# Keeping Implementation on Track

## Questions to help commissioners and service providers during implementation

### Stage 1
Exploring & Preparing

**Outcomes** · **Context** · **Evidence** · **Sustainability & Scale**

**Commissioners**

| Outcomes | Context | Evidence | Sustainability & Scale |
|---|---|---|---|
| Are we clear about what outcomes we want to achieve? | How does it fit with other government initiatives? How can we avoid duplication? | What does evidence tell us about needs and how we can meet them? | What's the long-term vision when funding ends? Do we want the approach to be 'scaled up'? |

**Service Providers**

| Outcomes | Context | Evidence | Sustainability & Scale |
|---|---|---|---|
| What are realistic and measurable outcomes? | How does it fit with other government initiatives? How can we avoid duplication? | Have we consulted with stakeholders about needs and gaps in service provision? What's the evidence on how to address them? | What can we put in place now to make the approach last? How will we reach our target group? |

### Stage 2
Planning & Resourcing

**Implementation Planning** · **Stakeholder Engagement** · **Building Readiness** · **Roles & Responsibilities** · **Evidence**

**Commissioners**

| Implementation Planning | Stakeholder Engagement | Building Readiness | Roles & Responsibilities | Evidence |
|---|---|---|---|---|
| Are implementation costs included? Has the initiative been used elsewhere and are changes needed? | Are the right people 'on board'? | Is there a strong track-record, relationships and good governance in place? | Are we clear about our role? | How will we know the approach is suitable and working? |

**Service Providers**

| Implementation Planning | Stakeholder Engagement | Building Readiness | Roles & Responsibilities | Evidence |
|---|---|---|---|---|
| Have we agreed milestones and timeframes? Are changes needed to suit the local context? | Have we developed a shared vision? | Have we anticipated and planned for challenges? What resources and staff supports do we need? | Are stakeholders clear about their roles and responsibilities? | What data do we need? Have we addressed ethical, consent and data protection issues? |

### Stage 3
Initial Implementation

**Communication** · **Staff Support** · **Monitoring & evaluation** · **Using Data for Improvements** · **Leadership** · **Governance**

**Commissioners**

| Communication | Staff Support | Monitoring & evaluation | Using Data for Improvements | Leadership | Governance |
|---|---|---|---|---|---|
| Are we communicating what we are doing with policy makers? | Do staff have time to develop skills and confidence? | What data helps us to measure progress? | Are we being flexible in facilitating service improvement? | Do we have a collaborative approach to leadership? | How are we assuring good governance? |

**Service Providers**

| Communication | Staff Support | Monitoring & evaluation | Using Data for Improvements | Leadership | Governance |
|---|---|---|---|---|---|
| Are we building relationships with all stakeholders, including our target group? | What staff supports do we have in place and are they working? | What feedback mechanisms do we have? | What are data telling us and how can it inform service improvements? | Are there leaders at all levels with commitment and authority to drive the work? | Do we have good governance structures in place, which facilitate clear communication? |

### Stage 4
Full Implementation

**Monitoring & Evaluation** · **Using Data for Improvements** · **Sustainability**

**Commissioners**

| Monitoring & Evaluation | Using Data for Improvements | Sustainability |
|---|---|---|
| What outcomes are being achieved for the target group? | What learning is transferrable to others and how are we sharing it? | How can we best support sustainability? |

**Service Providers**

| Monitoring & Evaluation | Using Data for Improvements | Sustainability |
|---|---|---|
| Have we been successful in achieving our outcomes? | How are we using data and our learning to inform improvements? | How do we ensure sustainability in a changing context? |