Library and Knowledge Services Leads Group

KfH page ref	Responsible group and TAFs in Yr 1	Workstreams	Due Date	Actual Date	Progress	2015-16 (A M J J A S O N D J F M)	Yr2 20016/17	Yr3 2017/18	Yrs 4-5 2018/20	Key stakeholders; key partners
41/44/46	TAF 1/ SRO	**Introduce an equitable affordable funding model for local services**	**Apr-17**							HEE SRO,Prog Manager, DH Finance, HEE Finance, PHE, NHS England, LETB Leads, Local Trusts, LKS Managers
		Utilise existing data to understand current funding picture across England	Sep-15							
		Undertake an audit to capture any missing data to understand the current funding model across England	Nov-15							
46		Engage with DH and Health Education England about options for reviewing funding model	Dec-15							
44		Explore options for pooling tariff funding	Mar-16							
44/		Exploring options for pooling LKS funding to support shared services	Mar-16							
44		Contribute to national work to establish education reference costs	Mar-16							
44		Work with employers to ensure they make a proportionate investment in knowledge services for their staff	Mar-17							
44		Ensure the learning and development agreement quality monitoring processes are robust and reflect our strategic principles	Mar-17							
41/44/46		Develop an appropriate funding model for local healthcare library and knowledge services	Mar-17							
41/44/46		Implement an appropriate funding model for local healthcare library and knowledge services	Apr-17							
45	TAF2	**Undertake a study of the return on investment in healthcare library and knowledge services for the NHS in England**	**Mar-16**							Prog Manager, LKSL Chair, LETB Leads, LKS Managers
		Identify a stakeholder group	Sep-15							
		Undertake a comprehensive literature review to identify approaches to ROI used in library, NHS and public sector setting	Sep-15							
		Supply library knowledge services spend and activity data that is already routinely collected	Oct-15							
		Identify pilot sites and help coordinate any additional data collection which may be required	Oct-15							
		Commission a return on investment study	Oct-15							
		Recommend a model and methodology for use for measuring and reporting on return on investment in NHS library services, based on an evaluation of existing approaches and supported by a clear rationale for the recommended approach	Dec-15							
		Analyse the merits and applicability of potential models and methodologies	Dec-15							
		Use the preferred model to evaluate the return on investment of NHS library knowledge services, and summarise and present the findings	Feb-16							
		Write a report summarising the results of the application of the model in a range of scenarios e.g. across a geography, for a system, for a service, for a specific element of service.	Feb-16							
		Develop recommendations and guidance for use of the model in practice, by commissioners and providers of NHS-funded library knowledge services.	Mar-16							

LKSL Website

Resource Discovery Group

KfH page ref	Responsible group	Workstream and high level activities	Due Date	Actual Date	Progress	2015-16 (A M J J A S O N D J F M)	Yrs 2-3 2016/18	Yrs 4-5 2018/20	Key stakeholders; key partners
31	T&F 1	**Knowledge Hub**	**Mar-17**		**Identified the members and a chair.**				
		Define Knowledge Hub and its scope	Oct-15	Dec-15					
		Liaise closely with those responsible for the TEL Hub and Research & Innovation Hub, to explore synergies	Oct-15	Dec-15					
		Consult and engage with LKS community and other key stakeholders	Dec-15						
		Develop draft specification for wide consultation	Feb-16	Mar-16					
32-33	T&F 2	**Open access publishing and repositories**	**Mar-16**		**Membership finalised, but chair to be identified.**				NICE HEIs
		Ensure existing open access material is easily discoverable through Link Resolver	Oct-15						
		Maintain close links to Finch project steering group	Mar-16						
		Explore with key stakeholders (e.g. HEIs, PHE, NIHR) existing engagement with open access publishing	Dec-15						
		Scope existing good practice in open access publishing and repositories	Dec-15						
		Undertake feasibility study for an NHS England repository, taking account of emerging work programme with CLA, BL, NICE and PHE	Feb-16						
		Develop draft HEE guidance on open access issues	Mar-16						
33, 43-44	T&F 3	**Collaborative purchasing**	**Mar-17**		**Membership finalised and chair identified.**				NICE PHE
		Compile national picture of resources purchased at LETB and Trust level, and by other organisations within the NHS family (e.g. PHE, NHS England). To include e-journals and point of care tools in first instance; possibly including LMSs in due course	Oct-15						
		Explore possibilities for increased collaborative procurement across geographies or nationally, or as flexible consortia across LETB boundaries, e.g. for certain specialties	Feb-16						
		Pilot with at least 3 resources/publishers	Mar-17						

32	**Authentication**	Jul-16	**Membership finalised. Chair needs to be agreed.**		NICE
	T&F 4				
	Scope existing authentication methods within and outside NHS	Nov-15			
	Compile comprehensive picture of IP addresses across the NHS in England	Nov-15			
	Gain greater understanding of embedded links process and HSCIC Spine Compliance	Nov-15			
	Make recommendations on how authentication could be improved, to realise ambition of seamless access	Mar-16			
	Pilot improved access routes in at least 5 organisations	Jul-16			
31-32	**Discovery service for the future**	Mar-16	**Membership agreed and chair identified. Meeting 11 Sept.**		NICE PHE
	T&F 5				
	Explore the existing landscape of resource discovery tools in NHS, HEI and other LKS	Sep-15			
	Audit resource discovery tools purchased by NHS organisations	Oct-15			
	Explore how HDAS should be enhanced/re-developed for future needs, and how this fits with direction of travel for resource discovery	Nov-15			
	Recommend way forward for HDAS	Jan-16			
	Make recommendations for wider discovery service provision	Feb-16			
Main Group	**Business as Usual and Enablers**				
	Agree TOR of main group	Jun-15			
	Develop and agree T&F Group programmes of work, identifying key experts, resources and opportunities	Jul-15			
	Maintain oversight of T&F Group activities and outputs	Mar-20			
	Engaging and influencing publishers	Mar-18			

Workforce Planning and Development Group

KfH page ref	Responsible group and TAFs in Yr 1	Workstreams	Due Date	Actual Date	Progress	2015-16	Yrs 2-3 20016/18	Yrs 4-5 2018/20	Key stakeholders; key partners
						A M J J A S O N D J F M			
36		**1. Effective national & LETB level leadership**	**Mar-16**						
36-38	Working group / SRO	Design leadership model with national lead role	Mar-16						
37	Working group / SRO	Review existing national, geographic, LETB-level structures	Dec-15		SLB has completed this work and it is with PM Discussions on-going in some geographies				HEE SRO,DEQs, LETB Leads, LKS Managers
36 -38	Working group / SRO	Make recommendations for streamlining/rationalising structures at national, geographic & national level	Mar-16						
		2. Signposting Learning Resources / The Learning Zone	Mar-16		TAF set up and met 22 July - working on ToR and plan				
16, 36,39,40	TAF 1 Signposting CPD resources	Create or identify resources for role enhancement e.g embedded roles, case studies, job descriptions, CPD opportunites	Mar-16		Working Group members have been collecting resources				LKS staff, PHE KM team, NICE, UHMLG, CHILL,
40	TAF 1 Signposting CPD resources	Promote wide range of development opportunities to LKS workforce	Mar-16						
20, 39, 50	TAF 1 Signposting CPD resources	Promote opportunities for leadership development	Mar-16						
20, 36		**3. Core and specialist competencies**			TAF set up				PHE
36,40	TAF 2 Defining core competencies	Build core competency framework	Mar-16		TAF will meet with Simon Edwards at CILIP on 28 August				
36,40	TAF 2 Defining core competencies	Build specialist/advanced competency frameworks	Mar-18		Agreed this is year 2 and discussed input from PHE specialsits				
		4. National training programme			TAF met on 22 July and now working in ToR and plan				LETB leads, LKS managers, CILIP, BAILER, NHS and HEI employers, SQA, Training providers. For year 2 work include PHE, Cochrane, NICE
16, 17, 39, 40	TAF 3 National Training programme	Assess learning priorities for librarians and paraprofessionals	Mar-18		Learning needs analysis completed Jan 2015 and ready for use				
36,39,40,50	TAF 3 National Training programme	Develop a curriculum for the national training programme	Mar-16						
39	TAF 3 National Training programme	Design and deliver biannual survey of development needs	Mar-19				Survey Yr 4		
36,39, 40	TAF 4 Workforce profile	**5. LKS workforce profile**	Mar-20		TAF set up		Repeat Yr 4		
		Build detailed workforce profile; design survey tool	Dec-15		Discussions in hand with CILIP re their workforce survey commissioned from Napier				
		6. Effective talent management							

36,39, 40	TAF 5 Talent Toolkit			
			Nov-15	Agreed we commission this from Claire Bradshaw Associates. Signed off by PMB	LETB leads, LKS managers, CILIP, BAILER, NHS and HEI employers, SCONUL, SQA, Leadership Academy, Training providers
36,40	tbc	Update the LKSL talent management toolkit Strengthen succession planning; supporting a more rigorous approach at all tiers	Mar-18		
36, 40	TAF 5 Talent Toolkit	Improve staff recruitment and retention; supporting LETB leads and library service manager	Mar-16		
36, 39	tbc	Design and deliver a new national LKS staff experience survey	Mar-20	baseline Yr 2?	biannual?
36,40, 50	tbc	Develop career pathways/structure/opportunities	Mar-18		

	Enablers		
47	TAF 1 Signposting CPD resources	LKSL for Library Staff' space	
	Working group	Metrics	HEE SRO, Prog Mgr, LETB leads, LKS managers, NHS and HEI employers
	Working group	Workstream - ongoing review & refresh	

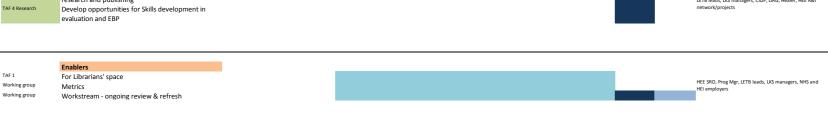| | **Business as Usual** | |
| | NW HCLU | LKSL CPD network |
| | NW HCLU | Website resource |

WPDG:high-level work-stream 0003 23 July 2015
Sue Lacey Bryant / David Stewart

Service Transformation Group

KfH page ref	Responsible group	Workstream and high level activities	Due Date	Actual Date	Progress	Stakeholders/ Partners
50	T&F 1	**Standard core offer**	**Mar-16**			
		Develop core service specification based on LQAF, LDAs and existing service specs	Sep-15			
		Define KPIs for each element of the service offer	Nov-15			
		Develop guidance on application of the core offer - eligibility,variations, model service specifications, etc	Dec-15			
		Consultation and engagement	Feb-16			
		Publication, promotion and awareness	Mar-16			
		oversee embedding of core service offer				
21, 35, 50	T&F 2	**Current awareness**	**Mar-20**		Group meeting 29 August	NICE PHE
		Map existing provision, including use of exisiting collaboratives which may be scaled and locally produced bulletins that could be shared	Sep-15 Oct-15			
		Establish efficient mechanism for sharing	Nov-15			
		Publicise this collection, promoting adoption and adaptation as appropriate	Jan-16			
		Produce recommendations for improving overal effiency of effort, extending reach and addressing gaps	Mar-16			
		Implement actions arising from recommendations	Mar-18			
		metric: increase in production and use of nationally-produced horizon-scanning bulletins			25% increase 10% increase per year	
35	T&F 3	**Streamlining year 1: document delivery**	**Mar-18**		No chair, but group meeting at end of August.	
		Rapid review of existing regional and national schemes	Nov-15			
		Analysis of available data on quantities, sources and spend on ILDS, from national LKS stats returns and suppliers	Nov-15			
		Exploration of the possibilities for extending schemes and/or streamlining processes - engaging BL and other suppliers, scheme managers and software suppliers	Feb-16			
		Produce recommendations for improving cost-effiency, effectiveness and equity and develop action plan	Mar-16			
		Implement dd streamlining action plan	Mar-17			
		Commence year 2 streamlining: workshop to prioritise streamlining initiatives based on strategic benefits v do-ability	Apr-16			
21,34, 50						
21-25, 50	T&F 4	**Embedding knowledge management**	**Mar-18**		Group met in July	
		Scope examples of existing local activity where NHS LKS is making a demonstrable impact	Dec-15			
		Produce recommendations for extending and embedding good practice	Mar-16			

		Implement actions based on recommendations	Mar-18		

Information for patients and carers — Mar-20

11,50 T&F 5 **Information for patients and carers** **Mar-20** Online meeting

	Identify examples of local good practice	Dec-15
	Make contact with other partners involved in the delivery of information to patients and the public	Dec-15
	Make recommendations in relation to the role of NHS LKS	Mar-16
	Produce guidance on effective approaches and the adoption/adaption of good practice	Mar-16
	Maintain oversight and provide support	Mar-18

T&F 6 **Reaching the wider workforce** Mar-18 Meeting 13 August PHE

	scope current levels of service and access	Oct-15
	produce summary report	Nov-15
	develop evidence-based service specifications for each group	Feb-15
	make recommendations for service configureation, leadership development and upskilling	Mar-17
	build links with key stakeholder organisations	Mar-17

Enablers and Business as Usual

main group Agree TOR of main group
Develop and agree T&F Group programmes of work, identifying key experts, resources and opportunities
Maintain oversignt of T&F Group activities and outputs
Contribute to ongoing horizon-scanning
Contribute to discussion about wider and related aspsects of service transformation as per K4H
Reconfiguration and redesign of services - services with larger geographies and more streamlined functions
More librarians in clinical and outreach roles
More librarians supporting commissioners

Quality and Impact Group

KfH ref	Responsible group and TAFs in Yr 1		Due Date	Actual Date	Progress	Timeline (Yr1: Apr-15 … Mar-15; Yrs 2-3 2016/18; Yrs 4-5 2019/20)	Key stakeholders	Review Comments
		Impact toolkit			Group well established and working well. Discussing with HLG possibility of funding			
47, 49	**TAF 1 Impact**	Scoping of current impact and value work	Aug-15					
47,49	TAF 1 Impact	Identification of Impact and value toolkit Mesurement Priorities	Aug-15				LETB Leads, LKS Managers, CILIP - LIRG & HLG, Healer - LKSL Workforce Transformation Group, SCONUL	
47	TAF 1 Impact	Identify baseline of current levels of usage	Aug-15					
49, 50	TAF 1 Impact	Development of new toolkit	Mar-15					
49, 50	TAF 1 Impact	Roll-out of tollkit - readiness	Mar-15					
49, 50	TAF 1 Impact	Roll-out of tollkit - communication and training						
49, 50		Develop evidence base - publish case studies of impact						
		Metrics for Success			Group established and working well meeting regularly.			
47	TAF 2 Metrics	Identification of robust methodology and mechanisms for metrics for success/KPIs	Aug-15				HEE SRO, Prog Manager,LETB leads, Working Group Chairs,LKS managers,	
	TAF 2 Metrics	Review and development of LKSL statistics	Nov-15					
	TAF 2 Metrics	Review the analysis of the LQAF data	Mar-16					
	TAF 2 Metrics	Review process for collecting and analysing LKSL statistics						
		Refresh LQAF			Work in progress			
47, 48	Working Group	Review and develop Consistent Approach to LQAF verification	**Oct-15**					
50	Working Group	Align LQAF with wider education and service monitoring processes	Mar-16				DEQS, LETB leads, LKS managers, LETB Quality Managers, NHS organisations, CQC	
48	TAF 3 LQAF	Refresh LQAF aligned to K4H and core service offer						
48	TAF 3 LQAF	Promotion of LQAF standards						
		Build Evidence Base			Agreed			
	Working Group	Ensure space on HEE R&I Hub for LKS research	Sep-15					
48	TAF 4 Research	Support development and publishing of LQAF Innovations	Mar-16					
48	TAF 4 Research	Identification in gaps in LKS research					LETB leads, LKS managers, CILIP, LIRG, Healer, HEE R&I network/projects	
48	TAF 4 Research	Develop opportunities for Skills development in research and publishing						
48	TAF 4 Research	Develop opportunities for Skills development in evaluation and EBP						
	TAF 1	**Enablers**					HEE SRO, Prog Mgr, LETB leads, LKS managers, NHS and HEI employers	
	TAF 1	For Librarians' space						
	Working group	Metrics						
	Working group	Workstream - ongoing review & refresh						

Quality and Impact Group

KfH ref	Responsible group and TAFs in Yr 1		Due Date	Actual Date	Progress	Yr1 Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-15	Feb-15	Mar-15	Yrs 2-3 20016/18	Yrs 4-5 2019/20	Key stakeholders	Review Comments
	Business as Usual																				
	LKSL / LETB leads	LQAF assessment and verification																			
	LKSL / LETB leads	Annual statistics																			

Reference No.	Category	Risk Description	Impact Date	Initial Impact	Initial Likelihood	Initial RAG Rating	Previous RAG Score	Current Impact	Current Likelihood	Current RAG Rating	Trend	Mitigating Actions	Progress against Mitigating Actions	Senior Risk Owner	Risk Lead	Date Added	Date of Closure	Risk Status
R001	People Resource	The work to implement knowledge for healthcare will be managed by the programme manager and LKS leads as well as volunteers from the LKS community and other areas as appropriate. The individuals involved in this work will be taking this on in addition to their existing roles, so there is a real risk of capacity issues.		3	4	12						Ensure a broad array of task and finish participants are identified to spread the load of the work. Identify additional admin project support for each of the working groups.	The programme manager has asked LETB leads to identify an extended reference network for each of the task and finish groups this should help with the capacity issues. However two task and finish groups have had chairs that have had to step down. In addition the Leads who are chairing groups are still having capacity issues.	Director of National Programmes	Programme Manager	08-May-15		New
R002	Budget	Through the pooling of LETB resources a small project budget of £100K has been identified, however it is unlikely that this will be sufficient to cover the costs of the planned work.		3	3	9						There is underspend from the pooling of funds from the core content budget this fiscal year of £240K which could be drawn on for programme work.	As the programme plan takes place there is greater clarity on the additional funding required the chair of the LKSL, Programme Manager have worked with budget holder to profile the budget.	Director of National Programmes	Programme Manager	08-May-15		New
R003	Delivery	It may be that the skill set required to deliver on elements of the programme does not exist in the LKS community.		3	3	9						Look beyond the existing pool of individuals to identify others with the necessary skills to deliver on the programme priorities.	All of the chairs of the working groups have looked beyond the NHS LKS workforce for their task and finish group membership.	Director of National Programmes	Programme Manager	08-May-15		New
R004	Delivery	To effectively manage and deliver the associated workstream of the programme there is a need to upskill working group and Task and Finish group chairs regarding programme and project management.		3	4	12						Arrange 1 day programme management workshop for working group and task and finish group chairs delivered by the programme office team	Following discussions with Jo Stanford her recommendation is that the updating of the programme plan remains with the Programme Manager and the chairs of the working groups.	Director of National Programmes	Programme Manager	18-May-15		New
R005	Stakeholder	There is a risk that the programme will be unable to bring sufficient influence to bear on key stakeholders and funding streams to achieve a sustainable model of funding for local library and knowledge services.		3	4	12						To increase influence there needs to be engagement and involvement from HEE and DH to take this work forward and relevant people need to be identified.	Jenni Field from HEE has been identified as an initial contact for this work and also Ian Newton from DH.	Director of National Programmes	Programme Manager	18-May-15		New
R006	Stakeholder	There is a lack of communications support to underpin partner involvement, stakeholder engagement, as well as achieve widespread engagement amongst workforce or raise awareness of importance and benefits of LKS.		3	3	9						Engagement with newly appointed comms person, expansion of membership of communications task and finish group.	Further conversations with Nigel Charlesworth about communications and scope of responsibility, begun to agree plan of action and have received input to communications plan.	Director of National Programmes	Programme Manager	18-May-15		New
R007	Organisational	There are a number of staffing and service issues at local, regional or national level that may significantly impact on the programme.		3	4	12						Identify where the local and regional staff and service issues are. Raise awareness of issues to SRO and identify actions and next steps.	LETB Leads have begun to identify where the services issues are, however there is still more work to be done, so there is a comprehensive picture.	Director of National Programmes	Programme Manager	18-May-15		New
R008																		
R009																		
R010																		
R011																		
R012																		
R013																		
R014																		
R015																		

Reference No.	Category	Risk Description	Impact Date	Initial Impact	Initial Likelihood	Initial RAG Rating	Previous RAG Score	Current Impact	Current Likelihood	Current RAG Rating	Trend	Mitigating Actions	Progress against Mitigating Actions	Senior Risk Owner	Risk Lead	Date Added	Date of Closure	Risk Status
R016																		
R017																		
R018																		
R019																		
R020																		

	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16
Partnership Meetings	PHE-17 April		NICE - 12 June	SCONUL HLG Strategy Group - 30 July	Libraries Task Force - 4 August NIHR - TBA	Society of Chief Librarians - 3 September CILIP - 23 September Home Nations 28 September NHS England ?	HEEAGs - Various					
NHS Library Network Meetings			NW LKS - 16 June KSS LKS - 18 June NCEL LKS - 25 June		South LKS - 10 August West Midlands - 13 August South West 18 August	South London LKS - 1 September NE - 8 September Y&H - 9 September EoE - 15 September EM - 24 September North West London 25 September						
			HILJ Advisory Board - 4 June CILIP in Kent - 6 June EAHIL/ ICLC - 10 June UHMLG - 18 June Leeds Health LIS Group - 23 June									
Other LKS Events												
External Publications				Health Information Libraries Journal			CILIP Update - Overview of Programme	CILIP Update - Quality and Impact	CILIP Update - Workforce	CILIP Update - Service Transformation	CILIP Update - Resouce Discovery	

Document Title	Knowledge for Healthcare High Level Programme Plan		
Filepath\Filename	**Format**	**Comments**	
	Excel		

Supporting Documents	Format	Comments

Responsibilities

Classification	Unclassified
Distribution	
Ownership	
Maintenance	

Distribution of Final Version

Copy	Keeper	Area	Purpose	Method
1				
2				
3				

Document Version History

Version No./ Status	Issue Date	Author	Quality Review/ Change Date	Reviewed By	Brief Description of Action/Changes
Version 1.0	13-May-15	Louise Goswami			
Version 1.1	18-May-15	Louise Goswami	18-May-15		Additional fields and cosmetic changes. Merge all programme plans
Version 2.0	06-Jul-15	Louise Goswami	08-Jul-15	Programme Management Group	Validation of dates and task and finish groups.
Version 2.1	05-Aug-15	Louise Goswami			Review of progress addition of risk register and comms tab

Template Version History

Version No./ Status	Issue Date	Author	Quality Review/ Change Date	Reviewed By	Brief Description of Action/Changes
1	16/02/2015	Lynne Linley			