

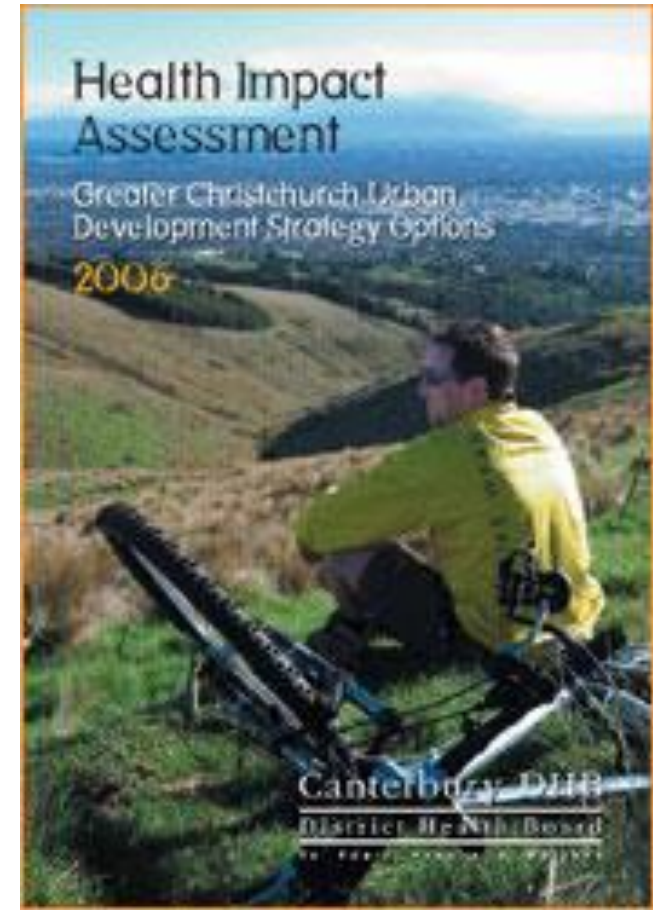


The Canterbury HiAP Story

One persons take on it

Health Impact Assessment

- Public Health Advisory Committee
- High level policy HIA
- Evaluated



Public Health joint appointment CCC-CDHB



HIA Support unit

The screenshot shows the Ministry of Health website page for Health Impact Assessment. The header is orange with the Ministry of Health logo and a search bar. The navigation menu includes 'Your health', 'NZ health system', 'Our work', 'Health statistics', 'Publications', 'News', and 'About us'. The breadcrumb trail is 'Home > Our work > Health impact assessment'. The main content area features a sidebar with links to 'About HIA', 'Completed HIAs', 'Evaluation', 'Whānau Ora HIA', 'Literature reviews', 'Publications', and 'Resources'. The main heading is 'Health impact assessment', followed by a sub-heading: 'In New Zealand and overseas, there is growing recognition that some of the most challenging policy issues cross sectoral boundaries and require integrated approaches as well as community engagement.' Below this, there are three paragraphs of text. The first paragraph discusses the scope of HIA, the second describes the range of approaches, and the third lists supporters. A section titled 'In this section' contains a link to 'About Health Impact Assessment'. The right sidebar includes 'Contact' information and a list of 'Related websites'.

MINISTRY OF HEALTH
MAUNATŪ WHAKAORA

Search

Your health ▾ NZ health system ▾ Our work ▾ Health statistics ▾ Publications News About us

Home > Our work > Health impact assessment

Health impact assessment

- About HIA
- Completed HIAs
- Evaluation
- Whānau Ora HIA
- Literature reviews
- Publications
- Resources

Health impact assessment

In New Zealand and overseas, there is growing recognition that some of the most challenging policy issues cross sectoral boundaries and require integrated approaches as well as community engagement.

Such approaches consider the potential effects of policy proposals from a number of perspectives including health, environmental, social and economic impacts.

Impact assessment provides a range of approaches for supporting these processes. Health Impact Assessment (HIA) including Whānau ora HIA is one such discipline, examples of others include social impact assessment, environmental impact assessment and regulatory impact assessment.

Supporters of HIA in New Zealand include the health sector, other sectors, public health academics, and HIA practitioners.

This section provides information on what is involved in HIA, practical examples of how HIA has been done in New Zealand, and links to resources and websites to assist you if you are considering conducting an HIA.

In this section

About Health Impact Assessment

Health Impact Assessment is a way of identifying the impact a proposed policy, strategy, plan or project might have on public health and wellbeing. [Read more](#)

Contact

Policy Business Unit
hia@moh.govt.nz

Related websites

- > Centers for Disease Control and Prevention – Designing and building healthy places [↗](#)
- > HIA Connect [↗](#)
- > International Association for Impact Assessment [↗](#)
- > International Health Impact Assessment Consortium [↗](#)
- > World Health Organization – Health impact assessment [↗](#)
- > World Health Organization Europe – Health impact assessment [↗](#)

[Home](#) > [Our work](#) > [Health impact assessment](#) > [Completed HIAs](#) > [Canterbury Regional Land Transport Strategy 2011-2041 HIA](#)

Health impact assessment

[About HIA](#)

[Completed HIAs](#)

[Evaluation](#)

[Whānau Ora HIA](#)

[Literature reviews](#)

[Publications](#)

[Resources](#)

Canterbury Regional Land Transport Strategy 2011–2041 HIA

The use and composition of the transport system has positive and negative implications for public health.

The HIA was led by a project team comprising representatives from the Canterbury District Health Board, Environment Canterbury (ECAN) and Christchurch City Council. The project team has been supported by Synergia Ltd (an independent health consultancy). Coinciding with the development of the RLTS, the Christchurch Transport Plan (CTP) is being developed by the Christchurch City Council with a parallel HIA process underway. The two HIAs have been designed to link closely together, with some joint planning, evidence-gathering and evaluation activities.

The majority of the HIA process has been undertaken while the RLTS was in the early stages of development. Therefore, rather than critiquing a draft Strategy, the HIA provides policy direction to inform the subsequent development of the RLTS.

Three focus areas were identified during the HIA scoping stage involving:

- making transport safe for people
- creating real transport choice

Related websites

> [View the reports including the interim evaluation report on the Environment Canterbury Regional Council website](#)



Canterbury
Regional
Transport
Committee

Canterbury Regional Land
Transport Strategy

2012 - 2042



[Annual Plans & Reports](#)[Regional Strategies, Plans & Bylaws](#)[Regional Reports](#)[Air Quality](#)[Biodiversity & Biosecurity](#)[Buses and Transport](#)[Canterbury Regional Land Transport Plan](#)[Canterbury Regional Public Transport Plan](#)[Canterbury Water Management Strategy](#)[Coastal Environment](#)[Commercial Shipping, Recreational Boating and Swing Mooring](#)


Developing the Canterbury Regional Land Transport Strategy 2012-2042 - Health Impact Assessment

This page is the home for several reports that have been produced as part of the Health Impact Assessment that has been undertaken as part of the development process for the new Regional Land Transport Strategy 2012-42.

As part of the development of the Regional Land Transport Strategy 2012-42 (RLTS), a Health Impact Assessment (HIA) has been undertaken to assess the links between transport planning, health determinants and health outcomes for the RLTS.

The reports detailing the key stages in this process can be found via the following links:

 [RLTS 2012-42 HIA Scoping Report - Feb 2010 \(pdf 358 kB\)](#)

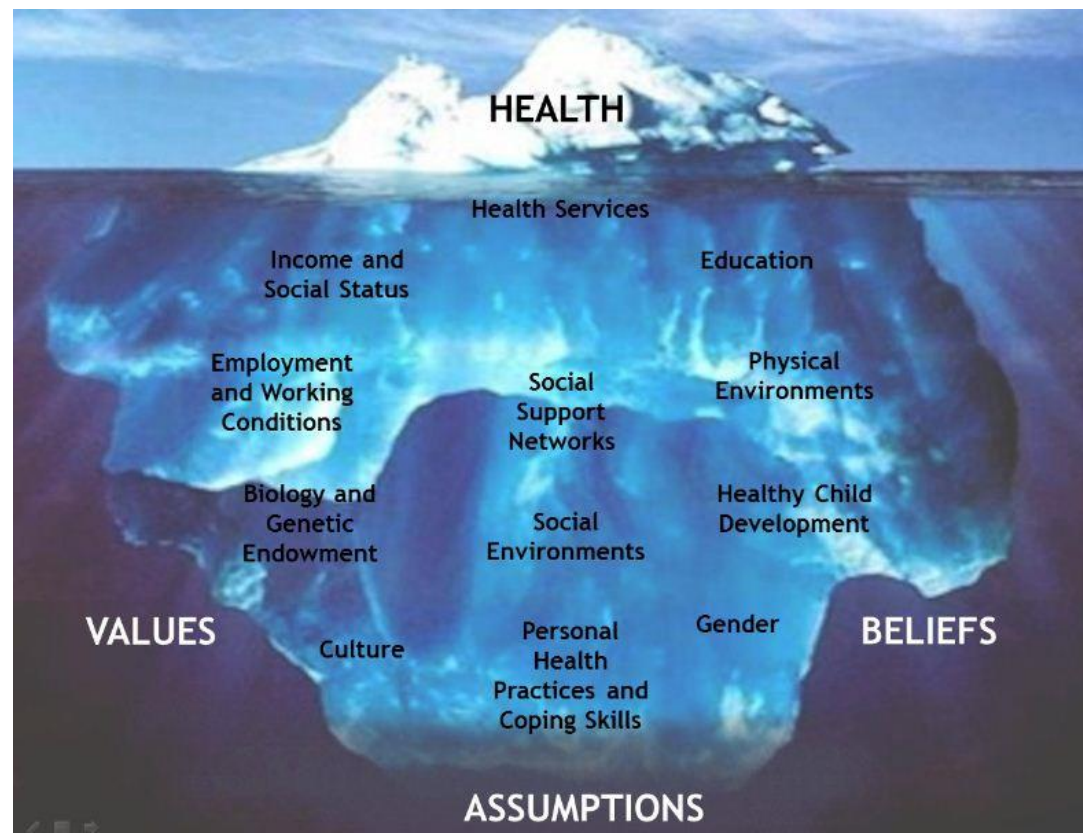
 [HIA Literature Review - June 2010 \(pdf 985 kB\)](#)

 [HIA Simulation Modelling Report - June 2010 \(pdf 598 kB\)](#)

 [HIA Final Report - June 2010 \(pdf 16000 kB\)](#)

I've been thinking...

- Determinants of health- causal pathways
- Who is holding the pen?
- How do we position wellbeing at the start of the policy process?
- What values are implicit in the use of HIA(P)



Community Consultation



- What is going well?
- What do you want more of?

Te Pae Mahutonga

*The Southern Cross Star Constellation
brings together elements of modern
health promotion.*



**Te Mana
Whakahaere**
autonomy



Ngā Manukura
leadership

Waiora
physical environment



Toiora
healthy lifestyles



Mauriora
Cultural identity

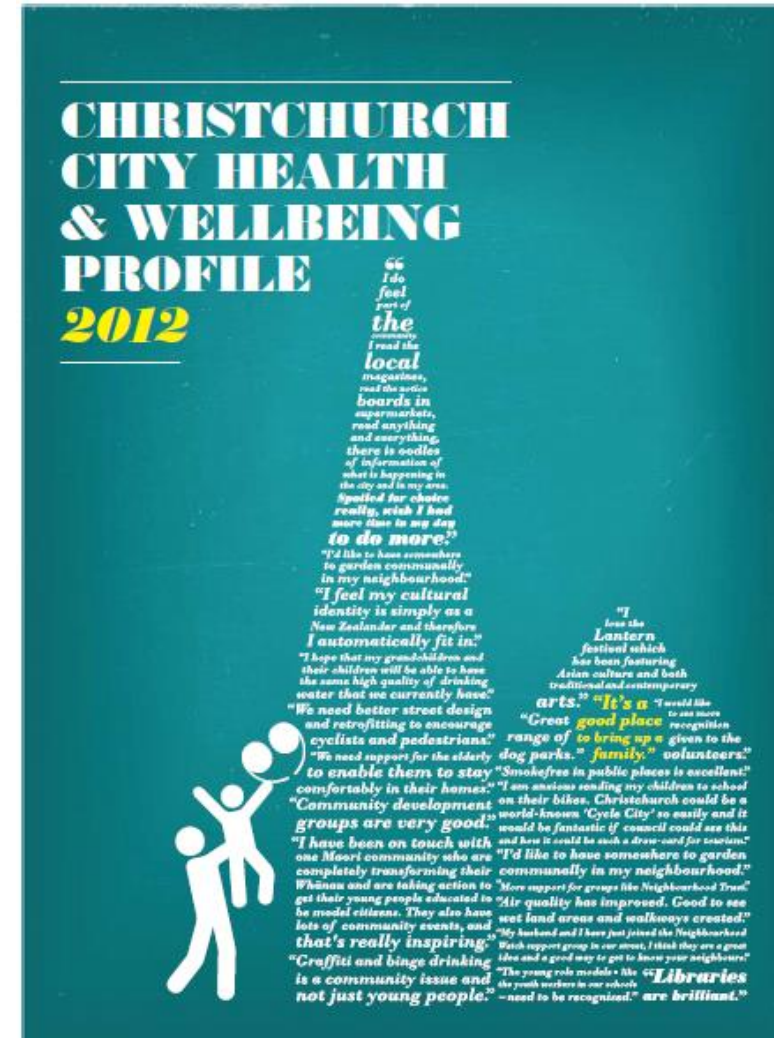


Te Oranga
participation in society



DEET

- Determinants
- Treaty of Waitangi
- Focus on Equity
- Highlighting Evidence (and gaps)
- Transparency
- Commitment to Updating



HIA Project Officer

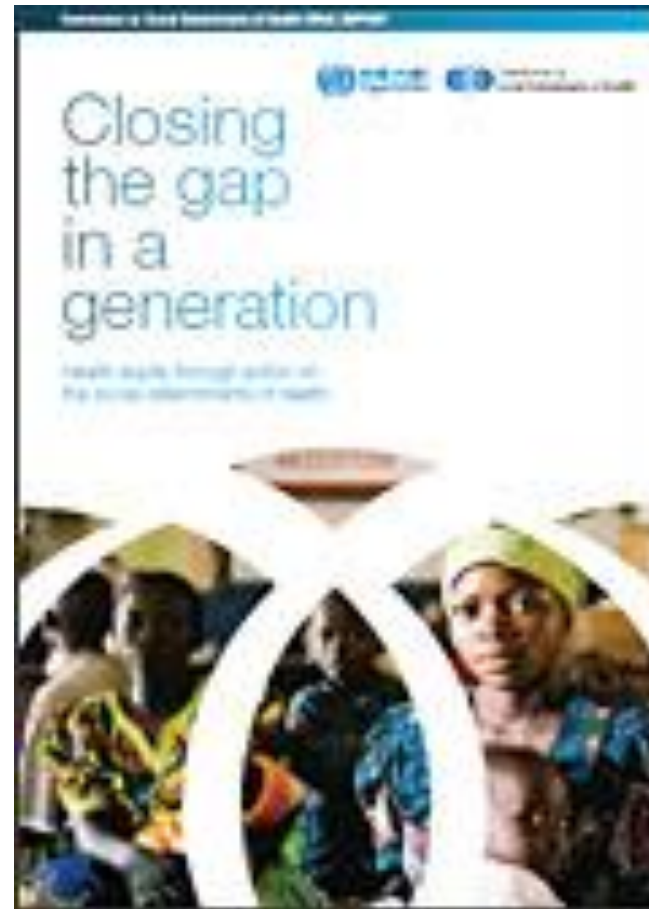
- Funded by four agencies
- Provide technical assistance with HIAs
- Capacity building
- Evaluated



Closing the gap in a generation:

Health equity through action on the social determinants of health

Social justice is a matter of life and death. It affects the way people live, their consequent chance of illness, and their risk of premature death. We watch in wonder as life expectancy and good health continue to increase in parts of the world and in alarm as they fail to improve in others



Spending our money



THE FINANCIAL COST OF THE EBOLA EPIDEMIC

\$4.3bn

The amount committed by external donors to fight Ebola in Sierra Leone, Guinea and Liberia so far.

This is **15 times** the annual national health budgets of the three countries combined.

\$1.58bn

The 2012 gap in budgets to ensure essential healthcare for all the populations for all three countries.

3x

The cost of dealing with this Ebola outbreak is nearly **three times** the annual cost of investing in building a universal health service in all three affected countries.

EXECUTIVE SUMMARY for Canterbury Health in All Policies Partnership (CHIAPP)

Canterbury
District Health Board
Te Pori Hauora o Waitaha

Christchurch
City Council

Environment
Canterbury
Regional Council
Kaunhere Takao o Waitaha

Partnership Health Canterbury
Te Kaiti o Te Moko

June
2012

A new phase for CHIAPP



Libby Gawith
Zevaluate

Recommendations

Key recommendations are framed around the current five working objectives.

Recommendation 1: The Leadership Group operates as a highly functioning and effective partnership in order to develop the HIAP approach in Canterbury through:

- a) making HIAP work more visible and profiled within Healthy Christchurch.
- b) continually reviewing CHIAPP's relationship with the Healthy Christchurch network and member organisations to build closer working frameworks to maximise the potential of and benefit for both groups.
- c) developing Communications strategies and opportunities for CHIAPP.
- d) inviting and including new organisations that need to be working to reduce inequities in health in Canterbury e.g. MSD, Housing, CERA.

Recommendation 2: The Treaty of Waitangi is recognised and informs the work of the CHIAPP Partnership through:

- a) using the Māori relationships and plans within the partner organisations to advance HIAP and
- b) developing existing relationships with local Māori within the Healthy Christchurch network.

Recommendation 3: The partner organisations increase their understanding of the Health in all Policies approach through capacity building/training activities (e.g. HIA training, presentations) that are planned and evaluated through:

- a) developing and ascertaining a baseline of the understanding of HIAP in partner organisations,
- b) developing an annual calendar of training opportunities and HIAP work within the partner organisations.

Recommendation 4: The partner organisations promote and incorporate HIAP activities e.g. HIA, Integrated Recovery Planning Guide or IRPG, cross-sector workshops into policy and programme development as part of annual planning processes through:

- a) building systematic planning approaches and timelines within partner organisations.
- b) monitoring the emerging approaches in the partner organisations for effectiveness in embedding HIAP and
- c) adopting most effective ways of working and integrating HIAP.





Recommendation 5: The partner organisations have a commitment to continuous quality improvement and evaluate the HIAP activities within their organisations to continually improve and assess value through: a) possibly an annual external review of progress in embedding HIAP from partner organisations or Healthy Christchurch representatives.

Recommendation 6: The partner organisations collectively prioritise and target work with other organisations to continually improve the health of the people of Canterbury e.g. MSD, Housing CERA.

Canterbury Health in All Policies Partnership

- Memorandum of Understanding-4 partners
- Objectives based on evaluation
- Opportunistic
- Increasing focus on governance level

Canterbury Health in all Policies Partnership
2012 Annual Report

Partners:    

Work undertaken

- A Memorandum of Understanding for the joint approach between Partnership Health, CDHB, CPH, ECAN and CCC was signed off by their respective CEOs in January 2012 and a workplan developed.
- The Health Impact Assessment report for the City Council Christchurch Transport Strategic Plan (CTSP) was reformatted and fully integrated into the final Plan and linked on the CTSP website.
(<http://resources.ccc.govt.nz/files/TheCouncil/policiesreportsstrategies/transportplan/ChchTransportPlan2012Appendices.pdf>)
- A joint work plan was put in place between the CDHB and ECAN. The success of this initial workplan has led to the development of a similar workplan between CPH and He Oranga Pounamu. CPH and CCC have almost completed a mapping exercise of existing policy and operational relationships between the two agencies prior to development of a more formal workplan. A similar exercise is being undertaken by the CDHB and the Canterbury Earthquake Recovery Agency (CERA).
- The CCC has formalised its Health in all Policies project plan with a focus on building capacity and improving planning and decision-making processes incorporating a HiAP approach. Part of this project is working with other agencies including CHIAP partners to update the City Health profile key issues papers. These are a rich resource of information on determinants of health identified in the 2011 Christchurch City Health Profile and have been used in a variety of ways including as background for CERA's monitoring and analysis programme. The Profile was reprinted in 2012 with updates on progress off the recommendations.
- A CCC representative sits on the CDHB Alcohol Harm Advisory Group. CCC staff presented to the South Island Public Health Alcohol Network on the health related information required for making a Local Alcohol Policy and the process for developing a Policy.

Evaluation	Useful Resources
<p>a. Evaluation of the Health and Wellbeing Impact Assessment on the Canterbury Regional Land Transport Strategic Plan has identified a range of recommendations that will assist in future impact assessment work.</p> <p>b. Evaluation is complete of the initial phases of the CDHB and ECAN HiAP workplan and has identified a number of recommendations to strengthen the way in which the two organisations can work together in a HiAP approach. Many of these have already been actioned.</p>	<p>Available at http://www.cph.co.nz/About-Us/Health-in-all-Policies/Default.asp</p> <ul style="list-style-type: none">• Health impact assessment on the Christchurch Transport Strategic Plan (CCC 2012).• Updated HiAP Tools and Concepts.• Planning for Positive Outcomes <p>Available at http://www.healthychristchurch.org.nz/city-health-profile.aspx</p> <ul style="list-style-type: none">• City Health Profile 2012 and updated key issues paper



Canterbury Health in All Policies Partnership 2014 Annual Report

Work Undertaken

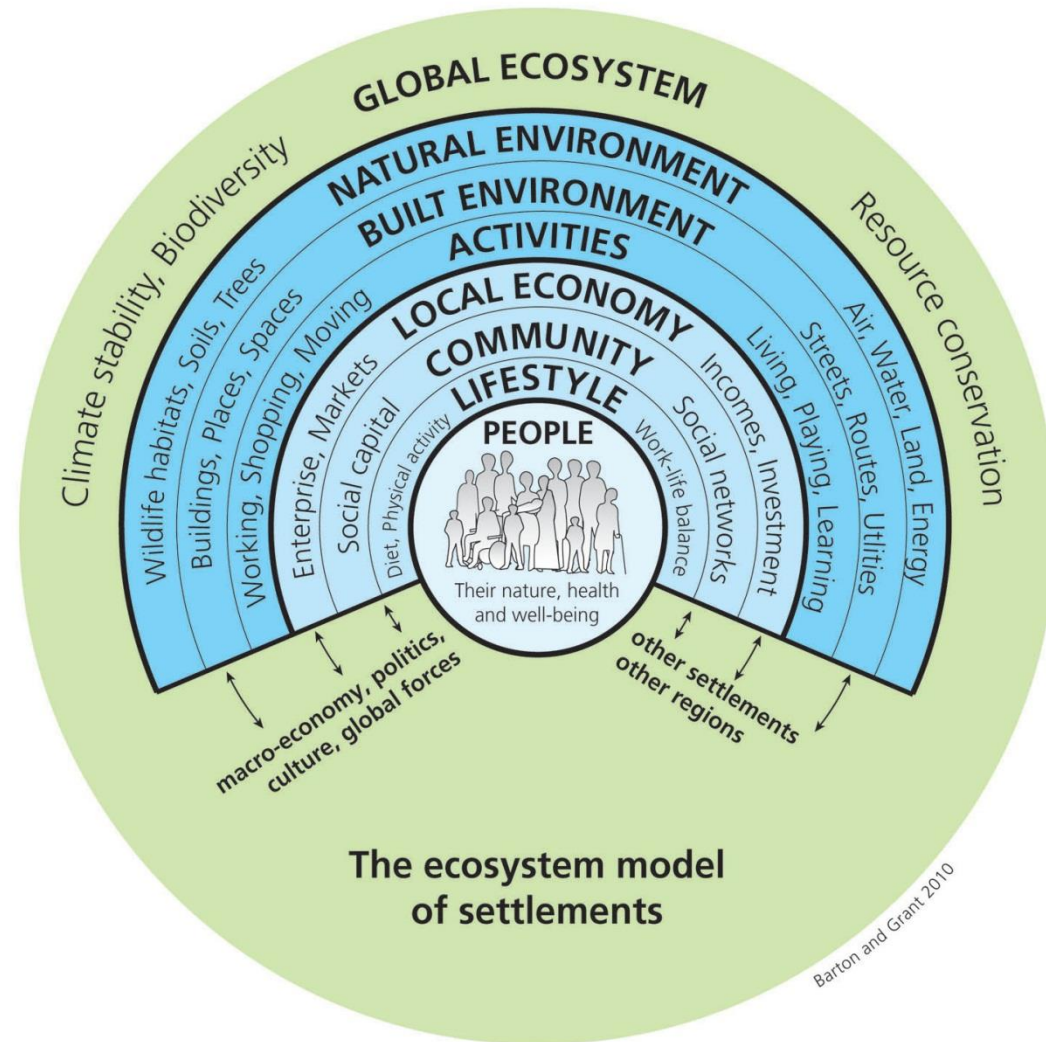
2014 was the Year of the Joint Work Plan – these plans aim to connect the work streams of the CHIAPP organisations (Canterbury District Health Board (CDHB), Environment Canterbury, Christchurch City Council(CCC) and Ngai Tahu) to ensure more efficient and collaborative work. The joint work plan between the Canterbury District Health Board and Environment Canterbury is now well-established. Highlights included:

- Developing, with Ngai Tahu, a series of wanaga hui on freshwater management issues such as mahinga kai and cyanobacteria. Joint management of freshwater issues is an area of ongoing discussion.
- A [Health Impact Assessment](#) was undertaken by CDHB and Environment Canterbury on Environment Canterbury's draft Air Plan.

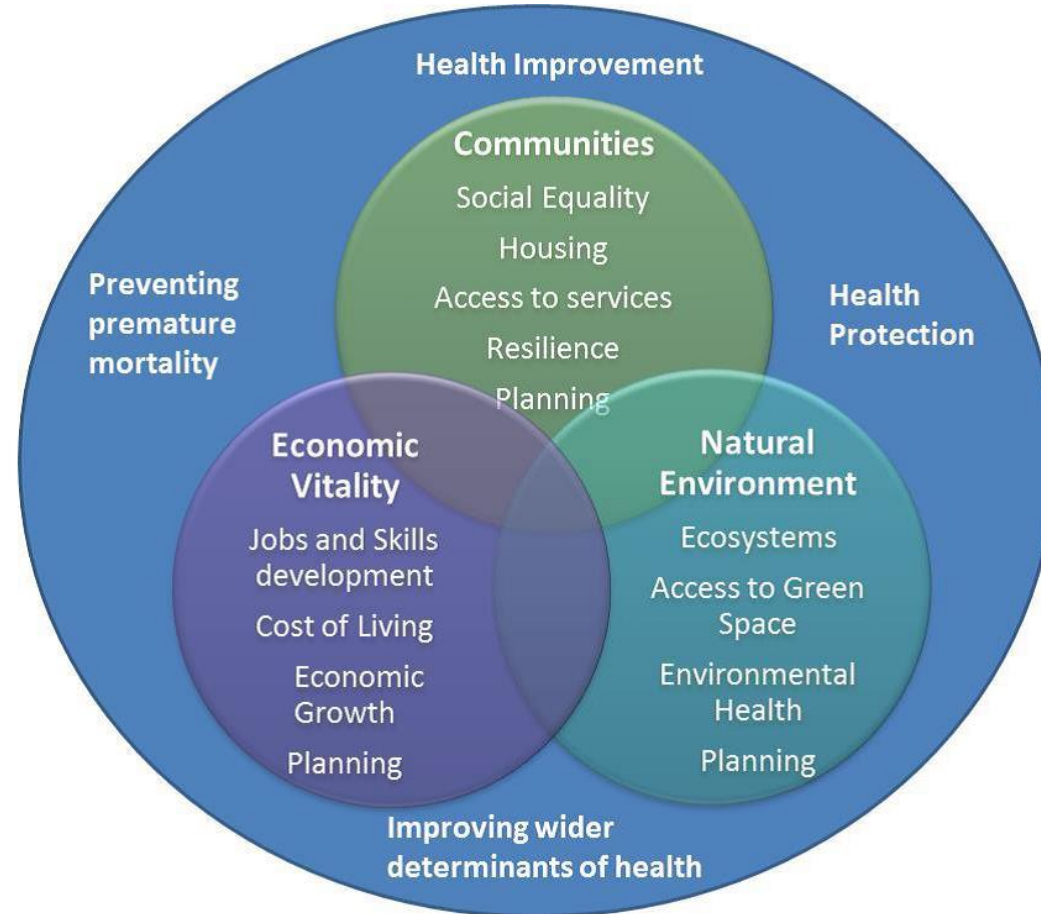
The joint work plan between CCC and the CDHB was signed off in October 2014. This supported the

- Joint Housing Workshop between CCC and CDHB staff on social housing and care for

Urban planning



Sustainability and Health



Natural Disaster

VERSION 01

INTEGRATED RECOVERY PLANNING GUIDE

For a healthy, sustainable & resilient future



Stronger
Canterbury

Greater Christchurch Urban
Development
Strategy

Canterbury
District Health Board

Together we're making a greater future

Te Pōari Hauora o Waitaha

VERSION 2.0

INTEGRATED RECOVERY PLANNING GUIDE

For a healthy, sustainable & resilient future



Health in all Policies Team

Health in All Policies is an approach to public policies across sectors that systematically takes into account the health implications of decisions, seeks synergies, and avoids harmful health impacts, in order to improve population health and health equity.

What we do:

We ensure population health is a key focus for policy and projects across sectors including our own organisation.

We work on:

- Developing formal partnerships with key stakeholders e.g. Canterbury Health in all Policies Partnership (CHIAPP), joint employment agreements
- Increasing strategic effectiveness of community development initiatives by focusing on DEET.
- Identifying opportunities to use a determinants approach to improve health outcomes

We do this by:

- Applying strategic thinking and analysis to policy and projects
- Producing joint work plans e.g. ECan, He Oranga Pounamu
- Making submissions and providing analysis on key documents
- Practising social entrepreneurship
- Conducting impact assessments
- Utilising intersectoral partnerships e.g. Healthy Christchurch
- Capacity building through training and mentoring
- Utilising Māori models of health
- Conducting gap analysis on key policies to ensure health outcomes are considered

We are skilled in:

- Critical analysis of research
- Interpretation and analysis of information
- Strategic thinking
- Project management
- Community development
- Stakeholder engagement
- Relationship management, making connections
- Health promotion initiatives

DEET: Social Determinants approach – it guides our work
Equity – we promote fairness and justice in all we do

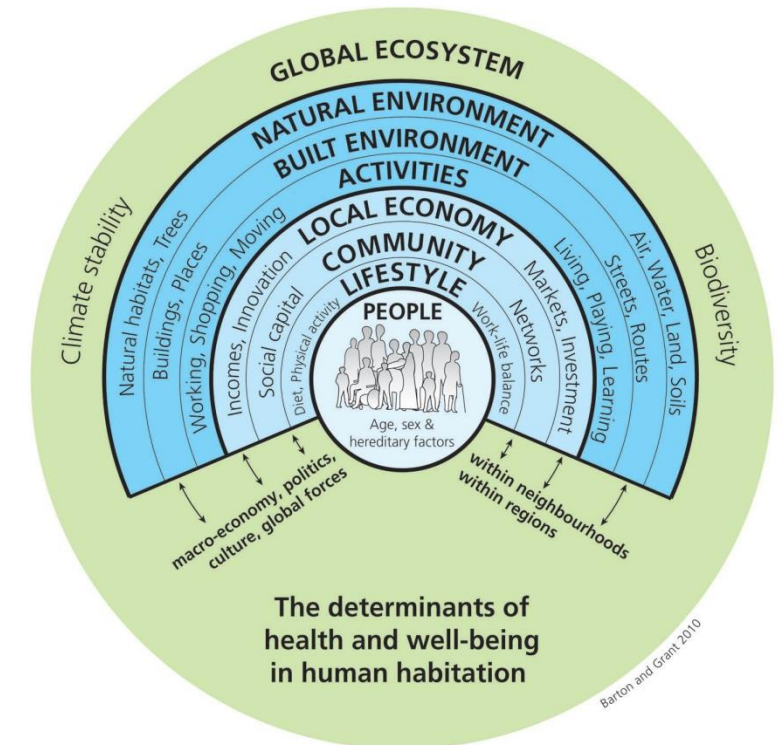
Evidence – it informs our work
Te Tiriti O Waitangi – it frames our work

How do we/should we plan for health?

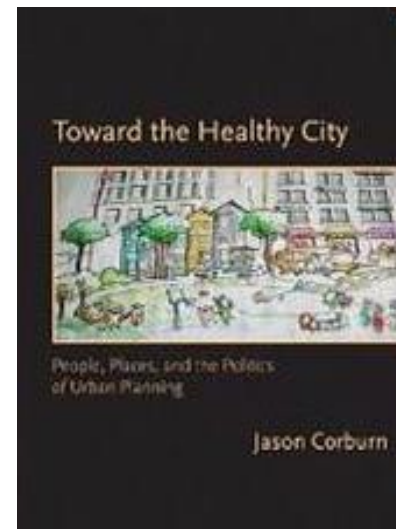
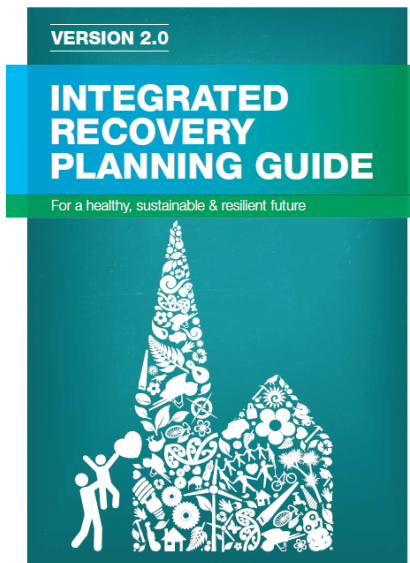
Take Care New York 2004	SF Department of Public Health Prevention Strategic Plan 2008
•Have a regular GP	•Living wages
•Be smokefree	•Adequate supply of high quality child-care
•Know your HIV status	•Employment development/full employment
•Get help for depression	•Equal and fair education policies
•Live free of dependence on alcohol and drugs	•Improved public transportation
•Get checked for cancer	•Increased public participation in political and social organizations
•Get the immunisations you need	•Improve quality and quantity of housing
•Make your home safe and healthy	•Improved availability of respite services
•Have a healthy baby	Strong social safety net

How do we/should we plan for health?

Take Care New York 2004	SF Department of Public Health Prevention Strategic Plan 2008
•Have a regular GP	•Living wages
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•Make your home safe and healthy	•Improved availability of respite services
•Have a healthy baby	Strong social safety net



Internal training





Information Sheets about Health in all Policies

Community and Public Health staff as part of the Canterbury Health in All Policies Partnership (CHIAPP), developed the following information sheets on Health in All Policies.

Introduction and Overview of CHIAPP.

Background Information on Health in All Policies (Sheet 1).

Background Information on Health Impact Assessment (Sheet 2).

International Literature (Sheet 3).

New Zealand examples (Sheet 4).

Collaborative working guidelines (Sheet 5).

HiAP Tools and Concepts (Sheet 6).

Impact of Canterbury earthquake on CHIAPP (Sheet 8).

Self Evaluation and Monitoring Tool (Sheet 10).

CHRISTCHURCH CITY HEALTH & WELLBEING PROFILE 2012



"I'd just love to see the local negotiators, and the boards in negotiation, and anything that is possible there is possible."
"I'm not sure if it's a good idea to have a high quality of drinking water that we currently have."
"I feel my cultural identity is simply as a New Zealander and therefore I automatically fit in."
"I hope that my grandchildren and their children will be able to have the same high quality of drinking water that we currently have."
"We need better street design and retrofitting to encourage cyclists and pedestrians."
"I need support for the elderly dog parks," family, volunteers to enable them to stay comfortably in their homes."
"I have been on touch with one Maori community who are completely transforming their Whareroa and are taking action to be model citizens. They also have lots of community events, and that's really inspiring."
"Great! and being able to go to your neighbours is a community issue and not just young people."

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"Great! and being able to go to your neighbours is a community issue and not just young people."

www.healthychristchurch.org.nz/city-health-profile



Healthy Christchurch



Home News City Health Profile Priority Areas About Contact

"Whaia te pae tawhiti kia mau, ko te pae tata whakamaukaia tino, hui e tāiki e"
 Pursue the distant horizons of your aspirations, hold fast to those you achieve.

Healthy Christchurch log in
 apply for login (why?)
 How to post news

News areas

- Conferences
- Earthquake
- Healthy Christchurch Notices
- Newsletters
- Resources and Information
- Signatory Notice Board
- Training
- Vacancies

The Breeze
Walking Festival
 27 September – 6 October
 Connecting people and places in Christchurch

Welcome to Healthy Christchurch

Healthy Christchurch is a CDHB-led intersectoral collaborative partnership based on the WHO Healthy Cities model.

The key idea is that all sectors and groups have a role to play in creating a healthy city, whether their specific focus is recreation, employment, youth, environmental enhancement, transport, housing or any other aspect of city life.

Warmer Canterbury: Keeping you warm and well this Winter

Keeping warm and well this winter is the current focus for many organisations and individuals.

Healthy Christchurch wants to support this by acting as a portal to share information and planning activities. We aim to support those organisations working with and alongside individuals in the community.

When thin... wellness du



HOUSING AFFORDABILITY

What is this?

Measures of "affordability" differ, and take in both rental affordability and home ownership affordability. In general, housing is considered to be affordable when not more than 30 per cent of gross household income is spent on housing costs, including mortgage or rent.^{1,2,3}

This threshold is of greatest concern for those households earning in the bottom 40 per cent of the income range. Housing affordability is lowest among those who are younger, single, have lower incomes or are non New Zealand European.⁴

Why is it important?

Access to safe and healthy accommodation is one of the most basic of human needs. Home ownership can contribute to positive economic outcomes for communities. The New Zealand government has recently made housing affordability a focus as data has revealed there has been a substantial worsening in affordability.⁵ High home ownership rates are associated with increased neighbourhood stability. Home ownership also serves as an investment vehicle, with anticipated growth of equity over time. In thinking of their home as an asset home owners are more likely to maintain and improve their home overtime.^{6,7} They are also more likely to take a greater interest in the state of their neighbourhood and to actively participate in their communities. Research has also shown that children of home owners, through having a more stable environment have long terms benefit with regards to learning and a reduction in behavioural issues.^{8,9}

Given this there are also issues around identifying the reasons why people may choose not to own a house. Some may choose to rent to provide themselves with flexibility in terms of lifestyle and job choices.

Data



Integrated Wellbeing and Sustainability Assessment of the draft Central City Plan

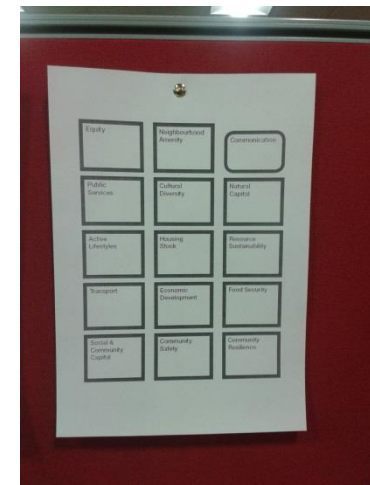
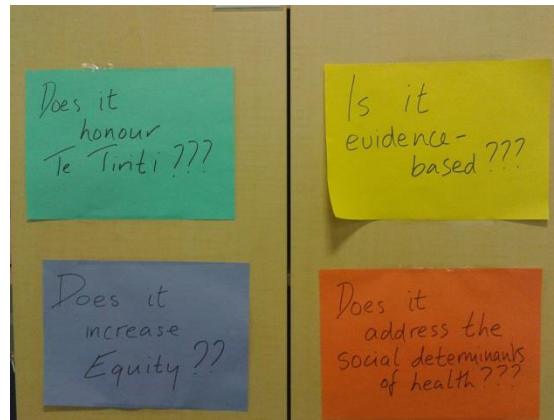
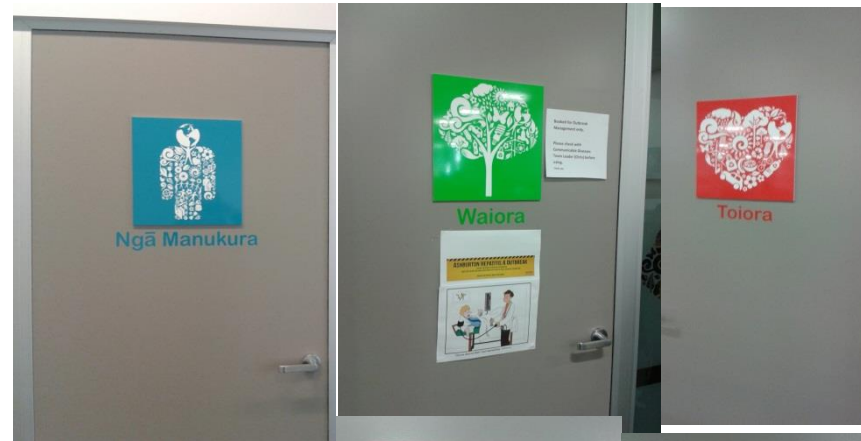
Report

For
Christchurch City Council
Canterbury District Health Board

From
Quigley and Watts Ltd and Martin Ward

Robert Quigley, Martin Ward

September 2011



More training



Broadly Speaking

about health and its determinants

Participant Booklet

Session One



Organisational workplans

JUNE 2012 Contacts: Miria Goodwin & Alison Bourn	2012			2013			2014	2015	2016	
	Apr-June	July-Sept	Oct-Dec	Jan-Mar	Apr-June	July-Sept	Oct-Dec			
CANTERBURY WATER MANAGEMENT STRATEGY										
Joint Drinking-Recreational water Programme		<p>Joint Communications Plan for Nitrates</p> <p>Joint meeting with TLAs re joint work programme</p> <p>Start project to update ECan community drinking water database</p>	<p>Joint CPH-ECan-TLA work programme in place incl. forward meeting schedule</p> <p>Dates set for joint CPH-TLA-ECan zone committee presentations</p> <p>Set up risk management framework for private drinking water supplies</p>	<p>Review joint communications strategies</p>	<p>Investigate health links with regional parks, hazards, flood protection & control works</p>					
CWMS Reporting & Presentations	<p>Data provided & interpreted for Draft CWMS Targets Reporting (Drinking-water & Kaitiakitanga)</p> <p>Hurunui-Waiiau Wai/Water supplement (CPH review)</p> <p>Develop social & economic tool for CWMS Regional Committee</p> <p>Selwyn-Waihora Limit Setting Process incl CPH</p>	<p>CPH/ECan CWMS staff annual meeting</p> <p>Selwyn-Waihora & Ashburton Limit Setting Process incl CPH</p>	<p>Waimakariri Wai/Water supplement (CPH review)</p> <p>Selwyn-Waihora & Ashburton Limit Setting Process incl CPH</p>	<p>Selwyn-Waihora & Ashburton Limit Setting Process incl CPH</p>	<p>Wainono/south coastal Canterbury Wai/Water supplement (CPH review)</p> <p>Ashburton & Coastal Sth Cant Limit Setting Process incl CPH</p> <p>Data for Final CWMS Targets Reporting (DW & Kaitiakitanga)</p>	<p>CPH/ECan CWMS staff annual meeting</p> <p>Ashburton & Coastal Sth Cant Limit Setting Process incl CPH</p>	<p>Ashburton Wai/Water supplement (CPH review)</p> <p>Coastal Sth Cant Limit Setting Process incl CPH</p>	<p>Waitaki Catchment & Selwyn-Waihora Wai/Water supplement review by CPH</p> <p>Coastal Sth Cant Limit Setting</p>	<p>Kaikoura Wai/Water supplement (CPH review)</p> <p>Data provided & interpreted for CWMS Targets Reporting (Drinking-water & Kaitiakitanga)</p>	
On-going Relationships & HIAP focus		<p>Joint water capacity building/information sharing event(s) & development of calendar/topics for future events</p>		<p>Water capacity building/information sharing event(s)</p>		<p>Water capacity building & info sharing</p>	<p>Water capacity building & info sharing</p>	<p>Water capacity building & info sharing event(s)</p>	<p>Water capacity building & info sharing</p>	
EARTHQUAKE RECOVERY (Air quality, winter warmth, waste, hazardous substances, contaminated sites, UDS)										
Air quality & winter warmth (Healthy Christchurch)	<p>Joint agency Winter Warmth Plan developed.</p> <p>Healthy Homes Project (CPH, CEA, EECA, ECan) ongoing</p>	<p>ECan EQ air policy adjustments (4 adjustments using CERA)</p> <p>Joint agency Winter Warmth Plan developed & implemented.</p> <p>Decide if investigations into impacts of liquefaction & construction dust are needed</p>	<p>ECan Air plan review commences.</p> <p>Communicate results of air quality investigations & chimney surveys – potential for joint communications.</p>		<p>Winter Warmth Plan implemented.</p>		<p>Air plan notified.</p>	<p>Winter Warmth Plan implemented</p>	<p>Winter Warmth Plan implemented</p>	<p>Winter Warmth Plan implemented</p>
Waste, hazardous substances, contaminated sites		<p>Commence review of Contaminated Land & Hazardous Substances strategies incl. comms</p> <p>Meeting to discuss potential partnership on NES/HAIL identification</p> <p>Investigate roles and responsibilities between ECan, TLAs & CDHB regarding contaminated land matters</p>			<p>Review of Contaminated Land & Hazardous Substances strategies incl. involvement of CPH</p>					

19 JUNE 2014 NEW ZEALAND GAZETTE, No. 65
Canterbury Earthquake Recovery Act 2011
Direction to Develop a Lyttelton Port Recovery Plan

- 6.5.4 A Cultural Impact Assessment;
- 6.5.5 The first phase of an “Impact Assessment”, as required by section 7.1 of the Recovery Strategy for Greater Christchurch – Mahere Haumanatunga o Waitaha;



LYTTELTON PORT
RECOVERY PLAN

OCTOBER 2014

WELLBEING IMPACT ASSESSMENT
Phase One: Development of Assessment Criteria

Where to now?