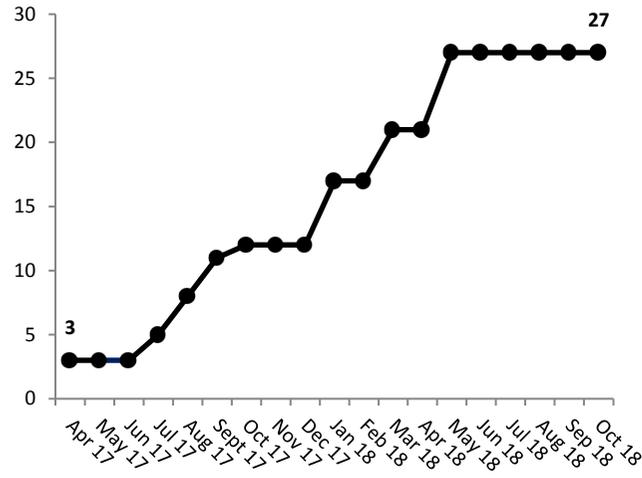
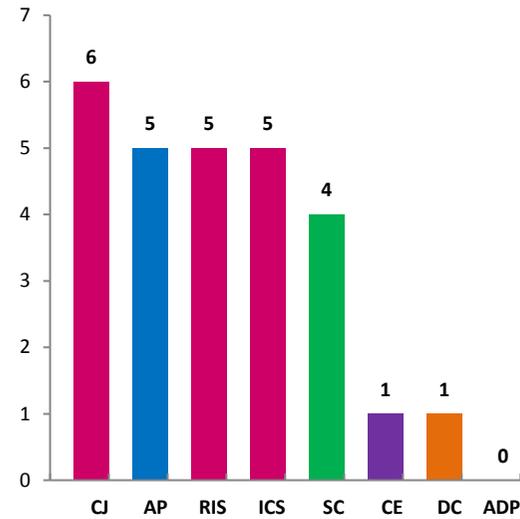


Improvement Dashboard

No. of CPA Improvement Projects:

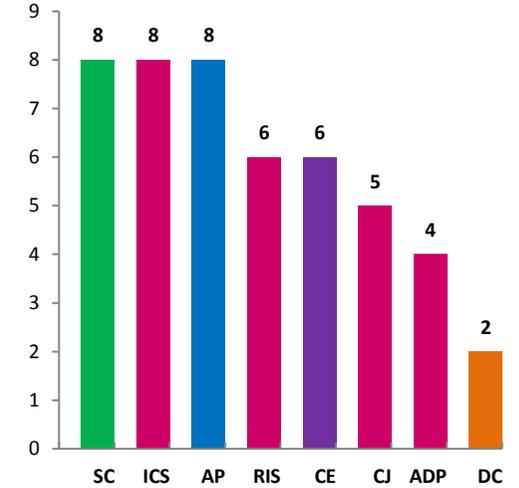


CPA Improvement Projects by OIG:

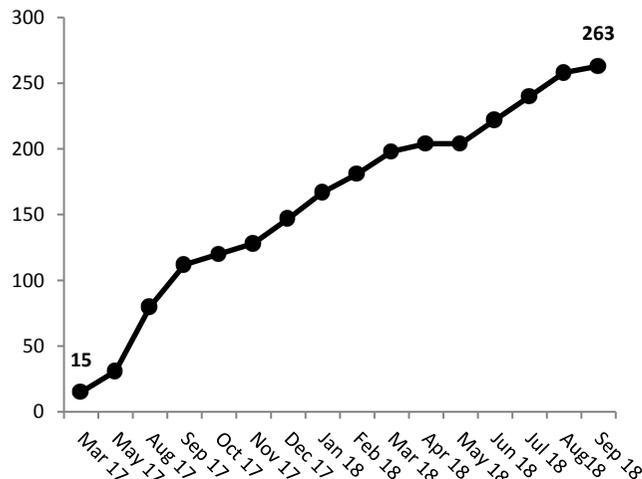


No. of Meetings Held:

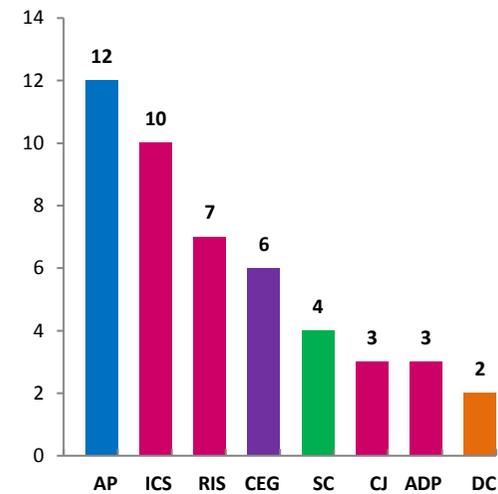
No. of Meetings held since groups formed in April 2017



No. People Attending Improvement Training:



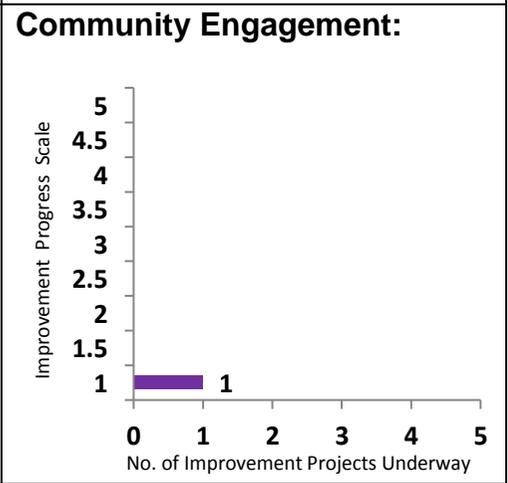
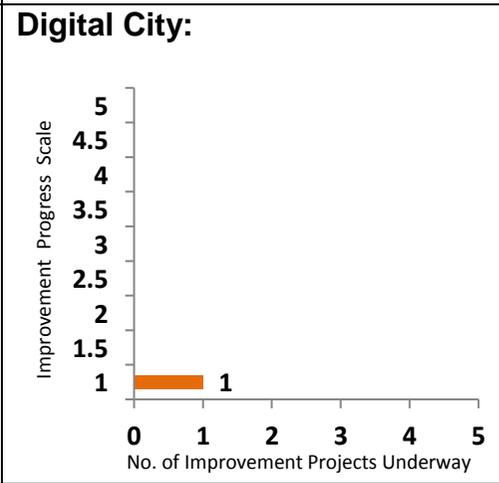
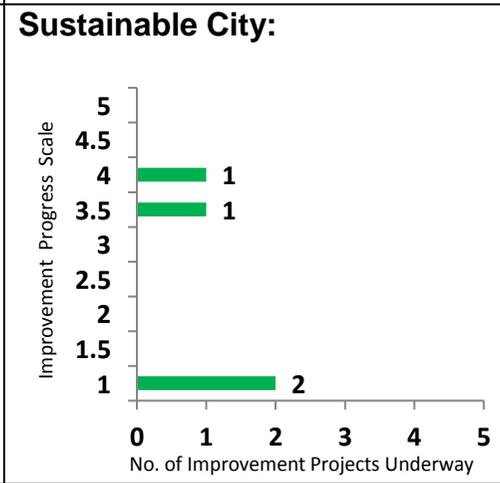
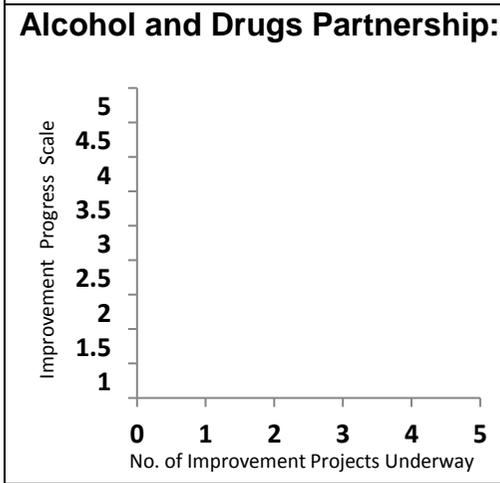
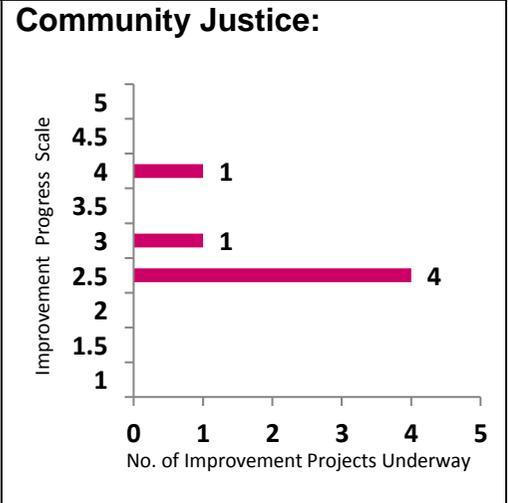
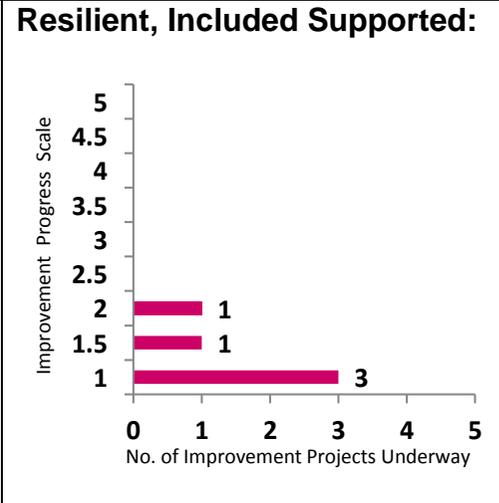
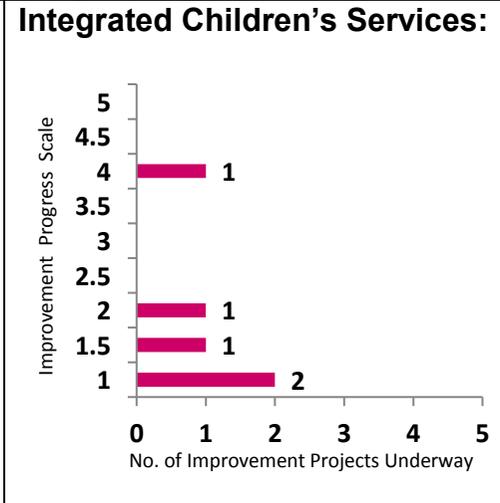
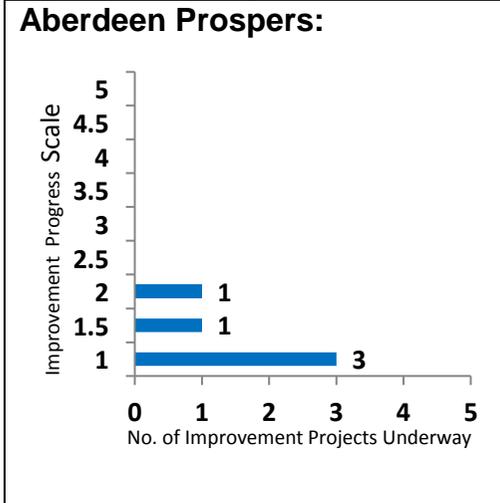
No. of People Attending Improvement Training per OIG:



Barriers / Opportunities

- Book your space on the Model for Improvement Training Bootcamps [here](#).

Outcome Improvement Group Projects



Project Progress Scale:

1.0	Forming as an improvement team	3.5	Improvement
1.5	Clear project charter in place	4.0	Significant improvement
2.0	Activity, but no changes	4.5	Sustainable improvement
2.5	Changes tested, but no improvement	5.0	Outstanding sustainable improvement
3.0	Modest improvement		

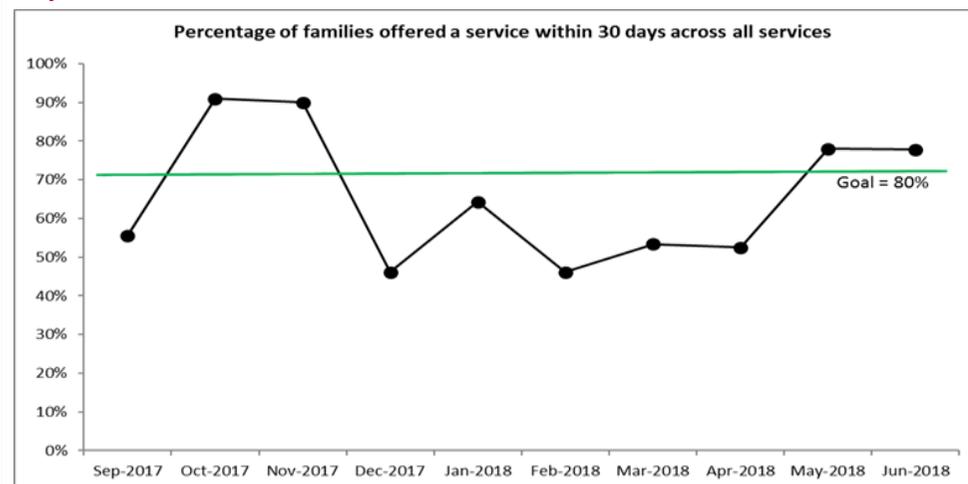
PROSPEROUS ECONOMY: Aberdeen Prospers

Project & Aim	Start-End	Progress Scale	Changes being tested	Project Lead	Discussion Points
Investment in infrastructure					
None					
Inclusive economic growth					
Community Benefits - Secure the active engagement of 10 community organisations in the design of community benefits by the end of June 2019.		1.0	<ul style="list-style-type: none"> Establishment of community co-design pilot project group Identification of public sector contract that pilot could work with Incorporation of co-designed benefits into a contract Develop a platform where community 'needs' and community benefit 'offers' can be shared and matched Communications plan with other public sector partners to assess baseline of their community benefit activity and identify partner organisations that are interested in the initiative Community Planning Aberdeen Management Group (or Board) to host a mini-conference on community benefits to seek wider commitment to the approach 	Lori Manson – Aberdeen Prospers Group	APPROVAL REQUIRED – New Project charter attached.
Tourism project – ensure benefits from investment in physical assets are maximised in terms of local jobs and enterprise.	Oct 18 – Oct 19	1.0	No activity yet defined, but OIG recognised the need for work to support the tourism GVA improvement measure. Initial meeting with Visit Aberdeenshire, Harbour Board and Torry Locality Manager scheduled for October 2018.	TBC – Aberdeen Prospers Group	Project charter to be considered by the AP group in October.
Enhancing employer brokerage - Increase the number of people entering employment from six skills academies within 13 weeks of completion to 40% by September 2019.	Jul 18 – Sep 19	2.0	This activity focuses on skills academies and improved employer engagement, with a view to significantly improving the employment outcomes from academy provision.	Kirsty Jarman, DWP – Aberdeen Prospers Group	APPROVAL REQUIRED – New Project charter attached.
Internationalisation					
Invest Aberdeen.	Jan 19 – Dec 19	1.5	<ul style="list-style-type: none"> Activity likely to focus on recruitment and skills support for incoming investors and how local / national services (i.e. JobCentre Plus, SDS) can support the investment offer. 	Matt Lockley – Aberdeen Prospers Group	Project charter to follow January 19.
Investment in infrastructure					
None					
Innovation					
Food and drink sector development – start up and locality focus.	TBC	1.0	Interpreting wider partnership / strategic focus on food and drink sector and making this relevant for and accessible to entrepreneurs and companies based in localities. Focus on skills development to address shortage areas such as butchery and fish processing.	Paul Tytler – Aberdeen Prospers Group	Project Charter delayed due to capacity constraints.

PROSPEROUS PEOPLE: Children are our Future

Project & Aim	Start-End	Progress Scale	Changes being tested	Project Lead	Discussion Points
Children Have the Best Start in Life					
Family Support Project – Aim TBC	Aug 18 – Aug 19	4.0	<ul style="list-style-type: none"> Reliably use the child’s plan to record reason for request for service and impact on outcomes. This would ensure that services understand why additional support is being requested and provide a consistent way of assessing impact across all services. Family Learning are testing whether an intensive programme over 4 months could improve outcomes for families whilst reducing the delay for others. Childminding Service are testing how to engage with Care Inspectorate to enable emergency variations 	Tracey Gervaise – Integrated Children’s Services Group	Revised Project charter to follow date TBC.

Improvement Data



The first phase of this project was undertaken last year and achieved some success in reducing the referral waiting times for family support. The next phase of project aims to improve further and provide a more consistent and reliable service for families.

The project to date has been nominated for a national award at this year’s [Children and Young Peoples Collaborative](#) Improvement event in November.

Children Are Safe and Responsible

Electronic Wellbeing and Resilience Assessment Tool for Young People – 80% Young People self-report improved engagement. 75% Young People, Families & Professionals report improved assessment and planning for young people.	Mar 18 – Aug 18	2.0	<ul style="list-style-type: none"> Test the extent to which the electronic wellbeing assessment tool is welcomed by YP and facilitates sharing their views. Test the extent to which improved assessment and planning for young people improves their outcomes. Test the use of an electronic tool to aide assessment and planning for young people across ICS for a range of purposes. Test the appropriateness of output/data on individual young people from the electronic tool for Secondary Schools to track and evaluate Pupil Equity Fund (PEF) pupils. 	Emma Powell – Integrated Children’s Services Group	<p>NO DATA - Project started in March 18.</p> <p>Regular data required to understand the impact of the changes being made on this project aim.</p>
---	-----------------	-----	---	--	---

Project & Aim	Start-End	Progress Scale	Changes being tested	Project Lead	Discussion Points
Partnership Forum – Improve the universal offer resulting in a 5% reduction in requests for specialist support from Children’s Social Work by August 2020.	May 18 – Aug 20	1.5	<ul style="list-style-type: none"> Collaborative Multi-agency working to enable skills sets and approaches to be shared which increases the capacity of the universal system. Improving referral processes to ensure reduced delay from identification of need to delivery of intervention. 	Eleanor Sheppard – Integrated Children’s Services Group	Project charter to follow date TBC.
Children are Respected, Included and Achieving					
Raising Aspirations – Primary Programme.	May 18 – Jun 18	1.0	<ul style="list-style-type: none"> Working with SDS to improve accessibility and awareness of career related online resources. 	Carol Sneddon – Integrated Children’s Services Group	TO BE REMOVED - The project was not approved by the ICS Board.
Increase representation of Young People’s Views in ICS Strategic Planning.	Jun 18 – Dec 18	1.0	<ul style="list-style-type: none"> Improving accessibility and involvement with the Integrated Children’s Services Outcome Group for young people. Spread the use of a checklist (To assess the extent that the groups currently involve young people. 	Maggie Hepburn ACVO – Integrated Children’s Services Group	Project charter to follow in December.
Improvement Data					
In August 2018, the Respected and Included Outcome Group worked with 3 youth forums/groups of young people to create and test a feedback checklist for having their views heard. Young people provided comments and feedback to improve our mechanisms to have young people’s views heard and these will inform future work around this project.					

PROSPEROUS PEOPLE: People are Resilient, Included and Supported When in Need

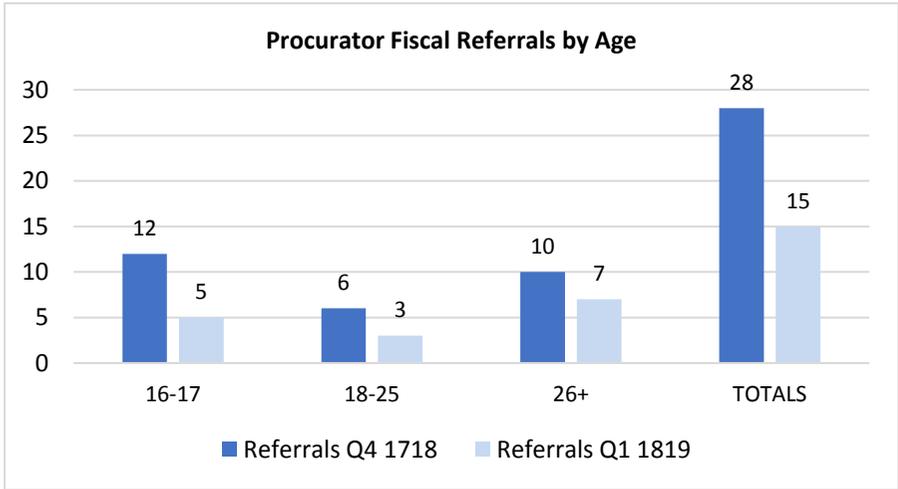
Project & Aim	Start-End	Progress Scale	Changes being tested	Project Lead	Discussion Points
People and communities are protected from harm					
Place Standard Tool: To improve the response of ‘seldom heard’ groups in the use of the Place Standard tool by 10% By December 2018 to better inform planning and understanding of community resilience.	Dec 17 – Dec 18	2.0	<ul style="list-style-type: none"> Digital online survey Targeted focus groups delivered by CPA partners who already work with these groups to maximise existing resource. Research and Information team will provide training to CPA partners who are undertaking focus groups. Community Events will be held to encourage additional quantitative and qualitative feedback (supported by ACC in CPA localities and Community Organisations in other neighbourhoods.) 	Gail Woodcock – Resilient, Included, Supported Group	Project charter to follow date TBC.

Project & Aim	Start-End	Progress Scale	Changes being tested	Project Lead	Discussion Points										
Intergenerational Project – Nursery and Care Homes.	Oct 17 – TBC	1.0	<ul style="list-style-type: none"> TBC 	Gail Woodcock / Susie Downie – Resilient, Included, Supported Group	Project charter to follow date TBC.										
Referral Service at Point of Arrest - To increase the number of referrals to relevant services at point of arrest (Kittybrewster Custody Suite) by 10% by end March 2018.	Jul 17 – Mar 18	2.5	<ul style="list-style-type: none"> Testing referral routes for individuals brought to Kittybrewster Police Custody Suite who are rough sleeping (or at high risk) to Cyrenians Assertive Outreach Service – from week commencing 31st Jan 18. Testing a Housing Drop-in at Kittybrewster – from week commencing 31st Jan 18. Testing a Questionnaire to be left at Custody Suite for completion by police. 	Claire Duncan – Community Justice Group	This project is on hold pending progression by Police Scotland of the pilot of a multi agency 'Hub' at the Custody Suite.										
Improvement Data															
<div style="display: flex; justify-content: space-between;"> <div style="width: 30%;"> <table border="1"> <caption>Housing Drop In Attendance</caption> <thead> <tr> <th>Date</th> <th>Attendance</th> </tr> </thead> <tbody> <tr> <td>Mon 5/02</td> <td>0</td> </tr> <tr> <td>Sun 11/02</td> <td>0</td> </tr> <tr> <td>Sun 4/03</td> <td>0</td> </tr> <tr> <td>Sun 11/03</td> <td>4</td> </tr> </tbody> </table> </div> <div style="width: 65%;"> <p>The Aim of the Project has not been achieved. Four individuals have engaged with the Drop-in during testing to date. There were no individuals identified as sleeping rough, or at risk of doing so, and thus eligible for support by the Cyrenians Outreach Service.</p> <p>The testing of the Questionnaire to be left at the Custody Suite for completion by Police and then passed to the Drop-in for follow up commenced 19 March 2018.</p> </div> </div>						Date	Attendance	Mon 5/02	0	Sun 11/02	0	Sun 4/03	0	Sun 11/03	4
Date	Attendance														
Mon 5/02	0														
Sun 11/02	0														
Sun 4/03	0														
Sun 11/03	4														
Scale up and spread of Support for Families Project - To increase the number of family members of people in HMP Grampian and HMYOI Polmont who feel they received appropriate and timely support from Families Outside, Family Centre & Help Hub, and Alcohol & Drugs Action by 20% by March 2019.	May 18 – Mar 19	2.5	<ul style="list-style-type: none"> Common Questionnaire Awareness-raising session with Prison Booking Line Children’s Feedback Questionnaire Staff awareness raising training. Awareness-raising through distribution of cards. Awareness-raising through distribution of posters. Awareness-raising in Community Justice Bulletin. 	Pam Simpson Manager of Family Centre & Help Hub at HMP Grampian – Community Justice Group	APPROVAL REQUIRED – New Project charter attached.										

Project & Aim	Start-End	Progress Scale	Changes being tested	Project Lead	Discussion Points
<p>Housing First - Increase by 5% the number of prisoners owed a statutory homelessness duty that are suitably rehoused (whether in private sector or social rented sector accommodation) within 6 weeks of release, by May 2018.</p>	<p>Feb 18 – May 18</p>	<p>4.0</p>	<ul style="list-style-type: none"> • Assign Support Worker from prison, prior to release, to work with the prisoner. • Facilitate day release to view and sign up for property. • Steering Group. 	<p>Alana Nabulsi – Support Services Manager – Community Justice Group</p>	<p>Note Progress.</p>
<p>Improvement Data</p> <div data-bbox="165 533 810 1011"> <p>The graph shows that the number of people rehoused within 6 weeks of leaving prison has remained constant at 1 person from January 2018 to April 2018.</p> </div> <div data-bbox="831 533 2134 663"> <p>Tests indicates that our changes have resulted in improvement. The average homeless journey is currently 22.9 weeks. Our aim is to reduce this to within 6 weeks for people leaving prison. During the project three individuals leaving prison were rehoused soon after release, without the need for temporary accommodation. The average length of time homeless people spend in temporary accommodation is 103 days. None of the individuals re-housed to-date has reoffended.</p> </div> <div data-bbox="831 692 2112 743"> <p>Testing continued throughout the duration of this project to ensure that the changes we are making to the system are resulting in lasting improvement.</p> </div>					
<p>Diversion from Prosecution - Increase the number of individuals aged 16 – 25 appropriately diverted from court by 10% by end March 2019.</p>	<p>Apr 18 – Mar 19</p>	<p>2.5</p>	<ul style="list-style-type: none"> • Single point of contact in Police Scotland Aberdeen Division. • Single point of contact in CJSW, Aberdeen City. • Testing Criminal Justice and Social Work Data recording mechanism. • Map of data sharing processes. 	<p>Claire Duncan – Community Justice Group</p>	<p>Note Progress.</p>

Project & Aim	Start-End	Progress Scale	Changes being tested	Project Lead	Discussion Points
---------------	-----------	----------------	----------------------	--------------	-------------------

Improvement Data



The chart highlights an overall reduction in the number of referrals from the Procurator Fiscal from Q4 to Q1.

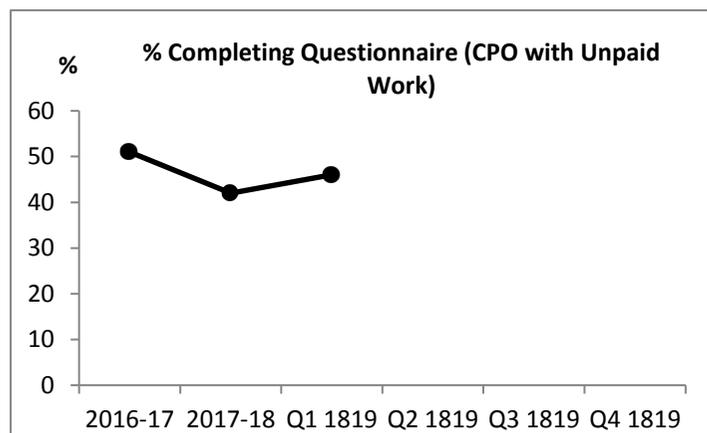
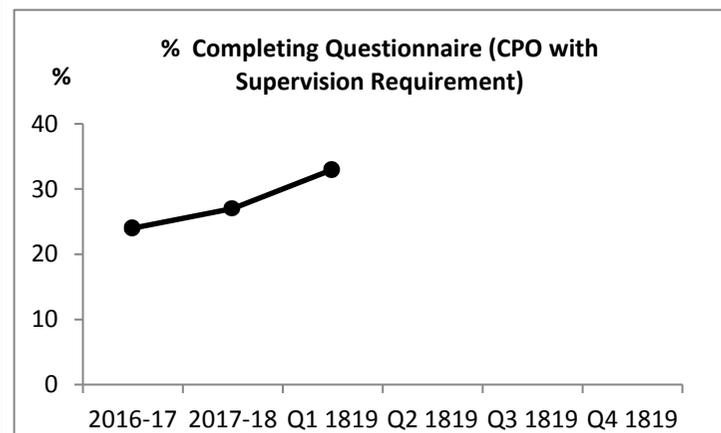
The initial phase of the improvement project is focussing on improving information flows and raising awareness across partners. The next phase will build on this to focus on increasing numbers of referrals.

People are supported to live as independently as possible

<p><u>Quality of CPO's</u> - To increase the % of individuals on a Community Payback Order completing an Exit Questionnaire: i) at the end of their Supervision to 46% and ii) at the end of their Unpaid Work to 65% by end March 2019.</p>	<p>May 18 – Mar 19</p>	<p>2.5</p>	<ul style="list-style-type: none"> • Completion of Supervision exit questionnaires on tablets (Citizen Space) • Audio version of Exit Questionnaires and other accessible forms of seeking feedback – to be investigated. • Procedure put in place for completion of Exit Questionnaires by Youth Team/Children's Services. • Quarterly management info report produced from collated feedback spreadsheet. • Quarterly meetings to review feedback from exit questionnaires (management info report.) 	<p>Val Vertigans, CJ Officer – Community Justice Group</p>	<p>Note Progress.</p>
--	------------------------	------------	---	--	-----------------------

Project & Aim	Start-End	Progress Scale	Changes being tested	Project Lead	Discussion Points
---------------	-----------	----------------	----------------------	--------------	-------------------

Improvement Data



The use of questionnaires continues to be promoted (not all clients agree to provide feedback in this way). In Q1 2018-19, out of 136 clients who successfully completed CPO Unpaid Work, 63 completed an exit questionnaire, and out of 84 who completed Supervision, 28 completed a questionnaire.

The testing of the use of the questionnaire on a tablet continues. Additional tests of change to be planned.

Employability Pipeline - 10 individuals (in total) who are on a custodial sentence, CPO Supervision or Diversion from Prosecution are being supported to make progress on the Employability Pipeline by March 2019.	Feb 18 – Mar 19	3.0	<ul style="list-style-type: none"> • Training/awareness-raising events for statutory partners and other employer's. • Initial Assessment Form • Flyer for Individuals • Briefing note for Employers 	Allister Purdie – Scottish Prison Service – Community Justice Group	Note Progress.
---	-----------------	-----	---	---	----------------

Improvement Data

Pathways for individuals (Data up until 21 st August 2018)		
	Criminal Justice Social Work	Scottish Prison Service
Participants Identified	10	3
Project Initial Assessment Form completed	5	3
Referral on to Job Centre Plus (Lead Professional)	5	2
Engagement ceased	2 x entered employment 2 x personal situation changed (1 to be reviewed at later date) 1 x moved away	1 x to be deported 1 x contact lost (Throughcare Support Officer actively pursuing)

Engagement with Employers:

- Input at 6 employers' events including one organised specifically (22/2/18)
- 8 out of 9 statutory partners have identified single points of contact – workshop planned for end Sept

Project & Aim	Start-End	Progress Scale	Changes being tested	Project Lead	Discussion Points
Care Home Links Project - reduce social isolation using digital connectivity called 'Care Home Links.	Aug 18 – TBC	1.0	The project looks to train staff and residents by an Apple technical support team and introduce iPads for recreation and communication to decreased feeling of social isolation and loneliness in care homes.	Gosia Duncan, Scottish Care – Resilient, Included, Supported Group	Project charter to follow date TBC. Note the start of this project has been delayed while Apple confirm training dates.
Aberdeen Links - Link worker Project – Aim TBC.	Apr 18 – Jul 19	1.5	<ul style="list-style-type: none"> Embed a Link Practitioner into the primary care team to implement a person-centred, non-medical model by providing a service that is responsive to the needs and interests of the practice population. Support the existing wider practice team to adopt a Link Working approach by establishing linkages with local community and third sector resources. 	Jenny McCann, Community Links Development Manager	Project charter to follow date TBC.
Sustainable Demand Responsive Transport - By 1st April 2019 we will reduce unmet demand for demand responsive transport for Aberdeen City residents from 17% of total requested journeys to under 10%.	Oct 18 – Apr 19	1.0	<ul style="list-style-type: none"> Test the impact of a patient centred appointment booking system (tests have been completed recently within a different project but the impact of this has yet to be demonstrated); Test the impact of more clinic activity being completed remotely (sexual health services have had recent success in this area). The project will also test changes to work with existing providers within the system to improve service efficiency in order to increase capacity within the system. 	Stephen McNamee – Resilient, Included, Supported Group	APPROVAL REQUIRED – New Project charter attached.

PROSPEROUS PLACE: Empowered, Resilient and Sustainable Communities

Project & Aim	Start-End	Progress Scale	Changes being tested	Project Lead	Discussion Points
Safe and resilient communities					
Community Resilience Plans - To support three housing communities to develop their own community resilience plan by Dec 2018.	Mar 18 – Dec 18	1.0	<ul style="list-style-type: none"> Local adaption of Scottish Government Toolkit for communities in Aberdeen Develop 'Ready Grampian' website to promote community resilience and provide more information. Hold community events in defined test areas. Grab Bags for new community groups (Bags for new community groups – yellow waistcoats, foil blankets, torches, wind up radios.) Building community resilience networks between existing groups e.g. neighbourhood watch through an event. 	Dave McIntosh – Sustainable City Group	NO DATA - Project started in March 18. This Project will be reviewed as part of the refreshed LOIP priorities and feedback from the Taking Stock event.
People friendly city					
Food and Fun - Increase provision of free meals during school holidays to	Jul 18 – Apr 19	3.5	<ul style="list-style-type: none"> The Council work with CFINE to utilise fair share food in the programme, likewise other organisations and businesses who may provide free or discounted food for the programme. 	Martin Smith – Locality Manager	Note progress.

Project & Aim	Start-End	Progress Scale	Changes being tested	Project Lead	Discussion Points
children by delivering 10,000 meals during 2018/19.			<ul style="list-style-type: none"> We will organise and deliver Food and Fun programme with partners in priority Localities where there is insufficient delivery by community groups. We will support communities to develop their capability and capacity to deliver programmes in the future. Community groups providing activities shall be invited to take children to schools in priority localities where food will be prepared. Aberdeen City Council has allocated £50,000 in 2018/19 for the provision of free meals. Community groups/social enterprises will be invited and supported to seek grants to deliver free food and activities. Provide welfare advice type services alongside the programme. 		
<p>Improvement Data</p> <p>In the 2018 summer holidays over 8,500 free meals were provided to children from 4 schools in the city. An additional 700 meals were provided directly by community groups in Woodside and Middlefield.</p> <p>Over 400 children attended the food and fun sessions, averaging 11 attendances each over the 30 day period, with high levels of satisfaction. Planning for October holidays is underway and will include increased targeting of participants.</p> <p>This project is concerned primarily with easing the effects of food poverty but it is also concerned with improving social interaction and giving children opportunities to engage in learning and sport. This project was jointly resourced by community planning partners – ACC, Sport Aberdeen and CFINE but many other organisations also contributed resources towards food and activities including Fairshare, the Science Centre, Citizen’s Advice and Cash in Pocket.</p>					
Eco Schools Green Flag Parks Project.	TBC	1.0	<ul style="list-style-type: none"> TBC 	TBC	Project charter to follow date TBC.
Aberdeen School Garden Project - To increase 'garden-time' for Aberdeen's primary school children, in the localities, by an average of 1 hour per child by end of 2019.	Oct 17 – Dec 19	4.0	<ul style="list-style-type: none"> Create 3 school gardens in three primary schools. One in each locality. Each class has a one hour dedicated session on garden related activities every week. Install pilot 'Edible Green Walls' in four primary schools by March 2018. Develop a methodology for engaging with schools and teachers which is locally relevant. Develop and deliver age-appropriate, garden-centred lessons which strongly link to the National Curriculum. Develop and deliver CPD sessions for teachers as required. Develop links to the Eco-Schools Scotland initiative to facilitate more schools achieving Green Flag status. Specialist visits to talk to classes about gardening. Class competition for garden logo & name to encourage participation. 	Bob Donald, One Seed Forward – Sustainable City Group	Note progress.

Project & Aim	Start-End	Progress Scale	Changes being tested	Project Lead	Discussion Points
Improvement Data					
<p>The School Gardens project has now concluded, creating 3 school gardens in Bramble Brae, Woodside and Tullos primary schools. 140 pupils took part, leading to 4000 hours of garden-time exceeding our project aim. Additionally over 100kg of produce was grown from 25 different crops. 50 volunteers contributed over 200 volunteering hours strengthening relationships with communities and developing ownership and pride. Aberdeen Foyer, Men's Shed and Aberdeen Drug Action also supported the project.</p> <p>A number of resources and recommendations have been created from the project to help maintain engagement and participation of schools and communities, including activity visits, use of social media, community events and other publicity. A stated aim of the project was to create an educational programme and materials linked to the Curriculum for Excellence that can be rolled out to other schools and these have been developed. Support and practical experience is needed to help teachers gain confidence and this is a key consideration in spreading this project.</p> <p>Specific recommendations included in the final project report need to be considered by the Sustainable City Group in partnership with others to develop firm proposals for spreading this beyond the 3 pilot sites.</p>					

DIGITAL CITY: Creating A Digital Place

Project & Aim	Start-End	Progress Scale	Changes being tested	Project Lead	Discussion Points
Digital Connectivity					
Improve connectivity to support multi-agency working by Implementing a public sector wireless roaming network (Govroam)	Aug 18 - TBC	1.0	<p>This work will aim to increase the number of organisations and partners implementing Govroam to support Multi-agency work. Aberdeen City Council and NHS Grampian are currently implementing and are in the testing phase.</p> <p>Govroam allows staff and visitors seamless roaming internet access across multiple public-sector locations.</p>	TBC	NEW – project charter to follow date TBC.
Data					
None					
Digital Innovation					
None					
Digital Skills and Education					
None					

WORKING WITH COMMUNITIES: Engagement, Participation and Empowerment

Project & Aim	Start-End	Progress Scale	Changes being tested	Project Lead	Discussion Points
Participation Requests - Satisfactory Conclusions - 100% of all Participation Requests received are seen through to a Satisfactory Conclusion by all Participants.	Feb 19 – Dec 19	1.5	<ul style="list-style-type: none"> • Creation / commissioning proposal of Online Sharing Platform, to support communities and staff across CPA to get involved. • Engagement Sessions with communities and facilitate Staff Training Events. • Creation a Toolkit for Staff and key Community Groups. • Coordinate a marketing programme to be supported by all Community Planning Aberdeen Partners, using the Communications & Promotion materials to raise awareness of Participation Requests. • Community Events / Roadshows / Workshops, focusing on communities where there is greatest need and where can be greatest benefit from increasing knowledge and understanding. • Identify which communities will benefit most from this initial step by bringing together information included in: Local Outcome Improvement Plan Strategic Assessment, Place Standard Tool responses during Local Development Plan, Strategic Development Plan, Community Learning & Development, Communities Teams, City Voice questionnaire, ACHSCP Locality Plans and other Partner measurement tools. In particular, taking into account where is currently the lowest amount of 'Influence and Sense of Control' reported by communities and can benefit most from improvement. • Creation of short video to explain what Participation Requests are, how they work and what they can achieve. • Develop case studies to promote and explain in a practical way with examples. 	Jonathan Smith - Chair of Civic Forum, Vice-Chair of CEG	APPROVAL REQUIRED – New Project charter attached.

NEW PROJECT CHARTERS

Improvement Project Title: Furthering community involvement in the community benefits process

Executive Sponsor (Chair of Outcome Improvement Group): Matt Lockley

Project Lead: Lori Manson

Aim statement (What are we trying to accomplish? Over what time? Numerical target for improvement?)

Secure the active engagement of 10 community organisations in the design of community benefits by the end of June 2019.

Link to Local Outcome Improvement Plan (LOIP):

The implementation of this Improvement Project will further the Inclusive Economic Growth priority as identified in the LOIP under the Aberdeen Prospers theme. More specifically, the Project will focus on the achievement of the outcomes below, most of which can be addressed through the inclusion of community benefit clauses within public sector contracts.

Primary Drivers	Secondary Drivers	Improvement Outcomes				Lead Partners	
		Improvement measures and aims	Baseline	17/18	20/21		26/27
We will significantly improve the city through regeneration of our communities and ensuring a vibrant economy	Develop and implement Locality Plans for those communities experiencing socio economic disadvantage	Improve neighbourhood local statistics on employment, educational outcomes and health in Aberdeen City areas	TBC	+1%	+3%	+5%	Aberdeen City Council ACVO Health and Social Care Partnership NHS Grampian
		Reduce the gap between these areas and the rest of Aberdeen	TBC	-1%	-2%	-3%	
		Increase take up of Employment related services in these areas.	TBC	+1%	+3%	+5%	Police Scotland Scottish Fire and Rescue Service
		Increase no of employers paying the Living Wage	TBC	+5%	+25%	+50%	
		Reduce no of low-skilled, low-paid people in insecure employment	TBC	-	-5%	-10%	
		Reduce % of children in living in poverty	TBC	-	-5%	-10%	

This Project will also deliver against the action identified in the Regional Economic Strategy: “We will work to embed the use of targeted recruitment and training clauses in our procurement strategies to ensure those areas with higher levels of economic inactivity can access skills/ training opportunities from public sector investments.” It will do this by improving procurers’ awareness of community needs, thus informing the design of community benefit clauses and making them as relevant as possible for beneficiary communities.

How does this support prevention and early intervention? (Benefit to clients/ stakeholders/ residents? Are costs reduced now or in the future by addressing this issue?)

Community benefits clauses, when included within contracts or framework agreements, require the successful bidder to deliver some form of social, economic or environmental benefit in addition to the core purpose of the contract. Provided requirements remain proportionate and relevant to the contract they are associated with, there are a variety of themes that can be addressed as shown in the table below.

Improve (Wellbeing)	Promote	Facilitate (Involve)
Social	Innovation	SMEs
Economic	Equalities/reduce inequality	3 rd Sector organisations
Environmental	Ethical trading and social justice	Supported Businesses
Health	Fair Work Practices/The Living Wage	Prompt Payment throughout the supply chain
Food poverty/fuel poverty/energy efficiency	Resource efficiency and the circular economy	Community engagement and community empowerment; community projects
Air quality/reduction of harmful emissions/reduction of waste and packaging	Education; employability and skills training	Collaboration and collaborative working

This project will look to improve how communities participate with the process and how their input shapes the content of community benefit clauses. Intelligence contributed by communities will ensure requirements sought are aligned with local need and wherever possible, opportunities to build on existing initiatives are maximised.

Measures: (How will we know if a change is an improvement?)

Outcome measures

- No. of community benefit suggestions logged from communities
- No. of community benefit offers matched with a community need
- Positive take up of community benefit opportunities and subsequent outcomes
- Locality based outcomes – employment and training; social and environmental
- Customer (i.e. community group engaged) satisfaction

Process measures

- Frequency of meetings of pilot project group
- Pipeline of potential public sector contracts that the co-design approach could be applied to
- % of community proposals converted into agreed community benefit options

Balancing measures

- Reputation- communities’ expectations about what is deliverable within the contractual framework will need to be managed
- Efficiency- the resource required to finalise the tender documents and the costs being submitted by contractors should be monitored to ensure the inclusion of community benefit requirements is not having a detrimental effect on price

Change ideas (What can we do that will result in improvement?)

- Establishment of community co-design pilot project group
- Identification of public sector contract that pilot could work with
- Incorporation of co-designed benefits into a contract
- Develop a platform where community ‘needs’ and community benefit ‘offers’ can be shared and matched

- Communications plan with other public sector partners to assess baseline of their community benefit activity and identify partner organisations that are interested in the initiative
- Community Planning Aberdeen Management Group (or Board) to host a mini-conference on community benefits to seek wider commitment to the approach

Potential Barriers

- Contracting organisation buy-in to the concept / initiative
- Lack of consistency across public sector partners
- Lack of take up of community benefits by community groups / residents
- Visibility of procurement pipeline and future opportunities

Project Team:

Lori Manson, Economic Development
 TBC Aberdeen City Council colleagues-Procurement, Communities?
 Joyce Duncan, ACVO
 Lavina Massie / Jonathan Aitken, Civic Forum

Improvement Project Title:

Enhancing employer brokerage

Executive Sponsor (Chair of Outcome Improvement Group):

Matt Lockley

Project Lead:

Kirsty Jarman

Aim statement (What are we trying to accomplish? Over what time? Numerical target for improvement?)

Increase the number of people entering employment from six skills academies within 13 weeks of completion to 40% by September 2019.

Link to Local Outcome Improvement Plan:

The Local Outcome Improvement Plan has a primary measure and underlying improvement aims for Inclusive economic growth – “A skilled workforce for the future that provides opportunities for all our people”

Primary Drivers	Secondary Drivers	Improvement measures and aims
We will ensure there is access for all employers to qualified labour	Address skills shortages in key sectors including public services and health sectors as identified in the Regional Skills Strategy	Reduce proportion of employers reporting skills shortages by occupation

- Develop the people and skills necessary to deliver economic development
- Ensure access for all employers to qualified labour by addressing skills shortages

How does this support prevention and early intervention? (Benefit to clients/ stakeholders/ residents? Are costs reduced now or in the future by addressing this issue?)

Although we already gather data from the local labour market regarding current and future skills shortages and use this information to develop sector based skills academies (SBWAs), the percentage of course completers recruited by local employers remains low – between 12% and 21% of DWP customers completing SBWAs went into work within 13 weeks of completing their courses in 2017/18 and, of these, an average of 14% entered the sector in which they had received the training.

By taking a more targeted approach and increasing the input and commitment from local employers to ensure that the training meets their requirements in terms of content and application criteria, we aim to increase employment rates, reduce the skills gap and reduce the time customers spend on benefits.

Measures: (How will we know if a change is an improvement?)

Outcome measures

- Number of local employers committing to input into training
- Number of successful course completers being offered a guaranteed interview by a local employer
- Number of successful course completers entering employment within 13 weeks of the course ending
- % of successful course completers entering employment within the academy sector

Process measures

- Number of additional employer-led sector based work academies run
- Feedback from existing / previous training participants regarding barriers faced
- Targeted use of sector-based skills training
- Alternative application processes tested

Balancing measures

- Demand from employers might exceed availability of training budgets
- Lack of take-up from unemployed people could result in employers disengaging from the process

Change ideas (What can we do that will result in improvement?)

- Employer focus groups to identify skills shortage reporting mechanisms and encourage input into training development
- Trial different types of employer engagement in the design and delivery of skills training
- Encourage new and existing businesses to consider Work Experience placements to increase the skills of jobseeking adults

- Utilising Community Benefit Clauses to encourage employer engagement and input into training
- Creation of a recognised mechanism for local employers to share information regarding skills shortages
- Collaboration between employers within key sectors to agree training priorities and utilise training courses as part of their recruitment process where a skills shortage has been identified
- More defined engagement between local employers and training procurers, e.g. DWP, SDS

Potential Barriers

- Engaging local employers to “buy into” the process
- Resources – securing appropriate funding
- Promoting the employment opportunities within the sectors where skills shortages have been identified as positive career choices

Project Team:

Kirsty Jarman, DWP
 Lori Manson, ACC
 Ishbel Lavery, Lead Contact, ACC
 SDS Rep
 Elevator Rep
 Aberdeen Inspired rep
 FSB Rep
 Aberdeen Chamber of Commerce Rep

Improvement Project Title:

Wider Support for Families

Executive Sponsor (Chair of Outcome Improvement Group):

Angela Scott, Chief Executive, Aberdeen City Council

Project Lead:

Pam Simpson, Manager, Family Centre & Help Hub, HMP Grampian

Aim statement (What are we trying to accomplish? Over what time? Numerical target for improvement?)

To increase the number of family members of people in HMP Grampian and HMYOI Polmont who received appropriate and timely support from Families Outside, Family Centre & Help Hub (Action for Children), and Alcohol & Drugs Action by 20% by March 2019. (Baseline to be gathered using a Common Questionnaire)

Link to Local Outcome Improvement Plan:

The primary Community Justice driver in the CPA LOIP is: “Effectively managing and supporting people in the Criminal Justice System to reduce the likelihood of their reoffending and improve outcomes for these individuals, their families and communities”. Additional activities in the underlying Delivery Plan include: “Joint working arrangements are agreed in relation to support for families of people involved in the Criminal Justice System”.

Business case (Benefit to clients/ stakeholders/ residents:? Are costs reduced now or in the future by addressing this issue?)

Families caught up in the Criminal Justice System face a process of grief and stress throughout the course of arrest, trial, and imprisonment and release. They often have difficulty getting the information and support they need to make them feel in control during periods of crisis and stress. An estimated 20,000 children each year in Scotland are separated from a parent by imprisonment. This means that each year more children in Scotland experience a parent's imprisonment than a parent's divorce. (Scottish Government Justice Analytical Services 2012, extracted from SPS Prisoner Survey). Providing support for family members, and promoting positive family relationships, can impact on levels of reoffending, and on future outcomes for children.

Data from the previous 'Support for Families' project, which finished at end March 2018, showed that the improvement activity had led to the achievement of the Aim of the project (To increase the number of family members of people in the Justice System in Aberdeen receiving support from Families Outside by 100% by end March 2018). This project aims to upscale and widen improvement activity to increase support for families earlier in the Justice System and to wider services, including the use of multi-agency awareness-raising sessions, and cards/posters to advertise support available. Other Change Ideas are innovative in taking a collaborative approach across three key partners.

Measures: (How will we know if a change is an improvement?)

Improving Outcomes

- Numbers of family members of individuals in HMP Grampian and HMYOI Polmont indicating they received appropriate and timely support from three key partners (*using Common Questionnaire*)
- Number of family members experiencing improved outcomes as a result of support received

Awareness-raising

- Number of multi agency training/awareness raising sessions/ Numbers attending multi agency training sessions
- Numbers of services disseminating leaflets/posters/cards
- Numbers of helpline contacts received by three key partners (from i) family members & ii) professionals)
- Number of family members of people detained in HMP Grampian and Polmont receiving support prior to first visit – actual or virtual
- Number of family members receiving support/information at point of arrest and Court
- Numbers of views of YouTube clip (Likes, Shares, etc)/Number of organisations hosting YouTube channel link

Focus on Children and Young People

- Number of children feeling less anxious about a prison visit as a result of an intervention (eg YouTube clip, support from professionals)
- Number of children of prisoners (including Looked After Children) experiencing improved outcomes (*Families Outside to measure this?*)

Collaborative Working between 3 key agencies

- Number of referrals/signpostings between three key partners (*process/data measurement mechanism to be agreed*)
- Numbers of staff from three key partners feeling confident to refer individuals on to the other key partners

Change ideas (What can we do that will result in improvement?) (*ie new/innovative ways of working*)

Awareness-raising

- Regular multi agency training sessions provided by three key services (including focus on Police, Health Visitors, Education and Community Development staff, Aberdeen Bar Association, & G4S)
- Regular specific training for prison staff, including Booking Line and peer mentors, with particular focus on giving info to family members with children
- Leaflets/posters/cards including information about three key agencies (including QR Code on leaflet (can be scanned by smart phones))
- Poster at bus stop outside Court & on back of Court toilet doors
- Pop-up banner – 3 key services – in Atrium at Court, at High Court, at prison, etc
- YouTube channel/clips about family issues/support
- Role of solicitors (*to be developed*)
- Role of Police/Referral at point of arrest (*to be developed*)

Focus on Children and Young People

- Mechanism for improving support/links in relation to LAC (*to be developed*)
- Appropriate pre- and post-visit feedback mechanism for children
- Further Ideas to be developed, based on feedback from children/young people

Collaborative Working between 3 key agencies

- Common questionnaire (Survey Monkey?) for use across 3 key agencies
- Inter partner referral protocol (ie to/from 3 key agencies)
- Joint regular staff awareness training/practitioner sessions (3 key agencies)

Potential Barriers and Considerations:

- Resourcing for promotional material
- Potential lack of buy-in/engagement from staff who don't think this is part of their agenda (*being addressed by targeting of awareness-raising sessions*)
- Ensuring compliance with GDPR/information sharing requirements
- There are prisoners based in other prisons – this project is prioritising families of young people in Polmont, and prisoners in HMP Grampian (Potential for the learning to be upscaled/spread)

Project Team:

Pam Simpson, HMPG Family Centre
Lindsay Jessiman, Families Outside
Cat Govan, ADA
Susan Morrison, ACVO
Christine McLean, CFine

Fiona Hendry, Scottish Courts & Tribunals Service
Amanda Montgomery, Police Early Intervention Worker
Gill Strachan, Priority Families

Stephen Gray, SPS Vicky Stables, Police Scotland Martyn Styles, Family Member Gary Dawson, SHMU Rioghach Armstrong, Apex Val Vertigans, Community Justice Officer	Liam McAllister, Aberdeen Bar Association Dave Black, GREC Lorissa Gordon, Virtual Head Teacher Rep from Aberdeen Children & Families Social Work Rep from Criminal Justice Social Work
--	--

Improvement Project Title: Sustainable Demand Responsive Transport
Executive Sponsor (Chair of Outcome Improvement Group): Sandra Ross
Project Lead: Stephen McNamee
<p>Aim statement (What are we trying to accomplish? Over what time? Numerical target for improvement?)</p> <p>By 1st April 2019 we will reduce unmet demand for demand responsive transport for Aberdeen City residents from 17% of total requested journeys to under 10%, with the global aim of being able to meet all requests for transport. (Currently there are an average of 7,000 requests per year and an average of 6,000 journeys completed)</p> <p>This will be achieved by working across the whole system in two ways:</p> <ul style="list-style-type: none"> • By working with health and social care partners on reducing the number of journeys required to be undertaken within the system. <p>By working with transport providers within the system to make it more efficient and increase the number of journeys available.</p>
<p>Link to Local Outcome Improvement Plan:</p> <p>This project links directly to the Prosperous People theme of the LOIP and specifically to achieving the primary driver:</p> <p><i>People are supported to live as independently as possible</i>– people are able to sustain an independent quality of life for as long as possible, and are enabled to take responsibility for their own health and wellbeing.</p> <p>In providing improved access and increased (appropriate) access to this targeted transport resource we are supporting people to continue travelling independently whilst accessing vital health and social care appointments, supports and opportunities.</p>
<p>Business Case (Does this support prevention and early intervention? Benefit to clients/ stakeholders/ residents? Are costs reduced now or in the future by addressing this issue? What published research can you draw on as evidence?)</p> <p>Demand Responsive Transport (DRT) is a term describing a pre-booked door-to-door transport service for individuals who aren't unwell enough to require transport from Scottish Ambulance Service but are not well or mobile enough to utilise public transport. We know this is a problem with servicing demand for DRT as we record the number of completed and denied journeys.</p>

Currently there are over 6,000 journeys completed for Aberdeen City residents making their way to health or social care destinations but annually there are 7,000 requests for DRT meaning there is an unmet demand of around 1,000 journeys. If we can reduce the number of journeys required and/or increase capacity within the existing system by 1,000 a year we should be able to meet the needs of the city based on current demand. The impact of doing nothing is that there will be people who need to access transport to health and social care appointments but can't, thereby potentially reducing their overall health and wellbeing.

As well as aligning with the LOIP, the aim fits well with the strategic vision of ACHSCP as there is a commitment to ensuring people can access supports and services closer to their home and also early interventions and supports that are preventative in nature.

The expected impact is primarily that everyone requiring transport by DRT will be able to have their journey completed. Secondary impacts are:

- a reduced number of requested journeys;
- an increased number of outpatient appointments completed using Telehealth or technology;
- an increased number of activities completed in non-health or council owned venues;
- an increased number of self-selected appointment slots;
- an increased number of activities or programmes completed end-to-end between 10am and 2pm thereby allowing use of other vehicles that are under-utilised at these times.

The timescale is realistic as I will segment the whole system into subsections and run improvement cycles in small defined areas prior to scale up of improvements.

Measures: (How will we know if a change is an improvement?)

Work is ongoing with the project team to identify further measures, however early measures are:

Outcome

% of demand responsive transport requests which are not completed.

Process

Number of requests for demand responsive transport broken down by destination.

Number of denied requests for demand responsive transport.

Number of appointment slots completed by telephone or TEC

Number of appointment slots selected by patient

Balancing

DNA rate for affected outpatient clinics

Change ideas (What can we do that will result in improvement?)

The project will work with identified outpatient clinics to test two things:

- The impact of a patient centred appointment booking system (tests have been completed recently within a different project but the impact of this has yet to be demonstrated);
- The impact of more clinic activity being completed remotely (sexual health services have had recent success in this area).

The project will also work with existing providers within the system to improve service efficiency in order to increase capacity within the system.

As is analysis currently being undertaken.

Initial system discovery tasks already planned or underway are:

- Collect data on current journey demand and completion
- Causal Loop mapping
- Process mapping of booking office for transport
- Mapping of eligibility for transport
- Gathering data on identified clinic attendance and DNA rates
- Setting up improvement teams in identified outpatient teams
- Survey of existing customers to gauge acceptability and potential impact of proposed solutions

Potential Barriers

1. The aging demographic nationally and the continuing increase in the number of people living at home with complex and multiple conditions will present a challenge.
2. This challenge is a risk in terms of its potential to overwhelm the entire system but this improvement project is also an action to monitor and manage the risk. In fact the avoidance or the potential of the whole system becoming overwhelmed by demand is a key strategic driver behind this improvement work.
3. There is a risk that cultural resistance new ways of working may present barriers to effectively to using technology to conduct clinic activity.
4. There is a risk that the age profile of demand responsive transport customers will not lend itself to maximising the benefits of using TEC to conduct appointments.

Project Team:

The project team will consist of members of the Access to Health and Social Care subgroup of the Grampian Health Transport Action Planning Group. It is intended that a customer panel is established and representatives are welcomed onto the project team.

Stephen McNamee, Aberdeen City Health & Social Care Partnership

Andrew Stewart, HTAP Programme Manager

Rab Dickson, NESTRANS

Kelly Wiltshire, NESTRANS

Christina Cameron, Programme Manager, NHS

Andrew Garden, NHS GRAMPIAN IT

Caroline ANDERSON, NHS GRAMPIAN, Mental Health

Richard McKenzie, Aberdeenshire Council (THInC)

Christopher Cormack, Aberdeen City Council Public Transport Unit

Gordon Rough Aberdeen City Council Public Transport Unit

Marion MacKay Aberdeenshire Council Public Transport Unit

Derek Young, Community Transport Association (Scotland)

John Scott McCulloch, SCOTTISH AMBULANCE SERVICE

Daniel Laird, Stagecoach Bus

<p>Improvement Project Participation Requests – Satisfactory Conclusions</p>
<p>Executive Sponsor and Project Lead Darren Riddell, Chair of the Community Engagement Group</p>
<p>Project Lead Jonathan Smith, Vice-Chair of Community Engagement Group</p>
<p>Aim statement (What? By how much? By when?) 100% of all Participation Requests received being seen through to a Satisfactory Conclusion by all Participants by December 2019.</p>
<p>Link to Local Outcome Improvement Plan and Localities Plans Extract from the LOIP (2016 – 2026): <i>'Effective engagement with people and communities about how local services are planned and delivered is integral to how we will deliver this plan. We will finalise our Community Empowerment, Engagement and Participation Strategy to ensure the Partnership is united in its approach to working with people to help them achieve their aspirations for our communities.'</i> (pg. 59)</p> <ul style="list-style-type: none"> Community Planning Aberdeen - Local Outcome Improvement Plan: 2016 - 2026 https://communityplanningaberdeen.org.uk/aberdeen-city-local-outcome-improvement-plan-2016-26/ The 'Community Empowerment, Engagement and Participation Strategy', as developed by the Community Engagement Group https://communityplanningaberdeen.org.uk/community-engagement-group/engagement-participation-empowerment-strategy/
<p>Business case The Community Empowerment (Scotland) Act 2015 legislates for the right of Community Bodies to make participation requests of all Public Service Authorities, effectively making the ability of co-production a right under the law.</p> <p>Community Planning Aberdeen, its Partners and the communities of Aberdeen will benefit from a clear process that increases knowledge and understanding, leading to improved quality of experience and successful outcomes as a result.</p> <p>Strengthening collaboration, co-design and co-delivery between Community Planning Partners and communities lead to more effective services that are also more efficient. There is also evidence that successful examples of this kind of collaboration leads to greater sense of empowerment and satisfaction of services and outcomes.</p> <ul style="list-style-type: none"> Report on the Future Delivery of Public Services – The Christie Commission www.gov.scot/Publications/2011/06/27154527/0 Community Engagement to Reduce Inequalities in Health: A Systematic Review, Meta-Analysis, and Economic Analysis - O'Mara-Eves A, Brunton G, McDaid D, Oliver S, Kavanagh J, Jamal F, et al. https://www.journalslibrary.nihr.ac.uk/phr/phr01040/#/abstract SCDC (Scottish Community Development Centre), Overview of Community Empowerment Act. http://www.scdc.org.uk/what/community-empowerment-scotland-act

Change ideas (What can we do that will result in improvement?)

- Currently, the general point of contact is CommunityPlanning@aberdeencity.gov.uk and the Community Planning Aberdeen website also provides contact information for each public authority in Aberdeen for participation request purposes.
- Develop / Build on Online Sharing Platform, to support communities and staff across CPA to get involved. Including: Flow Chart of process, short videos explaining what is involved, case studies and examples.
- Engagement Sessions with communities which all CPA partners can contribute to.
- Toolkits for Staff and for Community Groups - Plain English will be used when developing toolkits and promotional materials to ensure they are clearly understandable
- Facilitate Staff Training Events.
- There will be a particular focus on engaging with those who experience life within the 9 Protected Characteristics, as defined by the Equality Act 2010 and individuals and groups who experience socio-economic inequality.
- There will also be an effort toward ensuring that hard copies are available of any materials produced and all efforts made to secure support for anyone who needs materials in an alternative format (translation, braille, etc) to ensure that everyone across the city can engage with Participation Requests.

Measures (How will we know if a change is an improvement?)Primary outcome measure

1. Increase in Satisfactory Conclusion % of Participation Requests submitted to Public Service Authorities, as part of Community Planning Aberdeen.
2. Increase in number of formal and informal enquiries about Participation Requests made to individual Partner contacts and to the Community Planning Aberdeen.

Process measures

- a) The Percent % of Satisfactory Conclusions reported by both Community Participation Bodies and Public Service Authorities as part of Community Planning Aberdeen
- b) The Percent % of positive feedback of the Participation Request experience, reported by both community and Public Service Authorities as part of Community Planning Aberdeen.
- c) The Volume / Number of enquiries made to Community Planning Aberdeen Partners, in regards to Participation Requests

Following the data and numbers alone will not be meaningful in its own and must be accompanied by qualitative feedback from both communities (including Community Participation Bodies) and Public Service Authorities (including individual personnel) who are taking part.

Evidence, Accountability and Transparency

All information will be made available and shared with the Community Planning Aberdeen Board each year, for inclusion to the Annual Report and with the Management Group periodically (on average, every 2 - 3 months) for progress updates.

Potential Barriers (What are the barriers to you making these changes)

- This Project will require all Community Planning and Public Service Authority Partners to:
 - Promote Participation Requests through identified channels
 - Make personnel available, and support them in engaging with communities to take part in Participation Requests

- Follow the progress of Participation Requests, and share updates on developments
Share information on inquiries made and Participation Requests received with the Community Engagement Group.
- Making these changes could require institutional change within Public Service Authorities who are part of Community Planning Aberdeen, and a concerted focus will be required to achieve this.
- A large volume of Participation Requests could be received which could make a large resource demand of the Public Service Authorities receiving them.
- Equally, a low number of Participation Requests could be received, which could be interpreted as lack of interest, lack of support available to, or low confidence by communities in making requests.
- There is a risk that Participation Requests could be perceived as a competitive process which challenges Public Service Authorities as a last resort of desired change.
- It is therefore even important that we promote this as a positive, collaborative and most importantly welcome process.

Project Team:

Darren Riddell, Group Manager, Scottish Fire and Rescue Service
 Dave Black, General Manager, Grampian Regional Equality Council
 Linda Clark, Team Manager, Communities Partnerships, Aberdeen City Council
 Joyce Duncan, Chief Executive, ACVO
 Karen Finch, Community Council Liaison Officer, Aberdeen City Council
 Elsie Manners, CPA
 Anne McKenzie, AHP Sector Lead, NHS Grampian
 Jonathan Smith, Chairperson, Aberdeen Civic Forum

Further consultation with:

Simon McLean, Aberdeen Community Council Forum
 Arthur Forbes, Aberdeen Civic Forum

CHALLENGE QUESTIONS

To support effective scrutiny of the outcome improvement projects, it is recommended that CPA members and staff use the following challenge questions.

- 1) Is the project aim specific and clear about what we are trying to accomplish?
- 2) Is there a sound business case? Should we be doing this project? Does it support prevention and early intervention?
- 3) Is it likely that the changes being tested will achieve the aim?
- 4) Will the measures show us whether a change is an improvement?
- 5) Are the right people involved in this project?

GROUP & PROJECT PROGRESS SCALE:

1.0	Forming as an Improvement Group Group has been formed; target population identified; aim determined and baseline measurement has begun.
1.5	Planning for Improvement has begun: clear project charter in place Group is meeting, discussion is occurring. Plans for improvement have been made.
2.0	Activity, but no changes Group actively engaged in development, research, discussion but no changes have been tested.
2.5	Changes tested, but no improvement Components of the model being tested but no improvement in measures. Data on key measures are reported.
3.0	Modest improvement Initial test cycles have been completed and implementation begun for several components. Evidence of moderate improvement in data.
3.5	Improvement Some improvement in outcome measures, process measures continuing to improve. PDSA test cycles on all components. Evidence of moderate improvement in process measures.
4.0	Significant improvement Most components of the change package are implemented for the population of focus. Evidence of sustained improvement in outcomes measures, halfway toward accomplishing all of the goals. Plans for spreading the improvements are in place.
4.5	Sustainable improvement Sustained improvement in most outcome measures, 75% of goals achieved, spread to a larger population has begun
5.0	Outstanding sustainable improvement All components of the Change Package implemented, all goals accomplished, and spread is underway.

Contact details

Guy Bergman
Performance & Improvement Officer
Tel: 01224 52 2367
Email: gbergman@aberdeencity.gov.uk

Date of report: 23 November 2018