



North West Health Care Libraries Unit<sup>1</sup>  
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# HCLU Operational Plan

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2015-2016

Version	Date	Changes made
1.0	Apr 2015	A draft of the plan was agreed by the HCLU team at an away day.
2.0	Apr 2015	Revisions after review by Linda Ferguson
3.0	May 2015	Revisions after review by David Stewart
4.0	May 2015	Minor edits to text

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<sup>1</sup> Funded by [Health Education North West](#)



## HCLU Operational Plan 2015-2016

1. Demonstrating the quality and impact of LKS					
OBJECTIVES	ACTIONS/TASKS	TIME	RESOURCES	WHO	
<b>1.1 Promoting and implementing <a href="#">Knowledge for Healthcare</a></b>	1.1.1 Promote <a href="#">Knowledge for Healthcare</a> and the need for local implementation plans at NHS organisation level	Apr-Mar	MBER <sup>2</sup>	DS/LF/GY	
	1.1.2 Work in partnership with of <a href="#">HEE LKSL</a> (Health Education England Library and Knowledge Service Leads) to deliver <a href="#">Knowledge for Healthcare</a>	Apr-Mar	MBER	DS/LF/GY	
	1.1.3 Lead on the strategic development of LKS on behalf of Health Education Yorkshire and the Humber	Apr-Mar	£20,000 – management fee	DS/LF	
	1.1.4 Continue discussions with Health Education North East on a possible role for HCLU in leading on strategic development of LKS in the area	Apr-Mar	£10,000 – management fee	DS/LF	
<b>1.2 Advocating the value of NHS LKS and publicising the contribution they make to NHS core business and priorities.</b>	1.2.1 Promote the value and impact of library and knowledge services (LKS) to NW NHS organisations	Apr-Mar	MBER	DS/LF	
	1.2.2 Enable and advise individual LKS in demonstrating their importance and impact to their stakeholders	Apr-Mar	MBER	DS/LF/GY	
	1.2.3 Co-ordinate NW marketing and promotional activities	Apr-Mar	MBER	DS/LF/GY	
	1.2.4 Lead national LKS data collection and analysis programme	Jan-Mar	MBER	LF	
	1.2.5 Collect, analyse and publicise data on national NHS LKS activity	Apr-Mar	MBER	LF	
	1.2.6 Collect, analyse and publicise data on NW NHS LKS activity	Apr-Mar	MBER	LF with DS	
<b>1.3 Leading on the implementation of the <a href="#">Library Quality Assurance Framework (LQAF)</a>.</b>	1.3.1 Update/maintain the national <a href="#">LQAF wiki</a> to complement LQAF and innovations assessment processes	Aug	MBER	LF	
	1.3.2 Implement regional LQAF assessment	Apr-Mar	MBER	LF	
	1.3.3 Review submissions and agree level of compliance	Aug - Dec	MBER	DS/LF/GY	
	1.3.4 Manage the national innovation awards process	Oct - Feb	MBER	LF	
	1.3.5 Promote the innovation awards, take part in the judging and advise on innovation results	Oct - Feb	MBER	DS/LF/GY	
	1.3.6 Advise Trusts and LKS Managers of their compliance scores	Dec	MBER	LF	
	1.3.7 Conduct annual development visits to all Trust LKS	Apr-Mar	MBER	DS/LF/GY	

<sup>2</sup> MBER = Met By Existing Resources (Staff, time and money)

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1. Demonstrating the quality and impact of LKS				
OBJECTIVES	ACTIONS/TASKS	TIME	RESOURCES	WHO
<b>1.4 “Horizon scanning” for developments in library and knowledge services and the NHS.</b>	1.4.1 Search and monitor the literature for trends and issues etc. that may impact on delivery of LKS. Distribute to appropriate contacts	Apr-Mar	MBER	DS/LF/GY
	1.4.2 Attend conferences to maintain overview of developments and trends	Apr-Mar	MBER	DS/LF/GY
	1.4.3 Establish and maintain a network of useful contacts in a variety of fields to inform current thinking and planning	Apr-Mar	MBER	DS/LF/GY
	1.4.4 Actively contribute to the work of the <a href="#">HEALER</a> (Health Information and Libraries for Evaluation and Research) network	Apr-Mar	MBER	DS

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2. Proactive customer-focused services				
OBJECTIVES	ACTIONS/TASKS	TIME	RESOURCES	WHO
<b>2.1</b> Advising and leading on options for NHS LKS design, reconfiguration and delivery.	2.1.1 Advise on co-ordinated service provision	Apr-Mar	MBER	DS/LF
	2.1.2 Advise on appropriate reconfiguration/redesign of services	Apr-Mar	MBER	DS/LF
	2.1.3 Advise on how NHS organisations without services should “fill the gap”	Apr-Mar	MBER	DS/LF
	2.1.4 Enable development of new LKS if appropriate	Apr-Mar	MBER	DS/LF
	2.1.5 Work with services to influence IT leads so they understand LKS IT needs and requirements	Apr-Mar	MBER	DS/LF
	2.1.6 Encourage NHS/HE libraries joint access agreements	Apr-Mar	MBER	DS/GY
	2.1.7 Promote role of public libraries in supporting NHS staff and learners	Apr-Mar	MBER	GY
<b>2.2</b> Advising and actively supporting library and knowledge services managers and their organisations.	2.2.1 Share and advise on best practice for LKS delivery	Apr-Mar	MBER	DS/LF/GY
	2.2.2 Lead national costing of LKS programme, provide training and advice to LKS in the use of costing principles to inform decisions on service development.	Apr-Mar	MBER	LF
	2.2.3 Provide legal issues advice	Apr-Mar	MBER	DS/LF
	2.2.4 Advise on best practice for new and refurbished libraries	Apr-Mar	MBER	DS
<b>2.3</b> Identifying opportunities to deliver high quality information to the public, patients and carers by working in partnership with a wide range of public sector organisations.	2.3.1 Identify CHI contacts and opportunities	Apr-Mar	MBER	DS/GY
	2.3.2 Maintain and develop a NW e-network for CHI staff	Apr-Mar	MBER	GY
	2.3.3 Plan and deliver a CPD workshop for CHI staff	Oct	MBER	GY
	2.3.4 Develop closer links with all 23 SCL-NW (Society of Chief Librarians, North West) health champions	Apr-Mar	MBER	GY
	2.3.5 Work with <a href="#">PiF</a> (Patient Information Forum), public libraries and other interested stakeholders on CHI training for health librarians	Apr-Mar	MBER	GY

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<b>2. Proactive customer-focused services</b>					
<b>OBJECTIVES</b>	<b>ACTIONS/TASKS</b>	<b>TIME</b>	<b>RESOURCES</b>	<b>WHO</b>	
<b>2.4</b> <b>Establishing and maintaining active working relationships with stakeholders and partners on areas of common interest.</b>	2.4.1	Continue to develop and maintain relationships with other HENW hosted functions	Apr-Mar	MBER	DS/LF
	2.4.2	Continue to develop and maintain relationships with key individuals at NHS Trusts and NHS commissioners	Apr-Mar	MBER	DS/LF/GY
	2.4.3	Work with NW libraries in other sectors to identify opportunities for partnership working	Apr-Mar	MBER	DS/GY
	2.4.4	Continue to develop and maintain <a href="#">LIHNN Co-ordinating Committee/Groups/Patch</a> relationships and support <a href="#">LIHNNk-Up</a> newsletter	Apr-Mar	MBER	HCLU
	2.4.5	Maintain active membership of and work in partnership with <a href="#">CILIP</a> (Chartered Institute of Library and Information Professionals)	Apr-Mar	MBER	DS/LF/GY

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3. Optimise investment in LKS to enable quick and easy access to relevant evidence						
OBJECTIVES		ACTIONS/TASKS		TIME	RESOURCES	WHO
3.1	<b>Negotiating funding and <a href="#">Investing in the development</a> of NHS library and knowledge service.</b>	3.1.1	Manage, allocate and distribute Educational Tariff allocations	Jul	MBER	DS/LF with AG
		3.1.2	Develop and manage SLAs for services funded through the tariff	Jul	MBER	DS/LF with AG
		3.1.3	Develop and manage SLA funding reporting mechanisms.	Mar	MBER	LF with AG
		3.1.4	Manage, allocate and distribute the Libraries Development Fund	Jul	MBER	DS/LF/AG
		3.1.5	Develop and manage LDF reporting mechanisms.	Jan	MBER	LF with AG
		3.1.6	Alert LKS to funding opportunities including the HENW Forerunner fund and manage application, awards and reporting process	Apr-Mar	MBER	DS/LF/AG
3.2	<b>Encouraging and supporting collaborative purchasing of electronic information resources to enable staff and learners to access and use the evidence base.</b>	3.3.1	Purchase, supply and promote range of national e-resources through membership of HEE KSL Resources Discovery Working Group	Apr-Mar	MBER	DS/Steve Glover
		3.3.2	Co-ordinate collaborative purchasing of e-resources across NHS organisations in the NW	Apr-Mar	MBER / Income from NW LKS	DS/LIHNN E-Res Panel /LKS Man
		3.3.3	Support NW OpenAthens and LinkResolver administration via a Service Level Agreement.	Apr-Mar	MBER	DS
3.3	<b>Investing in the infrastructure to promote the use of NW NHS LKS.</b>	3.2.1	Provide and continually develop a professional network website: <a href="#">LIHNN/HCLU website</a>	Apr-Mar	MBER + website devt budget	LF/LIHNN Web Com/WHIS
		3.2.2	Facilitate and develop the system for providing a NW Union List of Journals via Service Level Agreements.	Apr-Mar	MBER + website devt budget	LF/WHIS
		3.2.3	Develop, fund and promote the <a href="#">NW Online Public Access Catalogue</a> (NWOPAC)	Apr-Mar	MBER	LF/ OPAC Group
		3.2.4	Fund and maintain development of <a href="#">NW Grey Literature Collection</a>	Apr-Mar	MBER	DS
		3.2.5	Act as NW editor for <a href="#">Health Libraries and Information Services Directory</a>	Apr-Mar	MBER	GY

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<b>4. Developing an appropriately skilled NHS LKS workforce</b>				
OBJECTIVES	ACTIONS/TASKS	TIME	RESOURCES	WHO
<b>4.1 Facilitating effective people management of the LKS workforce.</b>	4.1.1 Lead the HEE LKSL Workforce Planning and Development working group	Apr-Mar	MBER	DS
	4.1.2 Explore options for redesigning staff roles to meet changing service needs.	Apr-Mar	MBER	DS/LF/GY
	4.1.3 Provide advice and support concerning production of job descriptions and person specifications	Apr-Mar	MBER	LF
	4.1.4 Act as external assessors for recruitment of LKS Managers	Apr-Mar	MBER	DS/LF
	4.1.5 Provide advice and support when issues of competency arise	Apr-Mar	MBER	DS/LF
	4.1.6 Support implementation of <a href="#">Agenda for Change</a> (AfC)	Apr-Mar	MBER	LF
<b>4.2 Developing an appropriately skilled NHS LKS workforce.</b>	4.2.1 Identify learning and development needs	Jan-Feb	MBER	GY
	4.2.2 Commission events to meet the identified needs	Apr-Sep	MBER	GY/LIHNN CPD Group
	4.2.3 Evaluate the CPD (Continuing Professional Development) programme	Apr-Mar	MBER	GY/LIHNN CPD Group
	4.2.4 Develop and manage a staff library to support library information needs of LKS workforce	Apr-Mar	MBER	GY
	4.2.5 Provide funding to enable LKS workforce to obtain relevant qualifications	Apr-Jun	MBER	GY
	4.2.6 Provide funding to enable LKS workforce to attend conferences or other development events	Apr-Mar	MBER	GY



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5. Effective working of HCLU to deliver strategic aims					
OBJECTIVES	ACTIONS/TASKS		TIME	RESOURCES	WHO
5.1 <b>Delivering efficient management of the HCLU "office ".</b>	5.1.1	Review HCLU's strategy to ensure it aligns with that of <a href="#">Knowledge for Healthcare</a>	Apr-Mar	MBER	DS with LF, GY
	5.1.2	Develop, review and monitor HCLU's operational plan	Apr-Mar	MBER	HCLU
	5.1.3	Establish and maintain effective staffing policies and procedures	Apr-Mar	MBER	LF
	5.1.4	Ensure appropriate financial arrangements are in place	Apr-Mar	MBER	DS/LF/AG
	5.1.5	Review and update HCLU policies and procedures	Apr-Mar	MBER	HCLU
	5.1.6	Continue to develop and maintain <a href="#">HCLU Stakeholder Board</a> relationships	Apr-Mar	MBER	DS/HCLU Board
	5.1.7	Manage Service Level Agreements and contracts	Apr-Mar	MBER	DS/AG
5.2 <b>Active marketing of HCLU to enable delivery of work streams.</b>	5.2.1	Develop a HCLU marketing and communications plan	Apr-May	MBER	GY with DS, LF
	5.2.2	Produce quarterly reports for stakeholders	Apr, July, Oct, Jan	MBER	DS/LF/GY
	5.2.2	Produce annual report for previous year	Apr-May	MBER	DS with LF, GY
	5.2.3	Develop/maintain HCLU web pages	Apr-Mar	MBER	LF/GY/AG