

Appendix 1 – Statistical review of 2017/18

The spreadsheet embedded in this appendix provides usage statistics for the main library services broken down by organisation, occupation and department.



Summary Statistics
201718.xls



Click on the paperclip icon to view the appendix

Appendix 2 - Impact of Library Services on Patient Care and other Trust Activities in SSSFT and SSOTP South Division 2017/18

1. Background

During 2017/18, Library and Knowledge Services carried out surveys to find out how their work contributed to patient care, continuing professional development and other Trust activities:

- Recipients of literature searches were sent questionnaires between one and two months later asking them how they had used the results of the search (run over a six month period: October 2017 – March 2018)
- People who had received search skills training from the library were sent a questionnaire two to four weeks later to find out how they had used the information they had retrieved using their new/improved search skills (run over whole year)
- Both questionnaires were sent out as a link to an online form based largely on questions from the national Impact Toolkit. This was a new format for the training surveys but not for the literature search surveys.
- Library users who had borrowed books within the previous three months were sent a very brief book impact survey in March 2018 (by e-mail link). These were also available in hard copy in the library and links posted on the library web pages, Twitter and the intranet.

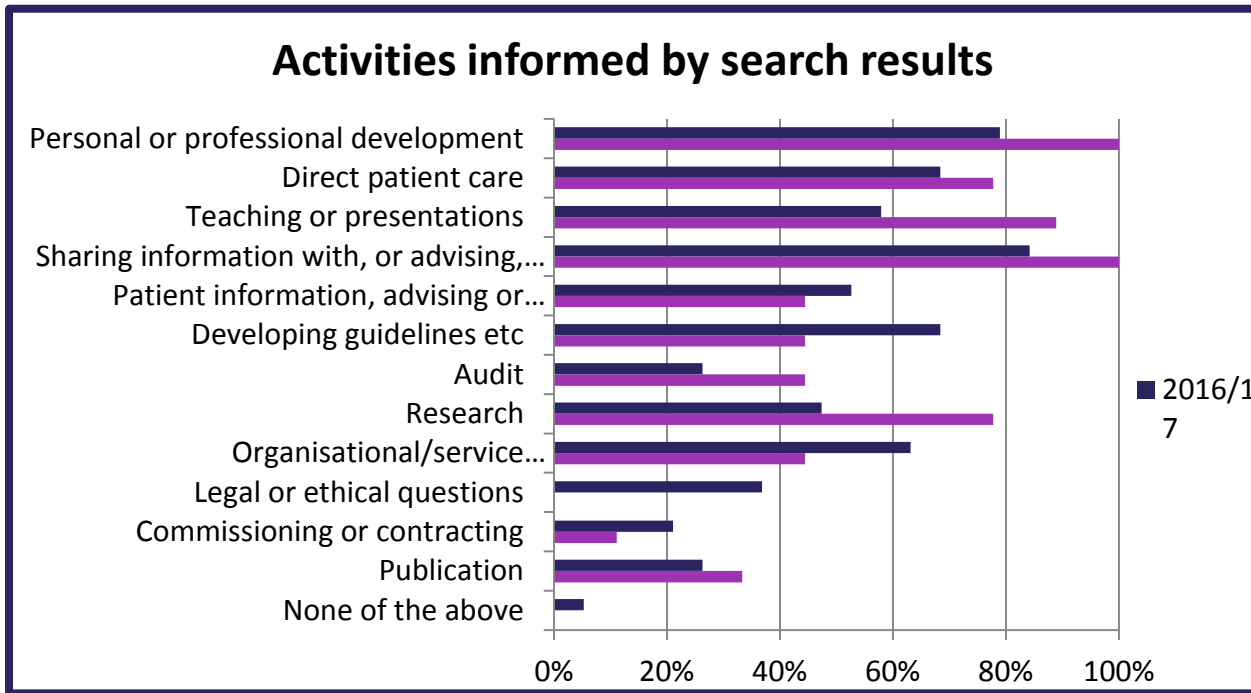
2. Breakdown of responses

Organisation	Lit Search Responses	Training Responses
SSSFT	7	2
SSOTP	2	2

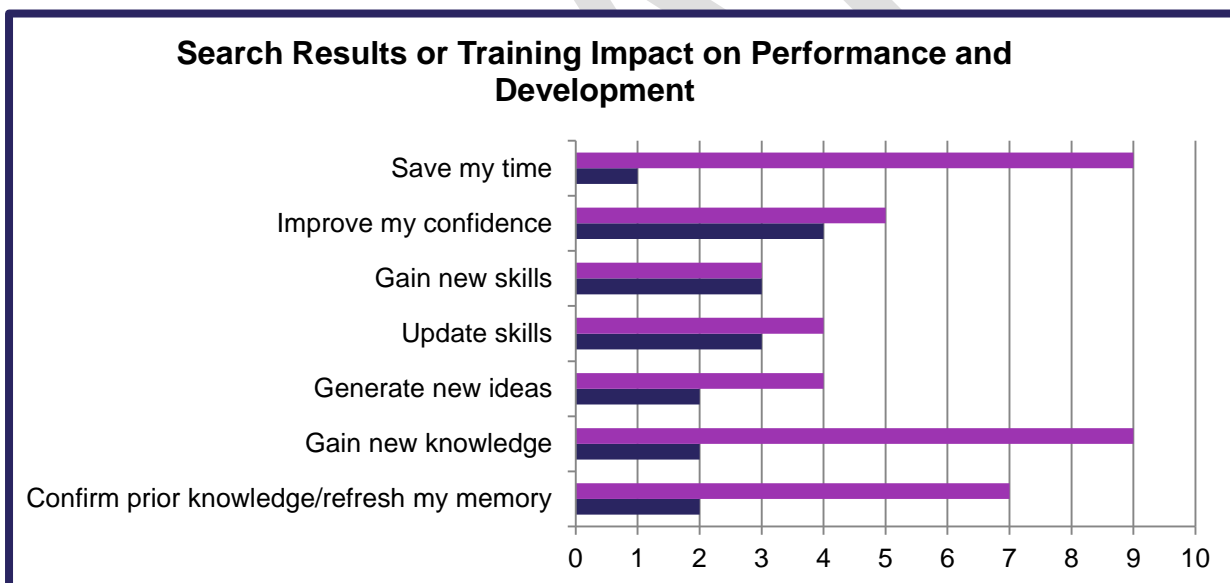
There was a drop in responses for both the training and literature searching surveys. Although there was a drop in activity for both services too, the drop in literature search responses was disproportionately large. Should this continue for another year, the library will look for different ways of getting feedback.

3. Activities informed by library training and search results

Respondents reported that all literature searches and training sessions provided by the library services had an impact on some aspect of patient care, learning and teaching or other areas of Trust activities, the most common being personal or professional development, information or advice to service users and carers, teaching or presentations and research. This is demonstrated by the charts below:

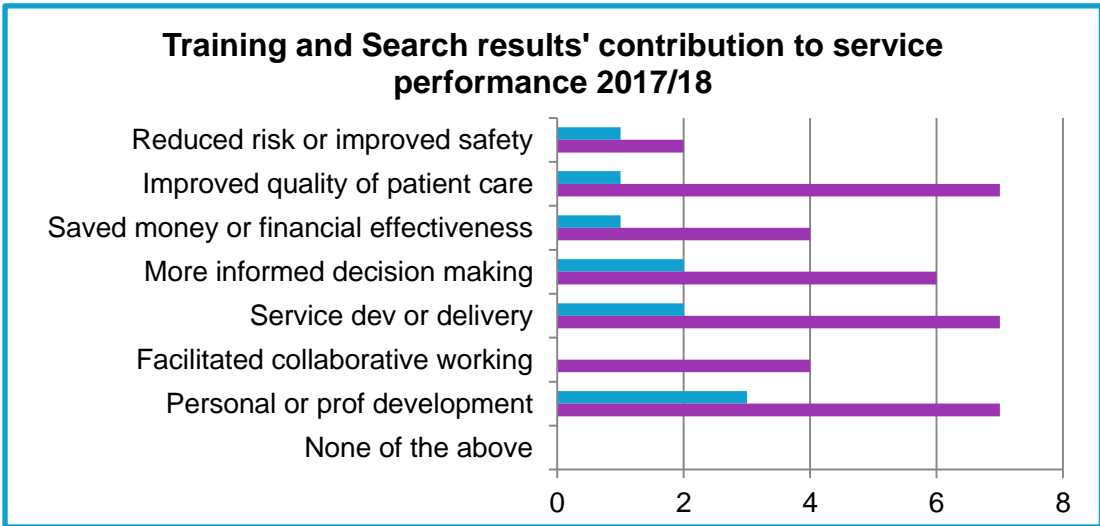


4. Impact on personal performance and development



The most common impact on personal performance or development was ‘gain new knowledge’ closely followed by time saving. Other benefits included confirmation or refreshing of prior knowledge, improved confidence, new ideas and new or updated skills.

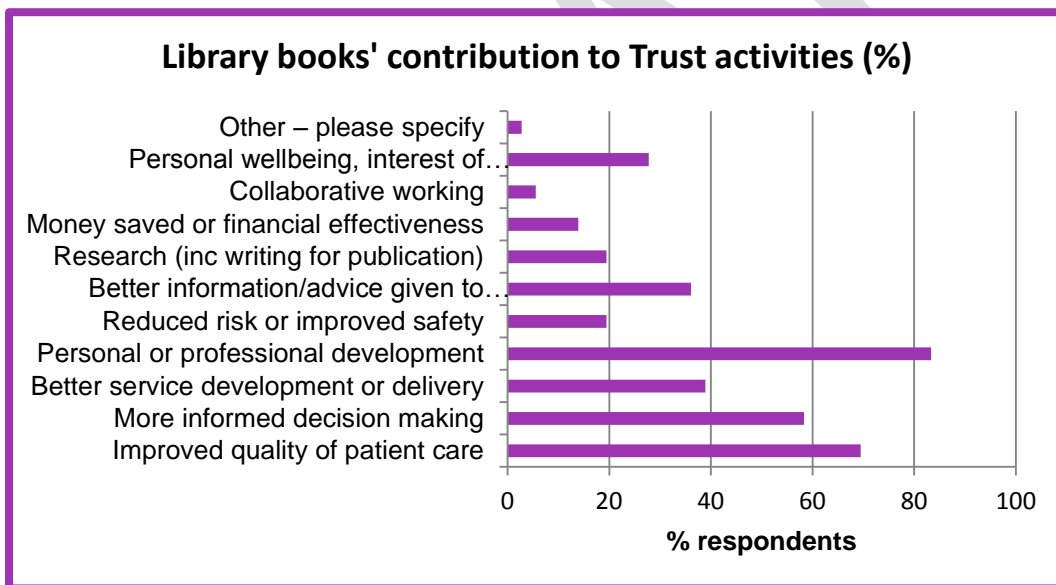
5. Impact on service performance from using the library



Seven of the nine respondents to the literature search survey said that the search results had helped inform service development or delivery and contributed to improved patient care. Six felt the results had contributed to

improved patient care whilst several reported that the results helped save money, facilitated collaborative working or reduced risk or improved safety. The most common contribution from search skills training sessions was to personal or professional development.

6. Book Impact Survey



The library received 36 responses to the very brief Book Impact Survey. These showed that information from library books contributes to a range of different Trust activities. Although 'personal and professional development' tops the list, the results show that the library is not just for people

on courses as next most common uses are 'improved quality of patient care' and 'more informed decision making'.

7. Examples of changes to practice

Many respondents provided comments or examples to illustrate how they were using the information and/or search skills gained from the library. A selection is listed below, whilst others are quoted within the main Annual Review:

Example
[Training] Personally it made me think differently about performing literature searches and how to save time when searching by refining the search
[Search] It confirmed my initial thoughts that the Trust may need to think more around the research around the de-commissioning of the weight-management services. We need to critique more articles before we move forward, but this type of access to this search is essential to us all keeping up to-date with evidence based patient care
[Search] Diagnosis of Alzheimer’s disease can be targeted at a much earlier stage with non invasive, economical scanning methods
[Search] This helped, as part of a package of my psychological intervention from me as a clinical psychologist, to challenge a patient’s long held unhelpful beliefs about themselves which was leading to self harming and multiple service input
[Book Survey] Currently undertaking my Masters in advancing healthcare practice with the Open University. The books I have taken out include subjects around research, leadership, policy and service improvements. I have used the books to reference against but also to identify further reading, either journals or other books. If I have identified an article but not able to obtain it myself, the library staff have got this for me.
[Book Survey] Mainly using for CPD to keep myself up to date with developments in dementia care

8. Conclusions

Although fewer in number this year, the results still show that the library’s literature searches, training and book loans have contributed to key Trust objectives and values including improvements in patient care and service delivery, advice or information for service users and carers and personal and professional development.

Appendix 4 - Progress against annual delivery plan and library strategy

a. Annual Delivery Plan 2017/18

The table below shows that almost all deliverables were achieved against the overarching objectives for the first year of the 2017/20 Library and Knowledge Services Strategy; and substantial progress was made on the other two.

Action no.	Library Strategy Objective	Deliverables (implemented by actions on Detail sheet)	Timescale - end of	Progress	Status
17.01	Supporting evidence-based decision-making and research	Greater collaboration with Research and Innovation; Improved support for clinical and non-clinical roles and activities;	31/03/2018	Clinical Evidence Summaries resource up and running and with link from RiO menu; continued collaboration with Research and Innovation including annual list of staff publications (and system for gathering content)	Completed
17.02	Up to date staff aware of relevant evidence sources	Additional ways of disseminating evidence introduced and more systematic use made of existing communication channels and awareness work	31/03/2018	New Book Alerts service covering 30 topics introduced; more systematic approach to raising awareness of new library services and resources in place	Completed
17.03	Easy access to appropriately formatted evidence within daily workflow	Improved access to the evidence base and library services; adaptation of library services to meet changing stakeholder needs	31/03/2018	Improved range of ebooks now available; Clinical evidence summaries app (Dynamed Plus) now available but take-up still low; pop-up library held at George Bryan Centre (but limited uptake); CAMHS books redistributed between Stafford and Redwoods	Completed
17.04	Trust staff have skills to find, appraise and interpret the evidence	Different approach to increased information literacy and critical appraisal trialled	31/03/2018	Virtual Journal Club set up and first 'meeting' held; new 'bite sized' videos on information seeking tasks developed and about to be launched	Part complete

Actio n no.	Library Strategy Objective	Deliverables (<i>implemented by actions on Detail sheet</i>)	Timescale - end of	Progress	Status
17.05	Libraries provide safe, pleasant environment	Improved library facilities and service for actual and virtual visitors	31/03/2018	Extra quiet study space added to Stafford library; popular areas of book stock now sorted by author at Stafford to make books easier to find	Part complete
17.06	Service users and carers have access to quality information	Library awareness raising materials relating to service user and carer information revised; book trolley service further developed	31/03/2018	Library policy on services for service users and carers revised and new, more general, publicity material developed and promoted; ward book trolley service in Stafford ready to expand and work ongoing to recruit volunteers to help with Redwoods trolley	Completed
17.07	Staff have access to information and support for lifelong learning	Training funding search pilot evaluated	31/03/2018	Training funding search pilot evaluated and decision taken not to continue. Page of useful links included on library web pages.	Completed
17.08	LKS contributes to internal knowledge retrievability and supports knowledge sharing and transfer	Increased use of library's knowledge management skills outside the library	31/03/2018	Library collaborated with other teams to put on 'Pride in our Practice' innovation expo to encourage sharing of good practice. Now working on making innovation posters available in longer term.	Completed
17.09	Customer-focused library services	Library services reviewed to ensure suitable feedback mechanisms are in place	31/03/2018	Five library services informally 'audited' within library team, possible improvements identified and some changes made.	Completed
17.10	Automation yet personalisation	Improve LKS use of technology in customer-facing and back office functions	31/03/2018	Improved information sharing within library team by greater use of Sharepoint; better use of library management system functionality by deploying New Book Alerts facilities	Completed
17.11	LKS quality, value and impact maximised and demonstrable	New impact evidence gathered for at least three library services; at least two library processes streamlined	31/03/2018	New impact evidence gathered for literature searches, training and books. Performance standards streamlined and centralised processes reviewed. Work ongoing on streamlining user	Completed

Action no.	Library Strategy Objective	Deliverables (implemented by actions on Detail sheet)	Timescale - end of	Progress	Status
				registration and article request processes.	
17.12	Improved services through partnership working within Trusts and other libraries	Increased working with other libraries and partners within and outside the Trust	31/03/2018	Collaborative work with community libraries including developing a service offer and promotional materials for awareness weeks. Joint charging scheme for external users developed with other Staffordshire health libraries.	Completed
17.13	Relevant library staff roles and skills	All library staff further develop skills to support new priorities and ways of working	31/03/2018	Team Awayday held, leading to actions to improve team communications. Library Assistants' half day held to update skills on new library resources.	Completed

b. Library Delivery Plan 2017/18 – progress against individual actions and projects

Ref.	Brief description	Deliverable/Success outcome	Timescale	Progress	Status
17.01a	Improve access to the clinical evidence base by promoting and enabling easy access to Dynamed Plus tool	Dynamed up and running, easily accessible to library users, publicised; feasibility of linking into RiO investigated and either achieved, in progress or rejected	31/03/2018	Clinical evidence summaries tool launched, and linked into RiO (via menu link), library web pages and Easy Evidence Search. Usage levels relatively low.	Complete
17.01b	Continue collaborative work with Research and Innovation on the regular production of a staff publications list	6 monthly list of staff publications	31/03/2018	Staff publications list produced for 2017/18; processes set up to produce further lists	Complete
17.01c	Take part in work on how best to evaluate apps for work within the Trust	tbd	31/03/2018		Deferred

Ref.	Brief description	Deliverable/Success outcome	Timescale	Progress	Status
17.01d	Complete piloting of Training Funding Search Service	Funding Search service reviewed, decision made on whether to continue to offer it and national spreadsheet of training opportunities updated	31/07/2017	Pilot project completed and evaluated, decision taken not to continue. Page of useful weblinks for training funding sources set up. Learning shared nationally with other library services	Complete
17.02a	Improve staff awareness of the latest research and developments by more systematic use of existing awareness raising tools	Promotional timetable being used across library service	31/03/2018	Promotional timetable set up; has led to more systematic approach to promotion of new library services and resources	Complete
17.02h	Launch New Book alert service	E-mails being sent out when new books on 20 different topics received; system in place to recruit library users to service and manage it	31/03/2018	New Book Alerts service set up covering 20 different topics with over 100 library users signed up. Positive comments received during Book Impact Survey	Complete
17.03a	Improve quick access to clinical information by implementing Dynamed app	Dynamed app promoted and in use. More specific measures to be determined	31/03/2018	Dynamed app promoted but little take-up from clinicians	Failed
17.03b	Improve range of e-books available	Access to Own facility up and running	31/12/2017	Ebook Central Library set up; publicity material has been produced and library staff trained; promotion to library users is now underway	Complete
17.03c	Implement new national Link Resolver and see if it provides more reliable access to journal articles	New national link resolver tool implemented	31/12/2017	Implemented and issues reported	Complete
17.03d	Support the proposed Nursing Practice Forum through the provision of evidence summaries	Library support for Nursing Practice Forum	31/03/2018	No library input asked for due to delays setting up Forum	Deferred

Ref.	Brief description	Deliverable/Success outcome	Timescale	Progress	Status
17.03e	Improve awareness of library services away from Stafford and Redwoods by holding pop-up library events in two locations	Two pop-up libraries held; take-up improved from 2016/17 or decision taken not to hold any more	31/03/2018	George Bryan Centre pop up library took place, September 2017 but with limited take-up despite extensive promotion and preparation	Complete
17.03f	Identify systematic process for letting new services know about library services and identifying their particular needs'	Process in place whereby new services are routinely contacted by library to raise awareness and identify needs	31/03/2018	Work carried out with Contracts team to identify services LKS should be targeting. Work underway on developing system.	Partly complete
17.03g	Improve access to reminiscence materials by increasing number of reminiscence packs, including creating some in-house	Increased number of reminiscence packs at both Redwoods and Stafford libraries	31/03/2018	Existing reminiscence packs split into smaller units; advice sought from public libraries librarian with experience of creating own packs, as well as OT staff locally; list drawn up of items needed for further packs.	Partly complete
17.03h	Adjust stock locations to meet needs of CAMHS staff new to Trust in Shropshire/ Telford and Wrekin	CAMHS/Child psychology book stock available at Redwoods as well as in Stafford library	31/03/2018	CAMHS stock reviewed and some relocated to Redwoods	Complete
17.03i	Small service user self-help book collection available via each book trolley	15 self help books available to service users on each site	31/03/2018	System identified to allow library to raise money for this purpose by selling donated books not needed for the book trolley; suitable titles will be bought as funds become available; some self help titles available from withdrawn library stock	Partly complete

Ref.	Brief description	Deliverable/Success outcome	Timescale	Progress	Status
17.04a	Improve Trust staff's ability to access the evidence base easily by developing new 'bite sized' video clips/screencasts and update existing ones, in collaboration with other local health libraries	Series of 'bite sized' video clips/screencasts on how to use key knowledge sources/library systems, if possible produced in collaboration with other libraries	31/03/2018	Four videos created and awaiting final feedback and editing prior to launch	Partly complete
17.04b	Encourage Trust staff to read and reflect on the evidence base by setting up a virtual journal club	Four virtual journal club 'meetings' held and project evaluated	31/03/2018	Trial site set up and being modified. Will ask Helen Allen re first topic. Have a go with library team first.	Partly complete
17.05a	Make it easier to find books on library shelves by sorting by author in popular areas	All books at most common classmarks labelled and arranged by author surname	31/03/2018	Completed at Stafford but not at Redwoods due to vacant library assistant post.	Partly complete
17.05b	Ensure libraries provide user-friendly service by developing standards and auditing using a Mystery Shopper exercise, in collaboration with other health libraries	Mystery Shopper in conjunction with other health libraries	31/03/2018	Service area to be audited identified, staff refresher training carried out and model questions and answers identified. Both libraries have been paired with others within Shropshire and Staffordshire. 'Mystery shopper' calls should happen before end of May.	Partly complete
17.06a	Improve access to information for service users and carers by reviewing the 'LKS for Service Users and Carers' leaflet/poster so it can be used more widely	Updated LKS for Service Users and Carers leaflet with plan to promote this more widely	31/03/2018	Current policy reviewed, updated and approved; new leaflet has been produced and promoted; library staff have received training	Complete

Ref.	Brief description	Deliverable/Success outcome	Timescale	Progress	Status
17.06b	Ward book trolley service in Stafford - evaluate pilot and move to 'business as usual' if appropriate	Evaluation of pilot and decision as to whether to continue with/extend the service	31/03/2018	Pilot across two wards has gone well. Plans to extend to further wards over coming year.	Complete
17.06c	Involve volunteer(s) in Redwoods trolley round wards	Volunteer involved in Redwoods trolley round wards or project deemed not feasible	31/03/2018	Agreed with ward managers that volunteer taking trolley round is acceptable; potential volunteers identified; waiting for a final check that there are no problems with using volunteers for this service	Partly complete
17.08a	Collaborate with Trust Sharepoint team to enhance Sharepoint local site support	Functionality, examples and guides developed to show case how Trust teams can use Sharepoint to improve knowledge use	31/03/2018	Use of Sharepoint team sites has not progressed much during 2017/18 due to other priorities	Deferred
17.08b	Promote knowledge sharing through supporting Innovation Expo	Expo encourages knowledge sharing with good range of posters and longer term changes in practice	31/12/2017	Expo held with over 70 posters submitted. Evaluation suggested event was a success.	Complete
17.09a	Informal internal audit of four library services to make sure library knows they meet users' needs, can demonstrate impact and remain relevant	Four services reviewed and action points identified for future Delivery Plans	31/03/2018	Five library services audited and ideas for improvements identified.	Complete
17.10a	Streamline stock checking process by using RFID tool	Stockcheck carried out using RFID 'wand' or delays taken up with equipment supplier	31/03/2018	Technical problems with RFID tool meant it was used little at Stafford, but showed potential to speed stock checking process up considerably when working well.	Partly complete
17.10b	Improve knowledge sharing within the library team by moving library wiki to OneNote and expanding	Library staff have easier access to key information via wiki and Sharepoint	31/03/2018	Library staff team site has been developed within Sharepoint and has largely superseded wiki (though the team are using One Note to store some information)	Complete

Ref.	Brief description	Deliverable/Success outcome	Timescale	Progress	Status
17.10c	Investigate the use of CXAIR technology to improve use of qualitative information within the Trust	tbd	31/03/2018	Initial discussion held with CXAIR lead but more detailed demonstration of product required to understand potential	Deferred
17.11a	Develop library subscription membership and PAYG options for individuals and/or organisations	List of options to 'buy' library services, either on a subscription or pay-as-you-go basis; updated charging scheme (including Trust decision on which groups should be pay for library services)	31/03/2018	Joint charging scheme agreed with other Staffs NHS libraries; incorporated into library documentation	Complete
17.11b	Develop systems that allow article requests to be processed across sites	Article requests can be handled by staff at either library	31/03/2018	Spreadsheet created and currently being trialled with a view to turning this into a largely paperless service	Complete
17.11c	Ensure LKS is carrying out routine work in the most efficient way	Review of centralised (library assistant) work processes	31/03/2018	Centralised processes reviewed and some adjustments made to procedures and sites involved	Complete
17.11d	Investigate feasibility and benefits of a huddle board and/or other LEAN systems technology within the library team	Huddle board or some other LEAN system trialled within library	31/03/2018	Hybrid virtual/paper huddle board set up and first huddle held, generating several ideas.	Complete
17.11e	Continue compliance with national standards by submitting LQAF submission to meet new requirements	LQAF submitted in form meeting new requirements	31/08/2017	LQAF submitted, August 2017, and self assessment of 99% confirmed in April 2018, with two areas of good practice identified.	Complete
17.11f	investigate the impact of the library's book lending services by carrying out a Book impact survey	Evidence of how library books are being used	31/03/2018	Survey completed - 36 responses, useful examples and evidence of how people use library books	Complete

Ref.	Brief description	Deliverable/Success outcome	Timescale	Progress	Status
17.11g	Investigate the impact of the library's article request service by carrying out an Article request survey	Evidence of how journal articles are being used	30/09/2017	Delays in adapting questions to fit more closely with national Impact Toolkit led to delays with Book Impact Survey. This meant it was impossible to have a long enough gap before running the article request survey.	Deferred
17.11h	Evaluate the Be Aware bulletins and their content by carrying out a bulletin-level usage audit	Assessment of Be Aware bulletins with action points	31/03/2018	Usage audit carried out, results discussed and improvements made, including content review for some bulletins and others being merged or withdrawn to free up time to add additional bulletins post-merger	Complete
17.11i	Improve way in which library demonstrates the impact of its services	Greater use of case studies in 2016/17 Annual Review; fresh collection of case studies/quotes collected for 2017/18 documents	31/03/2018	Case studies (brief and 'stories' from Survey) used in Annual Review. Two impact case studies developed, with further case studies in draft. Series of quotes obtained from Book Survey	Complete
17.11j	Review and streamline library performance standards	Revised and streamlined library performance standard in use	30/09/2017	Streamlined standards agreed at September library team meeting; documentation updated. New standards reported on in 2017/18 Annual Review	Complete
17.12a	Work with other Staffordshire libraries to support local STP developments	Actions from STP action plan carried out	31/03/2018	Shared infographic developed to raise awareness of the three Staffordshire library services; shared charging scheme costed and developed for external users	Complete
17.12b	Ensure Trust document delivery service complies with anticipated national document delivery standards as far as possible	Anticipated national document delivery standard implemented fully or partially with clear reasons for non-implementation of any element	31/03/2018	National standard was not published.	Cancelled
17.12c	Continue to try to secure SLA with Virgin Care	SLA secured with Virgin Care or service no longer being delivered	30/09/2017	No progress on this.	Deferred

Ref.	Brief description	Deliverable/Success outcome	Timescale	Progress	Status
17.12d	Investigate collaboration with Community Libraries over Health Information Week, July 2017	Health Information Week promotional activity carried out in collaboration with community libraries	30/09/2017	Worked with liaison person. Produced an annual calendar of events to promote and agreed priorities with Community libraries; and also a service offer of how the LKS can support the community libraries. No take-up as yet.	Complete
17.12e	Stop providing services to SSOTP following ending of SLA	All SSOTP library users informed, SSOTP-specific library services ended	31/07/2017	Services withdrawn from SSOTP following notification that they would not renew SLA.	Complete
17.12f	Resume providing library services to SSOTP	All library services restored to SSOTP; Memo of Understanding drawn up and signed	30/11/2017	Services to SSOTP resumed in view of the proposed merger	Complete
17.13a	Look at team member personality types and how to work with them to improve effectiveness	Library Awayday concentrating on team working held and action plan developed	31/12/2017	Team Awayday held 23rd October 2017; action plan developed and being implemented, including huddle board	Complete
17.13b	Further develop librarians' skills in synthesis and broaden range of search sources	Improved librarian skills in doing syntheses and searching a wider range of resources	31/03/2018	Plans drawn up but not implemented due to time pressures.	Deferred
17.13c	Further develop library assistants' skills in supplying information	Library Assistants' half day to update each other on processes etc	31/03/2018	Half day training session held for library assistants covering new online evidence sources, patient information sources and screencasting.	Complete

c. Library Strategy 2017 - 20

The 2017/18 Delivery Plan was the first one based on the 2017-20 strategy. The chart below summarises progress against the main activities in the library strategy and whether deliverables identified when the strategy was initially developed have been achieved. For further details, please see the library delivery plan.

Key:	
Work completed for overall library strategy	No work scheduled in library strategy
Work completed for year	Work deferred
Progress made	Ongoing objective
Work scheduled in strategy	Objective not achieved

	Activity	17/18	18/19	19/20	Success outcome/deliverable	Resources Notes
1. Supporting evidence-based decision-making and research						
i.	Resources and services to support decision-making				One resource and one service (either new or reconfigured) to support decision-making trialled and evaluated	Existing staffing and resources budget; staff time
ii.	Develop joint workstreams with Research and Innovation				Signposting in place between R & I and LKS; approach developed to staff publications list, Open Access and repositories	Existing staffing and resources budget; Separate business case may need to be developed for Open Access/repository, depending on solution identified
iii.	Ensure LKS services incorporate non-traditional information sources and formats where appropriate				Knowledge base developed to support library staff; library services audited against 2016 Survey results to ensure appropriate range of materials available/used; investigate inclusion of local statistics in relevant search results	Existing staffing and resources budget; staff time Collaboration with Information Team around inclusion of local statistics
iv.	LKS support for non-clinical decision-making				LKS support trialled and evaluated in one non-clinical area	Staff time
2. Up to date staff aware of relevant evidence sources						
i.	Investigate innovative ways of disseminating evidence				Review best approach to delivering current awareness services	Staff time
ii.	Raise awareness of quality information sources and library services				Systematic approach to promotion integrated into new projects/ service developments	Staff time Existing/corporate awareness raising channels
iii.	Investigate best approach to awareness raising				One new awareness raising approach tried each year	Staff time; existing resources budget
3. Easy access to appropriately formatted evidence within daily workflow						
i.	Maximise use of Trust and				New national products implemented; Use of Sharepoint and other local	Staff time; Local and national IT

	Activity	17/18	18/19	19/20	Success outcome/deliverable	Resources Notes
	national/regional library technologies				technologies maximised	systems
ii.	Remote access to as many LKS services as possible				Remote access provided to all LKS services or reason for not doing so documented	Staff time; Local and national IT systems
iii.	Information in format that is quick to use				Synthesised searches offered as routine for management/guidelines searches; format evaluated; pilot mini-search service	Staff time
iv.	Try to identify ways of removing obstacles to quality information sources				Single sign-on investigated (and implemented if feasible) for main library systems; Discovery Tool evaluated	Staff time Costs associated with single sign-on to be identified as part of feasibility study
v.	Suitable local models of clinical librarian and outreach services available				Outreach/clinical librarian services available on request; at least one outreach/clinical librarian initiative during each year of strategy	Staff time
vi.	Flexible services to meet needs of changing userbase				Introduce systematic process for letting new services know about library services and identifying their particular needs	Staff time Existing resources budget
vii.	Identify new ways and resources to support Trust activities				New collections/types of resources added to library	Staff time Existing resources budget
viii.	Continued development of print book collection				Ongoing purchasing of print books; staff preferences reviewed	Staff time Existing resources budget
4. Trust staff have skills to find, appraise and interpret the evidence						
i.	Information literacy and critical appraisal training				Range of training options, face to face and virtual, available and promoted	Staff time National e-learning resources (under development) Local technology in place for remote training
ii.	Improve staff information literacy skills				Awareness raising campaign run, with ongoing system of reminders	Staff time
5. Libraries provide safe, pleasant environment						
i.	Library facilities provide safe, pleasant environment for staff work and study and for service users and carers				To be determined (based on user feedback and changing needs)	Staff time Existing library budget can meet cost of occasional smallscale changes
6. Service users and carers have access to quality information						
i.	Support clinicians in 'infomedary' role				Range of support identified and promoted	Staff time
ii.	Continue to provide information to service users and carers on request				Improved promotion of LKS offer to service users and carers beyond wards	Staff time Small budget for service user involvement (to be met from existing LKS budget)
iii.	Support 'Reading				Reading for Wellbeing collection	Staff time

	Activity	17/18	18/19	19/20	Success outcome/deliverable	Resources Notes
	for Wellbeing' within Trust				developed further; identify best way to support reading groups	Existing resources budget
iv.	Identify best ways to support the Recovery College				Best way(s) of supporting the Recovery College identified and implemented	Staff time
7. Staff have access to information and support for lifelong learning						
i.	Look at how LKS can support e-learning within Trust				Ways in which LKS can support e-learning/blended learning identified, piloted and evaluated	Staff time Collaboration with L & D
ii.	Work with training and professional leads to support CPD				Shared initiatives with L & D piloted,; virtual journal club(s) piloted and evaluated	Staff time
8. LKS contributes to internal knowledge retrievability and supports knowledge sharing and transfer						
i.	Use LKS KM skills outside library				Min two projects involving LKS KM skills piloted and evaluated over lifetime of strategy	Staff time Collaboration with IM&T and other areas of Trust
ii.	LKS support for knowledge sharing				Develop and promote LKS offer	Staff time Existing internal systems
9. Customer-focused library						
i.	Continually re-examine LKS services to ensure still relevant, user-focused and best practice				Each LKS service reviewed within last two years	Staff time Other resources depending on outcome of reviews
ii.	Trust/NHS values in LKS services delivery – treat each user as individual				See 3vi	
10. Automation yet personalisation						
i.	Provide self-service options for as many services as possible				Self-service options provided for each service or reason why not documented	Staff time Local and national IT systems
ii.	Maximise use of Trust and national/regional library technologies				See 3i	
iii.	Redesign library staff roles and redevelop skill sets				See 13i	
iv.	Innovative ways to deliver library services				One 'innovation' identified, trialled and evaluated each year (NB 'Innovation' could be borrowed from elsewhere!)	Staff time Resources from within existing LKS budget
11. LKS quality, value and impact maximised and demonstrable						
i.	Take opportunities for income generation				Updated charging policy implemented and updated regularly; any further opportunities for income generation identified and followed up	Staff time Support from Finance and other Trust depts
ii.	Extend products developed for one user more widely where feasible				Two LKS products repurposed where appropriate for wider use	Staff time Existing Trust and library systems
iii.	Value for money				Different types of information product	Staff time

	Activity	17/18	18/19	19/20	Success outcome/deliverable	Resources Notes
	obtained from LKS resources budget and other resources				trials and evaluated locally to identify best value for money	Existing resources budget
iv.	Compliance with national standards, legal requirements and national procedures				Maintain LQAF score at or above regional and mental health libraries average and any other required standards	Staff time
v.	LKS can show value of everything it does				Evidence available to show impact of all main customer-facing services (<=3 years old)	Staff time
vi.	LKS reporting mechanisms show how LKS supports Trust aims and objectives				Reporting mechanisms reviewed and new format implemented	Staff time
12. Improved services through partnership working within Trusts and with other libraries						
i.	Expand partnership working with other libraries				Participate in at least one local, regional or national initiative each year; improve awareness of and signposting to public library health offer	Staff time
ii.	Take part in national and regional initiatives to streamline systems and processes				Participate in at least two regional or national initiatives to streamline systems and processes over strategy lifetime	Staff time
iii.	Offer library services to external organisations and individuals on one-off basis or via SLA				Piecework charging scheme and model for potential SLA agreements in place	Staff time Support from Trust Finance and Contracts staff
iv.	Identify how to work with Community Libraries project				Discussions on best ways of linking in Trust library skills; other actions to be determined	Staff time
13. Relevant library staff roles and skills						
i.	Redesign library staff roles and review skill sets				Review library workload and required skills as part of annual planning	Staff time
ii.	Develop librarian skills to meet new ways of working				At least one area of skills development identified and acted upon from yearly Delivery Plan	Staff time
iii.	Develop library assistant skills to meet new ways of working				At least one area of skills development identified and acted upon from yearly Delivery Plan	Staff time
iv.	Investigate opportunities to share staff skills and roles with other libraries				Staff skill sharing opportunities investigated with local libraries and other MH libraries	Staff time