



Comisiynydd
Cenedlaethau'r
Dyfodol
Cymru

Future
Generations
Commissioner
for Wales

Maturity Matrix

for the
implementation
of the
Well-being of
Future Generations Act

**Future Fit
Governance**

futuregenerations.wales

This product has been developed as part of the Future Generations Commissioner for Wales' Section 20 Review into how Welsh Government is implementing the Well-being of Future Generations Act. You can find more information [here](#)

Process: Key elements of Implementation

Any organisation wanting to implement the Well-being of Future Generations (Wales) Act 2015 or wanting to deepen their implementation of the Act should aim at:

Long-term:

- Having a clear 25+ year vision, developed collaboratively, of the desired long-term future, with different timescales.
- Having strong and easily usable future trends and tools including different scenarios that enable early intervention and prevention.
- Providing enabling infrastructure (e.g. communities of practice) and resources to support futures knowledge and know-how to seize long-term opportunities and address current and future challenges.
- Using and developing tools to embed futures consideration in strategy and decision making to ensure intergenerational equity.

Prevention:

- Embracing and championing prevention and appreciating its long-term value.
- Ensuring understanding and appropriate use of the different types of prevention to maximise its efficiency and impact.
- Ensuring an understanding the root-causes of things to target them and not the symptom, including agreement on what needs preventing included at the core of the corporate strategy.
- Enabling early intervention including adopting preventative budgets and moving away for only providing acute responses.



Integration:

- Ensuring an understanding and taking account of interdependence and interconnections between issues and activities.
- Integrating strategies, policies and actions with national goals and strong well-being objectives maximising contribution to the national goals (of the organisation and of others).
- Enabling internal integration and well-being consideration across the board, removing barriers especially in the operational factors like resource allocation, planning processes, skills development and audit/evaluation.
- Investing in understanding connections of causes, issues and impacts such as through Integrated Impact Assessments.
- Integrating action and solutions by collaborating with others to unlock synergies internally and externally.



Collaboration:

- Reaching out and listening to what others do in order to find opportunities to collaborate, to unlock synergies and avoid duplication.
- Collaborating and uniting forces to tackle long-term (common) challenges in an integrated way and contributing to the national goals.
- Looking beyond the usual partners to develop multi-sectoral collaboration and bring others on the journey to sustainability.
- Taking every opportunity to collaborate at planning and delivery levels.



Involvement:

- Understanding that involvement is more than consultation and seeing it as an ongoing 2-way conversation both internally and externally.
- Identifying and reaching out to the diversity of people affected by policies and decisions so that they can help design your strategies and to identify solutions.
- Being open to real change to result, conducting meaningful and effective involvement, applying it from problem defining to delivery.
- Using involvement to identify the needs of current and future generations and to define and achieve the long-term vision set out in the goals and improve the economic, social, environmental and cultural well-being of current and future generations.



People and Culture: Key elements of Implementation

Any organisation wanting to implement the Well-being of Future Generations (Wales) Act 2015 or wanting to deepen their implementation of the Act should aim at:



Long-term:

- Ensuring people understand and recognise the value of long-term thinking, the need for multi-generational thinking and move away from making short-term reactive decisions.
- Fostering and mastering the techniques of long-term thinking to seize long-term opportunities and mitigate both short and long-term risks.
- Knowing when and how to apply long-term and multigenerational thinking to enable early intervention and prevention.
- Sharing learning and moving towards co-production within the organisation's futures thinking capacity and ensuring gaps in knowledge and practice are filled.



Prevention

- Recognising the value of prevention and its different forms and levels.
- Ensuring a clear understanding across the organisation of what needs to be prevented and of the root-causes of current and future issues and challenges.
- Fostering and mastering the techniques of preventative work and shifting to preventative spend to break negative cycles and address intergenerational challenges.
- Moving towards resilience beyond preparedness for crisis having adaptive and resilient teams and human and environmental systems that can respond, prepare for and address challenges of the future as well as current ones.



Integration:

- Creating an inclusive corporate culture and driving actions through an integrated vision of purpose where all the well-being objectives are clearly understood and reinforce each other.
- Moving away from silo working to agile teams sharing information and resources to avoid duplication and unlock synergies.
- Ensuring the systematic consideration of the objectives, work and impact of other teams and public bodies and others and sharing of good practice.
- Ensuring people can see the impacts and dependencies of issues and of their work and take care to reinforce each other's work and avoid having detrimental effects.
- Ensuring people are confident and willingly go above and beyond in their implementation of the Act.
- Ensuring people understand and carry out their work so that the well-being Act is fully integrated across the teams, in their interactions and collaborations with others and ensuring the Act is fully integrated with other policies and legal requirements.



Collaboration:

- Recognising the value of collaboration and need to move towards joint prototyping and innovation.
- Ensuring collaboration happens at every opportunity within the organisation and with outside partners.
- Ensuring people can identify relevant potential partners and are able to create effective partnerships and collaborations to unlock synergies.
- Ensuring people know how to build strong relationships and effective feedback invitations that increase trust internally and with partners and enable cross-fertilisation of skills between teams and partners.
- Moving towards delivery of the corporate plan done increasingly through joint funding and the delivery of joint projects.



Involvement:

- Recognising the value of involvement and lived experience within a culture.
- Moving away from a blame and creating safe learning environments fostering innovation.
- Ensuring the organisation promotes and encourages an ethos of kindness, trust and empathy where all staff feel involved and are prepared to constructively hold themselves to account because the organisational approach, governance structures and vision are owned by everyone.
- Ensuring everyone reaches out to new people beyond the usual suspects and in new ways to ensure the views of the diversity of the people affected by the organisation's work are taken into account.
- Enabling a shift away from consultation towards ongoing-two-way or multi-way conversations and co-designing at every opportunity.

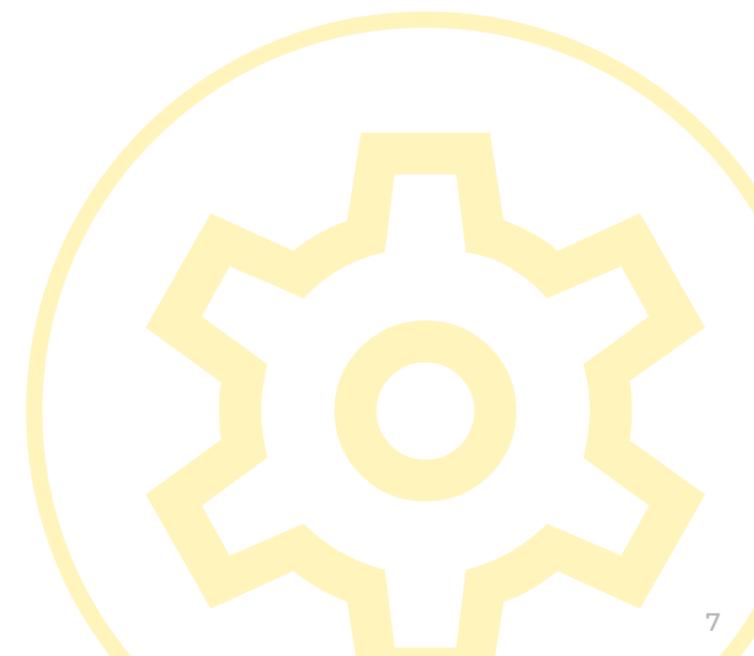
Maturity Matrix:

The table below details the different key elements which can be used to deepen the implementation of the Well-being of Future Generations Act 2015. Each bullet point is a pointer to identify where current practice sits on the maturity matrix and everything on the right-hand side of this, constitute advice on the next steps the organisation can take to become even more sustainable and to further embed the well-being Act and help us achieve the national well-being goals of Wales.

Processes

Long-term					
Key Elements of Implementation	No change or no evidence of implementation	Simple change	More adventurous	Owning Ambition	Leading the way
Clear vision of the desired future.	<ul style="list-style-type: none"> Short-term thinking, 1 to 5 years. No long-term thinking in processes and strategies. No road map or theory of change to the end ambition or long-term vision. No consideration of intergenerational fairness in processes. Governance and corporate structures do not consider future trends that can impact the organisation. 	<ul style="list-style-type: none"> 5 to 10 years vision. Processes recognise the value of thinking long term but no process for application or review. Act as seen as the roadmap and vision for the future. Governance systems consider limited future trends directly impacting the organisation. 	<ul style="list-style-type: none"> 10 to 20 years vision. Underline the value of the long term in policy discussions, for example around budget and in consultations. Act seen as the framework for futures thinking. Governance systems consider how all dominant future trends impact the organisation directly or indirectly. 	<ul style="list-style-type: none"> 25+ vision. Value of long-term underlined through case studies. Success and outcomes of the roadmaps measured through milestones that help review the roadmap for the future. Assessments of intergenerational fairness of corporate strategy, policy and decisions. 	<ul style="list-style-type: none"> 25+ vision with multiple timelines and timescales designed in collaboration with others. Value of balancing short term and long-term needs applied routinely. Regular review of outcomes and milestones in collaboration with others. Intergenerational equity and fairness is a core consideration in all policy and decision making. Governance systems are adapted to the complex and volatile world; they measure and track new demands, achievements, and expectations of governance.
Strong and easily usable future trends and futures tools like scenarios.	<ul style="list-style-type: none"> No register of main trends. No evidence of use of futures tools or consideration. 	<ul style="list-style-type: none"> Register of national trends sent to staff but limited to organisational remit. Limited use of futures tools and scenarios. 	<ul style="list-style-type: none"> Register of national trends with narrative about impacts for the organisation and region. Discussed with teams and departments. Strategic futures tools and scenarios used in policy design and operationally. 	<ul style="list-style-type: none"> Register and narrative developed in collaboration with partners and includes local trends and milestones. Discussed individually and in teams. Use of the register mapped, and good practice collated. Strategic futures tools and scenarios used routinely. 	<ul style="list-style-type: none"> Register is only the starting point and signposts to multiple sources of information, tailored for departments and teams. Good practice and learning regularly included and updated as part of the future trends register. Toolkits available on different futures techniques and use of alternative futures scenarios.
Resourcing futures works and application, inc. training.	<ul style="list-style-type: none"> No funding. No training. No communication on need for future-thinking. 	<ul style="list-style-type: none"> Limited funding. No training. 	<ul style="list-style-type: none"> Funding to develop tailored trends register, narrative and training. Training on using trends, building scenarios and horizon scanning provided for some key individuals to address risks. Communication strategy reinforces future thinking. Consideration of future skills but no plan yet. 	<ul style="list-style-type: none"> Funding to develop trends register and narrative in collaboration with partners. Future thinking and long-term awareness included in induction training, and training available for a wide range of futures. Continuous communication strategy reinforces futures training and highlights new opportunities to staff. 	<ul style="list-style-type: none"> Funding available to develop knowledge and application of varied futures techniques by all teams and relevant individuals. Individuals and teams trained on the different futures techniques. Future skills trends and needs are considered as part of employee selection and evaluation systems. Future Skills included in Governance Strategy that co-ordinates action on organisation skills and appointments. Resource allocation responds to potential long-term risks and opportunities.
Tools to embed futures consideration in strategy and decision making.	<ul style="list-style-type: none"> Lessons from the past are still main influence. Processes address only current needs and pressures. No or little evidence that trends are considered in policymaking. Success measures only based on short term targets or outcomes. Futures techniques and scenarios not included in involvement and partnership work. 	<ul style="list-style-type: none"> Leadership helps demystify uncertainties in futures thinking. Processes include some reference to future trends e.g. in well-being assessments. Limited use of futures techniques but not consistent. Some success measures are long-term. 	<ul style="list-style-type: none"> Processes ensure long term impact, priorities and future needs are well understood and considered alongside short and medium-term needs. Register and other future tools taken into account and horizon scanning undertaken in most policy making and decision making. Long-term success measures discussed, reviewed and agreed collaboratively. Futures exercises or futures-based questions are included in involvement processes and work with local communities. 	<ul style="list-style-type: none"> Processes drive and ensure consistent use of bold and innovative futures techniques, of current and future needs, trends and pressures. Future trends and scenarios considerations deeply embedded and consistent in policy and decision making. Success measures stretching longer term, beyond one generation ahead. Processes ensure horizon-scanning is done in collaboration with others. 	<ul style="list-style-type: none"> Processes prioritise long-term outcomes and actions improving the economic, social, environmental and cultural well-being in the long-term and ensure adequate balancing of short, medium and long-term needs. Futures tools and techniques drive policy and decisions making cycles, above individual policy design. Multigenerational long-term success measures. Futures work is co-designed with partners and communities.

 Prevention					
Key Elements of Implementation	No change or no evidence of implementation	Simple change	More adventurous	Owning Ambition	Leading the way
Recognition of the value of prevention.	<ul style="list-style-type: none"> No commitment. 	<ul style="list-style-type: none"> Generic commitment to having a preventative approach. 	<ul style="list-style-type: none"> Clear description of the challenges which need preventing. 	<ul style="list-style-type: none"> Commitment included in accountability mechanisms but still no overall strategy. 	<ul style="list-style-type: none"> Value of preventative action part of the strategic corporate plan, measured, clearly evidenced, communicated and reviewed regularly.
Understanding of the different types of prevention and their relevance.	<ul style="list-style-type: none"> No agreed definition or common understanding. No evidence on how preventative measures are considered. No training provided. 	<ul style="list-style-type: none"> Definition agreed but not included in internal policies and guidance. 	<ul style="list-style-type: none"> Definition included in process and guidance but no consistent use across the organisation. Training limited to awareness raising. 	<ul style="list-style-type: none"> Different types of prevention clearly drive different actions and plans within the organisation. Individual and team training provided. 	<ul style="list-style-type: none"> Different commitments for different types of prevention fully integrated in coherent corporate and strategic plan. Individuals and teams fully trained in theory and application within the organisation and sectors.
Understanding the root-causes of things.	<ul style="list-style-type: none"> Not aware of the root-causes, only addressing the symptoms. Challenges viewed in isolation. 	<ul style="list-style-type: none"> Aware of some root-causes but still addressing mainly the symptoms. 	<ul style="list-style-type: none"> Commission or carry out research to begin to understand causality. Big challenges are viewed from an organisation-wide perspective. 	<ul style="list-style-type: none"> Clear and consistent communication and log of root-causes of the challenges the organisation is trying to prevent. 	<ul style="list-style-type: none"> Clear plan to tackle the root-causes of the challenges to be prevented in collaboration with others. All challenges considered from a system-wide perspective.
Understanding what needs preventing linked to long-term trends and strategy.	<ul style="list-style-type: none"> Only firefighting. 	<ul style="list-style-type: none"> Identification of Future challenges to be avoided. 	<ul style="list-style-type: none"> Work with other to identify what needs preventing in the long term. 	<ul style="list-style-type: none"> Prevention work done in collaboration with horizon scanning and long-term thinking approach. 	<ul style="list-style-type: none"> Dedicated resource and mechanisms for future scenario planning and associated 'Society Development' and Prevention/ Disaster Planning.
Enabling early intervention enabled including funding.	<ul style="list-style-type: none"> Governance Structures and processes obstruct innovation and preventative approaches. Spending on acute matters only. 	<ul style="list-style-type: none"> Processes provide little or no opportunity to consider the issues the organisation is trying to prevent or their root-causes, no early intervention. Small pockets of funding for preventative measures. 	<ul style="list-style-type: none"> Processes enable and encourage consideration of the challenges to be prevented. Potential negative impacts are identified and removed or minimised at the start of projects. Some funding allocated to prevention. 	<ul style="list-style-type: none"> Accepts short term reductions in performance for better future gains. Increased funding allocated to prevention. Organisational processes incorporate and encourage consideration of prevention in a holistic way across the organisation. 	<ul style="list-style-type: none"> Top-slicing of budget for preventative action. Prioritise use of resources for the long-term even if it limits the ability to meet some short-term needs. Early and collective intervention enabled.



Integration

Key Elements of Implementation	No change or no evidence of implementation	Simple change	More adventurous	Owning Ambition	Leading the way
Understanding interdependence and interconnections between issues and work streams.	<ul style="list-style-type: none"> Not seeing connections between issues. Silo-working, teams and initiatives operate independently of each other. No reference to the Act in existing processes and practices. The Act is rarely, if ever, referred to and treated as tick boxing exercise and a compliance issue by senior leadership. 	<ul style="list-style-type: none"> Understanding some connections between issues and solutions. Corporate Strategy, plans and processes framed around the Act as its central organising principle, including managing performance and seeking to achieve their objectives in an integrated way. Understanding how objectives and goals try tackle interconnected issues. Evidence of some cross-departmental work. 	<ul style="list-style-type: none"> Processes encourage and enable tackling interconnected issues. Evidence of the use of tools with actions going beyond theory and delivery results in practice. Evidence of some cross-departmental work at different levels of the organisation to identify integrated solutions. Training and resources invested in understanding interconnections. 	<ul style="list-style-type: none"> Processes unlock synergies in contribution to goals and meeting objectives. Processes support understanding interconnections of issues, and identification of integrated solutions internally. Evidence of consistent cross departmental work to understand and find integrated solutions to interconnected challenges. Assurance processes pick up areas where connections have been missed. 	<ul style="list-style-type: none"> Systematic cross-departmental work at all levels of the organisation in policy design and decision-making seeking to achieve objectives and goals. Governance structures, processes and behaviours enable and support integration. Systematic cross departmental work to understand and find integrated solutions to interconnected challenges. Investment in understanding interconnections of issues, objectives and solutions internally and externally.
Enabling integration and well-being consideration across the board.	<ul style="list-style-type: none"> Measuring policy success and societal needs strictly through traditional quantitative measures (like GDP). No reference to the Act in T&Cs for executive forums. Bare minimum requirements of other guidance and regulations is met but staff do not go above and beyond that. 	<ul style="list-style-type: none"> Training of senior staff on requirements of the Act. Act included in T&Cs for executive forums, but most members have not received training. New processes and tools for policy success and well-being but no monitoring. No mechanisms or strategy to improve performance in relation to new well-being indicators. Creation of new accountability mechanisms. Clear communication and expectations on how the Act is being integrated in accountability mechanisms. Act only referred to as a consideration but no working outs evidenced. Budget process and allocation only allows for new actions that are considered pilot or on a small scale that will not have an impact at population level. 	<ul style="list-style-type: none"> Internationally recognised measurements of policy success and well-being considered. Act embedded in a growing number of policies. Act included in T&Cs for executive forums. All senior executives have received training on it. Targets and steps set to improve performance on these indicators. Act included in main internal documents, strategies, forewords, press statements and reports. Accountability and assurance mechanisms are reviewed to test their effectiveness in practice. Clear flow of insight, assurance, accountability and reporting lines at board and executive levels. Budget processes aligned with the organisation's well-being objectives and clearly show how these objectives have guided budget decisions. 	<ul style="list-style-type: none"> Measures of well-being like the National Indicators and milestones used to measure policy success (as in the Employability Strategy for example). Act clearly evidenced in long-term corporate planning and policy processes. Act embedded in all policies. Success integrated and regularly tracked through annual reports like the Well-being of Wales reports. Act embedded in ToRs and official communications. Delivery of well-being objectives linked to performance reviews for senior staff. Strategy on the Future of Skills in Governance produced. Accountability mechanisms reviewed regularly. Budget processes clearly show how each well-being objective is being resourced to ensure sufficient allocation of resources for the delivery of all commitments. 	<ul style="list-style-type: none"> Measures of well-being used to measure policy success. Act embedded and visible in official communications of all executives Act part of the T&Cs. Well-being of future generations regularly on senior executive forum agendas. Encouragement to apply the Act led by senior leadership with formal and informal structures such as regular challenge sessions based around the Act. All governmental levers used to encourage other sectors and countries to adopt the Act. Governance and process led by societal needs with structures that can easily react to changing public needs and priorities. Transparent governance process building trust between public and government. All financial processes and decisions (including grants) led by consideration of the national goals and long-term well-being objectives of the organisation.
Integration with national goals and well-being objectives.	<ul style="list-style-type: none"> No consideration or integration with the goals. No knowledge of or integration with others' objectives. Not clear how sustainability and well-being is integrated in processes. 	<ul style="list-style-type: none"> Processes enable integration of either well-being goals or objectives but not both. Insufficient evidence on consideration and contribution to each of the seven well-being goals in objective-setting and policy making. Boards and cross-departmental groups aware of each other's work but not encouraged to work together. Little evidence of how well-being objectives and steps are being considered in policy making. Reliance on old targets still dominant. Some inconsistencies in the set of objectives and they are seen as an add on. Setting of clear well-being objectives and steps that maximise contribution to the Act's well-being goals and reviewing them. 	<ul style="list-style-type: none"> Processes enable integration with both well-being goals, objectives and steps. Clear evidence on maximisation of contribution to each of the goals. Objectives work as a coherent set and reinforce each other. All organisational well-being objectives and steps known and understood by all teams. Objectives and steps start shaping all projects, policies and decisions. Reviewing well-being objectives and progress in collaboration with partners. 	<ul style="list-style-type: none"> Evidence of Integration of goals, objectives and steps. Corporate processes, performance monitoring systems and policies maximise contributions to the goals in the Act. Corporate processes, performance monitoring systems and policies changed to ensure all reasonable steps to meet objectives are taken. Evidence that objectives and steps are not undermining other objectives and taking great care to not impact them negatively. Processes enable integration of actions with new and multiple partners. Setting out clear criteria for setting and reviewing well-being objectives. 	<ul style="list-style-type: none"> Evidence of systematic integration of goals, objectives and steps. Delivery of objectives contributes to and reinforce other objectives (internally and externally) to generate co-benefits and contribute to each of the well-being goals. Being transparent about the progress and challenges of meeting and not meeting well-being objectives.
Integrated consideration of causes, issues and impacts.	<ul style="list-style-type: none"> Looking at impacts separately and at different times. Little or no articulation on how the sustainable development duty fits with other legislative duties of the organisation. 	<ul style="list-style-type: none"> Commitment to integration from the top. Integrated corporate plan and vision. Active commitment to tackle silo working. Some internal processes critically examined but little change made to prevent inconsistencies in policy making and decision making across the organisation. Recognition of the existence of multiple duties working with/against the well-being duty. Consistent and integrated review and evaluation of policy to understand cumulative impacts. 	<ul style="list-style-type: none"> Review and adaptation of internal process to tackle silo-working and inconsistencies, and enable coherence and integration. Clear processes to compare policies at the design stage to ensure all areas are moving towards a shared future vision. Recognition of the multiple duties that work in tandem with and impact on the well-being duty, particularly in the seven corporate areas of change. 	<ul style="list-style-type: none"> Process enables integration with both well-being goals, objectives and steps, as well as processes. Systematic review and evaluation of policy. 	<ul style="list-style-type: none"> Integrated Impact Assessments of policies and decisions-making. Legal duties aligned, consistent and reinforcing each other.
Integrating action with others.	<ul style="list-style-type: none"> No knowledge of others' plans and resources. No encouragement of integration (and collaboration) within the organisation and with others. Constant creation of competing or duplicating commitments. 	<ul style="list-style-type: none"> Evidence of discussions with other bodies to understand their objectives and plans. Need to remove competing or duplicating commitments acknowledged. Consideration of other bodies' well-being objectives is a part of the decision-making process. 	<ul style="list-style-type: none"> Objectives of other public bodies, PSBs and national bodies mapped out. Evidence of review of objectives to align with others'. Competing or duplicating commitments identified. 	<ul style="list-style-type: none"> Clear guidelines on the relationship between different boards and bodies, requiring each to apply the Act and contribute to the well-being objectives of others. Evidence of collaboration between organisations to design and review their objectives together. Competing or duplicating commitments addressed. 	<ul style="list-style-type: none"> Co-design of objectives. Competing or duplicating commitments removed.

 Collaboration					
Key Elements of Implementation	No change or no evidence of implementation	Simple change	More adventurous	Owning Ambition	Leading the way
Knowing what others do to find opportunities to collaborate.	<ul style="list-style-type: none"> Silo working. No knowledge of what other organisations do. No mapping of potential partners. No participation in PSBs' work. 	<ul style="list-style-type: none"> Evidence of some stakeholder analysis. Evidence of attempts of working differently with usual partners. Evidence of attempts to identify areas for collaboration including in regional strategy and work (through PSBs and other groups). 	<ul style="list-style-type: none"> Full stakeholder mapping undertaken. Clarity as to what partners to be involved in specific piece of work. Rationale and guidance for choosing partners. Evidence of clarity of best areas for collaboration. Reviews of past collaborations to improve practice. 	<ul style="list-style-type: none"> Internal formal forums for cross-department collaboration. Formal channels for sharing good practice externally and internally. External learning and information shared across the organisation. 	<ul style="list-style-type: none"> Processes co-designed with staff and partners and enable collaboration. Processes actively encouraging and enabling people to find new ways to collaborate.
Collaboration purpose is to tackle long-term (common) challenges and contribute to the national goals.	<ul style="list-style-type: none"> No mechanisms to encourage internal or external collaboration. No understanding of need to collaborate to tackle long-term issues. Some duplication and waste of resources. 	<ul style="list-style-type: none"> No understanding or mapping of common challenges. Little or no evidence of consideration of potential partners to contribute to the four dimensions of well-being. No consideration of who has the levers necessary to effect the desired change. 	<ul style="list-style-type: none"> Mapping of common challenges. Stakeholder mapping undertaken. Processes enable clear understanding of what each stakeholder can contribute. Formal external channels for sharing practice and learning. 	<ul style="list-style-type: none"> Co-designed challenges and stakeholder mapping. Common objectives drawn to help tackle common long-term challenges. Clear collaboration agreements, outcomes measured and accessible. 	<ul style="list-style-type: none"> Clear evidence of collective impact on the delivery of goals and collective objectives. Collective impact on tackling long term challenges. Processes to share good practice and learnings.
Multi-sectoral.	<ul style="list-style-type: none"> No collaboration outside of the organisation. 	<ul style="list-style-type: none"> Collaboration is only within the public sector through the One Wales Public Service. 	<ul style="list-style-type: none"> Teams working with private and voluntary sector to better promote the Act and encourage others to use it. 	<ul style="list-style-type: none"> Processes enable working with different sectors in innovative ways to achieve a tangible stretch. 	<ul style="list-style-type: none"> Collaboration is used to encourage other sectors to adopt the Act and maximise collective impact to tackle long-term challenges.
Avoid duplication and unlock synergies.	<ul style="list-style-type: none"> Processes do not leave opportunities for co-designing of policy and actions. 	<ul style="list-style-type: none"> Partnership work scattered and piecemeal. Processes to identify duplication. 	<ul style="list-style-type: none"> Feedback loop between partners. Some secondments and joint appointments. Commitment to remove duplication and to identify where each partner can best contribute. Use of examples to show how working in partnership have benefited partners. Understanding of the risks of not working together. 	<ul style="list-style-type: none"> Feedback loops with partners and stakeholders. Ongoing secondment and joint appointments plan. Various formal and informal routes for sharing good practice. Processes enable true and honest flow of feedback from external sources. 	<ul style="list-style-type: none"> Processes enable true and honest feedback loops with partners, stakeholders and the public. Ring-fenced resources for collaboration. Formal channel to and from organisations for developing ideas and tackling long-term common challenges Reviews of collaboration. Sharing best practice with others. New ways adopted to demonstrate and communicate progress.
At planning and delivery levels.	<ul style="list-style-type: none"> Overly complex processes and regulations obstructing collaboration. 	<ul style="list-style-type: none"> Processes encourage collaboration but no clear guidelines of how this works in practice. 	<ul style="list-style-type: none"> Processes encourage and enable collaboration with 'unusual' partners and stakeholders. Collaboration in the design of policy. 	<ul style="list-style-type: none"> Collaboration in design <i>and</i> delivery of policy. Evidence of co-design of policy, strategy and actions. 	<ul style="list-style-type: none"> Evidence of co-production, shared budgets, secondments, innovative joint commissioning and delivery of projects.



Involvement

Key Elements of Implementation	No change or no evidence of implementation	Simple change	More adventurous	Owning Ambition	Leading the way
More than consultation – 2-way process.	<ul style="list-style-type: none"> Consultation guidance and process do not reflect increased expectation of 'involvement' in the Act. Involvement treated as a tick box exercise. No formal process for feeding back to those involved. 	<ul style="list-style-type: none"> Processes use the right definition of involvement, and its fit in the spectrum of public participation. Processes differentiate between involvement and consultation. Some evidence of attempts to feedback. Attempts to use different technologies or techniques to improve involvement. 	<ul style="list-style-type: none"> Guidance is encouraging early involvement and methods alternative to consultation. Plan for continuous improvement of involvement methods and techniques. Evidence of moving away from consultation to other methods of involvement consistently. System in place for people to input ideas into policy and decision making and not just to provide views when invited. 	<ul style="list-style-type: none"> Ongoing public involvement in strategic long-term decision making, not just a one-off. Mechanisms to capture views, to analyse and take them into account and to feedback in place. Processes ensure more systematic involvement. Feedback loop within ongoing conversation. Learning gathered and feeds into next steps. Multi-modal involvement methods and processes accessible both on and offline. 	<ul style="list-style-type: none"> Mature and open conversation systems are in place. Mature, transparent and trusting relationship with others established. Trust and confidence in the public sector strengthened and people are more engaged in the democratic process.
Reaching diversity of people affected.	<ul style="list-style-type: none"> No systems in place to involve a diverse range of people and not just 'the usual suspects'. 	<ul style="list-style-type: none"> Some standardised approaches to involvement undertaken. Little reflection on whether accessible to all affected. Some evidence of using data of demographic and population and protected characteristics. Plans to draw on workforce lived experiences. 	<ul style="list-style-type: none"> Using data of demographic and protected characteristics to understand who is affected and where they are. Ensuring full diversity of stakeholders represented and enabled to take part. Evidence of asking how people would like to be involved and of corresponding change. 	<ul style="list-style-type: none"> Using detailed and local data of demographic and protected characteristics to reach those demographics. Formal processes to work with third sector to involve seldom heard voices. Attempts in involving and listening to people who may not have time or inclination to get involved. Mechanisms to ensure anyone who wants to be involved in improving a service or plan is given the opportunity to do so. Evidence of action to diversify workforce and to draw on lived experiences. Systems in place to identify gaps and ensure full diversity of stakeholders is represented and are able to take part. 	<ul style="list-style-type: none"> Evidence of granular demographic data. Co-designed plan to reach seldom heard voices. Tailored involvement methods and techniques. Collaborative involvement. Systems and technology in place to ensure there is an ongoing conversation with the diversity of people affected by the organisation's work or that can help contribute to the organisation's goals and objectives.
Open for real change to result, meaningful and effective.	<ul style="list-style-type: none"> Reliance on hard data only, little weight to lived experiences. 	<ul style="list-style-type: none"> Some evidence of review of effectiveness of involvement. 	<ul style="list-style-type: none"> Evidence that involvement has influenced the substance and content of the policy. Process includes a reflection stage on how to work better with the community – both relating to success stories, and the practical difficulties. Consistent reviews of effectiveness of involvement to date. Formal routes for correspondence, complaints and comments outside of consultation to inform the work. 	<ul style="list-style-type: none"> The impact of involvement is clearly shown and communicated to contributors. Open to real change as a result of involvement. Experimentation of new tools and technology to increase reach and depth of involvement. Systematic review of involvement to date. 	<ul style="list-style-type: none"> Processes enable and encourage co-production with communities, innovative approaches and people's needs. Lived experiences inform policy. Processes to ensure the public has a broad and clear role in government, and address privacy concerns and the use of public data. Technology is utilised to ensure greater involvement and transparency (through online involvement and voting), with expanded physical forms of participatory government. Helps reach consensus and strengthen community engagement.
From problem defining to delivery.	<ul style="list-style-type: none"> Engagement and involvement not a priority in policy design and delivery. Occasional tokenistic consultation at the end of policy design. 	<ul style="list-style-type: none"> Limited involvement in some stages of the policy-making process. Some resources invested in involvement. Mapping of workforce diversity. 	<ul style="list-style-type: none"> Involve people throughout from the definition of the problem to evaluation. Clear plans to increase the diversity of the organisation. Increased funding for involvement exercises. 	<ul style="list-style-type: none"> Involvement processes ensure that relevant people are involved in the design, delivery, implementation and review policy. Ring-fenced budget for involvement activities. 	<ul style="list-style-type: none"> Involvement will ensure greater consensus and strengthen community involvement in deciding on priorities and on delivery. Workforce reflects the diversity of the population.
Seeking to help achieve the goals and desired future.	<ul style="list-style-type: none"> No additional information and involvement, beyond the bare minimum legal requirements, is encouraged through guidance and internal processes. 	<ul style="list-style-type: none"> Policy officials are encouraged to use existing involvement information, including relevant well-being assessments, to inform work. Consultation guidance mentions the Act, but consultation still seen as the end of involvement work and no alternative methods embedded in process. Understanding who can help in achieving the goals. Evidence of use of national principles and standards. Evidence of involvement of staff in defining well-being objectives. 	<ul style="list-style-type: none"> Evidence of involving of staff in defining corporate plan. Evidence of involving staff in defining well-being objectives and plans to meet them. 	<ul style="list-style-type: none"> Processes ensure involvement of teams and individuals in design of strategies and plans. Processes ensure involvement of teams and individuals in key policy making and decisions. 	<ul style="list-style-type: none"> Evidence of involvement of teams and individuals in key policy making and decisions.
Recognises the needs of current and future generations.	<ul style="list-style-type: none"> Not linked to future challenges. Not including future needs or needs of future generations. 	<ul style="list-style-type: none"> Processes recognise the need to understand variety within generations live but also unborn. Processes recognise the need to reach out to children and young people. 	<ul style="list-style-type: none"> Processes recognise the importance of knowing and protecting needs of current and future generations (inc. Children and older people). Evidence of multi-generational thinking. Processes recognise the need to understand variety within generations alive but also unborn. Processes encourage the need to reach out to children and young people. Evidence of the use of techniques to enable input about future generation's needs – such as future narratives. 	<ul style="list-style-type: none"> Multi-generational training for key and senior staff. Evidence of use of more advanced techniques to understand and include future generations needs in policy and decision making. 	<ul style="list-style-type: none"> Intergenerational equity is a core consideration in all policy and decision making.

People & Culture



Long-term

Key Elements of Implementation	No change or no evidence of implementation	Simple change	More adventurous	Owning Ambition	Leading the way
Recognising the value of long-term thinking.	<ul style="list-style-type: none"> Meaning and value of long-term thinking is not understood throughout the organisation. People are focused on short term delivery. People are unsure about the long-term vision for the organisation. 	<ul style="list-style-type: none"> Common understanding of what 'long-term' means in the context of the Act. Senior officials recognise the importance of long-term thinking. Senior management are starting to form a vision for the organisational future but it is not communicated to everyone. 	<ul style="list-style-type: none"> Long-term thinking is understood by senior management and key staff. Senior management demonstrate use of futures thinking and how this is relevant to their teams. Organisational vision for the future is communicated to all staff. 	<ul style="list-style-type: none"> Clear shared long-term organisational vision of the future and an organisational theory of change that everyone understands and contributes to. All management demonstrate use of futures thinking and how this is relevant to their teams. Clear understanding of the organisational vision at different points in the future, balancing short term and long-term needs. 	<ul style="list-style-type: none"> Long-term thinking understood and applied by all staff members. Futures thinking and scenarios used by everyone and appear clearly in all strategies and communications. Clear common vision of the desired organisational and societal future that everyone understands and contributes to. Corporate culture actively encourages thinking about different futures and uses multiple future many scenarios. Emergent planning is the norm.
Fostering and mastering the techniques of long-term thinking to cease long-term opportunities and mitigate short and long-term risks.	<ul style="list-style-type: none"> People are not encouraged to think long-term. No training available. People are not familiar with futures thinking and techniques. The organisation's culture is risk averse and includes blaming. 	<ul style="list-style-type: none"> Some encouragement to think longer-term by senior management. Some people can access training on limited future techniques. Some people start to understand and feel confident to use some futures tools and techniques. Recognition of the need to innovate which includes taking some risks. 	<ul style="list-style-type: none"> Clear encouragement to think long-term by senior management. Some teams access training on different futures techniques. People are open to new ways of doing things to deliver longer-term benefits. Some people willing to take new risks. Long-term risks start to be acknowledged. 	<ul style="list-style-type: none"> People systematically encouraged to think long-term throughout the organisation. Opportunities for building futures capacity for all staff and encouraging them to communicate long-term impacts of work clearly. People understand and use new and innovative techniques to achieve long-term policy ambitions, e.g., back casting, foresight, and horizon scanning. The organisation encourages well-managed risk taking and sharing of learning. Consideration of current and long-term risks and opportunities. 	<ul style="list-style-type: none"> Systematic empowering and encouragement to think long-term. All staff trained in different futures techniques, staff understand the pros and cons of each one, and which is best to use for particular circumstances. All staff have the expertise, confidence and capacity to use long-term thinking, various futures techniques and scenarios. Use of future thinking evidenced at all levels of the organisation. A comprehensive understanding of current and future risks and opportunities. Long-term is the starting point of all conversations. Culture encourages well-managed risk and growth involves departure from a blame culture.
Knowing when and how to apply long-term and multigenerational thinking to enable early intervention and prevention.	<ul style="list-style-type: none"> People are not aware of futures techniques. No futures skills or capabilities. People are not encouraged to use long-term trends. People do not use the Future Trends Report. 	<ul style="list-style-type: none"> Some people start to acquire futures skills. Some people refer to long-term trends in documents and policy. Limited future trends consideration by corporate teams but wider trends with indirect impacts on governance are not considered. Some policy teams use Future Trends Report. 	<ul style="list-style-type: none"> Key people confident in futures skills. Most departments consider long-term trends for documents and strategies. Corporate teams consider wider trends with indirect impact on governance. Most people use the Future Trends Report, which is shared with specific examples on how to use it. Some people start to understand multigenerational thinking and fairness. Some people carry out multigenerational assessments. 	<ul style="list-style-type: none"> Most people confident future skills. A deep understanding of current and future needs, trends and pressures by most people, which drives actions and policy. Deep understanding of multigenerational fairness. All future trends impacting governance (directly and indirectly) considered by corporate teams. Systematic use of the Future Trends Report which is recorded and shared to improve its content and use. 	<ul style="list-style-type: none"> All relevant staff have the right futures skills, consider future trends and needs in their work and plans. Intergenerational Equity and fairness drives the organisation. Different futures techniques understood and used effectively. All future trends impacting governance (directly and indirectly) considered by corporate teams and addressed in strategies. The Future Trends Report is the starting point for long-term consideration, leading to further sources of information.
Shared learning and co-production.	<ul style="list-style-type: none"> No shared learning. Implementation barriers are not considered. 	<ul style="list-style-type: none"> An emerging practice of shared learning in long-term thinking. Identification of potential barriers to implementation, including in resource allocation, planning processes and evaluation/audit. 	<ul style="list-style-type: none"> An emerging practice of sharing good examples of long-term thinking but not consistent across all departments. Persistent gaps in knowledge and practice. Potential barriers identified collaboratively, including in resource allocation, planning processes and evaluation/audit. 	<ul style="list-style-type: none"> Good examples of long-term thinking are shared consistently and purposefully. Potential barriers and solutions identified collaboratively including in resource allocation, planning processes and evaluation/audit. 	<ul style="list-style-type: none"> Internal community of good practice. Evidence of regular, consistent and purposeful learning shared across the organisation. Gaps in knowledge and practice have been filled. Barriers to implementation removed.

 Prevention					
Key Elements of Implementation	No change or no evidence of implementation	Simple change	More adventurous	Owning Ambition	Leading the way
Recognising the value of prevention and its different forms and levels.	<ul style="list-style-type: none"> • People do not understand prevention. • Focus on tackling day-to-day crises rather than seeking to understand root causes. • No recognition of the need to shift to prevention. 	<ul style="list-style-type: none"> • Prevention starts to be understood e.g definition agreed but not fully communicated across the organisation. • The value and need to shift towards prevention recognised by senior staff. • Recognition of the need to address root causes and not just the symptoms of issues. 	<ul style="list-style-type: none"> • Value of prevention discussed in senior forums. • Meaning of prevention known and understood by most staff. • Responsibility for prevention seen as a cross-organisational issue and not siloed to one team. • Clear intention to break negative cycles and intergenerational challenges. • Evidence of using prevention by senior management. 	<ul style="list-style-type: none"> • Value of prevention is discussed at all levels of the organisation. • Most staff are using prevention confidently in their work. • Prevention is seen as everyone's responsibility. • Challenges seen from a system-wide perspective, recognising and valuing long-term benefits over short-term ones. 	<ul style="list-style-type: none"> • Value of prevention is recognised and communicated inside and outside the organisation. • Officials empowered to take well-managed risks. • All staff use prevention and examples of good practice are shared internally and externally. • Efforts at all levels focused first on preventing issues from occurring and addressing root causes.
Clear understanding of what needs to be prevented and the root causes of issues.	<ul style="list-style-type: none"> • No research into root causes of current and future challenges. • People unaware of the issues the organisation is trying to prevent. • No shared learning. 	<ul style="list-style-type: none"> • Some limited research into the root causes of challenges within some areas of the work. • Some identification and communication of the issues the organisation is trying to prevent and their root causes. • Some shared learning. 	<ul style="list-style-type: none"> • Good research on an organisational level on root causes of current and future challenges. • People aware of the issues to be prevented and their main root causes. • Some understanding of intergenerational challenges. • Regular shared learning inside and outside of the organisation. 	<ul style="list-style-type: none"> • Research into root causes of current and future challenges communicated to staff. • Good understanding of the root causes of intergenerational challenges. • Good understanding of the negative cycles facing current and future generations. • Shared learning and some collaboration with others to understand root causes and solutions. 	<ul style="list-style-type: none"> • Staff aware of and use research on the root causes of current and future challenges. • Causality for issues the organisation is trying to prevent are understood and regularly reviewed with others. • Co-designed plans to jointly tackle and prevent common challenges. • Negative cycles and intergenerational challenges addressed. • Long-term thinking enables early intervention.
Fostering and mastering the techniques of preventative work and spending.	<ul style="list-style-type: none"> • No resources or training on identifying causality and root causes of issues. • People do not understand the difference between acute spending and prevention. • No consideration of barriers to prevention. 	<ul style="list-style-type: none"> • Some people start to acquire prevention skills. • Training on prevention and causality offered to senior individuals. • People make efforts to do preventative work, but mostly repackaging old actions. • Some pockets of good practice with people starting to think about root causes. • Identification of potential barriers to implementation, including includes in resource allocation, planning processes and evaluation/audit. 	<ul style="list-style-type: none"> • Key people confident using prevention skills. • Training widely available on the definition of prevention and its different types. • People able to relate issues to different levels of prevention and start to use them in the right contexts. • Potential barriers identified collaboratively, including in resource allocation, planning processes and evaluation/audit. 	<ul style="list-style-type: none"> • Most people confident in prevention skills. • People have training and skills to understand different levels of prevention. • People adapt actions and policies to tackle the root causes of issues. • Potential barriers and solutions identified collaboratively, including in resource allocation, planning processes and evaluation/audit. 	<ul style="list-style-type: none"> • All staff confident in prevention skills. • Preventative policy design and decision making, including shifting to preventative spending, is the norm. • Mindsets have been shifted from treating problems to preventing them. • Barriers to implementation removed.
Resilience and preparedness for crises.	<ul style="list-style-type: none"> • No crises preparedness plans. • No resilience or preparedness for crises. 	<ul style="list-style-type: none"> • Recognition of the need to plan for and prevent potential crises. 	<ul style="list-style-type: none"> • Some topical plans to build resilience and crises preparedness in certain areas. • Organisational efforts to create resilience and flexibility to address current and future issues starting. 	<ul style="list-style-type: none"> • Clear and integrated plan to build organisational resilience and prepare for or avoid crisis wherever possible. • Some systems in place to respond, prepare and address future challenges. 	<ul style="list-style-type: none"> • Wide range of expertise, both in and outside of the public sector, gathered on resilience strategies and action plans. • Governance systems are adaptive and resilient and can prepare and respond to future challenges.



Integration

Key Elements of Implementation	No change or no evidence of implementation	Simple change	More adventurous	Owning Ambition	Leading the way
<p>Corporate integrated vision and objectives clearly communicated and understood.</p>	<ul style="list-style-type: none"> • People not aware of or forget about well-being objectives and steps. • No guidance and communication given on how to embed the Act. • Well-being objectives only focus on some well-being goals. • Act not referred to in documents and communications. • No clear commitment from leadership. • Implementation progress not shared. • No communication on the Act for corporate teams. • No reference to the Act in Terms of Reference for executive forums. • Internal challenge is not present. 	<ul style="list-style-type: none"> • Teams are familiar with well-being objectives that most closely apply to them. • Some guidance and communication on how to embed the Act but no comprehensive strategy. • Well-being objectives maximise contribution to each goal and are an integrated set. • The Act is referred to in policies but working out is not visible; some old actions are rebranded as new. • The Act discussed by senior leadership, but not always communicated to all staff. • Some implementation progress shared but focus mainly on success. • Corporate teams aware through generic training with little practical support in applying the Act. • High awareness of the Act but there are gaps in understanding. • The Act embedded in Terms of Reference for key executive forums. • Rare pockets of internal challenge from senior leadership emerge. 	<ul style="list-style-type: none"> • People understand all organisational well-being objectives and steps and these are considered in all projects. • Comprehensive and long-term improvement strategy to help the civil service embed the duties and elements of the Act. • Senior leadership is encouraging and empowering staff to upskill on the Act. • Everyone understands the spirit and vision of the Act. • New policies refer clearly to the Act and their working out is visible. • Clear commitment to the Act from senior leadership. • Corporate teams clearly understand how to apply the Act in practice and what their role is in the vision for the future. • Clarity and transparency on implementation progress and challenges. • Gap between awareness and understanding identified. • The Act is embedded in all Terms of Reference for senior forums. • Internal challenge from senior leadership to civil servants present but no challenge from civil servants yet. • Clear communication of all the changes the application of the Act is driving and how these links to broader political and organisational commitments. 	<ul style="list-style-type: none"> • Ethos and vision of the Act embedded in organisational identity and values. • Impact on other public bodies considered when designing objectives. • Strategy on embedding the values of the Act is integrated with all other internal strategies and plans. • Corporate strategy and vision designed with a well-developed understanding of the well-being Act. • Senior leadership encourages internal challenge and welcomes external accountability. • People are aware and understand their role in the Act, and apply its principles and values in their work. • The Act is embedded by all policy teams and communicated in all policies and decisions. • Senior leadership taking action to provide synergy between processes and behaviours, ensuring that staff are given time to develop, learn and upskill on the Act. • Sharing of successes and learnings to show implementation progress. • Increased support provided for corporate teams to understand and apply the Act in practice to support implementation in the seven corporate areas of change. • Gap between awareness and understanding closed by providing people with the time and opportunity to learn about the practical application of the Act. • The Act is embedded in all Terms of Reference and official communications. • Learning and development on the Act regularly discussed in performance management and goal setting conversations. 	<ul style="list-style-type: none"> • Consideration of other bodies' well-being objectives and steps clearly demonstrated and communicated to jointly address conflicts. • Implementation of the strategy for embedding the values of the Act monitored and reviewed. • Act part of the Terms of Reference and well-being of future generations regularly on the agenda to discuss at senior executive forums. • Internal challenge and external accountability fully reflect the Act. • Everyone is given the time and opportunity to develop, learn and upskill in relation to the Act. • All civil servants can clearly articulate how their work is embedding the Act and meeting organisational well-being objectives and goals.
<p>End of silo working, sharing of information and resources.</p>	<ul style="list-style-type: none"> • There is a culture of silo working within the organisation. • Information and good practice not shared. • Difficult to identify impacts and dependencies. • No training on the Act is received. • Interconnections between the goals is not understood. • No overall plan to drive cultural change across the organisation. • Barriers to integration not considered. 	<ul style="list-style-type: none"> • Recognition of the value of integrated work. • Some sharing of information and good practice on an informal basis. • Some generic training available to senior staff but not kept up-to-date. • Some interconnections between the goals understood. • Identification of potential implementation barriers including in resource allocation, planning processes and evaluation/audit. 	<ul style="list-style-type: none"> • Encouragement to reach out beyond teams to identify common purposes and objectives. • Good understanding of the connections between the goals. • Regular sharing of information and good practice internally and externally on informal and formal basis. • More in-depth training on the Act available for mid-to-senior level staff. • Senior staff given the time and opportunity to develop, learn, and upskill in relation to the Act. • Potential implementation barriers identified collaboratively, including in resource allocation, planning processes and evaluation/audit. 	<ul style="list-style-type: none"> • Teams seek to understand, challenge and integrate their work with other departments and public bodies. • Teams proactively share their work through formal and informal routes. • Clear understanding of necessary levels of awareness of the Act among staff and mandatory training. • Delivery of the Act regularly discussed in performance management and goal setting conversations. • The organisation collates and regularly reviews good practice from others which they also learn from. • Encouragement to apply the Act led and encouraged by senior leadership who organise formal and informal structures such as regular challenge sessions based around the Act. • Good examples and lessons learned are shared across the organisation so that innovations in one area can be emulated in others. • Potential barriers and their solutions identified in a collaborative way which includes in resource allocation, planning processes and evaluation/audit. 	<ul style="list-style-type: none"> • No more silo working. • An open culture where information is shared freely and systematically. • Up-to-date training on the Act is readily available and mandatory for all staff and as part of induction. • The Act is well embedded in systems for managing performance and goal setting. • Good practice is regularly shared internally but also outside the organisation. • Barriers to implementation removed.
<p>Seeing impacts and dependencies.</p>	<ul style="list-style-type: none"> • No consideration of other bodies and teams' work. • Integrated Impact Assessments are not used. • No consideration of existing internal work at the conception stage of new projects or services. • Understanding and use of some ways of working. • Not clear who is responsible for the Act. 	<ul style="list-style-type: none"> • Some intention to ensure projects are not duplicating or negatively impacting each other. • Integrated Impact Assessments are used as a checklist at the end of the process. • Some existing work is considered before starting new projects. • All five ways of working understood and used. • The Act seen as the sole the responsibility of sustainability leads. 	<ul style="list-style-type: none"> • Some start to address interdependencies. • Recognition of the impact of decisions on other areas of the organisation. • People recognise the value of starting with the Integrated Impact Assessment and this is regularly reviewed. • Most staff know how to use Integrated Impact Assessments and are encouraged to use them from the start of the project. • Consideration of impact on other projects and teams to maximise efficiency. • Staff understand the requirements of the Act well and have good working knowledge of the five ways of working. • Act seen as the responsibility of sustainability leads and senior leadership. 	<ul style="list-style-type: none"> • Recognition of the impact of decisions on other areas of the organisation and the wider public sector. • Streamlined, systematic use of Integrated Impact Assessments with checks to see if used at the start of the process. • Great care given to not impact others' work or objectives negatively. • Most people are bold in their use the Act and all five ways of working and understand what good practice is. • The Act is seen as everyone's responsibility . 	<ul style="list-style-type: none"> • All relevant staff can confidently identify connections and address interdependencies. • Systematic consideration of the objectives, work and impact of other teams and public bodies. • Great care given to reinforce others' work and objectives. • Staff systematically share good practical learning on the use of the five ways of working and the Act. • Everyone aware of their responsibility for the implementation of the Act.
<p>Integration with other requirements.</p>	<ul style="list-style-type: none"> • People do not understand how the Act links with other legislation and requirements. • New vocabulary and separate commitments constantly added. • Minimum requirements of other guidance and regulations met, but staff do not go further than this to implement the Act. 	<ul style="list-style-type: none"> • People start to understand how the Act sits alongside other legislation. • The organisation explains clearly how new commitments link to existing ones within the Act, but new vocabulary continues being introduced . • Some staff starting to use the Act within other statutory requirements. 	<ul style="list-style-type: none"> • People see the Act as a framework around all other duties and consider it alongside other legislation and requirements. • New commitments use the terminology of the Act instead of introducing new vocabulary. 	<ul style="list-style-type: none"> • Act seen as starting point for projects and a tool for integrating other duties. • New commitments and policies are coherent with one another and with the Act. • Terminology of the Act is correctly and widely used by all staff. • Staff understand that the Act means trying new things within existing duties and requirements. 	<ul style="list-style-type: none"> • Act frames the narrative and values of the organisation. • People are confident and willingly go above and beyond when implementing the Act.

 Collaboration					
Key Elements of Implementation	No change or no evidence of implementation	Simple change	More adventurous	Owning Ambition	Leading the way
Recognising the value of collaboration and innovation.	<ul style="list-style-type: none"> No efforts to collaborate with others. No information sharing. No partnership work happening. 	<ul style="list-style-type: none"> Recognition of the value of collaboration from senior leadership. Recognition of the importance of innovation. Clear encouragement from leadership to collaborate. Isolated cases of partnership work with some information sharing. 	<ul style="list-style-type: none"> Strong commitment to collaborating in the organisation. Strong commitment to innovation and permission to fail given. Pockets of good collaborative practice and communication on what good collaboration looks like. Sharing of information well established. 	<ul style="list-style-type: none"> Corporate strategies and plans include an important element of collaboration. People have a clear understanding of what good collaboration is and seeking new and effective ways of collaboration. Collaboration has moved beyond information sharing to a starting point of working jointly together. 	<ul style="list-style-type: none"> Collaboration is one of the organisation's core values. Prototyping and innovation are the new norm.
Collaboration within the organisation.	<ul style="list-style-type: none"> Everyone within the organisation focused on getting work done without considering how others can help shape it. No attempts to increase internal collaboration and resilience. No joint work between different teams. 	<ul style="list-style-type: none"> Some people able to collaborate with colleagues. People going beyond their own team and having ad-hoc discussions with close contacts in other teams. Isolated attempts to increase collaboration and create resilience such as secondments between departments. Teams under the same department work together on limited projects. 	<ul style="list-style-type: none"> Key people confident in collaborating with colleagues. Enabled by leadership, whole teams starting to look beyond their own department or directorate to seek potential partners in other teams. Regular attempts to increase collaboration and resilience by seconding staff. Established programme for collaboration on bigger projects. 	<ul style="list-style-type: none"> Most people collaborate with colleagues and look for opportunities to do so. Regular formal and informal collaboration between different teams, enabled and encouraged by leadership. Secondments to other teams integrated within regular career progression pathways. Collective discussions on who to partner with across sectors. 	<ul style="list-style-type: none"> All relevant staff can confidently collaborate. Collaboration is part of the ethos of working with others and staff use multiple formal and informal channels. Seconding staff to increase collaboration and resilience seen as normal and encouraged by leadership. Most projects in the organisation are done collaboratively with different departments and teams shaping projects and strategies.
Identifying potential partners and synergies.	<ul style="list-style-type: none"> No mapping of potential partners. People do not know which organisations are considered partners. Barriers to collaboration not considered. 	<ul style="list-style-type: none"> Mapping of potential partners has started. Different teams starting to get to know some organisations identified as key partners. Identification of potential barriers to collaboration. 	<ul style="list-style-type: none"> Mapping of potential partners completed. People understand partners' objectives, and drive collaborative activity. Designing joint objectives together with partners. Co-review of the barriers to implementation. 	<ul style="list-style-type: none"> List of potential partners regularly reviewed and amended collectively. Partners' objectives seen as a key consideration when scoping future work. Barriers to collaboration identified and plan to tackle them in place. Attempts to review and improve existing partnerships and collaborations. 	<ul style="list-style-type: none"> Key sectors, stakeholders and potential partners mapped. People are always open to identifying new partners. Well-known and established synergies are unlocked. Barriers to collaboration removed. Systematic review and improvement of partnerships and collaborations.
Building trust and cross-fertilising of skills.	<ul style="list-style-type: none"> No established relationships with others. No mobility across organisations. No shared practice and learning. No intention to build long-lasting relationships. No considerations of positive and negative behaviours in partnerships. 	<ul style="list-style-type: none"> Isolated attempts to establish partnerships and create resilience through e.g. secondments with other public bodies. Some isolated sharing of good practice where relationships already exist. Intention and attempts to build long-lasting relationships with important partners. Sharing with partners the behaviours the organisation considers positive and desirable. 	<ul style="list-style-type: none"> Routine attempts to share resources with partners, including through joint skill audits and secondments. Evidence of some informal sharing of good practice, along with one off events for sharing examples of embedding the Act. Staff increasingly know how to build and maintain successful partnerships. Discussing with partners which behaviours should be fostered and which discarded. 	<ul style="list-style-type: none"> Routine shared posts and secondments with partners, increasing capacity and expertise. Stretching further and sharing not just good practice but also learning and challenges with partners. All staff know how to establish innovative forms of collaborations to suit each partner. Being brave and calling out negative behaviours in partners. 	<ul style="list-style-type: none"> Employment terms and conditions aligned with partners to enable mobility across organisations. Evidence of lessons learned and the impact of new ways of working adopted by partner organisations. Well established expertise in building trust, and long-lasting partnerships based on tailored and innovative ways to improve and deepen collaboration. Network of collaborators well established and based on trust.
Funding and delivery of joint projects.	<ul style="list-style-type: none"> No joint projects. No funding for joint projects. No consideration of what good collaboration looks like. 	<ul style="list-style-type: none"> Emergence of small joint projects. Seed money set aside for collaboration. Considering with partners what current best practice in collaboration is. 	<ul style="list-style-type: none"> Increasing number of co-funded and joint projects. Programme for delivery of joint projects. Starting to scope out with partners a long-term vision for collaboration and its characteristics. 	<ul style="list-style-type: none"> Budget set aside for annual collaborations. Well established programme for collaboration and partnerships. 	<ul style="list-style-type: none"> Organisation's main projects delivered in collaboration. Specific budget set aside for long-term and growing partnerships. Joint implementation and reviews of the success of the long-term programme for collaboration.



 **Involvement**

Key Elements of Implementation	No change or no evidence of implementation	Simple change	More adventurous	Owning Ambition	Leading the way
<p>Recognising the value of involvement and lived experience.</p>	<ul style="list-style-type: none"> • Consultation is the norm. • Irregular consultations and surveys. • No or little consideration of international principles for public engagement. • Information not shared internally or externally. • No identification of barriers to involvement. 	<ul style="list-style-type: none"> • Involvement seen as useful but considered an add on. • Recognition of the value of involvement at senior level and in communications. • Principles and standards for public engagement flagged and used in a patchy way. • Staff stretching beyond what is comfortable and open to try increasingly new and more innovative ways to involve people. • Some information made publicly available but a lot of documents still kept from public domain. • Identification of implementation barriers. 	<ul style="list-style-type: none"> • Involvement no longer seen as an add on. • Most civil servants aware of the principles of public engagement and understand where involvement fits within them. • Involvement recognised as everyone's business. • Different levels of involvement understood and seen as everyone's business. • Organisation is open and promotes access to information to enable better involvement. • Potential barriers identified in a collaborative way. 	<ul style="list-style-type: none"> • Recognition at all levels that views of stakeholders are vital information to help deliver better outcomes. • Levels of involvement used well. • Most information – both good practice and lessons learned is in the public domain. • Corporate strategies and plans shaped through involvement. • Potential barriers and their solutions identified in a collaborative way. 	<ul style="list-style-type: none"> • Involvement part of the core values of the organisation and everyone does it . • The organisation freely and transparently communicates everything it does with the public – information is available both on and offline. • Long-term commitment to participatory budgeting, with an allocated percentage of budget spent using it. • Organisational development strategy in place. • Barriers to implementation removed.
<p>Internal involvement.</p>	<ul style="list-style-type: none"> • People not informed of decisions made internally. • No effort to gather staff's views. • Well-being objectives and goals not on people's radar. • Staff not holding each other to account on embedding the Act and the sustainable development principle. • Staff well-being not a consideration. • Change led by 'frustrated champions' who are having to fight the system and business-as-usual to embed the Act in their work. • Work in a traditional way and does not promote new ways of working. • Calling out culture. 	<ul style="list-style-type: none"> • Some people start to be able to involve colleagues. • Staff rarely involved in senior decision-making and vision for the organisation. • Some consultation such as regular surveys of staff's level of understanding of the Act. • People well aware of well-being objectives and goals but these are only seen as an organisational duty and no consideration as to how they can contribute as individuals and employees. • Some pockets of internal challenge and holding each other to account. • Staff well-being is talked about but not much is done in practice. • Some pilots of new innovative ways of working e.g. some agile working. • Call failures 'learnings' and stop blame. 	<ul style="list-style-type: none"> • Key people feel confident in involving colleagues in their work. • Efforts to involve wider staff in shaping internal governance documents and vision for the organisation. • Audit of staff well-being to consider where this can be improved. • More searching questions asked in internal surveys to understand use of the 5 ways of working as well knowledge of the Act. • People start considering ways in which they can individually contribute to well-being objectives and goals as individuals; not just in work capacity. • Senior staff holding each other to account across teams within their own department. • Staff well-being clearly set as a corporate priority. • Promotion of agile working. • Create safe places to learn. 	<ul style="list-style-type: none"> • Significant pool of people feel confident and involve the right colleagues in their work. • Continuous conversation with all staff on organisational approach and structures with clear communication to explain how staff involvement is used. • Routine surveys on understanding and use of the new ways of working. • Surveys results analysed, and effort made to involve staff with lower levels of understanding of the Act in finding solutions. • Staff involved in contributing to meeting well-being objectives and goals as community members and employees. • Mid-level and senior staff getting more confident with holding each other to account across teams and departments. • All staff, irrespective of role, given the opportunity to partake. • Most teams work in an agile way and use emergent planning. • Employee well-being is high on the agenda. • 'Calling in' culture rather than 'calling out' culture, where learnings are seen as opportunities to progress. 	<ul style="list-style-type: none"> • All relevant staff involve relevant colleagues everywhere useful. • Organisational approach, governance structures and vision are owned by everyone. • Beyond surveys, using more direct methods to test and support both people's understanding and application of the Act. • Contribution to well-being objectives and goals comes naturally to people, both in their work capacity and as individuals. • All staff are prepared to hold each other to account, across teams and departments to successfully embed the sustainable development principle. • Employee well-being is a prime consideration for the organisation. • Organisation promotes and encourages an ethos of kindness, trust and empathy. • Emergent planning and agile working is the norm. • Safe culture where people can share all learning Safe environment to try innovation and a culture of considering failures as learning opportunities.
<p>Reaching out to new people beyond the usual suspects in new ways.</p>	<ul style="list-style-type: none"> • Little evidence of civil servants understanding who they need to involve in their work and why. • Focus on the 'usual suspects', with little or no effort to seek views from non-traditional sources. • Technology seldom or not used at all to improve involvement. • No review of involvement practices to detect barriers to involvement. • Unaware of national principles for public engagement or national standards to involve young people and children. 	<ul style="list-style-type: none"> • Growing understanding among staff of the need to involve others, who and why. • Some people start to reach to new groups and individuals but still not to the diversity of the people affected. • Increased opportunities for public involvement. • Some use of technology such as online events and surveys to widen involvement methods. • One off or sporadic reviews of involvement practices with some barriers to involvement starting to emerge. 	<ul style="list-style-type: none"> • Good understanding of who needs to be involved, and why. • Key people feel confident and reach out to new communities and individuals. • Systematic attempts to ensure wider diversity of stakeholders are represented, reaching out to seldom heard voices. • Technology regularly used to increase participation and transparency of decision-making. • Regular review of the involvement processes to share good practice and to discuss potential barriers in engaging with communities. 	<ul style="list-style-type: none"> • All staff are given the opportunity to partake in involvement activities. • All staff feel confident to partake in involvement and consider this a key part of the decision-making process. • Significant pool of people reaching out constantly to new communities and individuals. • Civil servants stretching beyond comfort zones and using multi-modal involvement methods (such as Citizens Assemblies and Juries) to engage with more diverse and seldom-heard voices. • People involved in the review of involvement practices to detect further barriers and find solutions. 	<ul style="list-style-type: none"> • All relevant staff reach out routinely to new communities and individuals. • Ongoing conversation with the diversity of people affected by the organisation's work or that can help contribute to the organisation's goals and objectives. • All staff confident with using new and innovative technology to improve involvement and transparency. • Barriers to involvement removed..
<p>Towards co-design.</p>	<ul style="list-style-type: none"> • Involvement not seen as necessary or valuable. • Consultation is the only public participation model. • Public does not feel involved in decision-making and only minimum statutory steps are taken to involve them. • No training on co-design techniques. 	<ul style="list-style-type: none"> • Understanding that consultation is a minimum requirement set by other legislation. • Involvement still seen mostly as an add on. • Evidence of emerging innovation stretching beyond minimum requirements and using different methods of involvement. • Good involvement is happening, but piecemeal and driven by 'frustrated champions'. • No training on co-design. 	<ul style="list-style-type: none"> • Involvement becomes routine technique for public participation. • Consultation no longer seen as the main requirement but as bare minimum. • Evidence of growing practice of stretch towards co-design. • Good practice shared widely. • Voluntary training on co-design. 	<ul style="list-style-type: none"> • Value of co-design clearly communicated and required. • Significant pool of staff master co-designing and involvement techniques. • Staff understand and use all methods of public participation and able to use the best ones in each case. • Corporate strategies and plans shaped through involvement and some elements are co-designed. • Clear two-way conversation channels established with those needing to be involved. • People ensure stakeholders and individuals understand the impact of their contribution. 	<ul style="list-style-type: none"> • All relevant staff feel confident and empowered to use innovative and evolving involvement and co-design methods. • Evidence of co-production, innovative approaches and people's needs, lived experiences inform strategies, policies and decision making. • Organisation has close links with local communities to provide better opportunities for them to influence and create a government that reflects their own needs, experiences, and demands. • Services are designed through co-commissioning, involving service users and stakeholders. This covers initiatives such as a citizens' scrutiny or oversight boards. • Long-term commitment to participatory budgeting, with an allocated percentage of budget spent using it.

Public Sector Leadership

Long-term:

- Setting a clear shared vision of the desired future for the nation to be achieved and tracking national progress.
- Providing a reliable source of future trends.
- Enabling capacity building and effectiveness of practices.
- Having a long-term corporate strategy and implementing it.

Prevention:

- Enabling shift towards prevention and early intervention.
- Guiding and enabling capacity building including funding of the shift towards prevention.

Collaboration:

- Enabling collaboration and leading by example.
- Collating and sharing of achievements and good practice.
- Working in partnership.

Integration:

- Enabling integration and promoting the Act in everything they do.
- Integrating objectives.
- Integrating the Act into existing systems and giving clear guidance for officials representing the Act.

Involvement:

- Enabling involvement.
- Evidence of involvement.
- Improving involvement.

Public Sector Leadership



Long-term					
Key Elements of Implementation	No change or no evidence of implementation	Simple change	More adventurous	Owning Ambition	Leading the way
Setting a clear vision of the desired future for the nation to be achieved and tracking national progress.	<ul style="list-style-type: none"> No national vision for the future. 	<ul style="list-style-type: none"> National 10-year vision and requiring the sector to contribute to its achievement. 	<ul style="list-style-type: none"> National 25+ year vision. 	<ul style="list-style-type: none"> Setting in law a National vision set for Wales in 2050 and promoting it to all sectors. 	<ul style="list-style-type: none"> National vision set for Wales in 2100 and requiring some or all sectors to contribute to its achievement. Enabling public bodies to take bold decisions and try new things on the Act to address long-term challenges as well as current ones.
Providing a reliable source of future trends.	<ul style="list-style-type: none"> No official future trends. No national milestones. 	<ul style="list-style-type: none"> Future Trends Report and milestones published. Report and milestones shared with public bodies but no specific efforts to promote it. 	<ul style="list-style-type: none"> Future Trends Report presented at various public sector forums to ensure awareness and to discuss how it can be used. Good practice on use of the Future Trends Report gathered and shared to increase use further and to identify areas for improvements. 	<ul style="list-style-type: none"> Good understanding of the broad future trends impacting the country and the public sector, shared with them. Future Trends Report used as a starting point to introduce people to other useful futures resources and tools. 	<ul style="list-style-type: none"> Tailored products based on the Future Trends Report produced to enable better and easier use. Multitude of tool kits and implementation frameworks created. Regular challenge and accountability in the system on how future trends information is being used.
Enabling capacity building and improving effectiveness.	<ul style="list-style-type: none"> No efforts are made to increase futures capacity across the public sector or map out futures ecosystem. 	<ul style="list-style-type: none"> Some effort to bring together futures thinkers in a joint forum but participation is limited. Facilitation of training on reading trends, building scenarios and horizon scanning provided for key organisations and individuals to address biggest national risks. Facilitating discussions about the barriers to implementation Inc. In resource allocation, planning processes and evaluation/audit. 	<ul style="list-style-type: none"> Mapping out the futures ecosystem in Wales to understand capacity, gaps and needs and start tackling them. Funding provided to help public sector develop tailored trends narrative and training to address biggest national risks. Facilitating discussions about solutions to the barriers to implementation Inc. In resource allocation, planning processes and evaluation/audit. Underline the value of the long term in policy discussions, for example around budget and in consultations. 	<ul style="list-style-type: none"> Forums with futures actors from across Wales share ideas, good practice and help others increase expertise. Funding provided to help public sector develop tailored trends narrative and training to address biggest national risks and seize biggest national opportunities. Training on back casting, fore-sighting and horizon scanning to design and deliver policy shared. Removing barriers to implementation Inc. In resource allocation, planning processes and evaluation/audit. Extend long-term thinking beyond the Welsh government and its functions. Collaborative work between government and public bodies to address main future trends and challenges. 	<ul style="list-style-type: none"> Public bodies are empowered and feel confident using futures techniques and tools to address their future challenges as well as those for the region, sector and nation. They work collaboratively with others to address them. Funding provided to help public sector develop tailored trends narrative and training to address biggest national risks and seize national opportunities. Training on futures techniques co-funded and shared. Funding for collaboration and co-design of register, tools, reviews as well-as in policy and decision making. Barriers to implementation removed. Futures thinking done in a collaborative and integrated way across the public sector and beyond.
Having a long-term corporate strategy and implementing it.	<ul style="list-style-type: none"> Short-term corporate strategy focusses on addressing short term crisis only. 	<ul style="list-style-type: none"> Walking the talk - Corporate strategy reflects a growing understanding of current and future needs, trends and pressures. 	<ul style="list-style-type: none"> Walking the talk - Corporate strategy uses some future trends and scenarios, structuring action around short, medium and long-term actions. Walking the talk - Senior management demonstrate how they are using future thinking and how this is relevant to their teams. 	<ul style="list-style-type: none"> Walking the talk - Corporate strategy is set within the context of future trends, scenarios and has analysis of the short, medium and long-term actions most effective to achieving the long-term vision. Walking the talk - Senior management and all managers demonstrate how they are using future thinking and how this is relevant to their teams. 	<ul style="list-style-type: none"> Walking the talk - Corporate strategy is a living document that takes into account shifting future trends, scenarios and horizon-scanning. Resourcing futures skills included in Governance Strategy that co-ordinates action on governmental skills and appointments. Futures skills and expertise brought to other sectors and are further developed with them.



Prevention					
Key Elements of Implementation	No change or no evidence of implementation	Simple change	More adventurous	Owning Ambition	Leading the way
Enabling shift towards prevention and early intervention.	<ul style="list-style-type: none"> No evidence of efforts to encourage shift towards prevention. No evidence of efforts to encourage shift away from crisis management. 	<ul style="list-style-type: none"> Call to shift towards preventative action. Value and benefits of prevention clearly explained. 	<ul style="list-style-type: none"> Expectations around prevention set out clearly in addition to a recognition about its value. Leaders regularly discuss primary, secondary and tertiary preventative action. Sharing of analysis into root-cause and how they have been addressed. 	<ul style="list-style-type: none"> Sharing evidence / good practice of how prevention is applied. Different use of prevention including Definition(s) of prevention used in conversations with public bodies about performance management and finance. Prevention agenda set as a priority to Boards and senior managers in conversations on performance, prioritisation and finance. 	<ul style="list-style-type: none"> Government is using financial levers to encourage preventative spend and setting out a clear guidance on what they expect to see from public bodies.
Guiding and enabling capacity building including funding of shift towards prevention.	<ul style="list-style-type: none"> No guidance or support offered. No funding. 	<ul style="list-style-type: none"> Research into root-causes, causality and impacts of national issues is undertaken. Facilitating discussions about the barriers to implementation Inc. In resource allocation, planning processes and evaluation/audit. Some seed funding for pilots. 	<ul style="list-style-type: none"> Examples of use of prevention collated and shared to help shift actions and strategies. Guidance on how to recognise and apply primary, secondary and tertiary prevention shared. Research into root-causes, causality and impacts of national issues shared. Joint-projects on early intervention tested to address biggest national challenges. Discussions about solutions to the barriers to implementation facilitated Inc. In resource allocation, planning processes and evaluation/audit. Funding set aside. 	<ul style="list-style-type: none"> Research into root-causes, causality and impacts of national and more local issues conducted and shared. Common and joint training offered/facilitated by government. Enabling public bodies to take bold decisions and try new things to prevent national challenges. Removing barriers to implementation Inc. In resource allocation, planning processes and evaluation/audit. Programme of funding in place. 	<ul style="list-style-type: none"> Research, finding and good practice is shared between all sectors. Barriers to implementation removed. Public bodies empowered to apply prevention and rewarded for taking bold decisions and trying new things – even if they prove unsuccessful unsuccessful. Funding ring-fenced to enable collaborative approaches to tackle national challenges and to enable early intervention.

Collaboration					
Key Elements of Implementation	No change or no evidence of implementation	Simple change	More adventurous	Owning Ambition	Leading the way
Enabling collaboration.	<ul style="list-style-type: none"> No efforts to break through silo working. 	<ul style="list-style-type: none"> Active encouragement including in guidance for new and existing bodies to work together to unlock synergies to meet the goals, well-being objectives and local well-being objectives. 	<ul style="list-style-type: none"> Increased support for new and existing bodies to work together to unlock synergies to meet the goals, well-being objectives and local well-being objectives. Collaboration included in some conditions of funding. 	<ul style="list-style-type: none"> Encourage and support cross-participation at Senior Management levels to help resolve issues collectively and provide additional perspectives. Collaboration included in most conditions of funding. 	<ul style="list-style-type: none"> Encouragement and support of close cooperation between sectors to ensure best practice and innovation is shared and adapted across organisations. Collaboration included in all conditions of funding.
Collating and sharing of achievements and good practice.	<ul style="list-style-type: none"> Lack of trust and conflicting priorities between organisations, no sharing of experience or information, leading to confusion and duplication of effort. 	<ul style="list-style-type: none"> Inconsistent and irregular one-off events for sharing good practice internally and externally. 	<ul style="list-style-type: none"> Sharing research and findings. Sharing lessons learnt and challenges as well as good practice. Regular sharing of good practice informally, and irregular sharing at formal forums. Some examples of government working together with public bodies on shared problems, such as climate change. Facilitation and support of close cooperation between sectors to ensure best practice and innovation is shared and adapted across organisations. 	<ul style="list-style-type: none"> Various formal and informal routes for sharing good practice exist, for example through Public Services Boards, existing collaborative forums or regular good practice exchange events. Within the public sector but also beyond, so that government can benefit from innovation outside the public sector. Encouraging similar practice from public bodies. Focusing on place, community and outcomes not organisational boundaries and seeking to establish/ facilitate shared processes and ways of working for the public sector, where appropriate. Evidence of well established partnerships. Secondments between organisations to increase capacity and collaboration are a regular and consistent development route for staff. 	<ul style="list-style-type: none"> Support and enable the development of a Community of Good Practice around the Act, led by government, integrated and feeds from and to other formal and informal routes of good practice exchange. Sharing of in-house skills with communities and partners. Evidence of sharing with partner organisations. Lessons learned and the impact of new ways of working. Maturity and trust within and between organisations. To address problems of common interest, institutions at all levels of government and in all sectors are working together and jointly with non-State actors towards the same end, purpose and effect. Government leads other organisation in innovation when it comes to new ways of working – for example, flexible working (both in terms of time and location). Government is incentivising and encouraging proper application of the Act and flexibility to innovate through capital and revenue funding programmes.
Working in partnership.	<ul style="list-style-type: none"> Perception of government working in silos around ministerial portfolio. PSBs are not used as a route for collaboration between WG and public bodies. 	<ul style="list-style-type: none"> Rare sharing of staff or secondments between departments or within other public bodies. Regular presence from WG on PSBs to gather information about what public bodies are doing. Review Welsh Government Terms of Reference for PSB Representatives. 	<ul style="list-style-type: none"> Secondments and staff mobility undertaken and encouraged to increase expertise and resilience in government and public bodies. Government's PSB reps share information across government and to and from public bodies. Consider how to support PSBs to achieve their ambitious purpose - i.e. review funding arrangements and current guidance to members to encourage more joint work and active participation. Good examples of using the Act are regularly shared in both formal and informal ways. 	<ul style="list-style-type: none"> Joint appointments and fluid mobility within the public sector. Government's Public Service Board representatives share information across government to and from public bodies enabling collaboration and cross-governmental work to resolve challenges. Good and consistent relationship and collaboration between relevant governmental and public body departments. 	<ul style="list-style-type: none"> There is evidence of co-production, shared budgets, innovative joint commissioning and delivery of projects.

Integration					
Key Elements of Implementation	No change or no evidence of implementation	Simple change	More adventurous	Owning Ambition	Leading the way
Enabling integration.	<ul style="list-style-type: none"> No reference to the Act included in communications. Guidance to public bodies published without regard to the Act. No attempt to integrate various duties. 	<ul style="list-style-type: none"> Sharing of good practice internally. Active encouragement for new and existing bodies to consider objectives and work of other bodies in their geographical area or sector. Good practice is present but sporadic and it is mainly led by individuals. Examples are shared internally but rarely shared across teams. 	<ul style="list-style-type: none"> References to the Act included in all communications to public bodies and terminology in new policies and laws are consistent with the Act. Sharing of good practice internally and externally. Good examples of wide and integrated positive impacts collected and shared. Government regularly and proactively reviews good practice from others and learns from it. Information about the Act present and available to other sectors through for example Development Bank for Wales. 	<ul style="list-style-type: none"> Encouragement of bodies not caught by the Act to consider the well-being objectives of Public Services Boards and public bodies within their sector or geographical area. 	<ul style="list-style-type: none"> All communications, instructions, guidance and regulations to public bodies are framed around the Act as its central organising principle. Clear evidence and communication of how policies across government departments are integrated, including demonstrating how the costs spent by one department are providing benefits or savings to another.
Integrating objectives.	<ul style="list-style-type: none"> No guidance on consideration of others' objectives. 	<ul style="list-style-type: none"> Some individuals and teams consider others' objectives. 	<ul style="list-style-type: none"> Improve awareness and understanding of other bodies' well-being objectives to ensure these are considered a part of the decision-making process. 	<ul style="list-style-type: none"> Clear encouragement and facilitation of the public sector working together in innovative ways to maximise contribution to the goals and to their respective well-objectives. 	<ul style="list-style-type: none"> Government enabling and encouraging public bodies to work beyond organisational boundaries to improve all dimensions of well-being locally and nationally and prevent negative impacts. Government seen as a leader in the implementation of the Act but is also ready to follow other public bodies' examples when they prove to be better.
Integrating the Act into existing systems.	<ul style="list-style-type: none"> New bodies and organisations operate completely independently of existing ones. No collaboration encouraged. Contradiction and confusion of terminology. 	<ul style="list-style-type: none"> Reference to the Act added to communications to public bodies, including in guidance relating to other legislation and regulations. Attention given to the need to prevent confusion and conflict in terminology in new legal and policy documents. 	<ul style="list-style-type: none"> Government promotes the Act as the framework around all other duties rather than an add-on. Plan for redraft and consolidation of existing national policies and laws to remove conflicts. Standardising the language, they are using in line with the Act, including in the Terms of Reference of reviews, commissions or bodies set up to require them to align their work both to the principles and language of the Act. 	<ul style="list-style-type: none"> Use and promotion of new holistic measures of progress and success to improve well-being. Progress made in removal of contradictions and conflicts with existing national policies and laws. Reflecting the Act in the corporate planning, performance management and reporting requirements on public bodies. 	<ul style="list-style-type: none"> Redrafting and consolidation of existing policies and laws completed or significantly advanced.

Involvement					
Key Elements of Implementation	No change or no evidence of implementation	Simple change	More adventurous	Owning Ambition	Leading the way
Enabling involvement.	<ul style="list-style-type: none"> When information is requested by other sectors, they are told the Act is not applicable to them. 	<ul style="list-style-type: none"> Need for and benefits of involvement clearly communicated. 	<ul style="list-style-type: none"> Need and benefits of involvement demonstrated. 	<ul style="list-style-type: none"> Celebrating and recognising those leading in progressive work in Wales, in involvement and ensure that this learning is shared and scaled up. 	<ul style="list-style-type: none"> All governmental levers are used to encourage other sectors and countries to involve people in all policy making and decision making. Promotion of the Act to be adopted t on a voluntary basis.
Evidence of involvement.	<ul style="list-style-type: none"> No evidence of how government is involving public bodies in their work. 	<ul style="list-style-type: none"> Welsh Government sitting on existing forums and listening to public body work and needs but not taking active participation or feeding back. 	<ul style="list-style-type: none"> Government more pro-actively involving public bodies through existing forums and seeking feedback on proposals that would affect public bodies. 	<ul style="list-style-type: none"> Government approaching public bodies at the start of proposals to understand their needs and ensure these are incorporated from the beginning stages. Policies co-produced with the people who will be implementing them to ensure challenges to implementation are addressed at the design stage. 	<ul style="list-style-type: none"> Government is honestly and transparently sharing their successes, challenges and good practice with others.
Improving involvement.	<ul style="list-style-type: none"> No efforts are made to understand what support may be needed to enable public bodies to implement the Act. Good practice around the Act is not shared or reviewed. No effort to reach the diversity of organisations affected. 	<ul style="list-style-type: none"> Information of public bodies' views is gathered from existing secondary sources of information (I.e. Senedd consultations and evidence, FCC work etc.). Information on the Act is not tailored to other sectors but generic information is shared on an on-demand basis. Government reviews good practice only on a reactive basis when someone shares it with them. 	<ul style="list-style-type: none"> Evidence of Welsh Government seeking to involve public bodies through, for example, membership on boards and committees. Good understanding of the diversity of organisations and individuals needing to be involved. Evidence of many new ways of reaching new important organisations and people affected. 	<ul style="list-style-type: none"> Feedback loop to show where projects and proposals were adapted to fit what public bodies are saying. Examples of good practice across the organisation, showing people going beyond minimum requirements to carry out SD principle and SWOW. Policies co-produced with the people who will be implementing them to ensure challenges to implementation are addressed at the design stage. 	<ul style="list-style-type: none"> On-going involvement conversation with public bodies on how best they can be supported, and Welsh Government clearly shows how they are enabling others to embed the Act. Public bodies are invited to sit on every board or committee. Welsh Government and public bodies have found ways of measuring the success of initiatives based on well-being to encourage integration, preventative thinking and collaboration.