

Implementing the Sustainable Development Principle

Lessons from a Literature Review on Implementing the Five Ways of Working

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Lessons from a Literature Review on Implementing the Five Ways of Working

Introduction

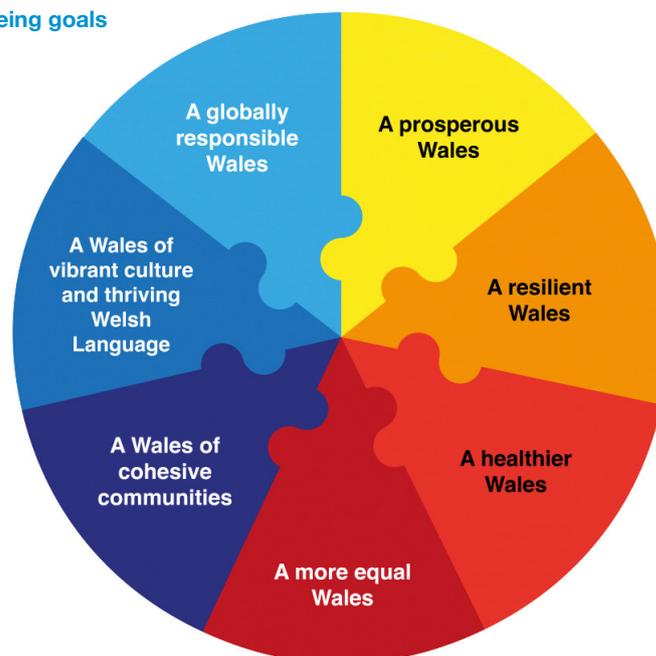
Commissioned by the Health and Sustainability Hub, Public Health Wales, the aim of this report is to provide a guide for all public bodies within Wales, and indeed any organisation internationally, seeking to respond to the challenge of making sustainable ways of working a rapid reality.

Drawing on the findings and wide range of examples found in the literature, this summary report aims to capture both the key learning and offer practical lessons for public bodies to consider against their wide range of activities. Taking each of the five ways of working in turn, tables 2, 3, 5, 7 and 8 provide positive steps that a wide audience, including policy makers and practitioners, can action. Furthermore, the materials listed and the specific examples used in the report can stimulate new ideas or approaches so that any opportunity to apply the five ways of working is realised. The recommendations on page 21 give public bodies key messages about the need for organisational policy development, providing staff learning and development opportunities and recognising the unique value of the legislation to Wales as an opportunity for public bodies to develop proactive and radical implementation mechanisms. The literature review entailed a search of the social science “iCAT” database allowing access to thousands of online peer-reviewed journals, and highlighted core texts and grey literature informing contemporary responses to each of the five ways of working based on the research team’s expertise and experience. A more detailed discussion of the results of the literature review is available in the main report from: www.publichealthwales.org/implementingsdp and www.iechydycyhoedduscymru.org/gweithreuedc

Background

Following devolution of the Welsh Government, Wales became one of the first countries in the world to legislate on sustainable development (WCED 1987) in response to contemporary social, economic and environmental challenges. As a result of public consultation and the scrutiny process, the legislation expanded to include cultural issues and sought to embed a “Health in All Policies” approach. It is the duty of all public bodies to implement the Well-being of Future Generations (Wales) Act 2015, (from now on referred to as the WFG Act) which is intended to create a collective purpose and places a duty on public bodies to demonstrate progress to the independent Future Generations Commissioner and the Auditor General for Wales. The WFG Act requires us to think fundamentally differently about what we need to do to achieve seven statutory well-being goals, as shown in **Figure 1** below.

Figure 1: The seven well-being goals (Welsh Government 2015)



Within the WFG Act, public bodies are asked to evidence implementation of the Sustainable Development Principle, also known as the five “ways of working” shown in **Figure 2** below, intended to support implementation and shape decision-making and communication:

“There are five things that public bodies need to think about to show that they have applied the sustainable development principle. Following these ways of working will help us work together better, avoid repeating past mistakes and tackle some of the long-term challenges we are facing.”
(Welsh Government, 2015:7)

Figure 2: The five ways of working (Welsh Government 2015)

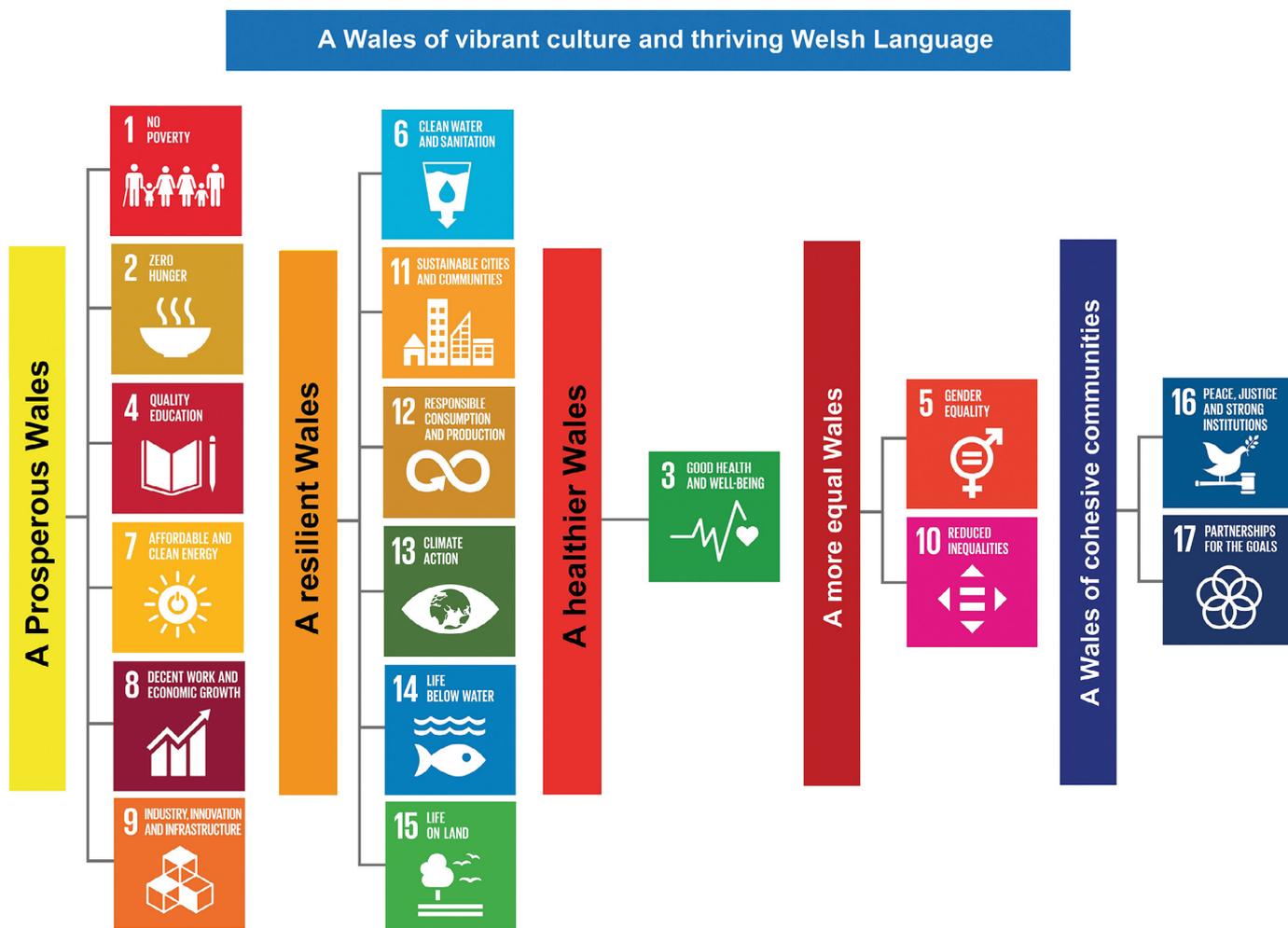


These ways of working help us to work together as one public service in order to address the challenges we face, whether it is to improve equality, create a low carbon economy, or contribute to a country with a healthy ecosystem and connected communities. The WFG Act provides us with an enabling framework to think laterally when developing policy or services, consider the impacts and consequences on a wider set of parameters, and work with a wide range of colleagues and stakeholders to make the connections between economic, social, environmental and cultural challenges to find shared sustainable solutions.

One of the public bodies implementing the WFG Act is Public Health Wales (PHW), which has a national remit to protect and improve health and well-being and reduce health inequalities. PHW conducted a baseline assessment against the WFG Act in 2016 and has published various research reports with a view to enabling collaboration (with other public bodies) and to identifying prevention activities (to stop health problems occurring). PHW has a Health and Sustainability Hub responsible for formulating, communicating and supporting implementation of the WFG Act. PHW commissioned independent academic research in the form of this literature review on the five ways of working to support staff at all levels and in all public bodies to understand and implement the Sustainable Development Principle more widely.

The WFG Act was published just ahead of the United Nations Sustainable Development Goals (SDGs), or Global Goals (UN 2015) which 196 countries are signed up to deliver. The WFG Act is one of the most comprehensive pieces of legislation promising to deliver the Global Goals, and is therefore the focus of much international attention. Five of the seven objectives of the WFG Act match all of the 17 SDGs as shown in **Figure 3** below, while the other two provide the specificity of the local dimension – “A Wales of Vibrant Culture and Thriving Welsh Language”- and link back to the international dimension of the SDGs – “A Globally Responsible Wales”.

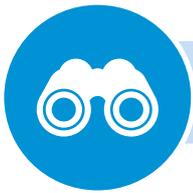
Figure 3: Relationship between the Well-being of Future Generations Act (Welsh Government 2015) and the Sustainable Development Goals (United Nations 2015)



A globally responsible Wales



Long-Term



The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.

The everyday actions we take both personally and professionally, such as how we choose to travel, spend our money, what we consume and produce and how we manage our waste, have consequences for Wales and at a global level. Our actions today can support or endanger the natural environment upon which we depend and can threaten the existence of near and future generations. Safeguarding our environment and future generations requires us to learn and experiment with new approaches to better consider the impact of our decisions and actions in both the short and long-term – a challenging and essential skill we must rapidly acquire.

The literature review pointed to the need to better appreciate the time frames we are working within and the crucial importance of the long-term. In identifying how we can take a long-term perspective in our personal and professional lives we can safeguard the natural environment upon which we depend and support future generations. It is important to acknowledge that contemporary experiences of time are predominantly and increasingly short-term and we are inexperienced in thinking about the long-term beyond our own lifetimes as illustrated in **Table 1** below.

Table 1: Time perspectives

<p>Instantaneous time</p> 	<p>Advances in technology to support speed and efficiency in a capitalist economy such as the “smart phone” mean we regularly experience “instantaneous time” – in nano-seconds, and across the globe. New generations of “digital natives” (born since 2010) have never experienced anything else.</p>	<p>Short-term</p>
<p>Clock time</p> 	<p>The way we think about time itself changes according to the lifestyle we live. Now, in Wales, many employees think in terms of modern day jobs known as “clock-time” – working 8 to 12 hour shifts, being paid weekly or monthly, some perhaps have a mortgage for 25 years.</p> <p>At work, most organisational time frames feature annual planning rounds and budgets or three to five year strategies and funding. In some areas of industry, 10 or 12 year plans ensure return on capital investment.</p> <p>Organisations are being asked to increase these time frames to meet policy targets in 15 to 30 years’ time and beyond which is a challenge. How old will you be in 2050?</p>	<p>Short-term</p> <p>One, 3 or 5 years</p> <p>Some medium term up to 30 years – not even a full human life-time</p>
<p>Glacial time</p> 	<p>The natural cycles of the tides, the day and night, months and seasons are familiar to us all. Nature also changes over periods of time beyond a single human lifespan and across many generations, known as “glacial time”. Climate scientists work on cycles of hundreds of years. The fossil fuels we are burning now were laid down around 164 million years ago.</p>	<p>Long-term</p> <p>Hundreds of years</p> <p>Millions of years</p>

Table 2 below provides a summary of the findings from the literature review in relation to how we view time and what public bodies can do to embrace a long-term approach.

Table 2: Key learning – long-term

Key learning – long-term	Useful lessons for public bodies to apply
<p>1. Contemporary domination of short-term: evidenced by technology giving access in nano-seconds, “clock-time “of working hours, “time is money” approach. Short-term (annual objectives and budgets, 3-5 year plans, 10 year strategy)</p> <p>Short-term profit and short-term thinking “have long-term (undesirable) effect”</p> <p>New ‘normal’ is characterised by Volatility, Uncertainty, Complexity and Ambiguity (VUCA)</p>	<p>Acknowledge preference for short-term and explore lengthening timeframes</p> <p>Recognise the impacts of short-term thinking</p> <p>Acknowledge uncertainty</p>
<p>2. Inexperience of long-term: over life-spans, generations or thousands of years – “glacial time”, “do no harm to Seventh Generation”, “deep-time”, considering all species</p> <p>Medium range (10-20 years) Long-term (30, 40, 50, 100+ years)</p>	<p>Reflect on the number of years considered “long-term” and extend in parallel along with the introduction of long-term indicators</p> <p>Focus on long-term effectiveness</p>
<p>3. Support a range of learning and development activities on the five ways of working to build new capacities</p>	<p>Invest time in learning via team discussion and cross-functional teams sharing expertise on and experience of the five ways of working (Appreciative Inquiry)</p> <p>Review and challenge existing ways of working for continuous improvements and to identify opportunities to experiment</p>
<p>4. Collective values are understood by all such as “joy in work and learning” or the well-being goals in the WFG Act. These are new stories</p>	<p>Draw on collective values to engender new ways of working including “transformation is everyone’s job”</p>
<p>5. Existing measures and indicators are insufficient for well-being based on known planetary and social boundaries. New evidence is required</p>	<p>Develop measures reflective of human flourishing and well-being which will need collaboration across usual boundaries (other statutory bodies, organisations and civil society)</p>
<p>6. Mindfulness enhances trust and awareness of common values such as those in the WFG Act (which represents new rules)</p>	<p>Encourage mindfulness practices to support staff and enhance participatory processes embedding the new ways of working</p> <p>Keep staff informed and encourage innovation and experimentation</p>
<p>7. Organisational structures stimulate/restrict change and policy implementation failures offer lessons</p> <p>Experimentation can be encouraged in a safe-to-fail environment</p>	<p>Facilitate communications, encourage champions to spread message and frame benefits in meaningful language</p> <p>Learn from failures as well as best practice successes</p>
<p>8. Three horizons can help frame long-term change</p> <p>Peripheral vision, foresight and scenario planning support long-term orientation</p>	<p>Identify which Horizon (H) each activity belongs to</p> <p>H1 is now but will not be relevant in long-term</p> <p>H2 is emerging and will become increasingly significant</p> <p>H3 may only be visible now in pockets and will deliver well-being goals</p>
<p>9. Innovation can come from anyone, all staff are experts in their areas and can contribute to change</p>	<p>Support innovation and experimentation to introduce simple changes which may be scaled up to radical change</p> <p>Short-term pressures often recur and can be reframed as potential “game-changers” and require long-term, viable solutions</p>
<p>10. Communicating long-term commitment to well-being goals will enable more realistic approach, starting immediately with ongoing progress</p>	<p>Sustain motivation with short-term deliverables introducing new actions, medium term milestones and the long-term goals</p> <p>Ensure incremental progress and regular encouragement for radical change</p>

Materials to support further application

Commissioned by Public Health Wales, the Wales Futures Report (2018) makes 14 important recommendations for how public services should take forward their work on futures thinking based around:

- How futures work is embedded into organisational planning;
- Building capacity and skills to do futures work;
- Investing in futures tools and methods;
- Utilising expertise and experience of futures work, from within Wales and beyond;
- Collaborating and sharing insights and intelligence related to futures thinking;
- Involving citizens and stakeholders in futures work;
- Evaluating the change that happens as a result of futures work.

Further information available from:

http://www.wales.nhs.uk/sitesplus/documents/888/PHW_Futures_report_Eng_%28Final%29.pdf

The International Panel on Climate Change (IPCC) released its October 2018 report on the impacts and benefits of limiting global warming to 1.5 °C which will necessitate rapid, radical and unprecedented changes in all aspects of society.

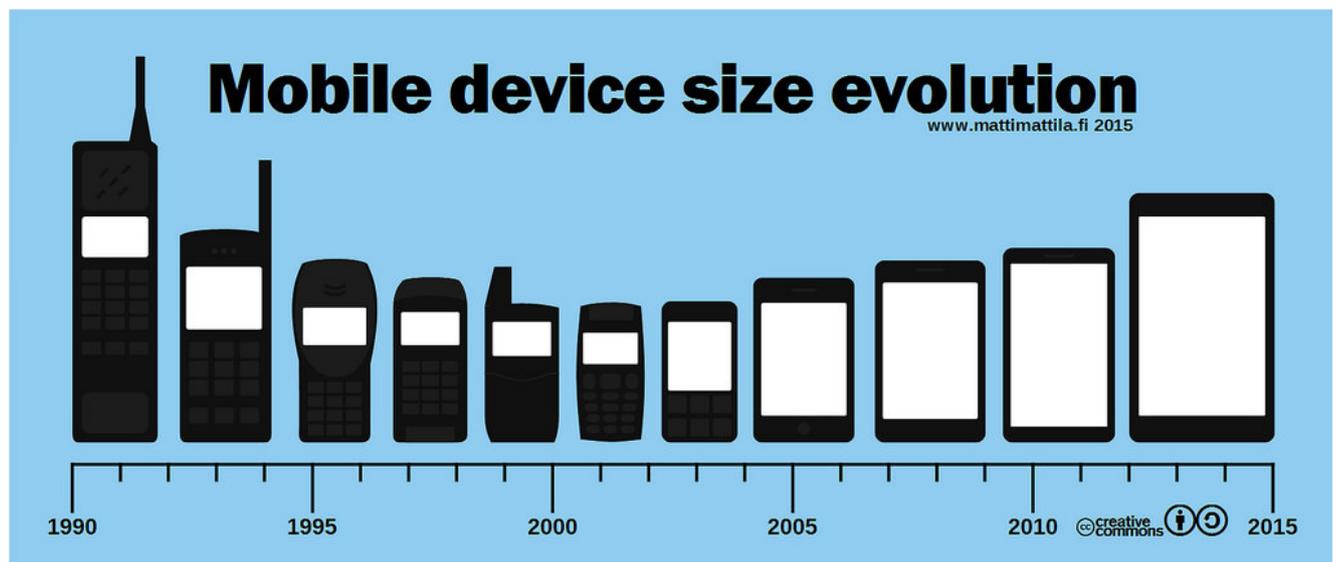
Further information available from: <http://ipcc.ch/report/sr15/>

The International Futures Forum (IFF) is an international group, drawing on many disciplines to generate strategic insight in response to the complex challenges and opportunities of the 21st century. They have designed processes, tools, products and practices accessible to all, including the Three Horizons model of longer-term change.

Further information available from: <http://www.internationalfuturesforum.com/three-horizons>

One way of familiarising ourselves with the changes which can happen over a single generation, which is considered to be 25 years, is to review the evolution of a familiar product - the mobile phone - as illustrated in **Figure 4** below.

Figure 4: Mobile phone evolution over 25 years or one generation



Prevention



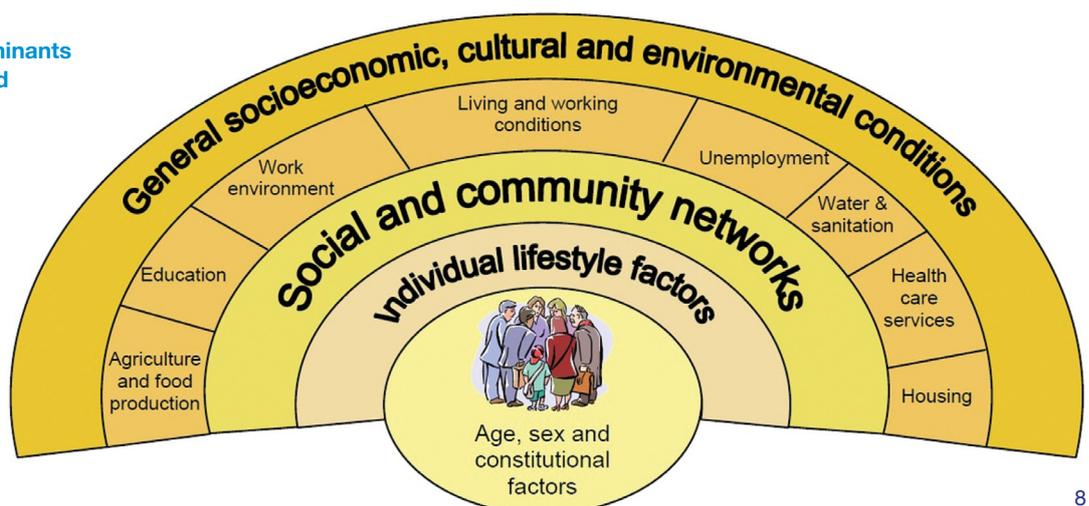
How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.

The literature review identified examples from health and safety on reducing accidents and from public services on facilitating cost savings. Healthcare in particular demonstrated familiarity with the concept of prevention in the form of enabling good health through the social determinants of health shown in **Figure 5** below, and a Health in All Policies approach, early diagnosis and effective interventions to prevent ill health. In environmental policy making, the Precautionary Principle and related tools have been developed but are rarely used. A strengths-based approach where solutions are holistic and require a collaborative, cross-sectoral response were found to be more effective and exemplified by social prescribing. **Table 3** below provides a summary of the findings from the literature review in relation to prevention and what public bodies can do to take a preventative approach.

Table 3: Key learning – prevention

Key learning – prevention	Useful lessons for public bodies to apply
1. Prevention benefits all in the long-term and requires new indicators and measures which benefit from a diversity of cultural and generational input	Adopt a Health in All Policies approach Commission Health Impact Assessments Ensure professional standards, accreditation and training for staff and stakeholders is updated to support the five ways of working
2. Commit to transition from deficit-based approach (prescriptive, short-term) to strength or asset-based approach (collaborative, long-term)	Use strength-based approach to embed five ways of working. Ask what is working well now? Where do we have existing experience? Provide support for creative and transformative alternatives and a test and learn or safe-to-fail environment
3. Third sector networks may reduce resource pressure and enable different ways to achieve goals	Prioritise networks to foster collaboration and develop community intelligence in support of prevention Pool resources, data-share and listen to alternative experiences and approaches
4. Use data to demonstrate need to apply the Precautionary Principle or build in prevention activities upstream	Implement the Precautionary Principle at the local level by asking about unintentional negative impacts from stakeholders and learning from them
5. Social Determinants of Health are relevant to all public bodies for prevention	Data share to show impacts of public body actions on population Commission Health Impact Assessments and act on recommendations
6. Prevention is a matter of social justice – well-being and healthy infrastructure correlate	Focus on good health and determinants and ensuring these are applied as minimum standard to reduce inequalities

Figure 5: Social Determinants of Health (Dahlgren and Whitehead 1991)



Materials to support further application

Public Health Wales commissioned the Making a Difference report which offers research evidence and expert opinion in support of preventing ill health and reducing inequalities to achieve a sustainable economy, thriving society and optimum health and well-being for the present and future generations in Wales.

Further information available from:

http://www.wales.nhs.uk/sitesplus/documents/888/PHW%20Making%20a%20difference%20ES%28Web_2%29.pdf

The European Steering Group (ESG) on Sustainable Healthcare, operating within the framework of 'Recipes for Sustainable Healthcare created in 2013 by Abbvie (a global biopharmaceutical company), explored the challenges for healthcare in light of sustainability and climate change. This resulted in the European White Paper on Sustainable Healthcare.

Further information available from: <https://www.abbvie.com/content/dam/abbviecorp/us/desktop/sustainablehealthcare/images/EU-Sustainable-Healthcare-White-paper.pdf>

Social prescribing – promoting health, independence and access to local services was first incorporated in the 2006 White Paper Our health our care our say and later the NHS five year forward view (NHS 2014) and General practice forward view (NHS 2016)

Further information available from: <https://www.kingsfund.org.uk/publications/social-prescribing>

Leeds Beckett University took a strengths-based approach on a research project entitled 'A whole systems approach to obesity'. They found what was working well and generated a 'community of learning' available to all.

Further information available from: <http://www.leedsbeckett.ac.uk/wholesystemsobesity/%20%20>

The five ways of working in practice: Patagonia

Patagonia designs outdoor clothing and gear for the silent sports: climbing, surfing, skiing and snowboarding, fly fishing, and trail running – all of which involve “moments of connection with nature”. Patagonia donates the higher of 1% of sales or 10% of profits to grassroots organisations “to protect what’s irreplaceable”. It has 1000 employees and its 2017 revenue was around \$600 million. Its mission is to “build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis.”

Patagonia is an example of the integration of continuous learning and innovation for prevention by taking ownership and providing leadership for solutions. It evolved from Chouinard Equipment established in 1965 in the US supplying climbing hardware which the founder, an avid climber, realised created environmental damage (pitons). Production was phased out and replaced (with chocks), influencing climbers globally to adopt 'clean climbing' equipment by 1972. Patagonia grew out of this as it expanded into outdoor clothing in 1973. On-site child care, flexible working and job-sharing were championed in the 1980s supporting gender equity, influencing national provision for both parents. In the 1990s, on becoming aware of the huge environmental impact of pesticides from conventional cotton, the company switched to organic cotton by 1996 and continues to focus on the functionality, repairability and durability of their lines. In its 2011 campaign 'Don't buy this jacket' Patagonia urged consumers to buy less and reuse what they already owned, however annual sales grew by almost 40% over the next two years.

Further information available from: <https://www.patagonia.com/company-info.html>

Table 4 below identifies a deficit or problem focus and the weaknesses to avoid alongside a strengths-based approach and lessons to apply which may support the application of all of the five ways of working. Public bodies could usefully map current status and identify development using this table.

Table 4: Ways of thinking and doing following a deficit and strengths-based approach to engaging with the five ways of working (adapted from Baker et al. 1997:17 and Hands 2009:31)

Deficit or problem-based approach	Weaknesses to recognise and avoid	Strengths-based approach	Useful lessons for public bodies to apply
Low understanding of WFG Act goals	Desire for prescriptive model and compliance approach Bolt-on to current work Expect short-term deliverables	Willingness to learn holistic nature of WFG Act goals Ability to contribute in small and large ways and embed within current work	Empower a creative, transformative approach over the long-term Medium-term milestones to motivate Short-term wins to engage
Weak interpretation of WFG Act goals	Tension between WFG Act goals and existing goals	Strong interpretation of the WFG Act goals as applied to areas of expertise	Transition to emerging new paradigm of collaborative working towards common goals
Preference for stable (business-as-usual), formal (top-down), strategic institutional change	Quantitative approach to involvement Top-down initiatives Professionals provide leadership and training Limited stakeholder dialogue	Flexibility to adapt between old ways of working and new ways, formal and informal Engage values in new ways of working Value in the process as well as the outcome	Qualitative capacity building approach to involvement Empowerment at all levels for innovation and improvement Co-production representing diversity of perspectives Examples of innovation and agility
Institutions hard to change; need for change not recognised; reproduction of existing (or slightly modified patterns)	Silo or centralised roles and responsibilities Limited ability to deal with Volatility, Uncertainty, Complexity, Ambiguity (VUCA) Work to earn mentality	Realisation of potential of individuals and alignment with values Experimentation and learning from failure Sharing lessons Encouraging “joy in work and learning”, contribution to quality of life	Decentralised roles and responsibilities Evidence of systems thinking Multi-stakeholder collaboration to contribute to local/global quality of life
Integration not possible, too unwieldy	Individual/team/organisation-driven approach (rather than collective endeavour with different roles)	Valuing multiple contributions to achieve WFG Act through collaboration with individuals, across teams and organisations.	Holistic or saturated approach with inter-sector integration
Policy implementation imposed in addition to existing demands	Tick-box approach Conventional accounting Token use of holistic indicators and single source data Focus on short-term goals	Part of a learning organisation Empowering staff to contribute to improvements in all areas; preventing issues arising by identifying source of problems and proposing multi-stakeholder solutions	Values-oriented approach Policy implementation embedded in full range of existing and new policy tools and communications Collaborative development of new holistic measures Adoption of preventative measures, such as HiAP

Integration



Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.

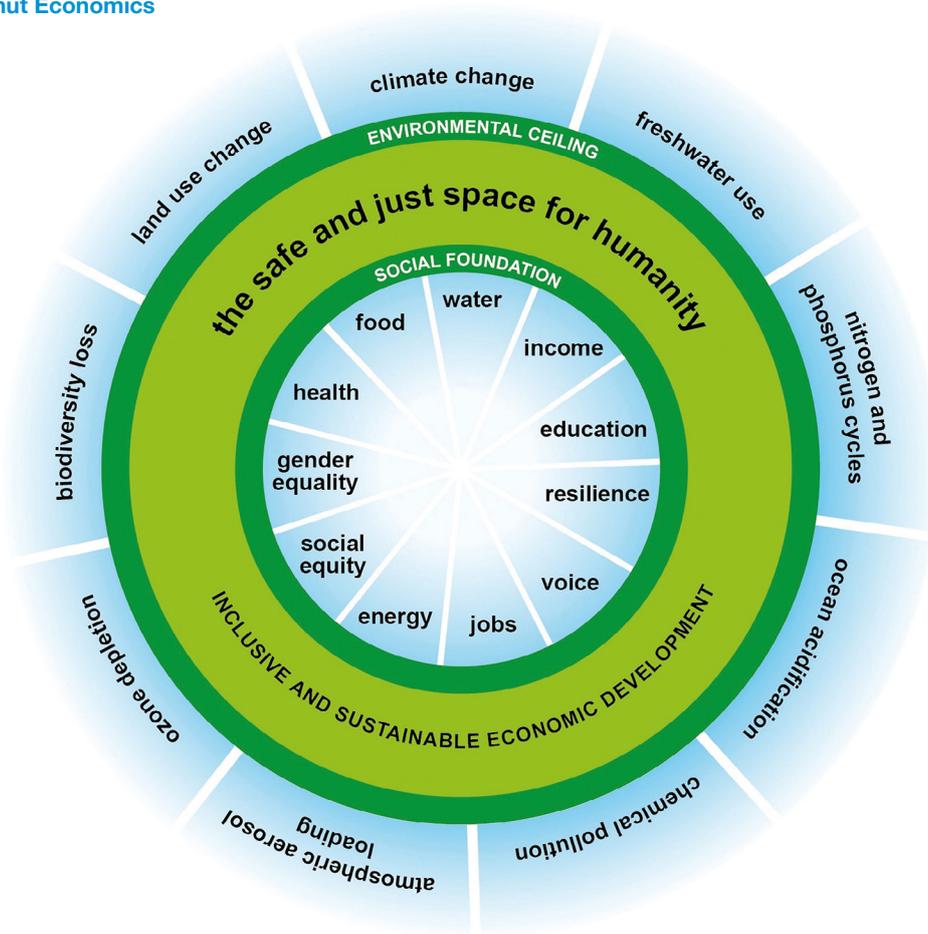
The literature review found that successful policy integration or mainstreaming was visible across all areas of work and involved a wide range of stakeholders collaborating to bring about long-term change. **Table 5** below provides a summary of findings from the literature review in relation to integration which can help public bodies meet their own objectives and see the interconnectedness of issues when considering the objectives of other public bodies.

Table 5: Key learning – integration

Key learning – integration	Useful lessons for public bodies to apply
1. Policy integration is always visible in: – policy – goals – instruments – teams/departments	High integration means visibility in: – institutional communications – institutional objectives and plans – institutional performance indicators and appraisals – collaboration for delivery internally and across organisations
2. Combinations work well to integrate at different levels: Programmatic – in projects/work Managerial – in structures Intra- and inter-organisational – in collaborative partnerships Regulatory – in law/policy/regulation Directed – compliance	Multi-pronged approaches have been shown to be the most successful Remember “there is no single way”
3. Facilitate integration across all stakeholder roles in an iterative and incremental process over time (not a one-shot effort, or “one size fits all” model)	Communication aligned with the well-being goals is essential to ensure understanding of need for immediate action, continuing action to achieve short and medium-term milestones and long-term goals
4. Create restorative value for people and the environment we depend upon, encouraging future consciousness	New business models, require leaders to learn new ways of thinking and doing such as integrated or whole systems approaches (combining economic, social, environmental and cultural aspects)
5. Incorporate planetary and social boundaries into activities and use measures reflective of human flourishing and well-being	Support staff at all levels to understand the planetary and social boundaries public bodies must operate within to safeguard the well-being of future generations
6. Share stories from those who have experimented and learned, to inspire and provide practical support and leadership for transformative new ways of working that benefit people and planet	Adopt what has worked elsewhere, reach out for support and skills sharing from other organisations, entrepreneurial politicians, policy makers, managers and teams who propose and implement major changes (intrapreneurs) aligned with WFG Act goals
7. Participatory processes increase acceptability, ownership and delivery, leadership can come from any level (distributed leadership)	Promote channels to enhance involvement, build trust for joint-working and enable leadership in developing the case for change, providing encouragement, exerting pressure, reinforcing accountability and empowering mobilisation at all levels
8. Good communication is essential – from everyone across the organisation	Involve teams to develop well-defined timelines, risk assessments, and “solution-focused” plans and processes with monitoring, evaluation and two-way communication. Empower champions who can communicate across wide spheres of influence

To integrate the WFG Act well-being goals in public bodies it would be essential to take into account the “safe and just space for humanity” shown in **Figure 6** below which represents a whole systems approach, combining consideration of economic, social, environmental and cultural impacts.

Figure 6: Doughnut Economics
(Raworth 2012)



Materials for further application

The Story of Stuff films

'The Story of Stuff' is a short film (22 minutes) providing a good starting point to understand complex systems and integrated decision-making. 'The Story of Solutions' (9 minutes) is useful to stimulate a creative focus for applying the five ways of working to daily professional practice.

Further information available from: <https://storyofstuff.org/movies/>

The Manifesto for Transformative Social Innovation

The Manifesto for Transformative Social Innovation identified 13 elements which support new ways of thinking and doing to integrate actions for sustainable futures:

1. Physical and mental space for learning and experimentation is a necessary condition
2. We require alternative and diverse economies
3. Innovation is just as much about shaping the new as it is about reframing the old
4. We need to experiment with alternative social relations and relational values
5. Social & material change are intertwined: we need both social & technological innovation
6. Transformative change requires hybrid combinations of civil society, state and market
7. Social innovation should never be an excuse to dismantle necessary public services
8. Translocal empowerment is a promising response to the challenges of globalisation
9. Social innovation is about fostering a sense of belonging, autonomy and competence
10. Transparent and inclusive decision-making is a necessary condition for change
11. Alternative and diverse narratives are needed to drive change
12. More mutual recognition and strategic collaboration is needed
13. Embracing paradoxes is key to transformative social innovation

Further information available from: <https://tsimanifesto.org/>

The five ways of working in practice: Interface

Interface began in 1973 producing modular carpet dependent on petrochemicals. It went public in 1983 worth \$80 million, transforming to be a leader in sustainable business from the mid-1990s, documented in a book by the founder called 'Mid-Course Correction'. In 2006, Interface launched 'Mission Zero' to eliminate negative environmental impact by 2020, claiming their sustainability approach was responsible for resilience in the face of the 2008/2009 financial crises— when the majority of companies faced losses they still made profits. Interface is now a \$1 billion business with 3,500 staff and "planet-first" manufacturing facilities globally.

"What drives us? A positive vision of the future and the determination to make it come true. The moral courage to do what is right, despite all obstacles. An abiding commitment to show that sustainability is better for business. We believe that change starts with us and is transforming Interface from a plunderer of the earth to an agent of its restoration. Through this process of redesigning ourselves, we hope to be a catalyst for the redesign of global industry."

Further information available from: <http://www.youtube.com/watch?v=DX6Uidpg3VM> or <http://net-works.com/about-net-works/>

The literature review found different dimensions were used to reflect policy integration and various indicators identified low or high policy integration. **Table 6** below allows public bodies to map the existing level of policy integration and identify next steps towards high policy integration.

Table 6: Low to high policy integration (adapted from Candel and Biesbroek 2016:218-224)

Dimension	Indicator	Low policy integration ←		→ High policy integration	WFG Act Aspiration	
Policy frame – how problems are perceived and articulated in an organisation	Extent of collaborative solutions to complex societal issues	Teams and departments act independently of one another, with no recognition of common purpose and no attempt to integrate work	There is no strong push to integrate work by different teams and departments in the organisation, but there is awareness that different outputs shape the realisation of the WFG Act goals	Increased awareness of cross-cutting nature of the WFG Act goals and emerging attempts to coordinate work in a coherent way.	Teams and departments work through a shared, holistic approach towards securing the WFG Act goals	The holistic character of the WFG Act is emphasised from the outset. While a top-down approach is useful in shaping strategy, it is matched by bottom-up collaborations making real change across functions of which all staff are proud
Policy goals – visible organisational commitments in objectives, team plans and individual appraisals	Evidence of embedding well-being goals in policy, deliverables and budgets	WFG Act goals are only embedded (with no or low coherence) in the aims of the team responsible for implementing them	The WFG Act goals are adopted by one or more additional teams/departments and an awareness of mutual concerns emerges	An increasing number of teams/ departments embed the WFG Act into their aims and they develop synergies in coordinating coherently towards achieving them	The WFG Act goals are embedded within the aims and purpose of all relevant teams and departments who share overarching organisational objectives	Visible alignment of well-being goals and organisational and team objectives Different actors evidence their responses and develop relevant indicators
Policy instruments – embedding in tools and processes	Staff using or developing procedural instruments such as planning checklists, progress indicators	No consistent WFG Act-related procedural instruments	Some sharing of procedures and instruments	A number of procedural instruments that facilitate team and departmental joint action. Increased consistency and integration between teams and departments to deliver WFG Act	Comprehensive and consistent system of procedural instruments at team and department level and structures that coordinate and monitor team efforts	Enabling the autonomy of teams and departments facilitates implementation of the WFG Act and allows identification of immediate actions to lead to interim milestones and long-term well-being goals
Subsystem – involvement of teams (or departments)	Extent to which teams or departments work together towards achieving the WFG Act goals	One team or department in the organisation is responsible for achieving the WFG Act goals and no other teams or individuals are involved in the Process	Other areas of the organisation support the team that has overall responsibility for the WFG Act	Awareness of the cross-cutting nature of the WFG Act goals. Responsibility is shared across teams or departments which collectively have formal responsibility for realising them	All relevant teams develop ideas and practices on how to achieve the WFG Act goals and there is a high level of interaction and coordination between them	Teams and departments are proactive in collaborating with each other and extend collaboration across other public bodies and third sector organisations

Collaboration



Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.

The literature review identified different drivers for collaboration including financial efficiency, pooling of resources and data sharing to meet shared objectives. Factors for effective collaboration included communication to build trust and acknowledging the latent potential and expertise available in communities to be harnessed for collective benefit in delivering the well-being goals. The move to positive rights and future consciousness has meant that collaboration between people, systems, services and places is growing and resulting in improved outcomes of benefit to all. **Table 7** below provides a summary of the findings from the literature review in relation to the benefits of collaboration and useful lessons to apply to enable all public bodies to meet their well-being goals in collaboration with each other.

Table 7: Key learning – collaboration

Key learning – collaboration	Useful lessons for public bodies to apply
Collaboration enhances outcomes, builds trust and creates environments for people to flourish	<p>Self-assess current collaboration maturity levels – ad-hoc, planned, awareness or reflexive</p> <p>Encourage staff to identify past or existing areas of strength or best practice and key collaborators</p>
Collaboration is holistic spanning: citizens, systems, services, places, markets and behaviours	Support discussions on the expected level of collaboration and coordinate actions, highlighting benefits to all participants
Communication and engagement strategies developed collaboratively are more effective	Empower collaborators to feedback and feedforward, acknowledge and include group memory to build trust, ensuring a diversity of views are represented by collaborators
Prior context influences collaboration and can be reshaped quickly as the benefits of collaboration are experienced	<p>Encourage staff agency to utilise their business processes, technology and contacts for collaborative benefit</p> <p>Use collaboration to pool resources and ideas, avoid replication and enhance efficiency</p>
Leadership skills are critical to effective collaboration	<p>Ensure distributed and explicit leadership, devolved decision-making, building staff skills and capacity, and involvement of third sector</p> <p>Ensure each opportunity for collaboration builds upon the last to create an incremental process, independent of individuals</p>
Collaboration is emerging in the form of the civic economy	<p>Engage the latent potential in collaborative partners to support well-being goals</p> <p>Start now with stakeholder mapping to identify other public bodies, local organisations and civic society to enrol as collaborators</p>

Materials for further application

The Compendium for the Civic Economy (00:/ 2011) reviewed 25 international case studies featuring collaborative co-production and co-investment for collective good outcomes. The authors used the term “civic economy” to highlight the changes brought about through collaborative networks, often accessing latent potential in people and communities which in itself generated positive outcomes. The case studies include the Bromley-by-Bow social prescribing project.

Further information available from: https://issuu.com/architecture00/docs/compendium_for_the_civic_economy_publ

The Stockholm Resilience Centre is part of the University of Stockholm. Resilience is based on the belief that humans and nature are interdependent, that the last two hundred years of human development, and since the end of World War II in 1945 in particular, has led to a breaching of planetary boundaries and the likelihood of abrupt environmental change, and that the innovative capacity which has led humanity here, can be adapted to ensure ecological literacy.

Further information available from: <http://www.stockholmresilience.org/research/research-news/2015-02-19-what-is-resilience.html>

The Southcentral Foundation is a not-for-profit health system owned and run by Alaska Native people for 65,000 Alaska Native people across an area twice the size of England. It has gone from among the worst quality of care outcomes in the US in the mid-1990s to one of the most successful examples of health system redesign in the US with health outcomes among the best on a wide range of measures. Based on “Nuka”, the Alaskan concept meaning “strong, giant structures and living things”, its focus is on storytelling to create meaningful collaborative relationships.

Further information available from: <https://www.kingsfund.org.uk/publications/intentional-whole-health-system-redesign-nuka-southcentral>

The five ways of working in practice: B Corporations

A range of familiar household brands are certified B Corporations. These include: Dannone UK, JoJo Maman Bebe (maternity and baby wear), Abel and Cole (produce), Innocent (smoothies), Pukka Herbs (teas), Divine Chocolate, Ella’s Kitchen (baby foods), The Big Issue and Welsh organisations such as: The TYF Group (Pembrokeshire) and Urban Foundry (Swansea). They all apply the Sustainable Development Principle in some ways, sometimes explicitly.

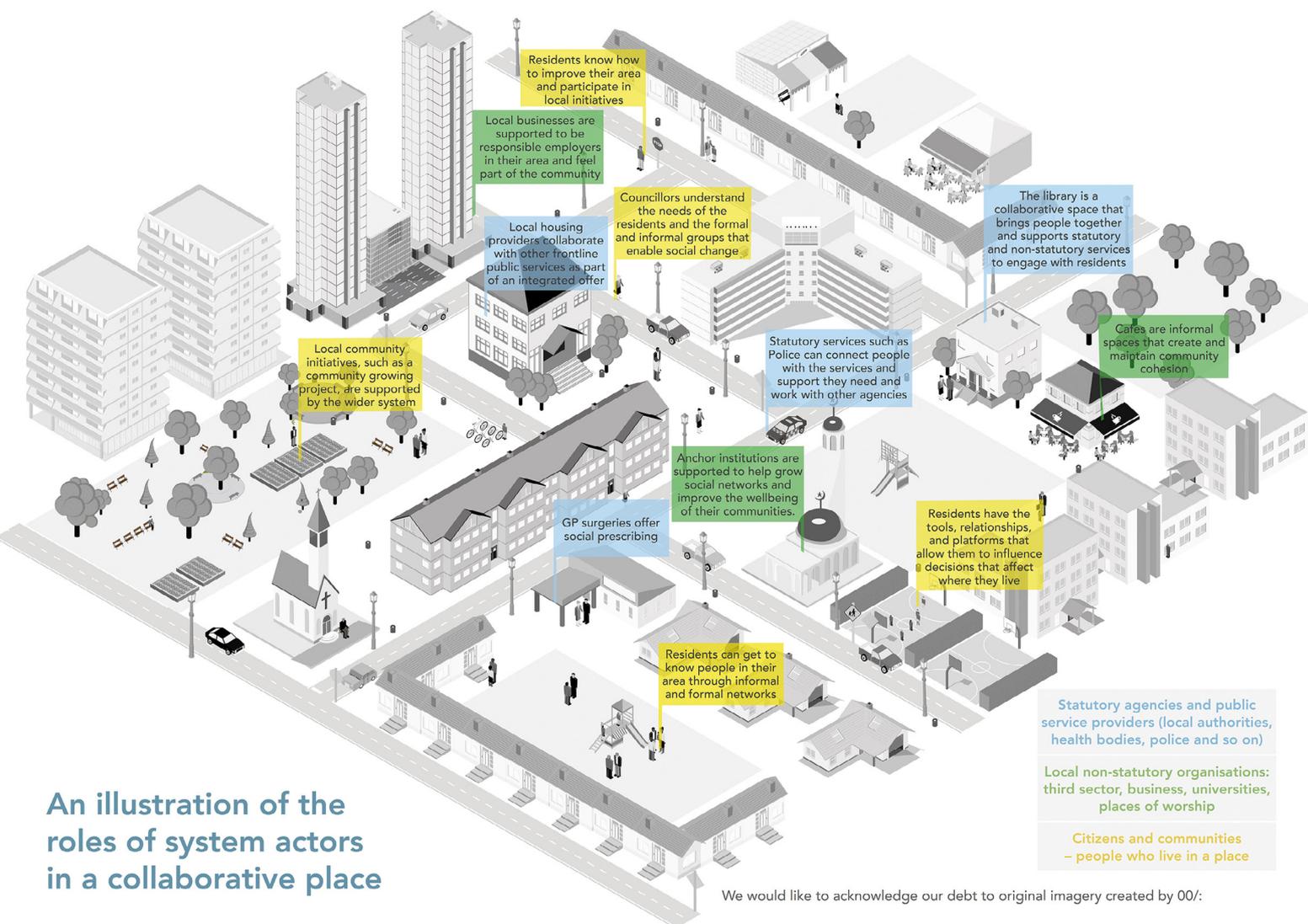
Certified B Corporations are businesses that meet the highest standards of verified social and environmental performance, public transparency, and legal accountability to balance profit and purpose. B Corps are accelerating a global culture shift to redefine success in business and build a more inclusive and sustainable economy. The B Corp community works toward reduced inequality, lower levels of poverty, a healthier environment, stronger communities, and the creation of more high quality jobs with dignity and purpose. By harnessing the power of business, B Corps use profits and growth as a means to a greater end: positive impact for their employees, communities, and the environment.

Further information available from: <https://bcorporation.net/about-b-corps>

The Compendium for the Civic Economy (00:/ 2011) reviewed 25 international case studies featuring collaborative co-production and co-investment for collective good outcomes. The authors used the term “civic economy” to highlight the changes brought about through collaborative networks, often accessing latent potential in people and communities which in itself generated positive outcomes. The case studies demonstrated how collaborators were “...embedding new ways of thinking and doing.” and that

“...a positive, optimistic and collaborative culture is the most important platform on which the civic economy can emerge and grow.” (00:/ 2011:189) The report also presented a visualisation of how collaboration could work in localities and is reproduced in **Figure 7** below.

Figure 7: Compendium for the Civic Economy (00:/ 2011)



An illustration of the roles of system actors in a collaborative place

We would like to acknowledge our debt to original imagery created by 00/:

Involvement



The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.

The literature showed that involvement has been defined through different levels of participation which has seen much progress, in particular in healthcare, urban planning and environmental management. However the involvement of marginalised groups, which can now include the elderly and the young as well as the diversity of cultural groups, remains challenging. **Figure 8** below combined the concerns of community engagement and health interventions providing a range of different definitions, motivations for, ways of participating, conditions and impacts of engagement or involvement.

Figure 8: Community engagement in interventions: conceptual framework (Brunton et al. 2017:4)

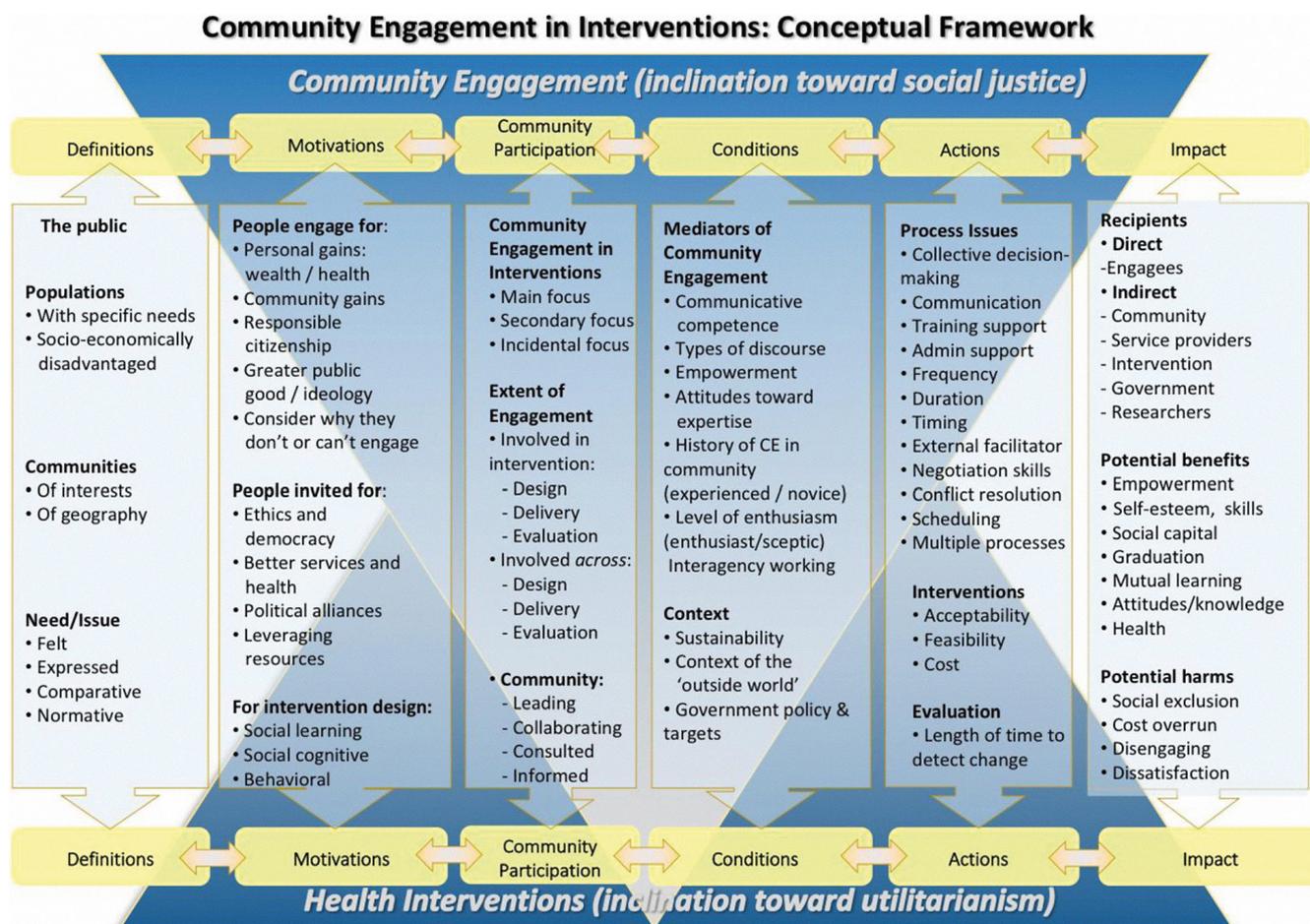


Table 8 below provides a summary of some of the benefits of involvement for a range of outcomes, whether better informed policies, services or organisational change and useful lessons that public bodies can apply to embrace active involvement.

Table 8: Key learning – involvement

Key learning – involvement	Useful lessons for public bodies to apply
1. Involvement varies according to how open and accessible the system is; how valued outcomes are and how active civil society is locally	Involve stakeholders to make involvement more accessible, valued and active Identify and celebrate previous involvement activities and outcomes
2. Acknowledge level of involvement according to the “ladder of participation”, from non-participation to citizen power and co-production	Enable stakeholders to actively participate to design, deliver, monitor and improve services together Take a long-term perspective to build stakeholder relationships over the long-term
3. Barriers to involvement: understanding of issue; trust; proximity of benefits (in time); certainty of benefits; distribution of costs and benefits; desire for immediate benefits	Enable learning through training, development, collaboration and sharing of best practice
4. Involvement increases adoption of changes and resulting outcomes	Engage all stakeholders at all levels in involvement work so avoiding single responsibility and enabling broad-based input and approach
5. Mindfulness as a novel route to involving stakeholders and implementing change	Mindfulness supports delivery of new objectives and values and enables stakeholders to reflect together and voice any concerns along with proposals to support change
6. Humanity is transitioning toward “the story-of-the-world”, moving from “me to we; greed to need”	Stakeholder involvement is part of the new story focusing on collective good Communications on progress towards long-term goals motivate change
7. Raise awareness continually through all possible communication networks of involvement opportunities	Agree aligned “one communications” approach by all parties -within organisation and with key stakeholders externally
8. Successful change follows value system alignment involving stakeholders to rediscover and reframe activities to reflect contemporary values	Identify current values (that support WFG Act) and build upon existing values to involve stakeholders in embedding new organisational values Be alert to evidence that involvement strengthens outcomes and reduces risks
9. Meaningful involvement at all stages strengthens outcomes	Involve stakeholders in service design, delivery, monitoring and evaluation - use evaluation as a way of raising awareness and involving local stakeholders
10. Long-term outcomes are enhanced by involvement	Involve the diversity of interdependent interests and facilitate authentic dialogue (listening and demonstrating listening) Practice listening and analysing what lies behind stakeholder input to identify new ways of working
11. Involvement fits with the social justice and sustainability agenda and optimises outcomes	Be clear on “usual suspects” and reach out to involve marginalised groups (ethnic, youth and elderly) - ensure all are made welcome

Materials for further application

Green Impact is an example of how public bodies such as universities, the health service and fire brigade are adopting employee involvement programmes for sustainability improvements. Originating in Universities, Green Impact has teams in NHS England (Manchester University NHS, Addenbrookes Hospital, Royal Bournemouth and Christchurch; Newcastle Teaching Hospitals, North Bristol, University Hospital Bristol, Epsom and St Helier and soon Sandwell and West Birmingham and with the Royal College of General Practitioners in General Practitioners surgeries).

Further information available from: <https://sustainability.unioncloud.org/green-impact/programmes/in-the-community>

The Institute for the Future (IFF) ran a Catalyst for Change project involving 1,600 participants generating more than 18,000 ideas based on a four stage process which could be applied elsewhere: “New Evidence, New Capacities, New Rules, and New Stories.” The process engaged stakeholders in positive futures and how to use data as a way of creating “preferable” or “aspirational” futures which focus on what we value now, rather than what we fear.

Further information available from: <http://www.iff.org/our-work/global-landscape/catalysts-for-change/catalysts-for-change-project/>

The five ways of working in practice: Buurtzorg

Buurtzorg has grown from a founding team of 4 nursing staff in 2006, to 850 teams with 10,000 nurses in the Netherlands within ten years. Despite higher costs, KPMG (2012) found a 50% reduction in hours of care and improved quality of care, 30% above national average. Ernst & Young (2009) found 33% fewer hospital admissions and high staff satisfaction and motivation through a renewed sense of purpose evidenced by 60% lower absenteeism and 33% lower turnover than traditional nursing organisations. Ernst & Young estimated savings close to 2 billion euros if there were to be integration of the model in all Dutch home care organisations. Buurtzorg now operates in 24 countries because, it claims, its strapline “Humanity over Bureaucracy”, holds true globally.

Buurtzorg (meaning ‘neighbourhood care’ in Dutch) is an example of a new organisational model which has transformed the established Dutch health care system in less than a decade. A not-for-profit, Buurtzorg’s central purpose is to help sick and elderly patients live a more autonomous and meaningful life. It focuses on involving the patient, expanding independence and improving quality of life by collaborating with informal and formal networks to provide holistic patient-centred care. Nursing teams of 12 self-manage, supported by 45 back office staff and 15 coaches. In a self-managing organisation staff are intrinsically motivated to identify and implement improvements. Change can come from any person who senses what is needed and experiments with a solution. Whilst some experiments fail to grow; others rapidly spread, many of which are based on prevention, such as a falls reduction programme, a walker-race and approaches to youth, maternity and mental health care which have been adopted nationally.

Further information available from: <https://buurtzorg.com>

Recommendations

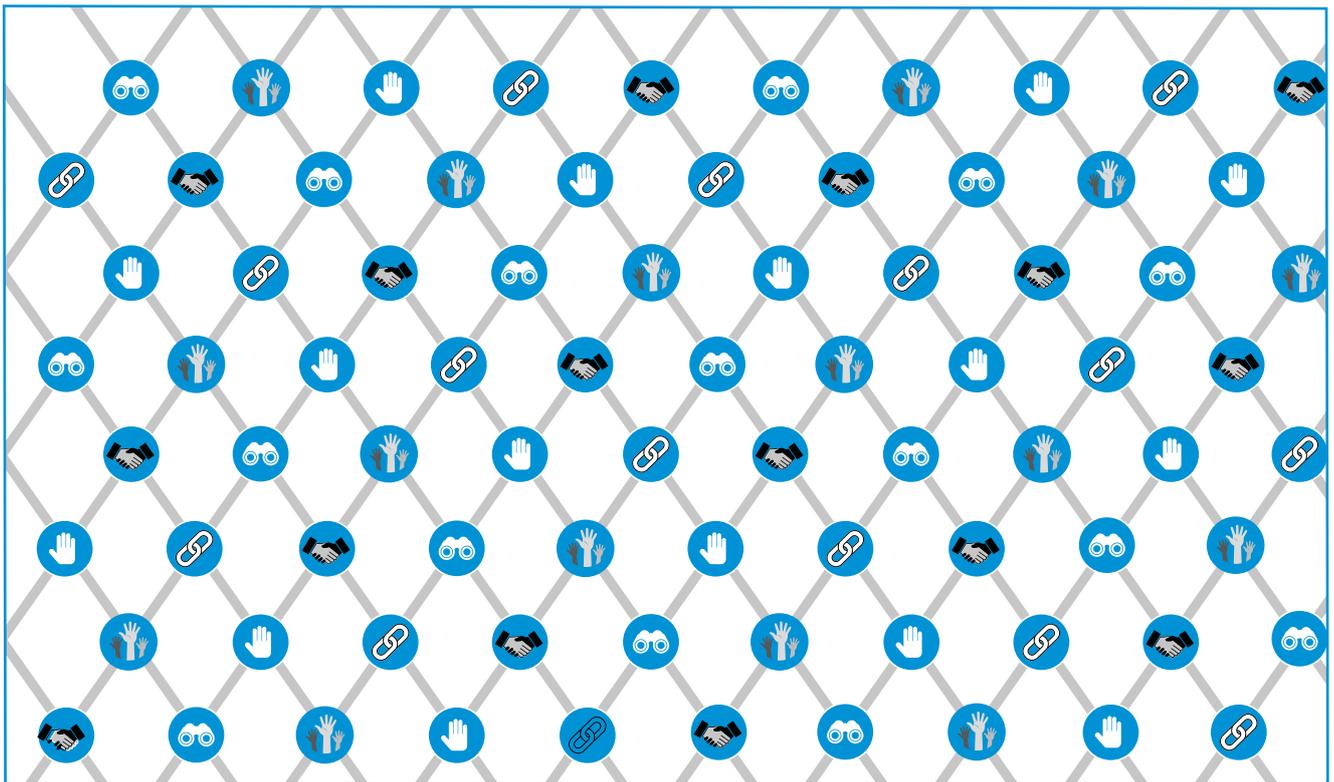
The WFG Act provides a statutory requirement for public bodies in Wales to work towards the realisation of the seven well-being goals using the five ways of working, known as the Sustainable Development principle. The WFG Act represents an ambitious intent to make a significant and long-lasting positive difference in the lives of all people living in Wales now and in the future and to set an example for others globally. In order for public bodies to implement the five ways of working and achieve the well-being goals, the literature identified five key recommendations:

Recommendation 1

Start where you feel comfortable – the five ways of working are holistic and mutually reinforcing

The literature review identified approaches to and methods that have been successfully applied to embed the five ways of working within organisations. It became clear that there is significant interplay and overlap between the five ways of working. Whilst each has a different focus they are mutually reinforcing and so lead naturally into one another. As such it does not matter which way of working a team starts to embed first as the one will lead into the rest as shown in **Figure 9** below. It is important to acknowledge that the potential for success or for lessons from failure rests not only in experimentation with each of the ways of working, but in the interactions between them, in an iterative process. Whether taking a strengths-based approach and building on existing experience or starting anew, the Sustainable Development Principle enables a whole systems, holistic approach.

Figure 9: The five ways of working enabling a whole systems holistic approach

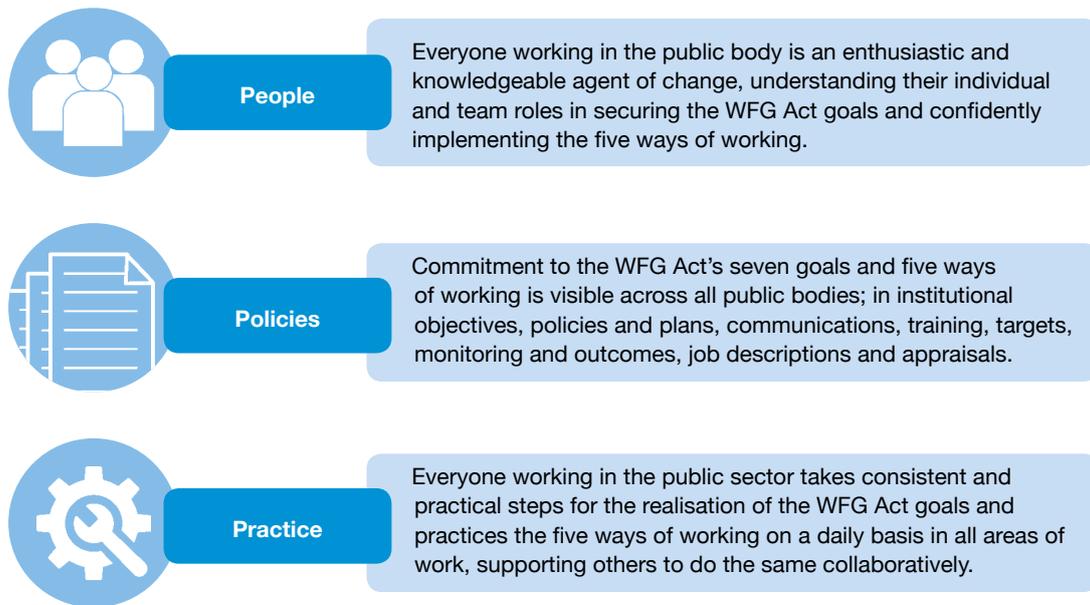


Recommendation 2

Ensure visible integration of the five ways of working in people, policies and practice

The literature review identified the importance of visible integration of new policy goals and the ready acceptance of those goals which reflect common values for collective good, exemplified by the WFG Act well-being goals. People at all levels of the organisation have a role to play in ensuring integration in policies, procedures and processes, as well as in daily practices. The aspiration is for people, policies and practices to visibly demonstrate alignment with the well-being goals which will in turn motivate, support and enhance implementation in a virtuous cycle as shown in **Figure 10** below.

Figure 10: Aspiration for people, policies and practice to deliver the Well-being of Future Generations Act and the five ways of working.



Recommendation 3

Ensure tailored support for the levels at which the five ways of working are to be implemented

There are different levels (defined in **Figure 12** below) at which the five ways of working can be actioned within existing structures and each supports the next as shown in **Figure 11** opposite. At the foundation, individuals experience change in different ways and acknowledging and supporting staff well-being is essential to empowering individuals as change agents. At the team level, providing team learning and development opportunities, encouraging wide discussion within teams and permission to experiment enables visible practice of the five ways of working. At the organisational level, public bodies in Wales have already progressed to embed the WFG Act in policies and organisational objectives which are monitored. At the systems level, the WFG Act itself represents a system level enabler for radical transformation.

Figure 11: Individuals, teams, organisations and systems

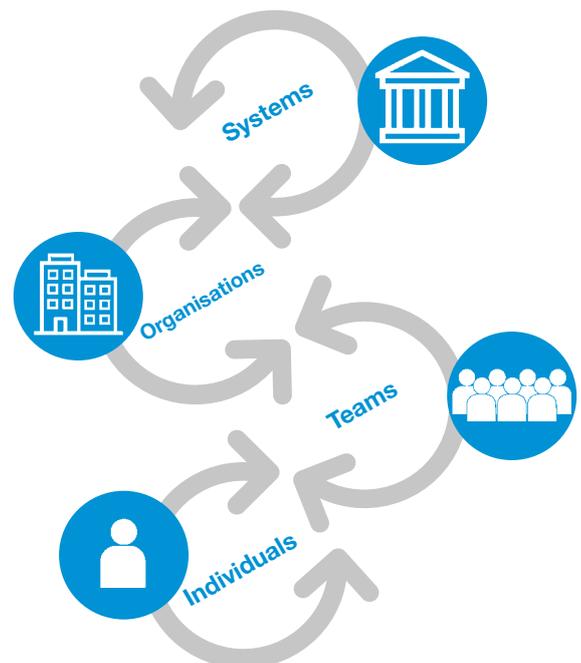
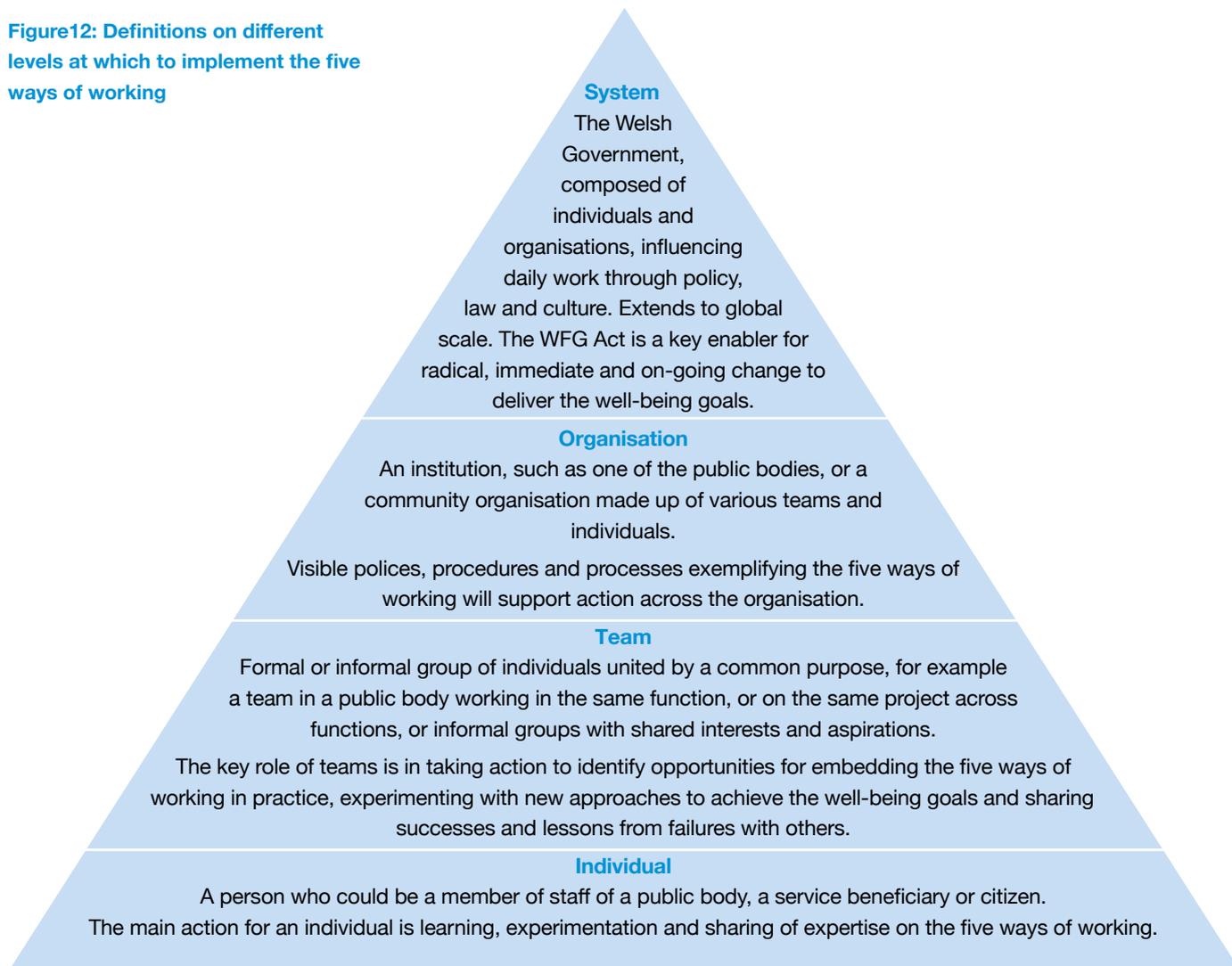


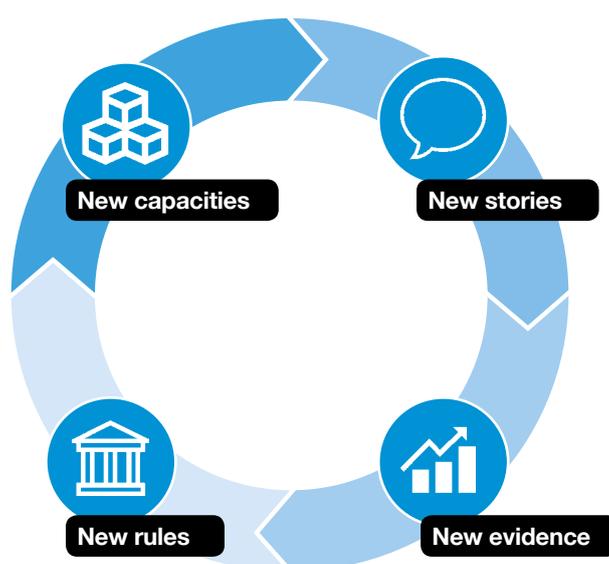
Figure12: Definitions on different levels at which to implement the five ways of working



Recommendation 4
Support development of new capacities, new stories, new evidence and new rules

The literature review suggested that as individuals learn ‘new capacities’ in applying the five ways of working and share their expertise about how best to deliver the well-being goals, so teams will change their narratives and create ‘new stories’ about what constitutes success. Organisations provide and will be provided with (or require) new or different combinations of data to determine what works and what does not work in achieving the well-being goals. This ‘new evidence’ will inform different approaches which exemplify the five ways of working and so lead to system level change or to ‘new rules’ which are intended to support the well-being goals. Of course this process is iterative and reflexive, indeed the WFG Act itself represents a ‘new rule’ at the systems level which is already influencing organisations, teams and individuals. Ideally, all levels apply themselves to delivering the well-being goals simultaneously, however teams with expertise in implementation are well-placed to identify the radical transformation opportunities the well-being goals require.

Figure 13: New capacities, new stories, new evidence and new rules



Recommendation 5

The Well-being of Future Generations Act demands a willingness from public bodies and the individuals and teams within them to learn to embed the five ways of working and transform current practices to deliver the well-being goals

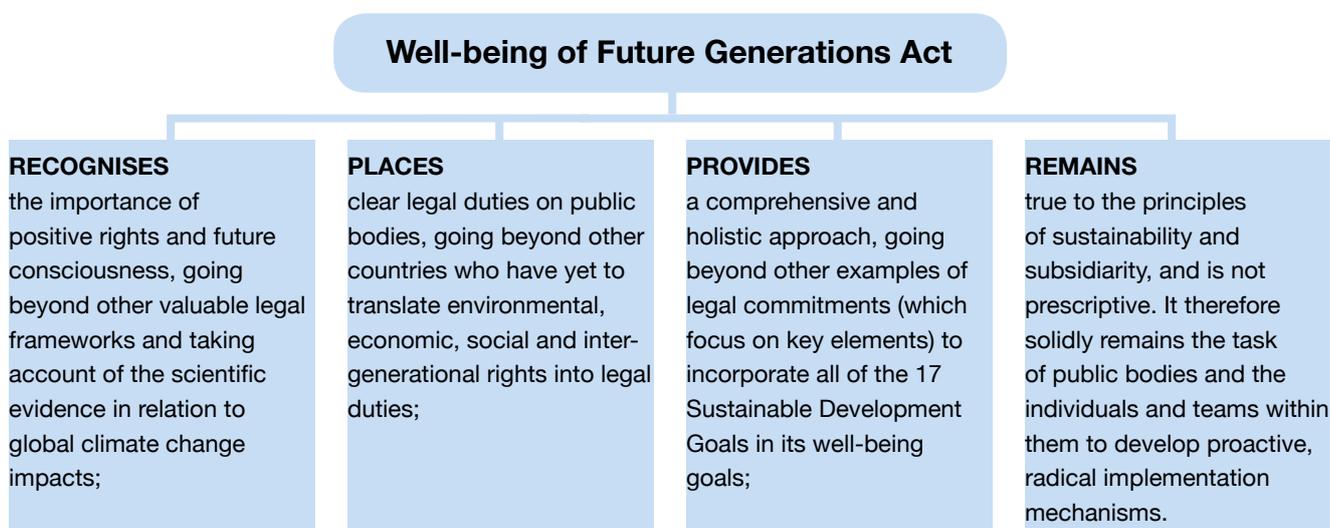
Public bodies and the individuals and teams within them are asked to:

- embrace the opportunities the WFG Act offers – as a game-changer, granting permission for innovation and enabling radical transformation at pace and scale;
- understand, enhance familiarity with and increase practice of the five ways of working and share iterative learning experiences with others;
- take a long-term perspective, work collaboratively and with increasingly meaningful involvement from key stakeholders, in particular youth, to prevent further problems and create rapid, integrated delivery of the well-being goals.

Five simple daily practices to use as individuals, within teams, across organisations and systems

- 1. Wake up** - be informed, via lived experience, common sense and scientific data, of the true impacts of current ways of working. Be alert for simple changes to implement now and others which can be planned and phased.
- 2. Wise up** - learn knowledge, skills and behaviours to embed the five ways of working in daily practice. Develop new capacities by learning from and sharing with others. Experiment to find solutions which can be scaled up.
- 3. Sharpen up** - to develop new evidence, metrics and measures reflective of current and future well-being - the old measures will reproduce the old outcomes. Use existing data to stop activities with negative impacts.
- 4. Show up** - as a leader now, as the expert you are in your existing field of influence. You do not need to have the answers, you can ask questions on behalf of future generations and collaborate to find solutions.
- 5. Shout up** - on behalf of future generations, to communicate what is working now which we can expand upon, to share new stories of experimentation, learning and change to support the well-being of future generations.

Figure 14: The Well-being of Future Generations Act as an enabler – the critical role of public bodies in implementing the well-being goals and the five ways of working



Conclusion

This literature review collated evidence to support the implementation of the five ways of working within public bodies. The latest scientific evidence (IPCC 2018, WWF 2018) points to the next decade being a defining period in human history where there may only be a matter of years to safeguard future generations by keeping global warming below 1.5°C and avoiding catastrophic climate change. The progress of public bodies in Wales will be of international interest because the WFG Act represents a pioneering legislative duty aligned with international commitments embodied by the Sustainable Development Goals. The literature review found that there is a large degree of agreement on the importance of the five ways of working amongst researchers, practitioners and politicians alike and that there are emerging examples of practical implementation to draw upon, though sometimes these either do not explicitly reference or do not yet utilise all five ways of working. Those examples that were found during the literature review have been summarised and recommendations drawn to inform implementation by public bodies in Wales.

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