

A whole system approach to prevention obesity (Step-by-step guide)

Phase 1: Understand the issue and the system in which it lives.

Step 1: Set-up

Purpose:

To create the space to bring together the people with an ability to help prevent obesity.

To establish the Governance structures necessary to get stuff done.

Whole system characteristics

Environment for change | Share aspirations | Communication mechanism | Governance structures | Community engagement

Recommended steps:

Engage with senior leaders to obtain their support.

Action	Brief description	Optimistic schedule	Foreseen Barriers / Risks	Proposed Mitigations
Appoint 'Lead' and 'Sponsor', esp. from health board & local authority	Sponsors should be sufficiently senior to secure commitment from their region's institutions. Leads should be sufficiently skilled to deliver multi-team, inter-agency programmes	Week 1	Have you secured commitment from local leadership?	Think through your local planning infrastructure to make sure your selections are able to engage all important sites for your area's planning (e.g. CPP, IJB, HSCP)
Identify the people (and forums) you need to brief	List the local people with the power to unlock the changes you're likely to need happen. This won't be a list of people already paid to prevent obesity and so don't default to people you already know. Consider whether it's necessary to brief any of these people before you start, maybe at a local leadership meeting or one-to-one meeting?	Week 1	Senior leadership support and involvement is crucial.	Focus on the sectors you anticipate being critical to the approach. Inform senior leadership of what you are doing and what it entails. Tell them what this might achieve and what it might require of them. This need not be an exhaustive consultation. You do that later.
Brief those identified	This is your first chance to secure critical support for the whole system approach and for obesity prevention overall. Brief your stakeholders during one-to-one meetings, existing leadership meetings, and/or at a bespoke launch event Use your meetings to also identify allies who might you're your working group, advisory group or systems network.	Week 1 - Week 2	Common barriers to engagement include hierarchies, refusal of responsibility, competition, fatalism, complacency or defensiveness.	Use your programme sponsor to open doors. Tour the necessary decision making structures. Appreciative enquiry and profession-by-profession scripts on 'making the case' may help you prepare for briefing meetings. This risks being a lengthy process. Decide yourself when enough is enough. Help your counterpart's see that their priorities fit with this. Tell those who feel they already do a good job that a whole system approach is about complementing what they do. Be ready to use the normative case for ensuring everyone has equal opportunity to eat well and be active

Set-up your programme structures.

Action	Brief description	Optimistic schedule	Foreseen Barriers / Risks	Proposed Mitigations
Set-up the working group	<p>Purpose: to undertake day-to-day operations, coordinate the approach and it provide admin support</p> <p>Responsibilities: Organise stakeholders, generate and collate materials, feedback to senior leaders, operationalise plans</p> <p>Membership: Recruit the staff who have strong connections internally and externally. Also, make sure the group has admin support. (3-5 members, initially)</p> <p>Frequency of meetings: weekly or fortnightly</p>	Week 1 - Week 3	<p>It can be difficult to identify the appropriate individuals and roles to form the core working group and the resource to maintain it</p> <p>Lack of clarity on roles</p>	<p>Take a pragmatic approach. Start small and recruit the best of what's available. As your approach develops try to grow the group and include different stakeholders from across the system. Wherever you find an enthusiastic local leader, ask them to place a representative onto the working group.</p> <p>Agree a terms of reference for the group at the start.</p>
Set-up and the advisory group	<p>Purpose: To secure the accountability, advice and support of a group of senior stakeholders. To offer a broad range of expertise to ensure the approach has sufficient challenge, governance and resource.</p> <p>Membership: membership should consist of senior officers or managers from across the system within and external to the local authority.</p> <p>Responsibilities: To oversee and advocate the approach; to ensure momentum; to build and identify relationships and local assets; to identify principles of communication; to feedback on the development and implementation of the action plan; to establish and support governance and monitoring</p> <p>Frequency of meetings: Quarterly</p>	Week 1 - Week 3	<p>Align with your existing decision making structures.</p> <p>Get clarity on roles</p>	<p>To ensure sustainability try your best to task a sub-set of an existing leadership group or structure with this responsibility (e.g. IJB, CPP, existing Committee or partnership or Divisional SLT).</p> <p>Agree a terms of reference for the group at the start.</p>
Set-up the systems network group	<p>Purpose: To facilitate the contributions of people across the system.</p> <p>Responsibilities: To participate in workshops and regular meetings; To generate a common understanding of the local challenges; To identify and facilitate actions in the system; to identify other system stakeholders</p> <p>Membership: elected members, community representatives, and representatives from the public, private and voluntary sector</p> <p>Frequency of meetings: Quarterly – Biannually</p>	<p>Week 1 - Week 4</p> <p>(Identify likely members, you don't need to recruit them to a 'systems network' until much later)</p>	<p>Some sectors harder to recruit and retain than others.</p> <p>Lack of clarity on roles</p>	<p>Allow your membership to evolve overtime.</p> <p>Make an effort to keep the group's membership and processes fit for your area of focus.</p> <p>No need to rush this set-up as group won't meet formally until after mapping workshop and action plan workshop</p> <p>Agree a terms of reference for the group at the start.</p>

Step 2: Building the Local Picture

Purpose:

To explain why preventing obesity matters locally and to identify local inequities in rates.

To understand the existing local response to obesity

To consider whether the data or local assets warrant a narrower focus. For example, you may beginning to formulate specific aims and objectives– to be verified later.

Whole system characteristics

Environment for change | Strategic Learning | Community engagement | Systems Thinking | Mind-set.

Collate key information about obesity locally

Action	Brief description	Optimistic schedule	Foreseen Barriers / Risks	Proposed Mitigations
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<p>Collate data that describes the local problem</p>	<p>Develop a set of key messages about obesity will help your peers understand the issues and why they are relevant to them.</p> <p>Ultimately, you will need to identify, select, collect and present data that describes:</p> <ul style="list-style-type: none"> - the local scale of obesity Who is most at risk locally / who suffers the inequality - The impact of obesity on local people and local services - Trajectories over time and/or between neighbouring regions. - The quality of local diet - The quality of local activity rates - The drivers of both. 	<p>Week 3-Week 8</p>	<p>Lack of access to local data</p> <p>Insufficient power for local analysis</p> <p>Lack of community insight.</p> <p>Difficulty presenting data to a lay audience.</p>	<p>I has described the nationally available quantitative datasets.</p> <p>Food Standard Scotland have produced a narrative on the out of home environment</p> <p>I will also provide examples from people who have used qualitative data to explain their experience of the systems that determine their diet and healthy weight.</p> <p>Take inspiration from the work of other early adopters (here)</p> <p>Ask your colleagues what's already available locally. For example, there's likely to be useful community insight</p>
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Network mapping

Action	Brief description	Optimistic schedule	Foreseen Barriers / Risks	Proposed Mitigations
<p>Consult to identify local Stakeholders who have a propensity to influence systems that determine obesity. (public sector, third sector, community businesses - all welcome)</p>	<p>Identify the departments, local organisations and individuals currently engaged in supporting work around obesity</p>	<p>Week 1 – week 4</p>	<p>Gaps in awareness as to who has influence over local systems that determine obesity</p> <p>Some obesity prevention stakeholders will not self-identify as such.</p>	<p>Using rigorous tool provide by Leeds Beckett will help you spot entities that are missing (guide, email, tool and dashboard).</p> <p>You might consider them overkill. However, using this rigorous exercise periodically will help identify changes to your network. It'll also allow you to update lists as your collective understanding of obesity system evolves.</p>

Community Consultation

Action	Brief description	Optimistic schedule	Foreseen Barriers / Risks	Proposed Mitigations	Recommended Resources
<p>Involve communities in identifying assets and insight that might help tackle obesity.</p>	<p>Using community insight is characteristic of a whole system approach. If you use it well, it can be transformative.</p> <p>Look for insight on people's challenges to healthy eating and activity.</p> <p>Look for insight on what local people want seen done about it</p> <p>Look for insight on how people experience current services.</p> <p>Look for local anchor organisations with a propensity to support whole system interventions.</p> <p>Recruit stakeholders for duration of the approach.</p>	<p>Week 3-Week 8</p>	<p>Meaningful community engagement takes time, resource and forethought.</p>	<p>Look at data from recent consultative exercises. Look within local systems to identify existing community insight and collate it for this purpose.</p> <p>Decide if there's time enough to collect what's needed. If not, schedule further opportunity for community insight.</p> <p>Consult your area's third sector interface or existing healthy weight partnership.</p> <p>Try to get community members (and anchor and third sector organisations) to attend your workshops and join your systems network. They can bring their community insight to bare on to each and every decision. They can do this in person and first-hand.</p> <p>If you do seek to run new community insight studies/consultations, work out approximately who you want to consult, for what purpose and when. Decide what consultation must take place before workshop 1, and what would still be worthwhile later to inform workshop 2.</p>	<p>Approach your area's community engagement and community development personnel for help.</p> <p>Community Food and Health Scotland and CHEX will have significant expertise in the area.</p> <p>The Place Standard is a way of assessing places. PHE have produced a resource on this.</p> <p>I will also provide examples from people who have used qualitative data to explain their experience of the systems that determine their diet and healthy weight.</p>

Action Mapping

Action	Brief description	Optimistic schedule	Foreseen Barriers / Risks	Proposed Mitigations
Identify all that's happening locally to prevent obesity	<p>The step is crucial for the workshops to come.</p> <p>You need to know what's being done so you can eventually plot it on your systems map and thereby ensure resulting action plans are aligned to existing strategies and programmes.</p> <p>Mapping your actions rigorously can also help you to demonstrate the success of your whole system approach.</p> <p>FYI here's a summary of common [English] local authority policies, and why they might be relevant to obesity prevention.</p>	Week 1 -Week 8	Gaps in awareness of the variety and breadth of work undertaken locally Some obesity prevention activity will not self-identify as such.	<p>Use a snowball sample of informants to get as much insight as possible.</p> <p>Perhaps repeat this after systems mapping exercise to identify those who influence the areas decided to affect obesity</p> <p>Leeds Beckett have created a systematic way to map local actions and a guide to help.</p>

Step 3: Mapping the local system

Purpose:

To bring stakeholders together to create a map of the local system that causes obesity

To develop a shared understanding between stakeholders, to encourage thinking beyond traditional approaches, to foster ownership of outcome.

Whole system characteristics

Environment for change | Shared aspiration | Community engagement | Systems Thinking. | Mind-set.

Identify and engage stakeholders

Action	Brief description	Optimistic schedule	Foreseen risks	Proposed Mitigations
<p>Decide if you're doing one mapping workshop, or multiple ones with different audiences.</p> <p>Secure attendance of senior champion when setting time, date, and venue.</p> <p>Have your champion issue invitations to workshop's invitee list.</p>	<p>Refer to network mapping to decide invitee list. PHE suggest:</p> <p><u>External</u>: Schools and early years; voluntary and community groups; local people, local businesses and business bodies; primary and secondary care;</p> <p><u>Internal</u>: elected members and officers from: Adult services; Children and Young people; education; Communications; Community Engagement; Community Safety; Culture, heritage, sport and leisure; parks; employment, growth and productivity; environmental services (incl. environmental health, food waste, recycling, sustainability); highways and transportation; housing; and planning, investment and regenerations; catering or catering procurement.</p>	Week 5 – Week 9	Intended participations might not want to come	<p>Be rigorous in your invitations. Mail them, email them, call them, and visit them.</p> <p>Get senior figures championing it.</p> <p>Make it clear why this might be important to them.</p> <p>If all else fails, request invitee empowers a colleague to represent them.</p> <p>Make an effort to get community members to attend.</p>

Workshop preparation

Action	Brief description	Optimistic schedule	Foreseen Barriers / Risks	Proposed Mitigations	Recommended Resources
Prepare presentation slides with local info	Developing a set of key messages about obesity and the whole system approach will help peers understand the issues and why they are relevant to them.	Week 9	So long as you've done the above 'building local picture', and 'action mapping' this should be fine.	Take inspiration from what your fellow Early Adopters did	<p>Use LBU Editable workshop slides published by PHE</p> <p>I has described the nationally available quantitative datasets.</p>

			It'll rely on your slide deck skills.	Use LBU Early Adopter slides from Training Day 1	Food Standard Scotland have produced a narrative on the out of home environment
Train and brief facilitators who'll lead the systems mapping	Effective facilitation of the workshops is vital. Successful group facilitation requires a high degree of skill and experience The national Partners are procuring a training programme that'll help you through this entire approach.	Week 3 - 6	Facilitator poorly trained	The facilitator must have developed a good understanding of the whole system approach They must be familiar with purpose of each task. We will hire Leeds Beckett university to provide the necessary training to local leads.	Leeds Beckett tips for facilitation Free Open University course Office of Quality Improvement : Facilitator Toolkit About Facilitation, Group Skills and Group Performance
Follow guide to workshop set-up	This guide has logistical considerations	Week 5 – 10			This guide

Deliver systems mapping workshop (workshop #1)

Action	Brief description	Optimistic schedule	Foreseen Barriers / Risks	Proposed Mitigations	Recommended Resources	
<u>Intro</u> : Explain whole system approach and how it differs Explain intentions of the local approach and why this workshop is crucial to it. Highlight the local realities of obesity	<u>Intro</u> : This workshop will identify causes of obesity, help to understand how our actions and efforts align, and how we can reinforce our interventions. It brings local stakeholders, including communities, together to share an understanding of the reality of the challenge, consider how the local system is operating. In workshop 2 we'll start to explore the greatest opportunities for change.	Week 10	Difficulty securing and maintaining support of senior leaders in sufficient numbers. Who's in the room determines, more than anything, what's mapped, so make sure the 'right' people are there.	Have senior leaders make opening and closing remarks Consider running more than one mapping workshop. (e.g. a mapping exercise with community groups might be different).	See LBU Training Day 1 slides for Early Adopters See LBU's Notes published by PHE See Notes accompanying presentation Recommended agenda (and handout) Editable workshop presentation Leeds Beckett tips for facilitation Take inspiration from what your fellow Early Adopters did.	
<u>Group activity 1</u> : Identify local causes of obesity	Split room into groups. Participants individually write down as many local causes of obesity as they can. Participants discuss with their group their listed cause. Collectively choose 5 to explore					
<u>Group Activity 2</u> : Mapping the local causes of obesity	Take 1 of 5 prioritised causes and find the root causes. Ask what causes this cause? Causes need to be quantifiable and measurable And natural. Once finished one causes pathway, ask 'what else causes this cause'. Repeat. When finished. Choose another of the 5 prioritised causes.			Tendency to focus on causes outside local control		A skilled facilitator can put constraints on a mapping exercise.
Beginning to develop a shared vision	Participants discuss the 3 key elements of a vision within groups using the prompt questions on the slide. (i.e. Destination, purpose, values) Inform participants that you are not expecting them to come up with a final vision statement. The idea is to gather common themes. Near the end of the time allocated for the task, ask each group to share their ideas with the larger group.			Difficulty securing and maintaining buy-in		Developing a vision could help participants unify and see how their work aligns towards a shared ambition
Workshop Close	Have champion close with some reflections Invite participants to workshop 2 (time, date venue) Explain purpose of next workshop (i.e. to use maps developed from workshop 1, to propose how to best disrupt the causal system of obesity with a range of actions that bring about sustainable, long term systems change. It'll also be to refining the draft vision statement			Loss of momentum between workshops		Leeds Beckett recommend 1 month between workshop 1 and 2

Phase 2: Create a plan for action.

Step 4: Action

Purpose:

Bring stakeholders together to priorities areas of intervention and to propose collaborative and aligned action.

Whole system characteristics

Environment for change | Shared aspiration | Strategic Learning | Collective Action | Community engagement | Systems Thinking | Mind-set.

Recommended Steps:

Prepare for workshop 2

Action	Brief description	Responsibility	Start Date	End Date	Foreseen Barriers / Risks	Proposed Mitigations	Recommended Resources
Logistics for workshop 2	Ensure that a senior leader agrees to attend and as a minimum introduces and/or closes the workshop confirm logistics and book venue invite invitees (Especially workshop 1 participants)	Working group	>Jan 20	<May 20			Preparing for Workshop (Very important)
Briefing	develop a briefing for attendees who did not attend workshop 1	Working group	>April 20	<May 20			
Create a collated local system map	Organise the individual system maps (from Workshop 1) Choose an option for creating the collated map Create the collated system map See notes.	2 working group members (4 to 8 hours)	>April 20	<May 20	Lack of confidence in learning and using specialist software	Set aside time to practice. Get advise on which one to use. Attribute task to someone confident	See LBU Training Day 1 slides for Early Adopters See PHE notes. Examples of system mapping software: Venatasystems, Kumu, Microsoft. Visio., Insight Maker.
Objective setting? (Extra Step)	Decide whether to pre-determine the areas of the map that are brought forward for further discussion and action planning in the second workshop Use your collated insight and stakeholder testimony to take stock. decide whether there's advantage artificially constraining the scope of the enquiry to focus on a specific locality, demographic or topic area. You needn't do this. For example, Leeds Beckett suggest allowing participants to narrow the focus during Workshop 2	Advisory Group	>April 20	<May 20	An unconstrained mapping exercise can focus too much on what a region can't (or wont) effect. There's a risk you'll develop unattributed, unfunded action plans.	Consider a local objective to hone your focus. Decisions taken at this stage should be informed by your: local obesity data, your existing activity and assets; and your understanding on 'process' issues such as what strategies are being drafted; which planning cycles are ripe for influencing; which areas, topics or demographics are a priority; where is there an alignment of interests etc. The key points that need careful consideration if constraining your approach are 1) making sure that the group feel that they are retaining ownership of the direction of travel (i.e. it's not top down) and, and 2) not	

						losing the buy-in of stakeholders who don't see their place in chosen areas. These are not insurmountable but require some thought.	
Overlay current actions on the system map	Add the info in your action mapping tool (stage 2) to your collated map as text boxes See notes.	1-2 Working Group members (2 hours)	>April 20	<May 20			See notes.
Prepare presentation slides and add local information	Consider using the power point template Template There are a number of slides in the template which require you to insert information prepared in this or earlier steps	2 working group members (2 hours)	>April 20	<May 20			See notes. Template for workshop 2 presentation
Prepare facilitators to support action mapping	The core working team and the workshop facilitators should understand the process and tasks associated with workshop 2. This includes becoming familiar with the presentation slides and the included content	Working group	>April 20	<May 20			Workshop 2 facilitator notes (very important) Workshop agenda
Prepare the draft vision statement	This task involves preparing one or several draft vision statements using ideas generated in workshop 1. Look for common themes for the three key elements of a vision statement: destination, purpose and values. Develop the ideas into a number of draft vision statements. Share and develop ideas until you arrive at something that is inspiring, meaningful, and compelling for all stakeholder	1-2 Working Group members and Systems network group (5 hours)	>April 20	<May 20			

Deliver action planning workshop (workshop #2)

The aim of this workshop is to collaboratively identify actions, both new and existing, to help shape a whole systems action plan

Action	Brief description	Responsibility	Start Date	End Date	Foreseen Barriers / Risks	Proposed Mitigations	Recommended Resources
Review the process so far	Use this chance to summarise the process to date, explain the current step and provide details of next steps. By framing the process as a journey you might create a sense of sustainability and longevity	working group	>May 20	<June 20			Workshop 2 guide Workshop agenda Template for presentation
Review the collated systems map	Show participants the collation of the maps they drew. This will give them a shared understanding of the complexity of the local picture	Working group	>May 20	<June 20			

Discuss the what action is currently underway	Show participants the list of current activities plotted against the collated map. This will help them to understand their contribution to a healthier local system. It'll also ensure they learn about available local assets and of approaches currently taken by partners.	Working group	>May 20	<June 20			
Introduce systemic interventions	Present the 'scales mode' to explain the different levels at which action can take place.	Facilitator	>May 20	<June 20			Leeds Beckett's action scales mode'
<u>Group Activity 1:</u> Prioritise areas across the system for action	1.Participants should familiarise themselves with the themes of the system map 2.The should individually prioritise 3 themes they or their department, organisation or group can influence 3.The working group can identify the most popular themes to be developed during the next step of the workshop. The purpose for prioritising areas for action is to identify where there is momentum among stakeholders to change the system, to work towards a common agenda,	Facilitator	>May 20	<June 20	Stakeholders not understanding why we prioritise parts of the systems map and leave other bits out.	Recognise that not all themes can be prioritised at the same time - some topics be revisited by the system network in the future).	Workshop 2 facilitator notes (very important)
<u>Group Activity 2:</u> Identify opportunities to intervene	Work collectively in small groups to propose actions that could change the functioning of the current system. This may include identification and enhancement of existing actions. They should focus on their group's prioritised theme and discuss what actions they can take to address the identified causes or relationships between them. 1.Participants choose a prioritised theme that they believe they can influence 2.Proposed actions are written on the system map and added to the action register 3.Additional supporting actions are added into an action register using the action scales mode 4.Participants are given the opportunity to consider how to strengthen existing actions 5.Participants are given the opportunity to identify actions for other themes	Facilitator	>May 20	<June 20	It's possible that the best most practicable ideas for improving an existing activity will be identified outside of a workshop setting.	Do the workshop as Leeds Beckett recommend. However, if emerging actions need greater finessing follow-up by meeting key professionals.	An action register group activity printout An Overview of Local Authority Powers Relating to Public Health England's resource to support local institutions take action to reduce obesity.
Refine your vision	Explain the process you went through to develop the draft vision statement. Present the draft vision statement(s). Give participants time to reflect and discuss in groups.	Working group	>May 20	<June 20			
Close	Closing remarks by senior champion; Recap on what was achieved; Promise a draft action plan to be produced following this session. Invite all stakeholders to continue in further systems network meetings: highlight when the next meeting will take place	Sponsor	>May 20	<June 20			

Develop a draft whole systems action plan

Action	Brief description	Responsibility	Start Date	End Date	Foreseen Barriers / Risks	Proposed Mitigations	Recommended Resources
Overlay proposed actions onto the collated systems map	This will enable stakeholders to understand the breadth of current, planned and proposed actions and help identify gaps in the proposed approach. Resources required: collated systems map with current and future actions; list(s) of proposed stakeholder actions (captured in Workshop 2) See guide	Working Group	>June 20	<Aug 20			

Write up actions into the whole systems action plan.	For each action consider: What level of the system does it target, What are anticipated outcomes (short, medium, long), How might the action impact upon health inequalities, Does the action have an evidence base, is it feasible to deliver, who will take accountability for it, does it align with other actions, what could unintended consequences be, what is the implementation timeline, how will progress be monitored. See guide	The working group, with support from advisory group and senior members of system network.	>June 20	<Aug 20	Lack of authority (or professional knowledge) to develop an action in a certain area.	Request further information, or delegate task, to members of the systems network to complete the draft action plan. This co-productive approach is likely to increase accountability, buy-in and engagement of the members. The action plan should be seen as dynamic and adaptive and will need to be revisited and revised on numerous occasions.	Guidance on how to develop a draft whole systems action plan. Word and excel action plan templates
Refine the shared vision	The final step of step 4 to finalise the shared vision by reviewing the feedback received during workshop 2. The shared vision is then presented to the wider stakeholders in step 5	Working group	>June 20	<Aug 20			

Phase 3: Learn and refine as you go

Step 5: managing the system network group

Purpose:

To develop a working group of stakeholders important to the draft whole systems action plan.

To agree a final plan.

Whole system characteristics

Environment for change | Shared aspiration | Strategic Learning | Collective Action | Communication mechanisms | governance Structures | Community engagement | Systems Thinking | Mind-set.

Recommended Steps:

Action	Brief description	Responsibility	Start Date	End Date	Foreseen Barriers / Risks	Proposed Mitigations	Recommended Resources
Develop the structure of the system network group	The aim of this step is to get the system network up and running by developing the structure of the network and undertaking the first meeting. Participants of working 1 and 2 and stakeholders identified in step 2 will form part of your system network. The system network will need to meet regularly to reflect on responsibilities, review and monitor progress, adapt the action plan and maintain momentum. If you choose to split group into sub-groups there should be a mechanism to feedback to entire network.	Working group with Advisory Group	>June 20	<Aug 20	A change in senior leadership Network members lacking sufficient seniority to affect change Community members or anchor organisations not sufficiently engaged in process Competing priorities and budgets of a diverse network of stakeholders	You should mitigate throughout the approach via proper governance structures, affective persuasion and rigorous inclusivity. Focus, at least in part, on areas with less resistance	p.67 of toolkit explains different structure of systems networks p.68 of same toolkit describes considerations: resource requirement, joint ownership, leadership involvement, ongoing communication, collective action.
Undertake the first system network meeting	The first system network meeting should be a) to present the shared vision, b) agree the region's whole systems action plan drafted by the working group during step 4, and c) determine who else should be invited onto the group.	Systems network group	>Aug 20	<Sept 20			

a) Present finalised shared vision	This vision, reiterated at each system network group meetings should keep stakeholders focused and them move forward in the same direction	Programme lead and/or sponsor	>Aug 20	<Sept 20			
b) Agree action plan	summarise the process so far present a general overview of the action plan, allow stakeholders time to review and discuss the action plan which is best achieved within small groups, split into themes agree actions for delivery in the short, medium and long-term and who will be responsible for them present how the action plan makes use of community assets	Systems network group	>Aug 20	<Sept 20			p.69 of toolkit describes considerations: resource requirement, joint ownership, leadership involvement, ongoing communication, collective action.
c) Review membership	In groups, consider who should be invited into the systems network; What gaps are there, and who could fill them; Whose work relates to the proposed actions; Whose addition would help us work at all levels across the action scales model; What untapped community assets could we use; Who is best placed to engage new stakeholder, and how?	Systems network group	>Aug 20	<Sept 20			
d) Decide accountabilities	Check governance arrangements and action plans to make sure fit and ready for next step 'reflect and refresh'	Advisory group.	>Aug 20	<Sept 20	Action plan (and whole system approach) unready for 'reflect and refresh'.	Does action plan need a monitoring & evaluation plan?	

Step 6: Reflect and refresh

Purpose:

To critically reflect on the performance of interventions and consider opportunities to strengthen it.

Whole system characteristics

Environment for change | Shared aspiration | Strategic Learning | Collective Action | Communication mechanisms | governance Structures | Community engagement | Systems Thinking | Mind-set.

Action	Brief description	Responsibility	Start Date	End Date	Foreseen Barriers / Risks	Proposed Mitigations	Recommended Resources
Monitor and evaluate actions	Monitoring and evaluating the progress of individual actions is essential to understand how they are progressing and if they need to be adapted.	Action implementer	>Sept 20	<March 21	Inappropriate KPIs are being used Workplace culture unready to 'reflect' and 'refresh', implanter feel besieged.	Consider appropriate monitoring and evaluate of each action on the action plan Find a way to create an environment where iterative improvement is expected.	If you did an action mapping (step 1), that tool might help

Maintain momentum through regular meetings of governance groups.	Make sure you're clear on which groups are meeting when for what purpose. If there's insufficient clarity, review each group's Terms of Reference at the next opportunity	Working Group	>Sept 20	<March 21			p.76 of toolkit Feedback survey to send to the stakeholders in the system network
Reflect and identify areas for strengthening	The system network should collectively reflect on the following areas at least every 12 months. 1. The local obesity system 2. Areas of leverage 3. Whole systems action plan 4. The system network	System network group, with advisory group?	>Sept 20	<March 21			p.74-76 of toolkit

Source:

Created by Fran Eatwell-Roberts, Obesity Action Scotland. Derived from Leeds Beckett's Whole Systems Toolkit (104 pages) and Learning report (95 pages) and 26 accompanying tools.