



Appendix 2: Assessment of system maturity by the regional WSA team; April 2024

Dimension	Assessment score 1 - 5					Assessment statement that best reflects the current healthy weight system across the Swansea Bay and Hywel Dda region.
	1	2	3	4	5	
1. Strong leadership across the system						
1a						System leadership is made up of a selection of appropriate partners but still being driven mostly by a single organisation
1b						Some organisations within the system partnership are beginning to develop an understanding of the system that they are a part of
1c						Leadership is driven by a single main organisation
1d						The system does not actively encourage leadership at all levels, but system leadership is beginning to develop in some spaces.
Supporting narrative and evidence						
<p>The WSA is seeking to build leadership for healthy weight at all levels across the system. Over the past year there has been increased engagement of leaders in the healthy weight agenda but this tends to be restricted to the boundaries of individual organisational influence. Different stakeholders are independently delivering actions/services to promote healthy weight with only a few examples of joined up approaches across organisational boundaries which happen mainly at an operational level. Leadership is largely driven from within Public Health and the WSA team specifically.</p> <p>There have been significant changes in Executive level posts in the past 12 months with new Chairs, Chief Executives and Directors of Public Health in both UHBs, as well as across strategic partnership structures which has meant that the leadership landscape has changed considerably. The Principal Practitioner has undertaken a series of set-up and buy-in conversations with individuals who are new in post to build awareness and leadership across the system.</p> <p>The social network analysis conducted by Leeds Beckett University in January and February 2023 identified that both University Health Board (UHB) areas have a highly centralised network where the beliefs, norms and values within the system are influenced by a small number of highly central individuals. They are located within the University Health Boards (Public Health or Dietetics), Local Authority (Recreation and Leisure and Childrens Services) with some influence from within the University of Wales Trinity St David's.</p> <p>This highly centralised network means that those in central positions have control and power, and in this instance, create a potentially vulnerable structure given the reliance of few nodes. Leeds Beckett recommend that future work should focus on extending the central core of the network into more organisations who can deliver a systems approach.</p> <p>There are key stakeholders who are not yet engaged and there is considerable work to be done to build capacity and capability in system leadership at all levels.</p>						
2. Using consistent language						
2a						Stakeholders have their own approaches and language to communicate within the system
2b						Communication across the system on healthy weight is variable and includes mixed messages.
2c						Communication in the system is fractured and does not encourage a unified approach, nor support collaborative working across the system or within organisations.
Supporting narrative and evidence						
<p>There is inconsistency of language relating to weight which extends right across the system, both nationally and regionally. The term 'obesity' remains dominant. Through presentations and conversations over the past year, the WSA Principal Practitioner has encouraged the use of 'healthy weight' and tried to explain why terminology</p>						



and language in this context is important, not least to reduce stigma and blame but also to encourage people to think about the wider determinants of healthy weight – environmental, socio-economic etc.

There is little communication across the system on healthy weight. It tends to happen in pockets clustered around those with a more defined role, for example, weight management or leisure. Messaging is not consistent and there is no mechanism to improve consistency and co-ordination as communication is driven from within individual teams/departments and organisations. The messaging is heavily weighted towards individual responsibility and rarely includes references to the role of the wider determinants of health in healthy weight.

The WSA is introducing a new language – the language of systems, which some are more familiar with but the majority are only beginning to learn and use. Systems thinking and approaches demand knowledge of some complex concepts which can be a barrier to engagement. A considerable amount of time has been spent over the past 12 months, both nationally and regionally, researching tools and developing resources that help to communicate these concepts visually and in a more accessible language in a bid to engage more stakeholders.

A communications plan will be a core component of the WSA work-plan in the coming year, utilising the knowledge and skills gained from the Frameworks UK champions training.

3. Understanding the local context

3a						Work has been undertaken to understand the local context in terms of what is needed by key stakeholders.
3b						Development of a healthy weight narrative is underway.
3c						The local healthy weight system has been mapped and shared with stakeholders, including a mapping of strategies and priorities
3d						There is very limited understanding of what is effective to support healthy weight locally and this information is held by individual stakeholders.

Supporting narrative and evidence

Causal mapping of the healthy weight system has been undertaken with stakeholders and partners and shared back with PSBs. It reveals that some attention is focussed on the physical, food and built environment but there is limited integration between planning, transport and health and the food system.

Links between planning (built environment) have been strengthened nationally during 2023 through a joint national workshop event organised by PHW and locally through the increased involvement of the Swansea Bay Public Health Team in the Local Development Plan processes in both Swansea and Neath Port Talbot.

A local narrative has been drafted and will be used to frame presentations and conversations with stakeholders and partners.

4. Meaningful engagement

4a						Limited engagement with local communities. Still seen mostly as an add on
4b						There is limited or no engagement by key organisations to come together to understand the current healthy weight system and create a shared language and shared vision of the future system needed around healthier weight.
4c						No prioritisation of action to address local needs.

Supporting narrative and evidence

The WSA team are committed to having communities actively involved in the systems approach. There is some emerging engagement of communities on broader health and wellbeing priorities across the system but community assets are not yet fully understood or utilised.

Ceredigion PSB are piloting a place-based approach to the implementation of their 2023-28 Well-being Plan in two geographical areas - Lampeter and Cardigan. The Senior Practitioner in Hywel Dda is presenting to both partnership groups in April to introduce the WSA, to begin to better understand the views of community members, leaders and local organisations about healthy weight needs locally and to explore opportunities for utilising community assets to support healthy weight.



Engagement across teams within PHW, for example the Wider Determinants of Health Unit (WDoH) and the Behavioural Sciences Unit has been beneficial this year, providing access to specialist support and advice on specific elements of WSA implementation.

5. Robust governance structures

5a						A governance structure is in development but not yet agreed
5b						Governance structures are underpinned by competing values and individual accountability routes
5c						Governance structures do not actively undermine alignment of outcomes across the system.

Supporting narrative and evidence

During the last year, significant progress has been made in establishing identifiable governance for healthy weight in the UHBs, linked to the establishment of over-arching population health governance structures.

Outside of the UHBs the healthy weight system has many different partnerships and constituent organisations but no over-arching governance for the system. Given that the WSA team works on a regional basis across 2 UHBs, 2 RPBs and 5 PSBs that over-arching structure may not be feasible or practical.

In the context of system working the term governance has a different meaning to the traditional one associated with the delivery of services or projects. It needs to look and feel different as this is more like a coalition of the willing. The WSA team will seek to build responsibility across the system but ultimately work towards those in the system holding each other to account. The WSA team will continue to advocate for a shared direction of travel and a clear line of sight between is happening or planned at community level through to the strategic level in order that people can see their contribution and that it is valued.

6. Recognition that outcomes are influenced by a complex and adaptive system of interacting components

6a						A few organisations and key stakeholders can evidence that outcomes are influenced by a complex and adaptive system of interacting components
6b						Only the main organisation understands the need to redesign the system for healthier weight
6c						Some organisations and key stakeholders have created system maps, both stakeholder/ organisational and causal mapping together

Supporting narrative and evidence

The qualitative system mapping helped to illuminate the interacting and inter-dependent nature of the healthy weight system locally. Participation in this mapping was lower in some PSB areas and there are known limitations in the fact that outputs are a product of those who were represented. More expertise is being built within the WSA team in the use of mapping software in order to continue to evolve the maps by adding a wider range of stakeholder perspectives. Discussions are underway about the use of causal mapping in a community context as part of the place-based work in Ceredigion.

Some partners recognise that change is needed but may not know what change(s) might make the biggest difference, or indeed how to bring about change in a complex system. The causal maps are a helpful tool in thinking about how change in one part of the system may impact elsewhere and in giving consideration to unintended consequences.

7. Learning, reflection and refinement for ongoing improvement

7a						There are fears about sharing unsuccessful actions. Learning is not systematically built into actions/next steps
7b						There are no processes to share learning or to reflect. Actions taken are unrelated to learning
7c						Evaluation processes focus on outputs. People do not prioritise learning

Supporting narrative and evidence

There has been a historical reluctance of organisations and stakeholders within the system to share when things have been unsuccessful. Part of the role of the WSA team is to encourage an explorative and learning culture. The team are just starting to build the foundations for that to happen through building trust, a willingness to innovate



and to fail fast, which requires an acceptance that this is new and uncertain territory in which nobody has all the answers.

In conversations with the Preventions Board, a sub structure of the West Wales RPB, there seems to be an appetite for this approach and the beginnings of an understanding of why this culture of innovation and learning is important to systems thinking and working.

8. Embedding initiatives within the broader policy

8a						Initiatives within the system are often stand-alone but sometimes consider broader policies
8b						There is limited embedding of action plans within broader policy
8c						System Plans/ strategies for healthier weight are limited/ not joined up/ not flexible or achievable

Supporting narrative and evidence

Initiatives and programmes are disconnected across the system and often have a slightly different focus or are designed to meet funding criteria that often aren't contributing to an overall vision or goal.

Identifiable plans for healthy weight exist for teams within organisations with a specific remit for the healthy weight agenda such as dietetics and diabetes prevention within UHBs or leisure and recreation services in Local Authorities. These are driven by individual organisation objectives or separate national strategy and policy imperatives. There is often no clear line of sight between what is happening at operational or an 'on the ground' level with broader policy objectives so people are unclear of their contribution to the overall goal. Historically, there have been attempts to join up agendas and plans at an operational level but there is no identifiable structure for these different strands to be brought together and for their collective impact to be measured.

The assessment against the maturity matrix illustrates that the regional system position is largely at 1 and 2 with some 3s. The assessment has been a helpful exercise and will help inform a framework that the WSA team is developing to guide on-going conversations with partners. This initial assessment will be checked with and open to challenge by stakeholders. Additionally, indicators at level 4 and 5 in the matrix will be used to shape a collective view of 'what good looks like' and from there, a road map of what is needed to get there.

A forward work plan 2024-25 has been drafted detailing the next stages of implementation of the 9-step process together with longer-terms action to increase capacity and capability for a systems based approach across the region:

Key components of the 2024-25 forward work plan

- **Sub-system identification**
 - Through a series of structured conversations with stakeholders over the system maps will be reviewed in detail and evolve to include missing areas and connections
 - The maturity matrix assessment will be subject to a 'check and challenge' process by stakeholders
 - During the structured conversations, opinions and ideas on the sub-system priority will be canvassed
 - Data and evidence will be gathered and used to help identify what will make the biggest difference
 - An approach to community engagement and community asset mapping is being piloted in HDUHB
 - These activities over the summer will form the foundation for a consensus building event in the Autumn aimed at identifying a regional sub-system
 - Following the identification of a sub-system(s) plans for action will be developed to ensure better alignment of strategies and policies and the achievement of collective goals, working towards a common vision

- **Building capacity and capability for a systems approach**

In parallel, the team will take action on the dimensions of the matrix in order to shift system maturity forward. These will need to be progressed at the pace and speed of trust largely dictated by stakeholders but the ambition is to make progress on areas 1-5 identified in Appendix 1, over the next 12 months. In February/early March 2025 end-of-year progress will be assessed to demonstrate progress and inform the next work plan for 2025-26.

Engagement





- Work will be focussed on those stakeholders and parts of the system who are not yet engaged as well as maintaining momentum for those who are
- The local narrative will be used in stakeholder engagement to increase understanding of the scale of the issue and need and to develop a shared vision for a future state - what good looks like
- Involvement in the place-based work in Lampeter and Cardigan initially, will enable a model for community engagement/involvement is systems working, particularly utilising Asset Based Community Development to be explored

1. **Communication**

- A communications plan will be developed to help with stakeholder engagement and consistency of language and messaging across the region.
- Learning from the Frameworks UK champions training will be used to develop communication that shifts the balance away from messages focussed on individual responsibility towards the important role of the wider determinants in healthy weight

2. **Building leadership capacity across the system**

- The Social Network Analysis conducted by Leeds Beckett University will be used to guide work on decentralising the network in both UHBs
- Opportunities to build distributed leadership will be developed across the system aimed at increasing capacity and capability for system working at all levels

3. **Data and insight**

- Data and insight will be utilised to identify inequities and improve awareness of the scale of the challenge and to drive continuous improvement
- Capability in data and intelligence driven decision making will be built to aid action planning and prioritisation

4. **Facilitating a culture of continuous learning, reflection and improvement**

- A learning and development plan will be developed to ensure that the WSA team are able to provide and develop system leadership and are a trusted and reliable source of support and advice on systems approaches and tools.
- Participation in the PHW network leads learning and development opportunities will assist with this and the team will actively help to shape the network's future
- The WSA will drive forward the establishment of a regional system community of interest or community of practice network – based on stakeholder needs

5. **Monitoring and evaluation**

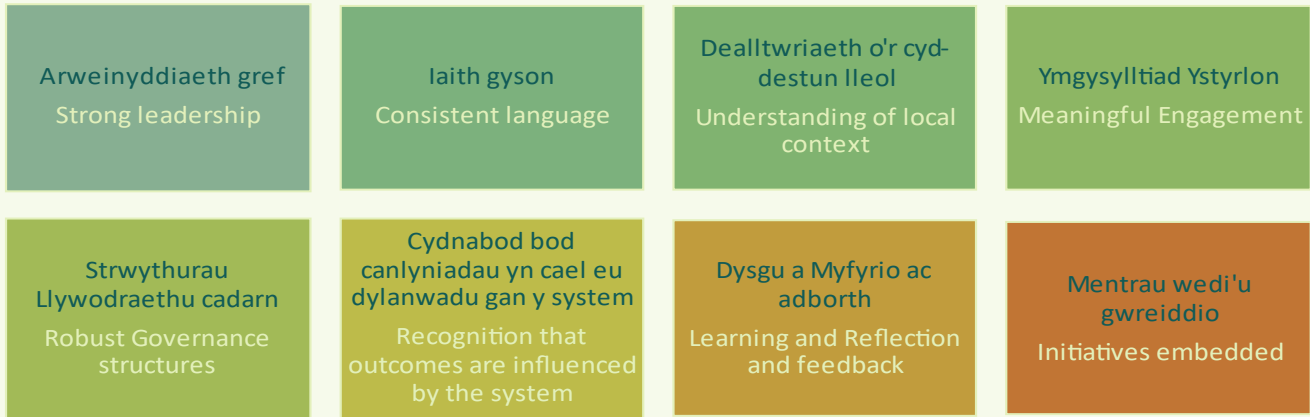
- The WSA team will lead the conversation about the importance of a focus on outcomes and on monitoring 'system shift' (as opposed to monitoring and evaluation of individual projects and programmes) and utilise the maturity matrix as a means of planning continuous improvements and then evidencing shift
- The team will input to the PHW national evaluation and grow capability and confidence in system evaluation approaches and tools

6. **Governance and oversight**

- Newly established UHB governance structures will be used to raise the profile of WSA at senior and strategic level
- The WSA team will advocate for a model of governance that is appropriate to foster systems working, distributed leadership, innovation and a culture of learning and continuous improvement.

System Maturity Indicators

Development of Maturity Matrix based on key features for a Whole Systems Approach



Based on Garside 2010



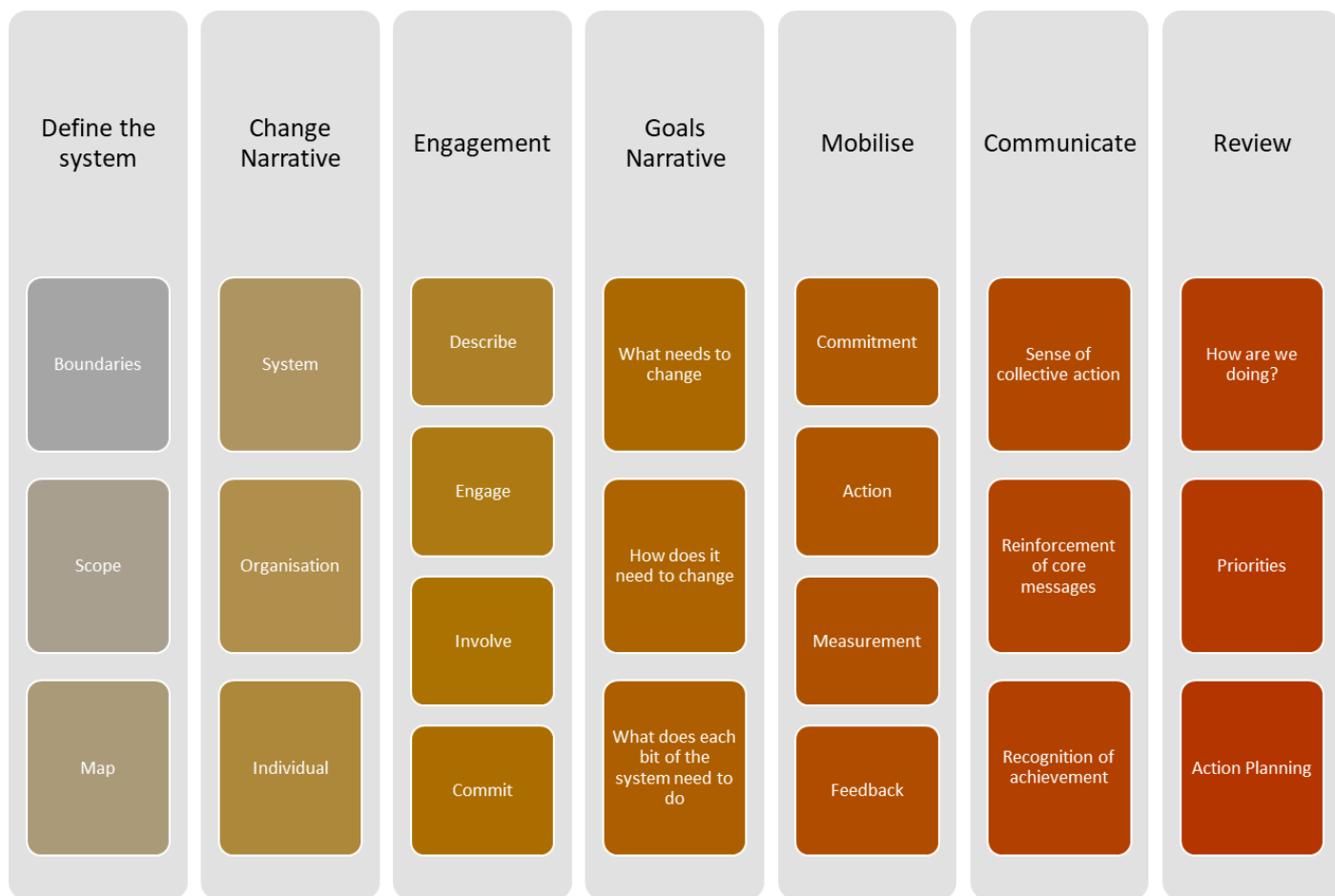
Health Board:

Team:

Date:

Completed by:

Initial System Intervention Logic Model



1. Strong leadership across the system

	1 Not yet developing	2 Emerging	3 Developing	4 Maturing	5 Thriving	Evidence
1a	System leadership is driven by a single main driving force.	System leadership is made up of a selection of appropriate partners but still being driven mostly by a single organisation.	Shared leadership is beginning to develop, single driving force is sharing leadership roles.	Consortium of appropriate partners is beginning to be developed, may have met once or twice.	System is made up by a genuine consortium of appropriate partners not a single main driving force.	
1b	The system leadership structures are not clearly understood, defined, or aligned.	Some organisations within the system partnership are beginning to develop an understanding of the system	Shared understanding and alignment across leadership structures and system partners is beginning to	Appropriate partners have a shared understanding and alignment across leadership structures	Comprehensive understanding and alignment of the system across leadership structures and system partners.	



		that they are a part of.	be widespread.	and system partners		
1c	Leadership is driven by a single main organisation.	Some partners normally identified as working to achieve healthy weight are providing leadership.	Partners normally identified as working to achieve healthy weight are providing leadership.	Leadership is beginning to spread out from the usual partners who are identified as working to achieve healthy weight.	Leadership and working extends beyond partners normally identified as working to achieve healthy weight.	
1d	The system does not empower leadership at all levels. There are significant barriers to working across organisational and professional boundaries.	The system discourages leadership at all levels. Working across organisational and professional boundaries is discouraged and challenging.	The system does not actively encourage leadership at all levels, but system leadership is beginning to develop in some spaces.	The system allows and encourages leadership to develop within some parts of the system.	The system empowers leadership at all levels.	



2. Using consistent language

	1 Not yet developing	2 Emerging	3 Developing	4 Maturing	5 Thriving	Evidence
2a	Stakeholders have their own approaches and language to communicate within the system	The use of language has been identified as an area for action and is beginning to be addressed.	Some stakeholders use consistent language for communication but not all	Most stakeholders use consistent language for communicating about healthy weight	The system shares consistent language across organisations	
2b	Communication across the system on healthy weight is variable and includes mixed messages.	A few stakeholders are communicating about healthy weight using consistent messages and approaches, most are not.	Some stakeholders are communicating about healthy weight using consistent messages and approaches, some are not	Most stakeholders are communicating about healthy weight using consistent messages and approaches.	Communication methods between individuals and organisations within the system are clear	
2c	Communication in the system is fractured and does not encourage a unified approach, nor support collaborative working across the system or within organisations.	A few parts of the system are working well together on unified approaches to healthy weight, the majority are not.	Communication across the system is allowing some organisations to build stronger more unified approaches to healthy weight, and promoting collaborative working.	Communication in the system is beginning to build into a strong unified approach. Collaborative working is happening across the system and within organisations.	Communication in the system promotes a strong, unified approach across the system, supporting collaborative working across the system and within organisations	

3. Understanding the local context

	1 Not yet developing	2 Emerging	3 Developing	4 Maturing	5 Thriving	Evidence
3a	System partners do not understand the local context and do not know what is needed to address unhealthy weight.	Work has been undertaken to understand the local context in terms of what is needed by key stakeholders.	Some system partners understand the local context in terms of what is needed.	Most system partners understand the local context in terms of what is needed.	System partners understand the local context in terms of what is needed	

3b	No local healthy weight narrative has been developed.	Development of a healthy weight narrative is underway.	A draft narrative has been developed and shared with stakeholders for the local context.	A shared narrative has been agreed by stakeholders and is being used across the system.	A shared narrative with data is being frequently and actively used by local stakeholders and regularly updated.	
3c	There is no shared understanding of the local healthy weight system. There is no connection between local priorities and healthy weight.	The local healthy weight system has been mapped and shared with stakeholders, including a mapping of strategies and priorities.	Some partners have a good understanding of the local healthy weight system and can see connections between local priorities and healthy weight.	Many partners have a good understanding of who makes up the healthy weight system and connections with local priorities are regularly identified.	There is shared understanding of the local system and connections between local priorities and healthy weight	
3d	There is very limited understanding of what is effective to support healthy weight locally and this information is held by individual stakeholders.	Only a few organisations or stakeholders understand what is effective to address local needs and this has not been discussed or shared.	Stakeholders are beginning to work together to share understanding and build a better picture of effective system actions to meet local needs.	Stakeholders regularly work together and have a developing understanding of effective system action to fit with local needs.	There is a shared understanding of effective system actions which would best fit with local needs	



4. Meaningful engagement

	1 Not yet developing	2 Emerging	3 Developing	4 Maturing	5 Thriving	Evidence
4a	No engagement with local communities. Involvement not seen as necessary or valuable.	Limited engagement with local communities. Still seen mostly as an add on.	Engagement has become a more substantial part of the local system approach. Some good engagement is taking place.	Engaging communities becoming a routine part of local system working.	Meaningful engagement to understand the viewpoint of local communities who experience the system is embedded.	
4b	There is limited or no engagement by key organisations to come together to understand the current healthy weight system and create a shared language and shared vision of the future system needed around healthier weight.	There is some engagement by key organisations to come together to understand the current healthy weight system and create a shared language and shared vision of the future system needed around healthier weight	There is engagement by a number of key organisations but this has not yet resulted in increased understanding of the underlying causes of obesity and local healthy weight system. The shared language and shared vision have not yet developed.	There is good engagement by key organisations to come together to understand the current healthy weight system. This is beginning to create a shared language and shared vision of the future system needed around healthier weight	Meaningful engagement has created a shared language and shared vision of the future system needed around healthier weight.	
4c	No prioritisation of action to address local needs.	Actions to address local need have been identified collaboratively.	Some stakeholders are prioritising action to address local need.	Most stakeholders are prioritising action and system levers to address local need.	Collective prioritisation of actions and system levers that address local needs across the system	



5. Robust Governance structures

	1 Not yet developing	2 Emerging	3 Developing	4 Maturing	5 Thriving	Evidence
5a	The is no governance structure for the system	A governance structure is in development but not yet agreed	A governance structure exists.	A governance structure exists and is acknowledged by the system	Robust governance structures are established for the system	
5b	Governance structures are underpinned by competing values and individual accountability routes	Governance structures are underpinned by values shared by a few of the usual organisations associated with healthy weight, there may be some joint accountability across a few organisations	Governance structures are underpinned by values shared by most of the system and there may be some joint accountability	Governance structures are either underpinned by shared values across the system OR joint accountability across the system but not both	Governance structures are underpinned by shared values and joint accountability	
5c	Governance structures actively undermine alignment of outcomes across the system	Governance structures do not actively undermine alignment of outcomes across the system.	Governance structures support alignment of outcomes across the system	Governance structures have the ability to enable outcomes across the system and alignment of outcomes across the system but are not fully achieving this yet	Governance structures support and enable the alignment of outcomes across the system.	



6. Recognition that outcomes are influenced by a complex and adaptive system of interacting components

	1 Not yet developing	2 Emerging	3 Developing	4 Maturing	5 Thriving	Evidence
6a	There is no recognition that outcomes are influenced by a complex and adaptive system of interacting components	A few organisations and key stakeholders can evidence that they acknowledge outcomes are influenced by a complex and adaptive system of interacting components	There is beginning to be a widespread recognition that outcomes are influenced by a complex and adaptive system of interacting component System Maturity Indicators V0c April 2024.Docxts	Most organisations and key stakeholders acknowledge that outcomes are influenced by a complex and adaptive system of interacting components	There is recognition across the system that outcomes are influenced by a complex and adaptive system of interacting components	
6b	Only the main organisation understands the need to redesign the system for healthier weight	A few organisations and key stakeholders understand the need to redesign the system for healthier weight	Some organisations and key stakeholders understand the need for action to redesign the system for healthier weight	Most organisations and key stakeholders understand the need for action to redesign the system for healthier weight	Stakeholders understand the need for action to redesign the system for healthier weight	
6c	No system mapping has yet occurred	System maps, both stakeholder/organisational and causal mapping has been completed by 1 or two stakeholders or organisations.	Some organisations and key stakeholders have created system maps, both stakeholder/organisational and causal mapping together.	Stakeholders have together created comprehensive maps of the local system. This includes stakeholder and organisational mapping and causal mapping, to develop a shared understanding of the healthy weight system.	Stakeholders have together created comprehensive maps of the local system. This includes stakeholder and organisational mapping and causal mapping, to develop a shared understanding of the healthy weight system. Regular review and updating of the maps is	

					built into local processes	
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Learning, reflection and refinement for ongoing improvement

	1 Not yet developing	2 Emerging	3 Developing	4 Maturing	5 Thriving	Evidence
7a	Honest learning about problems or things that have not gone to plan are not shared and no learning can be taken from it. There are no safe spaces to share learning.	There are fears about sharing unsuccessful actions. Learning is not systematically built into actions/next steps	There is a culture of learning emerging across and within organisations. Learning is routine and feeds into planning.	There is a culture of continuous learning established and learning is shared outside of organisational boundaries	There is an embedded culture of learning across partnerships. People are encouraged to share learning and adapt from emerging evidence.	
7b	There are no processes to share learning or to reflect. Actions taken are unrelated to learning	There are emerging processes to enable continuous learning and refinement but within one/few organisations in the system	There are emerging processes to enable continuous learning and refinement across organisations in the system	There are established processes to support learning which informs reflection and action	There are embedded processes to support learning and reflection. Learning is translated into action	
7c	Evaluation processes focus on outputs. People do not prioritise learning	Some 'complexity-friendly' methods are used but learning not fully utilised	There is an emerging understanding of evaluating in complexity but no link between evaluation and learning processes	Learning from diverse perspectives are included within evaluation. There is an understanding of why evaluating in complexity requires different methods and that learning processes play a key role in this	Learning processes are embedded within evaluation and there is recognition that learning plays a key role in evaluating in complexity	

8. Embedding initiatives within the broader policy

	1 Not yet developing	2 Emerging	3 Developing	4 Maturing	5 Thriving	Evidence
8a	Initiatives within the system are absent or stand alone and do not reference broader policies	Initiatives within the system often standalone but sometimes consider broader policies	Initiatives within the system consider broader policies	System initiatives are beginning to become embedded in broader policies	System initiatives are embedded in broader policies as part of mainstream activity	
8b	Action plans are not framed within broader policy	There is limited embedding of action plans within broader policy	There is some embedding of action plans within broader policy	Action plans sit within a longer term vision or strategic approach to shape the system	There is a clear line of sight within plans and policies for how to bridge the gap between the current and future system	
8c	System Plans/ strategies for Healthier weight are limited/ not joined up/ not flexible or achievable	Plans/strategies for healthier weight are beginning to be joined up. Ambition and achievability need more focus	Plans and strategies produced by partners have the right level of detail and balance of tight and loose planning, reflective of some shared vision and goals across the system.	Partners in the system have produced some plans which are aligned and are reflective of a shared vision and goals around HW Some plans are not aligned.	Partners in the system have aligned plans to core activities focussed in a way that reflects shared vision and goals.	