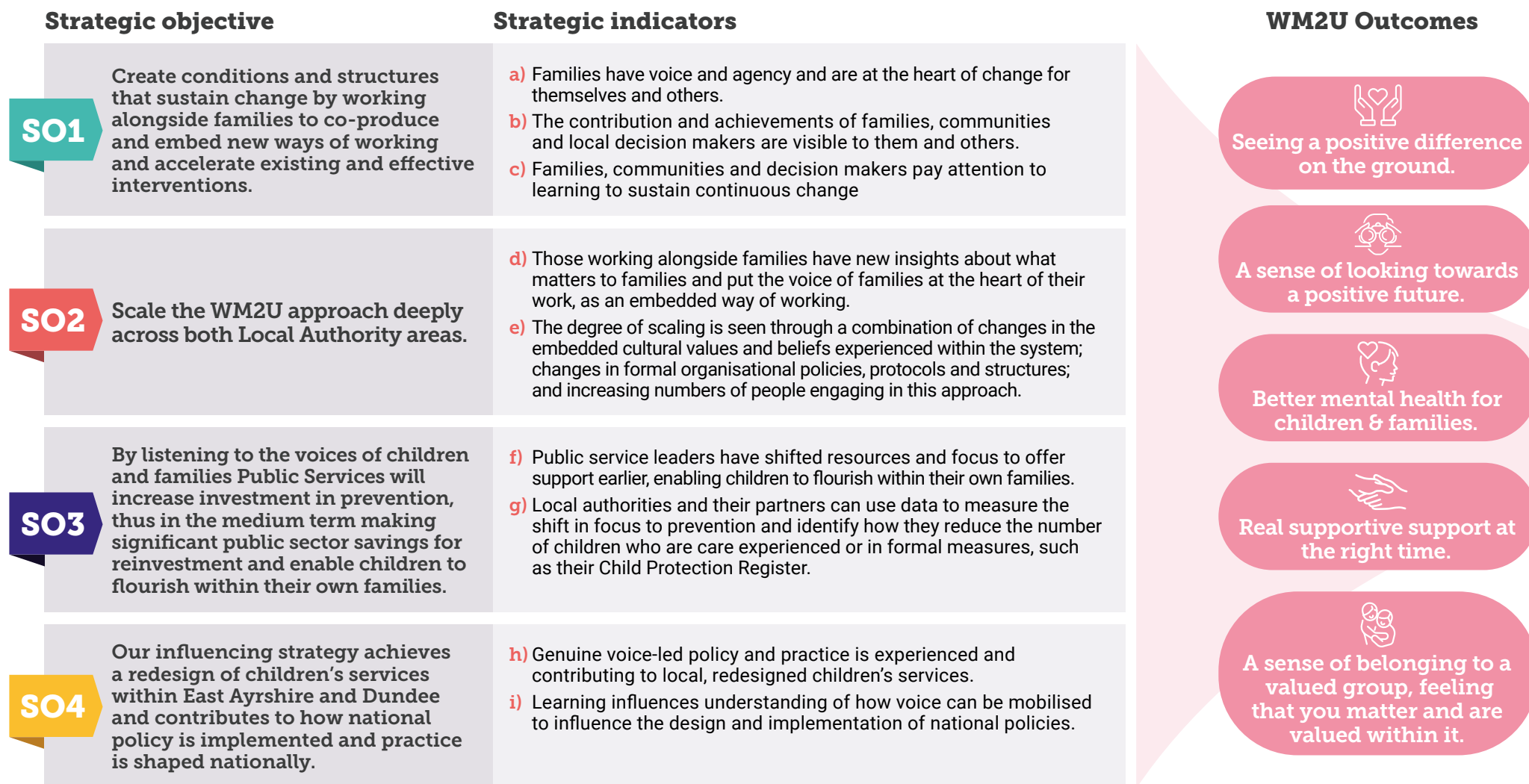
3

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

The WM2U approach in East Ayrshire and Dundee will report locally on the progress of these objectives. The following tables set out the priority activities, success criteria and timescales between June 2023 – March 2024 to meet the Plan's four strategic objectives.

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.



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.

Key Activity: June 2023 – March 2024	Owner	Success Criteria: Using quantitative and qualitative data to report progress	Timescale
SO1-A <ul style="list-style-type: none"> Families are supported to lead change in localities of Strathmartine, Lochee, Barony and Grange. Working with partners, WM2U scaling will move to 1 additional locality in EA and DDE and families/local practitioners identified for VBLE and wider development. 	FB (EA) GL (DDE)	<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. 	Jun 2023 – Mar 2024 Nov 2023 – Mar 2024
SO1-B Decision making structures have changed and include families purposefully.	JB	<ul style="list-style-type: none"> Qualitative data describes changes to decision making structures and the purposeful inclusion of families. 	Jan – Mar 2024
SO1-C Learning approaches will be designed to notice and celebrate change in practice, illuminate system enablers and blockages, enable sharing, further engagement and wider learning.	CS, FB and JB JK, GL and JB C1400 team	<ul style="list-style-type: none"> Evaluation of the delivery of VBLE, incl prep and follow-up work. Learning updates are completed describing this activity. Events within EA, DDE, nationally and thematic record how learning has enabled a scale of change and the impact of peer to peer influence. 	Jun 2023 – Mar 2024

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: June 2023 – March 2024	Owner	Success Criteria: Using quantitative and qualitative data to report progress	Timescale
SO2-A Support/facilitation/coaching for staff and families in the WM2U approach and ongoing engagement as “a community of learning”. Principally, VBLE in up to 5 localities during this period and tailored support based on the needs identified by families and practitioners.		<ul style="list-style-type: none"> A VBLE programme for EA and Dundee is agreed with the respective Oversight Boards for June 2023 – March 2024. VBLEs are building confidence in identifying and leading change. Agreeing collectively and across departments, how they support new ways of working and thinking in the local authority. 	Agreed by Jan 2023
SO2-B Launch values into action phase with small tests of change influenced by the voice of parents as active participants.	FB – EA GL – DDE	<ul style="list-style-type: none"> Actions to support earlier help are identified following each VBLE. Small tests of change developed and change/learning specified. Parents/families/practitioners describe the learning and impact of change achieved. 	Sep – Mar 2024
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.	JC	<ul style="list-style-type: none"> A small scale “soft” launch in EA and Dundee to test proposition and local governance arrangements. “Full scale” launch in EA and Dundee. 	Aug 2023 – Dec 2023 Jan 2024 – ongoing
SO2-D The learning framework is used to track change in the Plan’s strategic indicators to establish and embed learning.	LP	<ul style="list-style-type: none"> 3 Learning Updates 4 learning events – 2 EA and 2 DDE 2 National 	Jun – Mar 2024
SO2-E Continuing local work to develop the capacity to use and engage with the System Dynamic Model and build data skills and cultures that incorporate data into decision-making and practices (to June 2024).	LP	<ul style="list-style-type: none"> EA and DDE data is incorporated into the learning framework for families and practitioners to learn from. Data is being used to identify change. 	Mar 2024

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	Owner	Success Criteria: Using quantitative and qualitative data to report progress	Timescale
SO3-A Parents and practitioners are working together to find solutions to things that matter within their family or community. These are becoming embedded.	JB/FB/GL	<ul style="list-style-type: none"> In addition to activity under SO2-B, WM2U is supporting and aligning with other EA and DDE voice-led work that coalesces around solutions and change. 	Ongoing
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 so.	JB/LP	<ul style="list-style-type: none"> EA and DDE OBs have agreed changes and are supporting delivery. Practitioners in the locality express confidence in changing their approach. Dynamic Impact Analysis approach is identifying and demonstrating potential for increased savings and prevention spends. Dundee and East Ayrshire are using this analysis to develop proposals for preventative spend. Families are supported in line with their needs with fewer in need of formal measures. 	Ongoing

SO4

Our influencing strategy achieves a redesign of children's services within East Ayrshire and Dundee 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	Owner	Success Criteria: Using quantitative and qualitative data to report progress	Timescale
SO4-A WM2U'S influencing strategy with an external and internal communications plan is agreed in June 2023.	JK/JB		Jun 2024
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. 	JK/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. 	Jun 2023 – Mar 2024
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	A national policy/practice guidance piece, is identified and contribution made to its redesign.	Mar 2024



For more information contact:

@WM2U_

WM2U.co.uk

Contact: jackie@whatmatters2u.org.uk

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