

health

A practical guide to conducting annual reviews of Municipal Public Health and Wellbeing Plans

Department of Health
Southern Metropolitan Region
March 2012

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Note:

This is a 'work in progress'. It records work conducted with the Department of Health's Southern Metropolitan Region Health Planner Forum through 2010 and 2011. It might be altered or expanded as councils in the Southern Metropolitan Region continue to explore approaches to planning for and conducting annual reviews of Municipal Public Health and Wellbeing Plans.

The work has been compiled from a variety of sources including material generally available on the public record, reputable specialist sources and original material. Care has been taken to verify accuracy and reliability wherever possible. However, the material does not provide professional advice. Neither the authors nor the Victorian Government Department of Health give any warranty or accept any liability concerning the contents or use of this work.

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If you need further advice on any aspect of your MPHWP annual review please contact your Department of Health Regional contact.

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Preface

When it was introduced, the *Public Health and Wellbeing Act 2008* made a number of changes to the way local councils are expected to plan for the health and wellbeing of their communities. This included a requirement for councils to conduct an annual review of their Municipal Health and Wellbeing Plans (MPHWPs).

The legislation however, did not prescribe how an annual review might be conducted. Consequently, the Public Health Development Unit of the Department of Health Southern Metropolitan Region (SMR) commissioned a resource to support councils in the SMR to plan for and conduct annual reviews of their MPHWPs.

The development of the resource was informed by research into good practice approaches used to review plans elsewhere, including a survey of all councils across Victoria.

A trial resource was developed, which was introduced to SMR councils through an induction workshop. This was followed by a trial period that allowed a number of councils to apply the draft resources to their own MPHWPs and for other councils to critique the design and content of the resource. This comprehensive feedback was discussed and refined at a meeting of the SMR Local Government Health Planner Forum before the current version of the resource was produced.

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Thanks also to other members of the Forum who trialled and otherwise contributed to the development of the resource.

Introduction

What is the aim of this guide?

The aim of this guide is to support councils in the Southern Metropolitan Region (SMR) to plan for and conduct annual reviews of their Municipal Public Health and Wellbeing Plans (MPHWPs). It describes the relevant legislation and other issues influencing annual reviews and outlines a practical approach to the task.

The primary audience for this guide is health planners and others responsible for the review and evaluation of MPHWPs. However, it might also assist other business units of council to better understand and appreciate their contribution to the annual review process.

The guide assumes that readers will be familiar with the *Public Health and Wellbeing Act 2008* and with municipal public health and wellbeing planning in general.

Using the guide

The guide is not prescriptive; instead it is intended to encourage choices about what information is included in an annual review and how this might be analysed, consulted upon and used to inform changes to future action.

The guide has three parts:

Part One	A practical approach to annual review	provides insight into the role and nature of annual reviews and practical support with review tasks
Part Two	Planning for an annual review	works through the steps to develop a plan for an annual review
Part Three	Conducting an annual review	works through the steps to conduct an annual review

It is important to read through the entire guide to get some understanding of its contents. The different elements of the guide can then be used depending on your needs and resources.

Part One

A practical approach to annual reviews

Part One: A practical approach to annual review

1.1 Why conduct an annual review?

Conducting an annual review of a Municipal Public Health and Wellbeing Plan (MPHWP) is a statutory requirement of councils under the *Public Health and Wellbeing Act 2008*.

Section 26 (4) of the Act states that: *'A Council must **review** its municipal public health and wellbeing plan annually and if appropriate amend the plan.'*

The legislation does not prescribe what a review might entail. However, Section 26 (5) states:

'Despite subsection (2)(c), a Council is not required to provide for the involvement of people in the local community when reviewing or amending a municipal public health and wellbeing plan under subsection (4).'

Councils that have included public health and wellbeing matters in a Council Plan or Strategic Plan and have received an exemption from Section 26 are also required to review their Council Plan or Strategic Plan annually (see Section 27(2)(b) and (c)).

From an accountability perspective, conducting an annual review means making sure that the actions identified in the plan are being implemented satisfactorily and that they remain the best way for council to invest in health and wellbeing over the life of the plan.

Such an annual review provides the opportunity for councils to identify and chase up activities that have not started or that need refinement; to reduce or conclude activities that might no longer be necessary; and to commence new activities in response to newly identified need. In this way councils can ensure reliable plan implementation and maintain the relevance of the plan over its four year life. Annual review will also help in building a picture for the future evaluation of the MPHWP.

However, the review also provides an opportunity to extend the influence of the MPHWP across council or in relation to partnerships, for example:

- reporting and celebrating achievements
- informing other related plans and policies
- strengthening networks and partnerships
- inform resource allocation.

1.2 Annual review and evaluation

To assist in understanding the requirements of an annual review it is useful to develop a clear distinction between the terms ‘review’ and ‘evaluation’.

The terms have often been used interchangeably in the past, however, the Public Health and Wellbeing Act indicates different expectations of review and evaluation processes. For example, Section 26 (5) cited above, suggests that an annual review is largely an internal process, whereas Section 26 (2)(c) requires councils to: ‘...provide for the involvement of people in the local community in the development, implementation and **evaluation** of the public health plan’.

In *Environments for Health: Municipal Public Health Planning Framework*¹, evaluation is treated as a phase of the MPHWP planning cycle (see Figure 1 below) and is described as: ‘...the process by which we assess whether the MPHWP has made a difference to municipal public health status’. The same publication refers to the process of ‘monitoring’ which ‘...enables responsible agencies and stakeholders – especially local government – to see first hand how implementation of the MPHWP is progressing’. This is considered part of the implementation phase of planning.

Figure1: Municipal Public Health and Wellbeing Plan Cycle



Adapted from the *Environments for Health: Framework for Municipal Public Health Planning*, Department of Human Services, 2001

¹ Victorian Department of Human Services, 2001, *Environments for health: municipal public health planning framework*, DHS, Melbourne.

Using a program evaluation approach, which breaks evaluation into three types – process, impact and outcome (Round et al, 2005²), evaluation as described in *Environments for Health* is largely concerned with outcomes, while monitoring is concerned with impacts and processes.

Table 1 illustrates the relationship between planning statements, the three broad types of evaluation and the phases of MPHWP monitoring and evaluation as described in *Environments for Health* (E4H).

Table 1: Planning and evaluation terms

Planning Statements	Deliver...	Measured by...	Answers the question...	Described in E4H as...
Goals	Long term benefits	Outcome evaluation	Have we achieved the change we sought?	Evaluation
Objectives	Medium term or intermediate benefits	Impact evaluation	Are we having the influence we expected?	Monitoring
Strategies	Short term or immediate benefits	Process evaluation	Are we doing what we said we would do?	Monitoring

If evaluation and monitoring combine to account for process, impact and outcome evaluation, then annual review can be regarded as a distinct activity undertaken at key intervals in the lifetime of the MPHWP to:

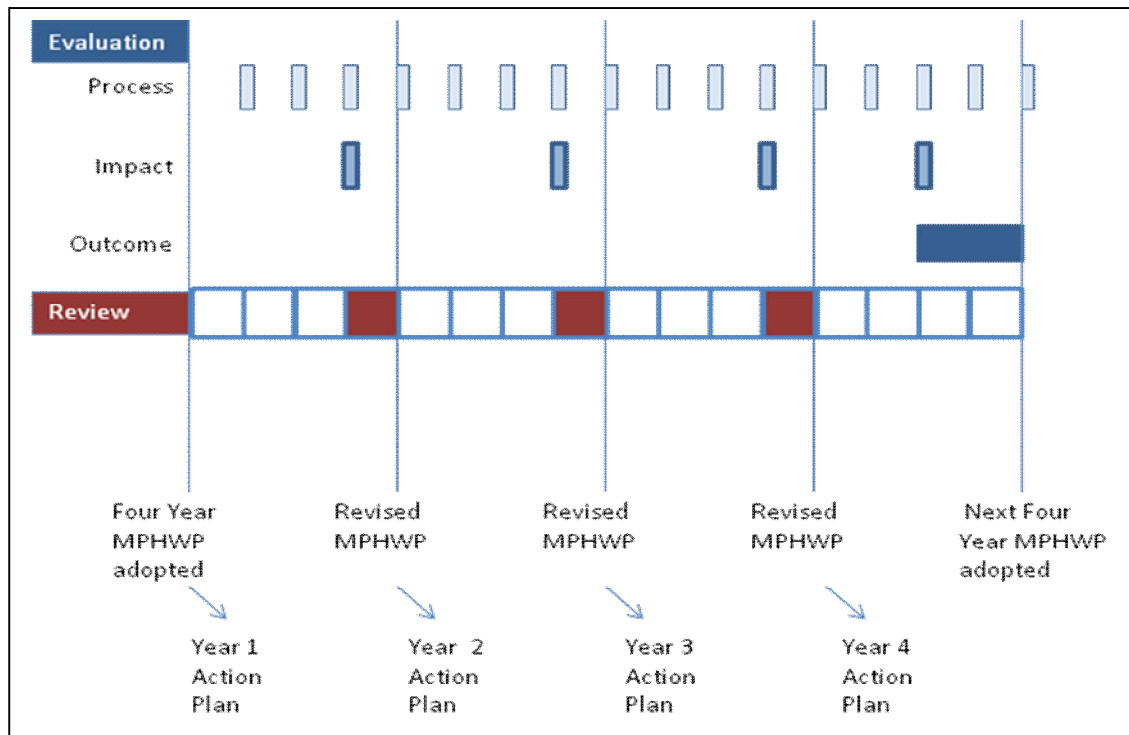
- check implementation is on track – drawing on process evaluation information
- check results to date are what we expected– drawing on impact evaluation information
- check the context has not changed sufficiently to require a change in the overall direction and major strategies
- decide what needs to be done differently – expressed in subsequent MPHWP action plans or business plans.

Clearly, much of the information needed for annual reviews can be taken from process and impact evaluation systems - if they are in place. The more robust these evaluation systems are, the simpler the annual review process is likely to be. However, the absence of such systems does not mean an annual review cannot be conducted. Specific mechanisms to gather information for an annual review might need to be developed initially. These might evolve from year to year – or become replaced by more formal evaluation systems as they are developed. Of course, annual reviews will contribute to future evaluation.

Figure 2 illustrates the relationship between evaluation and annual review.

² Round, R., Marshall, B., Horton, K., 2005, *Planning for effective health promotion evaluation*, Victorian Government Department of Human Services.

Figure 2: Alignment of annual review with evaluation and MPHWP action plans



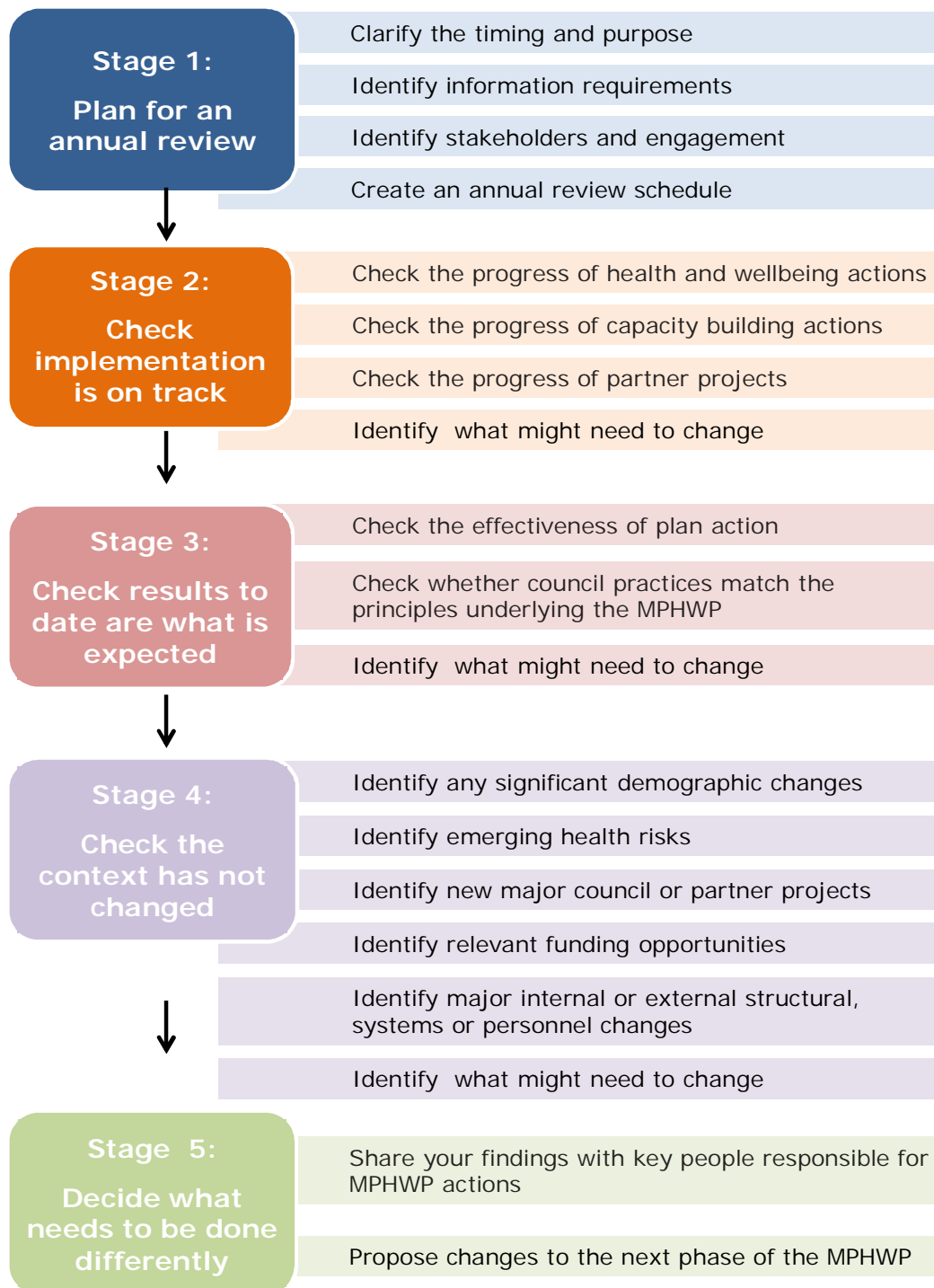
Notes:

1. It is unlikely that an annual review would be conducted in year four of the planning cycle. This is because the more robust outcome evaluation and community consultation process will be undertaken to inform the next four year MPHWP.
2. Impact evaluation of specific programs is more likely to occur on an ad hoc basis throughout the year - reflecting program imperatives. However, a summary of those conducted to date may simply be compiled for the purposes of the annual review.

1.3 Stages of an annual review

Conducting an annual review can be broken down into five stages.

Figure 3: Stages to annual review



1.4 Stage One – Planning for your annual review

Step 1: Clarify the timing and purpose

An annual review is a requirement of the Public Health and Wellbeing Act.

From an accountability perspective, an annual review means making sure that the actions identified under the plan are being implemented satisfactorily and that they remain the best way for council to invest in health and wellbeing over the life of the plan.

Such an annual review provides the opportunity for council to identify and chase up activities that have not started or that need refinement; to reduce or conclude activities that might no longer be necessary; and to commence new activities in response to newly identified need. In this way councils can ensure the delivery and relevance of the plan over its four year life.

However, the review might also serve other purposes within council or in relation to partnerships, for example:

- reporting and celebrating achievements
- informing other related plan and policies
- strengthening networks and partnerships
- influencing resource allocation.

Your purpose will influence when and how you might go about the annual review process and what resources you dedicate to the task. Consider:

- What is the purpose of the MPHWP annual review?
- Are there other planning or policy development processes that this review might usefully influence?
- Are there budget processes that this review might usefully influence?
- When is your target deadline for the annual review?
- Are there other relevant milestones?

Step 2: Identify information requirements

You will need to look at information about the progress of implementation and results to date, as well as revisit some of the municipal scan information.

Decide which types of information and how much you will need to meet the purpose of your annual review.

Information about implementation

Check whether 'we are doing what we said we would do' and whether the capacity building and partnership development are supporting these actions.

- Are there existing council performance reports covering:
 - MPHWP actions?
 - capacity building actions?
 - partnership actions?
- If any of these areas does not have an existing performance report, how will you gather the information for the review?

Information about results to date

You will need to check whether 'we are getting the results that we expected': Are our actions effective? and/or To what extent are they advancing our objectives?

- Are there formal impact evaluation reports covering the MPHWP as a whole?
- Are there evaluation reports on programs that are within the scope of the MPHWP that will be available at the time of the review?
- If there are no evaluation reports, how will you gather the information for the review?
- Are there formal evaluation reports that include impact evaluation of capacity building actions that will be available at the time of the review?
- If there are no capacity building evaluation reports, how will you gather the information for the review?

Information about context

You will need to check that the circumstances have not altered to such an extent that you would want to change aspects of your MPHWP goals or objectives.

Information on significant demographic changes

- What demographic information was used to develop the MPHWP and what was its source?
- How will you gather the information for the review? When is the next release of the information? Is it available as a standard report? Are special reports available for purchase?

Information on emerging health risks

- What health risk information was used to develop the MPHWP and what was its source?
- How will you gather the information for the review and by whom? When is the next release of the information? Is it available as a standard report?

Information on new major council or partner projects

- Did you identify major council or partner projects for the MPHWP, for example, service redesign project or community renewal activities? If yes, how was this done?
- If no, how will you identify major projects that have emerged since the MPHWP was written or last reviewed?

Information on relevant funding opportunities

- Did you identify relevant funding opportunities at the time the MPHWP? If yes, how was this done?
- If no, how will you identify relevant funding opportunities that might support MPHWP activities?

Information on major internal or external structural, systems or personnel changes

- How will you identify major internal or external structural systems or personnel changes at the time of the review?

Step 3: Identify stakeholders and their roles

Consider who you need to consult or engage in the annual review and how you will do so.

- Who were key council stakeholders in developing the MPHWP? Are there others you would include? Does your purpose suggest critical stakeholders?
- What is each stakeholder's potential role or interest in the review process?
- How will you engage stakeholders in the annual review? What engagement activities will match their interest or role?

Step 4: Create an annual review schedule

Use the answers to these questions to map out the stages of your annual review.

Schedule when you will collect and analyse the information and when you will consult with stakeholders.

1.5 Stages Two to Five – Conducting an annual review

Conducting an annual review means undertaking the following activities for each of Stages 2, 3 and 4:

- reading through the latest reports or feedback collated through your information gathering activities
- noting key achievements to date
- noting any actions that are stalled or abandoned and the reasons
- noting emerging opportunities
- identifying what might need to change.

This provides a stocktake of context and progress.

Stage 5 aims to consolidate these results and consider the implications by engaging with key stakeholders to weigh-up the available evidence.

The steps to achieving this stage are to:

1. share your findings with key people responsible for MPHWP actions
2. consider implications for the next phase of the MPHWP
3. suggest changes to the next phase of the MPHWP.

1.6 Conclusion

Conducting an annual review is an important undertaking and might generate significant activity. Therefore, time will be well spent thinking about how best to approach the task.

Use the information in this guide to design your own annual review plan or schedule. Alternatively, use the more detailed support for planning your annual review using the supplementary tool: ***Planning for an annual review*** in Part Two of this guide.

Once you have an annual review plan you will be well prepared to conduct your annual review. A detailed tool has been provided for you to use or you can choose to develop your own. See the more detailed support for planning your annual review using the supplementary tool: ***Conducting an annual review*** in Part Three of this guide.

Part Two

Planning for an annual review

Part Two: Planning for an annual review

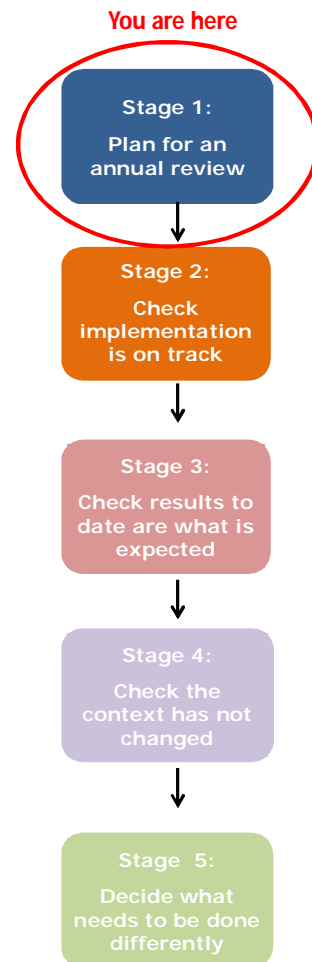
2.1 What is the purpose of this tool?

Conducting an annual review of the Municipal Public Health and Wellbeing Plan (MPHWP) is an important undertaking and might generate significant activity. Therefore, time will be well spent thinking about how best to approach the task, scheduling activities and engaging key stakeholders.

This tool deals with Stage One of the annual review process.

It will help you create an annual review schedule which details the tasks that will be undertaken to prepare for the annual review, timeframes, as well as aligning stakeholder engagement activities.

The completed schedule will guide the annual review when it is conducted - providing a broad project plan. The schedule might also support you to seek management endorsement for your approach.





2.2 How do you use the tool?

Start by making a hard copy or electronic copy of the *Annual Review Schedule* template (Appendix 1).

The tool is designed to help you complete this template by following a number a steps:

- Step 1: Clarifies the purpose and timing of the annual review
- Step 2: Identifies the information required to conduct the annual review and their sources
- Step 3: Identifies stakeholders who will be consulted or involved in review decisions and how they will be engaged
- Step 4: Completes the annual review planning using the information generated through the first three steps.

As you work through each step of the tool you will be asked **prompting questions**. Please note:

- Some answers can be inserted directly into the annual review schedule template. These are indicated with a pencil icon 
- Other answers can be noted for later reference. These can be recorded on the tool or other convenient space and are indicated with a notepad icon 

A stakeholder engagement table is provided as an option for making notes for Step 3.

These tools might be used by an individual but in most cases working with council colleagues will add insight to their use.

2.3 Steps to an annual review

Step 1: Clarify the purpose and timing

Your purpose will influence when and how you conduct the annual review.

Apart from complying with the *Victorian Public Health and Wellbeing Act 2008*, the MPHWP annual review is an opportunity to:


- report achievements
- reconsider strategic direction and priorities
- launch into the next period of activity.

The MPHWP review might also provide an opportunity to influence health and wellbeing priorities more broadly, for example:

- informing the strategic direction and priorities of related plans, for example, priority population strategies
- reinforcing a 'determinants of health' approach to council business
- strengthening networks
- influencing resource allocation.

Question

- What is the purpose of the MPHWP annual review?

 Describe the purpose of the review in the template

Questions

- Are there other planning or policy development processes that this review might usefully influence?
- Are there budget processes that this review might usefully influence?



Note here any processes and any key milestones, including timeframes.

Step 2: Identify information requirements

The following takes you through the process of identifying and gathering the information you will need for stages 2, 3 and 4 of conducting the annual review.

Information for Stage 2

The MPHWP makes a commitment to undertaking a wide range of actions. The aim of Stage 2 is to check whether implementation is on track – that is, ‘are we doing what we said we would do?’ and ‘is our capacity building and partnership development supporting these actions?’

To conduct Stage 2 you will need information on the progress of:

1. planned health and wellbeing actions
2. capacity building actions
3. partnership actions.


This information might be drawn from existing process evaluation systems. For example, council may have internal performance reporting that monitors whether MPHWP actions are progressing or being completed. Routine reports might be provided monthly, quarterly or annually.


If there are no existing MPHWP reporting systems, it might be necessary to create some simple mechanisms to gather the information you need. This might require significant lead time - or some compromise about what can be achieved.

Capacity building or partnership development actions may not be included in the MPHWP but be described elsewhere, for example, in the business plan of the unit responsible for the MPHWP.

Question

- Are there existing council performance reports covering:
 - MPHWP actions?
 - capacity building actions?
 - partnership actions?

 *If yes, list reports for each in the 'Source' column in the template against the relevant information requirements.*

 <p><i>Note here when listed reports are available, for example, end of each month, first week of the following quarter or actual dates.</i></p>	
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Question

- If any of these areas does not have an existing performance report, how you will gather the information for the review?


Consider:

Where will the information come from?

How will it be collected and by whom?

For example:

- request written progress updates from those responsible for each action
- interview those responsible for each action.

 *Describe briefly how you will gather the information, in the 'Source' column in the template against the relevant information requirements.*

Information for Stage 3

The aim of this Stage 3 is to check whether we are getting the results that we expected: 'are our actions effective?' and/or 'to what extent are they advancing our objectives?'

To conduct Stage 3 you will need information on:


1. the effectiveness of actions in meeting MPHWP objectives to date
2. whether council practices are meeting the principles underlying the MPHWP.

Ideally, impact evaluation provides the answer to these questions. Being able to consider this as part of a review will depend on what evaluation framework or systems council has in place for measuring impacts. These systems might cover the MPHWP as a whole or be applied to separate components within the MPHWP.

As with process evaluation information, the absence of formal impact evaluation systems for the MPHWP does not preclude an annual review of results to date. It does mean that mechanisms might need to be developed specifically to support annual reviews. Again, this might require a significant lead time - or some compromise about what can be achieved.

Question

- Are there formal impact evaluation reports covering the MPHWP as a whole?

 *If yes, list reports for each in the 'Source' column in the template against the relevant information requirements.*

 <i>Note here when listed reports are available.</i>	
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Question

- Are there evaluation reports on programs that are within the scope of the MPHWP that will be available at the time of the review?

(It is unlikely that these will cover all areas of the MPHWP.)



If yes, list reports for each in the 'Source' column in the template against the relevant information requirements.

 <p><i>Note here when listed reports are expected to be available.</i></p>	
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Question

- If there are no evaluation reports, how will you gather the information for the review?

Consider:

Where will the information come from?

How will it be collected and by whom?

For example:

- request written progress updates from those responsible for each action
- interview those responsible for each action.




Describe briefly how you will gather the information, in the 'Source' column in the template against the relevant information requirements.

Question

- Are there formal evaluation reports that include impact evaluation of capacity building actions that will be available at the time of the review?



If yes, list reports for each in the 'Source' column in the template against the relevant information requirements.

 <p><i>Note here when listed reports are available.</i></p>	
--	--

Question

- If there are no capacity building evaluation reports, how will you gather the information for the review?

Consider:

Where will the information come from?

How will it be collected and by whom?

For example:

- survey staff to measure practice against principles*
- conduct a workshop with key staff to assess practices

(*If the MPHWP does not have stated principles consider using health promotion principles.)



Describe briefly how you will gather the information, in the 'Source' column in the template against the relevant information requirements.

Information for Stage 4

The aim of this stage is to check that the circumstances influencing your municipality have not altered to such an extent that you would want to change aspects of your MPHWP. You will need to assess the following information:

1. significant demographic changes
2. emerging health risks
3. new major council or partner projects
4. relevant new funding opportunities
5. major internal or external structural, systems or personnel changes.


The municipal scan conducted to inform the MPHWP will have included demographic data and information on health risks. Much of this information will not be updated annually, nonetheless, an annual review is a good time to check for new information.

Significant demographic changes

Question

- What demographic information was used to develop the MPHWP and what was its source?

The bulk of the demographic data used for municipal scanning will have been derived from an external source, for example, ABS.

 List the information in the 'Information requirements' column in the template and the source for each in the 'Source' column.

Question

- How will you gather the information for the review?


Consider:

When is the next release of the information?

Is it available as a standard report?

Are special reports available for purchase?

Who in council will get the information?


 Add your answers to the 'Source' column for each information component.

Emerging health risks

Question

- What health risk information was used to develop the MPHWP and what was its source?

The bulk of the health and wellbeing status data used for municipal scanning will have been derived from an external source, for example, Burden of Disease, Victorian Public Health Survey.

 *List the information in the 'Information requirement' column in the template and the source for each in the 'Source' column.*

Question

- How will you gather the information for the review and from whom?


Consider:

When is the next release of the information?

Is it available as a standard report?

Are special reports available for purchase?

Who in council will get the information?

 *Add your answers to the 'Source' column for each information component.*

New major council or partner projects

Questions

- Did you identify major council or partner projects for the MPHWP, for example, service redesign project or community renewal activities? If yes, how was this done?
- If no, how will you identify major projects that have emerged since the MPHWP was written or last reviewed?

Consider:

Where will the information come from?

How will it be collected?

For example:

- scan of plans
- communications scan
- request information from internal and external colleagues

Think about the scope of major projects using the four environments for health: Social, Economic, Built Natural.

Who in council will get the information?



Record your approach in the 'Source' column in the template.

Relevant funding opportunities

Questions

- Did you identify relevant funding opportunities at the time the MPHWP? If yes, how was this done?
- If no, how will you identify relevant funding opportunities that might support MPHWP activities?

Consider:

Where will the information come from?


How will it be collected?

For example:

- scan of grants web pages
- request information from internal and external colleagues

Think about the scope of major projects using the four environments for health: Social, Economic, Built Natural.

Who in council will get the information?

 Record your approach in the 'Source' column in the template.


Major internal or external structural, systems or personnel changes

Questions

- How will you identify major internal or external structural systems or personnel changes at the time of the review?

Consider:

Who in council will get the information?

 Record your approach in the 'Source' column in the template.

Step 3: Identify stakeholders and their roles

Many actions with the MPHWP will be the responsibility of a range of council units. It will be necessary to engage with these stakeholders to: gather information; consider implications; and agree proposed action.

Annual reviews are only required to be internally focused, however some councils might wish to include some external partners. For example, an implementation steering committee or similar, might be used to keep a wider oversight of the progress of the MPHWP. (See *Tip sheet - Committees, groups and advisory mechanisms.*)

Questions

- Who were key council stakeholders in developing the MPHWP?

Are there others you would include?

Consider:

Does your purpose suggest critical stakeholders?

- How will you engage stakeholders in the annual review?

Consider:

What is each stakeholder's potential role or interest in the review process, for example:

- information provider
- content responsibility
- collaborator on changes?

What engagement activities will match their interest or role, for example:

- one to one interviews
- senior officer forums
- disseminated information
- consulted on potential changes?

Include a final stakeholder engagement activity to identify and agree any changes to the MPHWP.



Use the stakeholder engagement table at Appendix 2 to record your answers to these questions.

Step 4: Create an annual review schedule

You will have now identified the information you will need to gather for the annual review in the annual review schedule template.

If you have not already consulted with those you have identified in the 'Source' column as responsible for gathering the information, it is important that you do so.

Now consider the overall process and allocate a reasonable amount of time for each stage.

Questions


- When is your target deadline for the annual review?
- Are there other relevant milestones?

Consider:

- revisiting your notes under Step 1: *Clarify the purpose and timing*

 *Fill in the 'By when' column with target dates for each stage.*

Finally, revisit your notes on stakeholder engagement activities in Step 3 and decide when and how these will align with the annual review stages.

 *Fill in the 'Stakeholder engagement' column with the engagement activities alongside target dates for each stage.*

Your annual review schedule should now be complete. You may wish to consult further with colleagues to refine it.

Part Three

Conducting an annual review

Part Three: Conducting an annual review

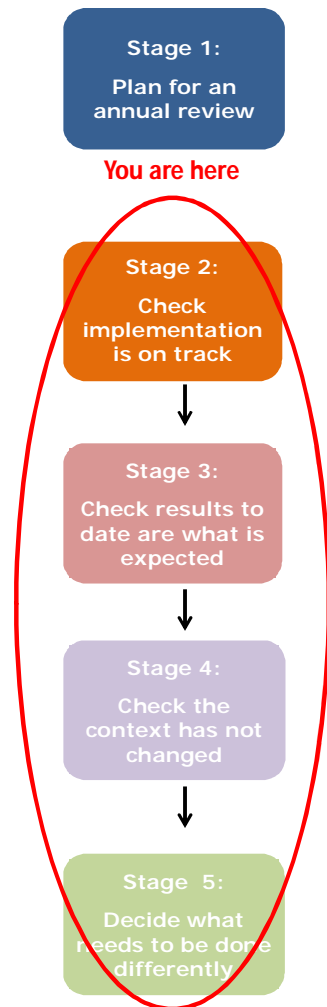
3.1 What is the purpose of this tool?

This tool will help you complete an annual review preliminary findings report which will detail the initial results of your Municipal Public Health and Wellbeing Plan (MPHWP) annual review and identify areas which might require change.

This report can be used to inform discussions with other stakeholders and provides the basis for a final report and/or for future MPHWP actions.

You will have already gathered the information you need according to your *Annual Review Schedule* developed during Stage One.

This tool deals with Stages Two to Five of the annual review process.





3.2 How do you use the tool?

To use this tool you will need to have gathered the information you listed in your *Annual Review Schedule* developed during Stage One.

Start by making a hard copy or electronic copy of the Annual review preliminary findings template (Appendix 3).

The tool is designed to help you complete this template by following a number a steps for each stage. Please note:

- As you work through each step of the tool you will find suggestions about how to analyse the information you have gathered.
- These are indicated with a magnifying glass icon 
- Your observations can be inserted directly into the annual review preliminary findings template. These are indicated with a pencil icon  and the section number reference in the template provided.

The completed annual review preliminary findings document will provide the basis for sharing the information and having discussions with key stakeholders.

This will in turn lead to any proposed changes to the next phase of the MPHWP.

These tools might be used by an individual but in most cases working with council colleagues will add insight to their use.

3.3 Stages of conducting an annual review

Stage Two

Check implementation is on track

Check the progress of health and wellbeing actions



- Read through the latest reports or feedback to check the progress of all actions.

Consider

What has been achieved?

Are any actions stalled or abandoned? If so, why?



At 1.1

Note key achievements to date

Note any actions that are stalled or abandoned and the reasons

Task 2: Check the progress of capacity building actions



- Read through the latest reports or feedback to check the progress.

Consider

What has been achieved?

Are any actions stalled or abandoned? If so, why?



At 1.2

Note key achievements to date

Note any actions that are stalled or abandoned and the reasons

Check the progress of partner projects



- Read through the latest reports or feedback to check the progress.

Consider

What has been achieved?

Are any actions stalled or abandoned? If so, why?



At 1.3

Note key achievements to date

Note any actions that are stalled or abandoned and the reasons

Identify pressures for change



- Read through your comments and summarise what might need to change in the coming year.



At 4

Note any new priorities or actions that may need to change

Stage Three

Check that results to date are what are expected

Check the effectiveness of plan actions



- Read through any available reports or feedback to check the effectiveness of those programs evaluated.

Consider

Are any programs reported on proving effective to date?

Are any programs reported on proving ineffective to date or producing adverse results? If so, how and why?



At 2.1

Note key achievements to date

Note any actions that are not achieving expected results (including adverse results) and the reasons

Check whether council practices match the principles underlying the MPHWP



- Read through the latest reports and feedback to check the effectiveness of capacity building actions or the application of MPHWP principles.

Consider

To what extent do council practices match the principles underlying the MPHWP?
Are there council practices that require improvement? If so, how and why?



At 2.2

Note key achievements to date

Note any aspect where council practices are not improving and the reasons



- Read through your comments and summarise what needs to change in the next plan.



At 4

Note any new priorities or actions that may need to change

Stage Four

Check that the context has not changed sufficiently to require a change in overall direction and major strategies

Identify any significant demographic changes



- For each listed data source check to see if the original information has been updated since you last read it.
- If it has been updated, access the data to see if there are significant changes.
- If it has not been updated, are there significant demographic changes that you or other colleagues have become aware of?



At 3.1

Note any significant changes

Identify emerging health risks



- For each listed data source check to see if the original information has been updated since you last read it.
- If it has been updated, access the data to see if there are significant changes.
- If it has not been updated, are there significant health risks that you, council colleagues or other partners have become aware of?
- Check whether any national or state and local health priorities have changed.



At 3.2

Note any significant changes

Identify new major council or partner projects



- Check to see if major council or partner projects have emerged since you wrote your MPHWP or last reviewed it.
- For each listed major project what are the implications or opportunities for increased health and wellbeing.



At 3.3

List any major projects

Note any implications or opportunities

Identify relevant funding opportunities



- Check to see if funding opportunities have appeared since you wrote your MPHWP or last reviewed it.

These should be consistent with existing strategic intent and goals of the MPHWP.



At 3.4

List any major funding opportunities

Identify major internal or external structural, systems or personnel changes



- Check to see if there have been new plans developed within council or by external partners that might influence health and wellbeing?
- Check to see if there have there been major structural or systems changes within council or amongst external partners that might influence implementation, for example, staff movements or competing demands and shifting organisational priorities?

These should be consistent with existing strategic intent and goals of the MPHWP.



At 3.5

Note plans along with any implications or opportunities

Identify pressures for change



- Read through your comments and summarise what needs to change in the next plan.



At 4

Note potential new goals or shifts in targeting programs?

Stage Five

Decide what needs to be done differently

Stages 2 to 4 have been a stocktake of context and progress. In each stage you will have identified those things that might need to change in the next plan. This stage aims to consolidate these results and consider the implications.

Remember your assessment will be made by engaging with key stakeholders to weigh up the available evidence.

The steps to achieving this stage are to:

- share your findings with key people responsible for MPHWP actions
- consider implications for the next phase of the MPHWP
- suggest changes to the next phase of the MPHWP.

Share your findings with key people responsible for MPHWP actions



- Make sure you have completed the annual review preliminary findings document.
- Consider whether and how you might like to present the findings of the review to a wider council audience or partners?

Propose changes to the next phase of the MPHWP



- Prepare your final stakeholder engagement activity to identify and agree any changes. (As identified in the engagement component of annual review planning.)
- Frame questions for the stakeholder engagement activities.
- The results of these discussions are likely to become the proposed changes to the forthcoming MPHWP Action Plan or related plans.



Write up these proposals as an annual review report or in revised action plans.

The preferred option will depend on plan development and approval processes.

If a report is required, the annual review preliminary findings document can be

tailored to the report audience and expanded to include:

- a methodology (derived from the review stages and engagement strategy)*
- recommendations.*

Appendices

Appendix 1:
Annual Review Schedule

Purpose:				
	Information requirements	Source (Where is the data stored or reported? What unit of council will get it for the review?)	By when	Stakeholder engagement
Check implementation is on track				
	The progress of planned health and wellbeing actions			
	The progress of capacity building actions			
	The progress of partner projects			

	Information requirements	Source (Where is the data stored or reported? What unit of council will get it for the review?)	By when	Stakeholder engagement
Check results to date are what is expected				
	Effectiveness of plan actions			
	Assessment of council practices			

	Information requirements	Source (Where is the data stored or reported? What unit of council will get it for the review?)	By when	Stakeholder engagement
Check the context has not changed				
Significant demographic changes				
Emerging health risks				
New major council or partner projects				
Relevant new funding opportunities				
Major internal or external structural, systems or personnel changes				

	Information requirements	Source (Where is the data stored or reported? What unit of council will get it for the review?)	By when	Stakeholder engagement
Decide what needs to be done differently				
Share your findings with key people responsible for MPHWP actions	Annual Review Preliminary Findings	Derived from Stages 2 - 4		
Propose changes to the next phase of the MPHWP	Annual Review Report or Draft action plans	Stakeholder input		

Appendix 2:

MPHWP Annual Review Stakeholder Engagement Table

Stakeholders	Engagement activities	When
<i>List stakeholders or stakeholder group</i>	<i>Describe engagement activities for stakeholder or each group</i>	<i>Consider what stages you will engage them in</i>

Appendix 3:

Annual review preliminary findings template

Preliminary findings are intended to capture the information derived from Stages Two, Three and Four in conducting an annual review. It will be used to present information to key stakeholders using the consultation and engagement methods identified in planning for the annual review.

Its aim is to provide a picture of MPHWP progress and prompt discussion of potential changes to the priorities and activities of the forthcoming MPHWP Action Plan.

It can be completed using the observations recorded from the relevant review stages.

1. Progress of implementation

1.1 Progress of health and wellbeing actions

Key achievements to date

Any actions that are stalled or abandoned and the reasons

1.2 Progress of capacity building actions

Key achievements to date

Any actions that are stalled or abandoned and the reasons

1.3 Progress of partner projects

Key achievements to date

Any actions that are stalled or abandoned and the reasons

2. Results to date

2.1 Effectiveness of plan actions

Key achievements to date

Any programs that are not achieving expected results (including adverse results) and the reasons

2.2 Council practices

Key achievements to date

Any aspects where council practices are not improving and the reasons

3. Context analysis

3.1 Significant demographic changes

Significant demographic changes

3.2 Emerging health risks

Significant emerging health risks or changes in priority

3.3 Major council and partner projects

New major council or partner projects

Implications or opportunities

3.4 Relevant funding opportunities

Major funding opportunities

3.5 Major internal or external structural, systems or personnel changes

New plans developed within council or by external partners that might influence health and wellbeing along with any implications or opportunities

Major structural or systems changes within council or amongst external partners that might influence implementation along with implications or opportunities

4. What might need to change?

Consolidate what might need to change from each review stage.