

System Maturity Model

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Vision	The shared vision is embedded in everything that people do. It flows from top to bottom and all organisations articulate it in similar ways, allowing for their differing cultural norms.	The shared vision sets a clear direction, and articulates where organisations and people fit in to achieving it.	The shared vision is well formed and commonly understood, but is articulated in different ways by different organisations.	There is a shared vision, but it is loosely formed, which leads to different organisations/people interpreting it in different ways.	There is no clear shared vision for the future, or there are competing visions.
Collaboration	Partner organisations work collaboratively. This sometimes involves compromising their individual organisational priorities, in the interest of achieving the shared vision.	Roles, responsibilities and incentives reflect the need to collaborate, leading to new ways of working.	Many decisions are made across boundaries. Shared outcomes are starting to be developed.	There is some mutual understanding between local partners. Collaborative behaviour is not yet commonplace.	Collaboration across boundaries is limited.
Accountability	Partners are accountable to each other and to the community for achievement of the shared vision, and hold each other to account on an ongoing basis.	Partner organisations have agreed their respective accountability to each other and the community, and have begun to change their internal systems to support this.	There is broadly the right partnership structure to enable shared accountability and decision-making.	There is a recognition that shared accountability will be needed between partners to achieve the shared vision.	Responsibilities and accountabilities are limited to within individual organisational boundaries. There is no shared accountability between partners.

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Involvement	Local people are partners in the shared vision, and are active in shaping, overseeing and delivering.	The partners understand the range of different ways local people want to be involved in local services and system change, and provide appropriate opportunities to do so.	Local people are involved in generating ideas and exploring different ways to run local services.	Most or all partner organisations engage with people with lived experience as part of designing and managing services.	Local services are designed and delivered with limited consultation with people with lived experience.
Planning/Strategy/Programming	All programmes and services are fully aligned with the shared vision, and well-integrated with each other.	Some shared programmes/services are being developed across organisational boundaries. Existing services and programmes are being redesigned to ensure alignment to the shared vision.	Planning for new services and programmes is beginning to be joined up. Partners are exploring ways to integrate services and join up across organisational boundaries.	Teams from some services and programmes connect with each other informally, to share information and referrals.	Programmes and services are distinct and independent of each other.
Finance	Services are funded on a long term, sustainable basis, with contracts that enable delivery organisations to focus on services and plan ahead.	Services are funded on a longer term timeframe where possible, or are underpinned by agreements of intent to fund over the longer term.	Local commissioners and funders are actively exploring how to procure and fund services over the longer term, and in ways that do not exclude smaller charities.	Local commissioners and funders recognise the need to create a longer term funding model that sustains services and enables small charities to be a viable part of the delivery ecosystem.	Services and programmes are funded annually, with uncertainty of funding from year to year. Some services shrink or disappear when local funding is unavailable, despite being needed and well-used.

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Service delivery	Services are delivered by the local organisations with the right mix of expertise and experience to meet the needs of people facing complex social issues. This is a mix of smaller and larger organisations from statutory and voluntary sector.	The partners recognise the importance of a mixed service delivery landscape, with all organisations playing to their strengths. They are actively developing service design and commissioning approaches that make this possible.	Smaller charities are recognised as an important part of the local service delivery landscape, for their unique insights and skills to support people facing complex issues. They may still find it difficult to navigate local funding structures.	Smaller charities are sometimes involved in service delivery, engaged as subcontractors by larger organisations or funded for small scale delivery.	Service delivery is mainly by statutory and larger voluntary sector organisations. Smaller charities tend to provide unfunded services through volunteers and fundraising.
Workforce development	New ways of working are adopted. Shared workforce planning is in place.	Plans to develop new skills and ways of working are being realised, and people are engaged.	Plans are in place to facilitate the necessary changes to culture, people's roles, skills and ways of working.	Organisations recognise that new ways of working, skills and culture will be needed to change how services are delivered.	Organisations have their own ways of working, culture and skillsets, which suit their individual objectives.
Learning, evaluation and continuous improvement	The partners are committed to learning from their shared approach to delivering services. There is a culture of shared reflection and learning for continuous improvement.	All partners are committed to understanding the impact of services and learning for continuous improvement. Partners also recognise the need to reflect together on new ways of working.	Partner organisations recognise the importance of reviewing and reflecting on service delivery, and sharing that learning to inform everyone's thinking about design and delivery of local services.	Some organisations review the effectiveness and impact of their services and programmes, mainly driven by accountability requirements.	Organisations rarely review the effectiveness and impact of services and programmes, or reflect on how to learn from experience and improve services.