

| Rating | Circumstances / Criteria for Rating |
|-------------------------------|---|
| RED - Unachievable | This commitment is unlikely to be achieved; there are major issues which are unlikely to be resolved within the time (or resources) available. Executive action is required. |
| RED-AMBER - Unlikely | This commitment is at serious risk of not being achieved; there are significant risks and/or issues which must be mitigated / resolved in order to achieve. Executive / SRO action is required. |
| AMBER - Possible | Achievement is feasible, but there are risks and/or issues which must be mitigated / resolved in order to achieve. SRO / Programme Manager action is required. |
| AMBER-GREEN - Probable | Achievement is probable, but there are a few risks / issues which need to be addressed. Programme Manager to act on risks/issues. |
| GREEN - Achievable | This commitment is expected to be achieved; there are no outstanding risks/issues which need resolution. No further action required. |
| BLUE - Achieved | Commitment or deliverable has been met. No further action required. |
| WHITE - No data | No data available / not reported. SRO / Programme Manager should ensure data / report is available for the next monthly DCA. |

| Enablers | |
|---------------------------------|---------------------------------------|
| TAF 1 Signposting CPD resources | LKSL for Library Staff' space |
| Working group | Metrics |
| Working group | Workstream - ongoing review & refresh |

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

| | |
|---------------------------|--|
| GREEN - Achievable | Web site is available. |
| AMBER - Possible | Requires liaison with the relevant TAF |
| GREEN - Achievable | Review of high level workplan scheduled for 2 October meeting. |



WPDG:high-level work-stream 0005 29 September 2015
 Sue Lacey Bryant / David Stewart

Service Transformation Group

STG overview

| KH page ref | Responsible group | Workstream and high level activities | Due Date | Actual Date | RAG Rating | Progress | 2015-16 | | | | | | | | | | | | Stakeholders/ Partners |
|-------------|-------------------|---|------------------|---------------------------|---|---|-------------------------------|---|---|---|---|---|---|---|---|---|---|---|------------------------------------|
| | | | | | | | A | M | J | J | A | S | O | N | D | J | F | M | |
| 50 | T&F 1 | Standard core offer | Mar-16 | | GREEN - Achievable | Holding monthly WebEXes. Two new members recruited in Aug. Wiki populated. Group members assigned different elements of the offer | [Gantt bar: Mar-16 to Mar-16] | | | | | | | | | | | | |
| | | Develop core service specification, drawing on on LQAF, LDAs and existing service specs: to include variations for different staff groups and KPIs for each element of offer | Nov-15 | GREEN - Achievable | Group on target to produce draft service offer by end November, to include variations for different staff groups. Will have 'stress tested' with extended reference group members prior to wider consultation. | [Gantt bar: Nov-15 to Nov-15] | | | | | | | | | | | | | |
| | | Consultation on core service offer | Dec-16 | | | [Gantt bar: Dec-16 to Dec-16] | | | | | | | | | | | | | |
| | | Design promotional materials/interactive web presence, and develop guidance on application of the core offer in practice Publication, promotion and awareness oversee embedding of core service offer | Jan-16 Mar-16 | | | [Gantt bar: Jan-16 to Mar-16] | | | | | | | | | | | | | |
| 21, 35, 50 | T&F 2 | Current awareness | Mar-20 | | GREEN - Achievable | First WebEX held 24-8-15; others scheduled for 8-10-15 and 18-11-15. | [Gantt bar: Mar-20 to Mar-20] | | | | | | | | | | | | NICE PHE |
| | | Map existing provision (including use of existing collaboratives which may be scaled and locally produced bulletins that could be shared) and identify gaps. | Nov-15 | GREEN - Achievable | Method for mapping provision and gaps has been reviewed in light of high level of variation: two stage approach now agreed - high level narrative before deeper dive. Delivery date extended until end November. | [Gantt bar: Nov-15 to Nov-15] | | | | | | | | | | | | | |
| | | Develop quality standards and good practice guidance for current awareness services. | Dec-15 | | | [Gantt bar: Dec-15 to Dec-15] | | | | | | | | | | | | | |
| | | Promote existing collaboratives and bulletins available for local re-use | Mar-16 | | | [Gantt bar: Mar-16 to Mar-16] | | | | | | | | | | | | | |
| | | Produce recommendations for priorities and actions in year 2. | Mar-16 | | | [Gantt bar: Mar-16 to Mar-16] | | | | | | | | | | | | | |
| | | Delivery of year 2 action plan metric: increase in production and use of nationally-produced horizon-scanning bulletins | Mar-17 | | | | [Gantt bar: Mar-17 to Mar-17] | | | | | | | | | | | | 25% increase 10% increase per year |
| 35 | T&F 3 | Streamlining year 1: document delivery | Mar-18 | | GREEN - Achievable | Holding monthly WebEXes; two f2f meetings planned. Library Assistant recruited to group. | [Gantt bar: Mar-18 to Mar-18] | | | | | | | | | | | | |
| | | Rapid review of existing regional and national schemes | Nov-15 | GREEN - Achievable | Commenced - basic data captured in spreadsheet, gaps being filled. | [Gantt bar: Nov-15 to Nov-15] | | | | | | | | | | | | | |
| | | Analysis of available data on quantities, sources and spend on ILDS, from national LKS stats returns and suppliers | Nov-15 | GREEN - Achievable | Commenced - group has completed analysis of national statistics over 5 years; now looking at LETB stats for 2014-15 in detail. Group is also looking at use cases and workflow processes and doing literature search. | [Gantt bar: Nov-15 to Nov-15] | | | | | | | | | | | | | |
| | | Exploration of the possibilities for extending schemes and/or streamlining processes and development of KPIs for evaluation of these. | Feb-16 | | | [Gantt bar: Feb-16 to Feb-16] | | | | | | | | | | | | | |
| | | Produce recommendations for improving cost-efficiency, effectiveness and equity and develop action plan | Mar-16 | | | [Gantt bar: Mar-16 to Mar-16] | | | | | | | | | | | | | |
| | | Implement dd streamlining action plan Commence year 2 streamlining: workshop to prioritise streamlining initiatives based on strategic benefits v do-ability | Mar-17 Apr-16 | | | [Gantt bar: Mar-17 to Apr-16] | | | | | | | | | | | | | |
| 21-25, 50 | T&F 4 | Embedding knowledge management | Mar-18 | | GREEN - Achievable | First f2f meeting held July; telecon 18-8-15; next f2f meeting will be 20-10-15. New member from HSCIC. | [Gantt bar: Mar-18 to Mar-18] | | | | | | | | | | | | |
| | | Scope examples of existing local activity where NHS LKS is making a demonstrable impact | Dec-15 | GREEN - Achievable | Scoping and collection of good practice well underway. | [Gantt bar: Dec-15 to Dec-15] | | | | | | | | | | | | | |
| | | Produce recommendations for extending and embedding good practice | Mar-16 | | | [Gantt bar: Mar-16 to Mar-16] | | | | | | | | | | | | | |
| | | Implement actions based on recommendations | Mar-18 | | | [Gantt bar: Mar-18 to Mar-18] | | | | | | | | | | | | | |

STG overview

| KfH page ref | Responsible group | Workstream and high level activities | Due Date | Actual Date | RAG Rating | Progress | 2015-16 | | | | | | | | | | | | Stakeholders/ Partners |
|--------------|--|---|----------|---------------------------|--|--|--|---|---|---|---|---|---|---|---|---|---|-----|------------------------|
| | | | | | | | A | M | J | J | A | S | O | N | D | J | F | M | |
| 11,50 | T&F 5 | Information for patients and the public | Mar-20 | | GREEN - Achievable | Second webex took place 7-9-15; monthly calls planned. Two new group members joined Sept 2015. | [Bar chart showing progress from Sep 2015 to Mar 2016] | | | | | | | | | | | | |
| | | Identify examples of local good practice | Dec-15 | | GREEN - Achievable | Good practice examples, including review of P+P information initiatives submitted for SH innovation awards, now incorporated into an 'Ideas Bank' to be made available via LKSL website in next 1-2 weeks. | [Bar chart showing progress from Dec 2015 to Mar 2016] | | | | | | | | | | | | |
| | | Make contact with other partners involved in the delivery of information to patients and the public | Dec-15 | | GREEN - Achievable | Links established with NHSE health information policy lead, NHS Scotland health literacy lead, Health Literacy Group UK, SCL & Reading Agency, PIF; group members joining meetings/attending conferences as appropriate. Now seeking to engage with public librarians. | [Bar chart showing progress from Dec 2015 to Mar 2016] | | | | | | | | | | | | |
| | | Make recommendations in relation to the role of NHS LKS | Mar-16 | | | | [Bar chart showing progress from Mar 2016 to Mar 2016] | | | | | | | | | | | | |
| | | Produce guidance on effective approaches and the adoption/adaption of good practice | Mar-16 | | | | [Bar chart showing progress from Mar 2016 to Mar 2016] | | | | | | | | | | | | |
| | | Mar-18 | | | | [Bar chart showing progress from Mar 2016 to Mar 2018] | | | | | | | | | | | | | |
| | | Mar-18 | | | | [Bar chart showing progress from Mar 2016 to Mar 2018] | | | | | | | | | | | | | |
| | Reaching the wider workforce | Mar-18 | | GREEN - Achievable | First webex held 13-8-15. | [Bar chart showing progress from Mar 2016 to Mar 2018] | | | | | | | | | | | | PHE | |
| | | Oct-15 | | GREEN - Achievable | Data collection tool agreed. Scoping underway. | [Bar chart showing progress from Oct 2015 to Mar 2016] | | | | | | | | | | | | | |
| | | Nov-15 | | | | [Bar chart showing progress from Nov 2015 to Mar 2016] | | | | | | | | | | | | | |
| | Feb-15 | | | | [Bar chart showing progress from Feb 2016 to Mar 2016] | | | | | | | | | | | | | | |
| | Mar-17 | | | | [Bar chart showing progress from Mar 2017 to Mar 2017] | | | | | | | | | | | | | | |
| | Mar-17 | | | | [Bar chart showing progress from Mar 2017 to Mar 2017] | | | | | | | | | | | | | | |
| main group | Enablers and Business as Usual | | | | | | [Bar chart showing progress from Mar 2016 to Mar 2018] | | | | | | | | | | | | |
| | Agree TOR of main group | | | | | [Bar chart showing progress from Mar 2016 to Mar 2016] | | | | | | | | | | | | | |
| | Develop and agree T&F Group programmes of work, identifying key experts, resources and opportunities | | | | | [Bar chart showing progress from Mar 2016 to Mar 2016] | | | | | | | | | | | | | |
| | Maintain oversight of T&F Group activities and outputs | | | | | [Bar chart showing progress from Mar 2016 to Mar 2016] | | | | | | | | | | | | | |
| | Contribute to ongoing horizon-scanning | | | | | [Bar chart showing progress from Mar 2016 to Mar 2016] | | | | | | | | | | | | | |
| | Contribute to discussion about wider and related aspects of service transformation as per K4H | | | | | [Bar chart showing progress from Mar 2016 to Mar 2016] | | | | | | | | | | | | | |
| | Reconfiguration and redesign of services - services with larger geographies and more streamlined functions | | | | | [Bar chart showing progress from Mar 2016 to Mar 2016] | | | | | | | | | | | | | |
| | More librarians in clinical and outreach roles | | | | | [Bar chart showing progress from Mar 2016 to Mar 2016] | | | | | | | | | | | | | |
| | More librarians supporting commissioners | | | | | [Bar chart showing progress from Mar 2016 to Mar 2016] | | | | | | | | | | | | | |

Resource Discovery Group

Resource Discovery Overview

| KFH page ref | Responsible group | Workstream and high level activities | Due Date | Actual Date | RAG Rating | Progress | 2015-16 | | | | | | | | | | | | Yrs 2-3 2016/18 | Yrs 4-5 2018/20 | Key stakeholders; key partners |
|--------------|-------------------|---|----------|-------------|------------------------|---|-------------------------------|---|---|---|---|---|---|---|---|---|---|---|--------------------|--------------------|--------------------------------|
| | | | | | | | A | M | J | J | A | S | O | N | D | J | F | M | | | |
| 31 | T&F 1 | Knowledge Hub | Mar-17 | | AMBER-GREEN - Probable | Identified the members. Working to convene group in early Nov. RO to chair this meeting with support from Bertha Low | [Gantt bar: Mar-17 to Mar-16] | | | | | | | | | | | | | | |
| | | Define Knowledge Hub and its scope | Oct-15 | Dec-15 | AMBER-GREEN - Probable | | | | | | | | | | | | | | | | |
| | | Liaise closely with those responsible for the TEL Hub and Research & Innovation Hub, to explore synergies | Oct-15 | Dec-15 | GREEN - Achievable | TEL Programme represented on group and links to R & I Hub have been made | | | | | | | | | | | | | | | |
| | | 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 | | AMBER-GREEN - Probable | RO chaired first meeting of group on 7th October | [Gantt bar: Mar-16 to Mar-16] | | | | | | | | | | | | | | NICE HEIs |
| | | Ensure existing open access material is easily discoverable through Link Resolver | Oct-15 | | GREEN - Achievable | NICE leading this work. Agreed by group that over 2,000 additional titles should be added to OCLC Knowledge Base, to increase range of material available to all staff. Work to be completed within 2 weeks | | | | | | | | | | | | | | | |
| | | Maintain close links to Finch project steering group | Mar-16 | | AMBER-GREEN - Probable | Excellent meeting with NIHR on 15/9, which opened up possibility of funding. Finch steering group meets on 26/10. Draft project report now available. | | | | | | | | | | | | | | | |
| | | Explore with key stakeholders (e.g. HEIs, PHE, NIHR) existing engagement with open access publishing | Dec-15 | | GREEN - Achievable | HEIs and PHE represented on group and will provide information. Contact to be made with Justin Riordan-Jones of NIHR (contact provided by Peter Knight) | | | | | | | | | | | | | | | |
| | | Scope existing good practice in open access publishing and repositories | Dec-15 | | GREEN - Achievable | Group members to continue scoping work commenced by HEI librarian in Exeter. Contact to be made with UCL/UCL Partners to find out more about their initiative with Trusts in their AHSN area | | | | | | | | | | | | | | | |
| | | Undertake feasibility study for an NHS England repository, taking account of emerging work programme with CLA, BL, NICE and PHE | Feb-16 | | AMBER-GREEN - Probable | Initial discussion on options at group meeting. RO to follow up with BL re: database/repository of copyright fee paid articles | | | | | | | | | | | | | | | |
| | | Develop draft HEE guidance on open access issues | Mar-16 | | AMBER-GREEN - Probable | Intention to build on work already done by Matt Holland of NWAS available at: http://tinyurl.com/nwolg9c | | | | | | | | | | | | | | | |
| | | Encourage all Trust LKS to capture staff publications in consistent manner | Mar-16 | | AMBER-GREEN - Probable | Initial survey of practice in this area to be undertaken in the NE. | | | | | | | | | | | | | | | |
| 33, 43-44 | T&F 3 | Collaborative purchasing | Mar-17 | | AMBER-GREEN - Probable | Membership finalised and chair identified. Chair convening meeting in November. | [Gantt bar: Mar-17 to Mar-17] | | | | | | | | | | | | | | 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 | Jan-16 | AMBER-GREEN - Probable | Survey drafted and circulated to group for comment. Deadline adjusted to take account of calendar year procurement by most Trusts | | | | | | | | | | | | | | | |
| | | Explore possibilities for increased collaborative procurement across geographies or nationally, or as flexible consortia across LETB boundaries, e.g. for certain specialities | Feb-16 | Jun-16 | AMBER-GREEN - Probable | Adjusted deadline allows time for survey analysis and follow-up | | | | | | | | | | | | | | | |
| | | Pilot with at least 3 resources/publishers | Mar-17 | | | | | | | | | | | | | | | | | | |

Resource Discovery Overview

| KfH page ref | Responsible group | Workstream and high level activities | Due Date | Actual Date | RAG Rating | Progress | 2015-16 | | | | | | | | | | | | Yrs 2-3 2016/18 | Yrs 4-5 2018/20 | Key stakeholders; key partners |
|-------------------------|-------------------|--|----------|-------------|------------------------|---|-------------------------------|---|---|---|---|---|---|---|---|---|---|---|--------------------|--------------------|--------------------------------|
| | | | | | | | A | M | J | J | A | S | O | N | D | J | F | M | | | |
| 32 | T&F 4 | Authentication | Jul-16 | | AMBER-GREEN - Probable | Membership finalised. RO will chair first meeting in November. One group member considering chairing group thereafter | [Gantt bar: Jul-16 to Mar-16] | | | | | | | | | | | | | | NICE |
| | | Scope existing authentication methods within and outside NHS | Nov-15 | Dec-15 | AMBER-GREEN - Probable | To be discussed at first meeting | [Gantt bar: Nov-15 to Dec-15] | | | | | | | | | | | | | | |
| | | Compile comprehensive picture of IP addresses across the NHS in England | Nov-15 | | AMBER-GREEN - Probable | List of non-NHS Net IP addresses has been compiled and is updated. Proposed separation of NHS England IP address from NHS Scotland offers huge potential for making access to resources easier on Trust sites | [Gantt bar: Nov-15 to Mar-16] | | | | | | | | | | | | | | |
| | | Gain greater understanding of embedded links process and HSCIC Spine Compliance | Nov-15 | | AMBER-GREEN - Probable | NICE meeting with HSCIC in November and will report back at first group meeting | [Gantt bar: Nov-15 to Mar-16] | | | | | | | | | | | | | | |
| | | Make recommendations on how authentication could be improved, to realise ambition of seamless access | Mar-16 | | | | [Gantt bar: Mar-16 to Jul-16] | | | | | | | | | | | | | | |
| | | Pilot improved access routes in at least 5 organisations | Jul-16 | | | | [Gantt bar: Jul-16 to Sep-16] | | | | | | | | | | | | | | |
| 31-32 | T&F 5 | Discovery service for the future | Mar-16 | | AMBER-GREEN - Probable | Membership agreed and chair identified. Group to be convened late October | [Gantt bar: Mar-16 to Sep-16] | | | | | | | | | | | | | | NICE PHE |
| | | Explore the existing landscape of resource discovery tools in NHS, HEI and other LKS | Sep-15 | | GREEN - Achievable | Excellent meeting in Coventry on 11/9 provided comprehensive overview of this area | [Gantt bar: Sep-15 to Mar-16] | | | | | | | | | | | | | | |
| | | Audit resource discovery tools purchased by NHS organisations | Oct-15 | Nov-15 | AMBER-GREEN - Probable | Due to adjusted deadline for survey by collaborative purchasing group, a separate survey will be needed to capture this information. Or suppliers could be approached | [Gantt bar: Oct-15 to Mar-16] | | | | | | | | | | | | | | |
| | | Recommend way forward for HDAS Explore how HDAS should be enhanced/re-developed for future needs, and how this fits with direction of travel for resource discovery | Jan-16 | Nov-15 | GREEN - Achievable | Decision on HDAS "minimum viable product" will be made at 28/10 Project Board meeting | [Gantt bar: Jan-16 to Mar-16] | | | | | | | | | | | | | | |
| | | | Nov-15 | Jan-16 | GREEN - Achievable | To be tackled in development phase of HDAS project, with opportunities for input from LKS community | [Gantt bar: Nov-15 to Mar-16] | | | | | | | | | | | | | | |
| | | Make recommendations for wider discovery service provision | Feb-16 | | AMBER-GREEN - Probable | | [Gantt bar: Feb-16 to Mar-16] | | | | | | | | | | | | | | |
| Main Group | | Business as Usual and Enablers | | | | | [Gantt bar: Jun-15 to Jul-15] | | | | | | | | | | | | | | |
| | | Agree TOR of main group | Jun-15 | | | Done | [Gantt bar: Jun-15 to Jun-15] | | | | | | | | | | | | | | |
| | | Develop and agree T&F Group programmes of work, identifying key experts, resources and opportunities | Jul-15 | | | | [Gantt bar: Jul-15 to Jul-15] | | | | | | | | | | | | | | |
| | | Maintain oversight of T&F Group activities and outputs | Mar-20 | | | | [Gantt bar: Mar-20 to Mar-20] | | | | | | | | | | | | | | |
| | | Engaging and influencing publishers | Mar-18 | | | | [Gantt bar: Mar-18 to Mar-18] | | | | | | | | | | | | | | |
| | | Contribute to ongoing horizon-scanning of best practice in resource discovery | Mar-20 | | | | [Gantt bar: Mar-20 to Mar-20] | | | | | | | | | | | | | | |
| LKSL/NICE Liaison Group | | Contribute to Framework Agreement procurement process | Mar-16 | | GREEN - Achievable | FA Working Group has met twice. Good progress | [Gantt bar: Mar-16 to Mar-16] | | | | | | | | | | | | | | |
| | | Contribute to Link Resolver procurement process | Mar-16 | | GREEN - Achievable | NICE have negotiated 1 year extension to OCLC contract | [Gantt bar: Mar-16 to Mar-16] | | | | | | | | | | | | | | |
| | | Agree MoU with NICE for National Core Content | Sep-16 | | GREEN - Achievable | Final draft now with NICE and Sean Hinchliffe of HEE | [Gantt bar: Sep-16 to Sep-16] | | | | | | | | | | | | | | |
| | | Monitor MoU KPIs at quarterly group meetings | Mar-18 | | GREEN - Achievable | KPIs monitored at 3/9 meeting | [Gantt bar: Mar-18 to Mar-18] | | | | | | | | | | | | | | |
| | | Maintain close liaison with NICE re: service issues, communications, marketing & promotion etc.. | Mar-18 | | GREEN - Achievable | Work ongoing | [Gantt bar: Mar-18 to Mar-18] | | | | | | | | | | | | | | |

Quality and Impact Group

QIG overview

| K4H ref | Responsible group and TAFs in Yr 1 | Due Date | Actual Date | RAG Rating | Progress | Yr1 | | | | | | | | | | | | Yrs 2-3 | | Yrs 4-5 | | Key stakeholders | Review Comments | |
|---------|------------------------------------|--|---------------|-------------------------------|--|-------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|----------|---------|---------|--|------------------|-----------------|--|
| | | | | | | Apr-15 | May-15 | Jun-15 | Jul-15 | Aug-15 | Sep-15 | Oct-15 | Nov-15 | Dec-15 | Jan-15 | Feb-15 | Mar-15 | 20016/18 | 2019/20 | | | | | |
| | Impact toolkit | | | GREEN - Achievable | Group well established and working well. Finalising funding paper ahead of discussion with HLG. | [Yellow bar] | | | | | | | | | | | | | | | | | | |
| 47, 49 | TAF 1 Impact | Scoping of current impact and value work | Aug-15 Sep-15 | GREEN - Achievable | Scoping work is completed including literature search, survey and analysis of LQAF 1.3 returns. Analysis now carried out. | [Light blue bar] | | | | | | | | | | | | | | | | | | |
| 47,49 | TAF 1 Impact | Identification of impact and value toolkit Measurement Priorities | Aug-15 Sep-15 | GREEN - Achievable | Completed - Prioritised areas identified through the questionnaire | [Light blue bar] | | | | | | | | | | | | | | | | | | |
| 47 | TAF 1 Impact | Identify baseline of current levels of usage | Aug-15 Sep-15 | GREEN - Achievable | Completed - Questionnaire has determine current levels of usage. | [Light blue bar] | | | | | | | | | | | | | | | | | | |
| 49, 50 | TAF 1 Impact | Development of new toolkit | Mar-16 | GREEN - Achievable | Work now about to start on the toolkit. Funding paper finalised for discussion with HLG | [Light blue bar] | | | | | | | | | | | | | | | | | | |
| 49, 50 | TAF 1 Impact | Roll-out of toolkit - readiness | Mar-16 | | | [Light blue bar] | | | | | | | | | | | | | | | | | | |
| 49, 50 | TAF 1 Impact | Roll-out of toolkit - communication and training | | | | [Light blue bar] | | | | | | | | | | | | | | | | | | |
| 49, 50 | | Develop evidence base - publish case studies of impact | | | | [Light blue bar] | | | | | | | | | | | | | | | | | | |
| | Metrics for Success | | | AMBER-GREEN - Probable | Group established and carrying out scoping work to inform the development of a report | [Red bar] | | | | | | | | | | | | | | | | | | |
| 47 | TAF 2 Metrics | Identification of robust methodology and mechanisms for metrics for success/KPIs | Aug-15 Nov-15 | AMBER-GREEN - Probable | Literature searching to inform methodology, mechanism and principles, this will inform a report that will then determine way forward to capture metrics and KPIs. Developing survey to underpin scoping and identify good practice in use of LKS metrics | [Light blue bar] | | | | | | | | | | | | | | | | | | |
| | TAF 2 Metrics | Review and development of LKSL statistics | Nov-15 | AMBER - Possible | | [Light blue bar] | | | | | | | | | | | | | | | | | | |
| | TAF 2 Metrics | Review the analysis of the LQAF data | Mar-16 | AMBER - Possible | | [Light blue bar] | | | | | | | | | | | | | | | | | | |
| | TAF 2 Metrics | Review process for collecting and analysing LKSL statistics | | | | [Light blue bar] | | | | | | | | | | | | | | | | | | |
| | Refresh LQAF | | | GREEN - Achievable | | [Blue bar] | | | | | | | | | | | | | | | | | | |
| 47, 48 | Working Group | Review and develop Consistent Approach to LQAF verification | Oct-15 | GREEN - Achievable | Carried out the analysis of current approaches across LETBS | [Light blue bar] | | | | | | | | | | | | | | | | | | |
| 50 | Working Group | Align LQAF with wider education and service monitoring processes | Mar-16 | GREEN - Achievable | Discussion with Tamera Helgeson Commissioning and Quality Officer to discuss HEE quality processes on 23 September. Attending Quality Framework task and finish groups and workshops | [Light blue bar] | | | | | | | | | | | | | | | | | | |
| 48 | TAF 3 LQAF | Refresh LQAF aligned to K4H and core service offer | | | | [Light blue bar] | | | | | | | | | | | | | | | | | | |
| 48 | TAF 3 LQAF | Promotion of LQAF standards | | | | [Light blue bar] | | | | | | | | | | | | | | | | | | |
| | Build Evidence Base | | | GREEN - Achievable | Contacts have been made and actively inputting into the development of the R&I hub. | [Light green bar] | | | | | | | | | | | | | | | | | | |
| 48 | Working Group | Ensure space on HEE R&I Hub for LKS research | Sep-15 | | | [Light blue bar] | | | | | | | | | | | | | | | | | | |
| 48 | TAF 4 Research | Support development and publishing of LQAF Innovations | Mar-16 | | | [Light blue bar] | | | | | | | | | | | | | | | | | | |
| 48 | TAF 4 Research | Identification in gaps in LKS research | | | | [Light blue bar] | | | | | | | | | | | | | | | | | | |
| 48 | TAF 4 Research | Develop opportunities for Skills development in research and publishing | | | | [Light blue bar] | | | | | | | | | | | | | | | | | | |
| 48 | TAF 4 Research | Develop opportunities for Skills development in evaluation and EBP | | | | [Light blue bar] | | | | | | | | | | | | | | | | | | |

Quality and Impact Group

QIG overview

| K/I ref | Responsible group and TAFs in Yr 1 | Due Date | Actual Date | RAG Rating | Progress | Yr1 | | | | | | | | | | | | Yrs 2-3 | | Yrs 4-5 | | Key stakeholders | Review Comments |
|---------|--|----------|-------------|------------|----------|----------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|----------|---------|---------|--|------------------|-----------------|
| | | | | | | Apr-15 | May-15 | Jun-15 | Jul-15 | Aug-15 | Sep-15 | Oct-15 | Nov-15 | Dec-15 | Jan-15 | Feb-15 | Mar-15 | 20016/18 | 2019/20 | | | | |
| | <p>Enablers</p> <p>TAF 1 Working group Working group</p> <p>For Librarians' space Metrics Workstream - ongoing review & refresh</p> | | | | | [Progress bar: Apr-15 to Mar-15] | | | | | | | | | | | | | | | HEE SRO, Prog Mgr, LETB leads, LKS managers, NHS and HEI employers | | |
| | <p>Business as Usual</p> <p>LKSL / LETB leads LKSL / LETB leads</p> <p>LQAF assessment and verification Annual statistics</p> | | | | | [Progress bar: Apr-15 to Mar-15] | | | | | | | | | | | | | | | | | |

| 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 | 3 | 9 | | | | | | 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 | | Ongoing |
| 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 will be greater clarity on the additional funding required. Budget is discussed on each of the programme calls. Some funding remains unallocated. | Director of National Programmes | Programme Manager | 08-May-15 | | Ongoing |
| 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 | 2 | 6 | | | | | | 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 | | Ongoing |
| 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 | 2 | 6 | | | | | | 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 | | Ongoing |
| 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 | 3 | 9 | | | | | | 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. A proposal for an audit has been scoped to understand the provision of LKS services for all organisations | Director of National Programmes | Programme Manager | 18-May-15 | | Ongoing |
| 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. | Following 2 day workshop in September development of a series of briefings is underway. Midlands and the East library leads are developing an advocacy toolkit and each geography lead and working group chair are creating a communications calendar for their respective areas which will be included in wider comms plan. | Director of National Programmes | Programme Manager | 18-May-15 | | Ongoing |
| 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 | | Ongoing |
| R008 | | | | | | | | | | | | | | | | | | |
| R009 | | | | | | | | | | | | | | | | | | |
| R010 | | | | | | | | | | | | | | | | | | |
| R011 | | | | | | | | | | | | | | | | | | |
| R012 | | | | | | | | | | | | | | | | | | |
| R013 | | | | | | | | | | | | | | | | | | |
| R014 | | | | | | | | | | | | | | | | | | |
| R015 | | | | | | | | | | | | | | | | | | |
| R016 | | | | | | | | | | | | | | | | | | |
| R017 | | | | | | | | | | | | | | | | | | |
| R018 | | | | | | | | | | | | | | | | | | |
| R019 | | | | | | | | | | | | | | | | | | |
| R020 | | | | | | | | | | | | | | | | | | |
| R021 | | | | | | | | | | | | | | | | | | |
| R022 | | | | | | | | | | | | | | | | | | |

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

| Supporting Documents | Format | Comments |
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Responsibilities

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| Classification | Unclassified |
| Distribution | |
| Ownership | |
| Maintenance | |

Distribution of Final Version

| Copy | Keeper | Area | Purpose | Method |
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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 |
| Version 2.2 | 20-Aug-15 | Louise Goswami | 20-Aug-15 | | Addition of RAG summary and RAG column |
| Version 3.0 | 07-Sep-15 | Louise Goswami | | | Review of progress |
| Version 4.0 | 09-Oct-15 | Louise Goswami | | | Review of progress |
| Version 5.0 | 28-Oct-15 | Louise Goswami | | | Update on LKS overview |

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 | | | |