The Strategy for Change Portfolio View provides an overall picture & progress of key strategic projects being delivered within the Central Executive Team. There is a list of Acronyms at the end of this document.

Priority initiative for 2021	Lead Dept & Contact	Start & end dates	Key activities delivered in Quarter just passed (Q4 2021)	Key activities to be delivered next Quarter (Q1 2022)	Expected future cross-department dependencies
GOAL 1: Producing trusted evidence: To produce trusted and timely synthesized evidence addressing the most important questions for health and care decision making					
Objective 1. Delivering timely, high quality responses to priority global health and care questions, which the users of our evidence help define					
COVID-19 response	EPM & P&T – TL & CM	Ongoing	Four COVID 19 reviews published in Q4 2021: Antibiotics for the treatment of COVID-19 (22 October 2021). Colchicine for treatment of COVID-19 (18 October 2021). Non-pharmacological measures. implemented in the setting of long-term care facilities to prevent SARS-CoV-2 infections and their consequences: a rapid review (15 September 2021). SARS-CoV-2-neutralising monoclonal antibodies for treatment of COVID-19.

Completing the Innovate UK grant on enhancing and sustaining the C-19 Study Register. Moving to mostly machine crowd workflow for curation. | Editorial process for DTA reviews of rapid test, and of signs and symptoms underway. Publication of reviews of school measures and interleukin 1. Submissions expected from COVID NMA team of vaccines and of immunomodulation. | EIEP, EMS, EPM, PTD |
| **Objective 2. Streamlining production of reviews and simplifying editorial systems and processes** | | | | | |
| Editorial Management System | P&T - CP | June 2019 – December 2021 | Full roll out to 50 CRG and all other article types, management reporting creation, user guidance and training. New production and copyediting workflow. | Archie workflow switch off. Ingest adoption and LuXid phase II, along with new process creation to bring this project in line with BAU expectations. | EiC department (for review of training material); P&T tech development for RevMan & Archie; Development Dept. for community support. |
| Editorial Integrity & Efficiency pilot | EPM - RM | June 2021 to June 2022 | Workstream 1: Check-in calls held with all Phase A CRGs; Phase B CRGs started submitting content to Ed Service; meetings held with several CRGs losing ME staff regarding transfer of editorial process to Ed Service (following decision to use Phase C resource to support CRGs during transition): 'interim' sign-off editors (previous Network Senior Editors) agreed to perform sign off until new Editorial Board members in post: revised sign-off process agreed with EIEP working group.

Metrics on submissions to the Editorial Service, since the pilot started at the end of June 2021 to 31st Jan 2022:
82 submissions received (protocols, reviews, updates). Of these:
§ 20 publications
§ 9 rejects
§ 53 in editorial process or production | Workstream 1: Further revisions to editorial process to improve efficiency (one round of revisions, Editorial Assistants increasing number of checks performed): more submissions being handled from CRGs losing staff; sign-off with Editorial Board members beginning: recruitment to the Editorial Service (MEs and QA editors): financial agreement in place with EPOC group to pay for transition support provided by CET; DTA editorial process to move to Ed Service. | EMS, COVID 19 response, NIHR Response, PSD (Cochrane Support) |
| The Future of Evidence Synthesis in Cochrane | EPM - RF | | Series of seven community engagement workshops delivered: workshop feedback summarised and Q&A doc created: survey responses collated: community engagement report developed (published Jan 2022): business case for Governing Board created and submitted for discussion at Feb 2022. | Subject to Board decision: Form a project team: prepare a detailed implementation plan including communication, governance, and oversight: initiate discussions with current funders in collaboration with Geographic Groups: create comms for external stakeholders (funders): publish: publish open access paper following Board decision. | Continuing need for project mgt resource & comms support as implementation plan is developed and rollout begins: Comms to the community to ensure stability of review pipeline: need Pub & Tech Dept involved in new review format work. |
| Editorial Tech Product (ETP) Programme | EPM & P&T – TL, CM & CP | 5-year programme of work | - Agree start to end journey for Cochrane reviews (1) & Data extraction core fields and requirements (3) projects ON HOLD until Systems & Product Development Editor starts.

- Analysis with study centric data (4) - All functionality completed and released

- CLIB data driven product development (6) - Initial discussions around impact & effort of potential products.

- PICO (7&8) - PICO implementation on track: PICO search on Cochrane library in development.

- Review Portfolio Manangement (10) - scoping started

- New Review Format (14) - supported by Cologne team

- RevMan Web for non-Cochrane reviews (15) - Project planning completed. | - ELT & Heads Of map out & sequence projects.

- Data extraction core fields and requirements (3) once new Systems & Product Development Editor starts

- Continue Cochrane/Covidence meetings
Analysis with study centric data (4) - roll-out planning to be decided

- CLIB data driven product development (6) - Decisions on which products to move forward in 2022.

- PICO (7&8) - Continue PICO implementation, move off Beta.

- Review Portfolio Manangement (10) - complete scoping & start implementation

- New Review Format (14) - supported by Cologne team, and initial report due in Q1 2022

- RevMan Web for non-Cochrane reviews (15) - Project implementation | EPM planning, EIEP has changed scope in consultation (future state CRG structure) |
| **GOAL 2: Advocating for evidence: To be a leading global advocate for evidenceinformed health and care** | | | | | |
| **Objective 3. Advocating for evidence-informed decision making and integrity in research, including by pursuing high-impact partnerships and activities** | | | | | |

Strategic partnerships	DEVELOPMENT-SH	Ongoing	WHO was key partner in Cochrane Convenes. Developed and submitted the plan of work for 2022-2024 for Official Relations - the plan was approved in January 2022. Delivered report on WHO plan of work to WHO.	Work with WHO (and other partners) to follow up on Cochrane Convenes recommendations - this work is ongoing, with the report published on 16 February we will activate this relationship and develop concrete actions.	

GOAL 3: Informing health and care decisions: To inform health and care decisions by making our evidence accessible, usable, and available to all

Objective 4. Making all Cochrane Reviews Open Access by 2025 at the latest without placing the financial burden on review authors

Open Access strategy and delivery	P&T - CP	Feb 2021 to October 2022	OA community presentation at Cochrane Connects in Nov 21. NIHR OA policy update paper submitted to Board in Dec 2021. Not a decision paper as additional information required from NIHR related to in-scope reviews and access to open access funding. NIHR open access meeting scheduled for 31 January 2022. Agreed supply and demand country profile scope and started sourcing information for key metrics.	OA project web pages to be added to cochrane.org website in Feb 2022. Final edits being completed. OA meeting with NIHR on 31 January 2022. OA meeting with Wiley to agree how we will comply with NIHR OA policy for all in-scope reviews submitted for publication from 1 June 2022, and we will then confirm a final proposal with NIHR. Set-up first meetings with OA Working Group and agree Council representatives. Set-up and run research and consultation meetings with OA experts, other OA journal and society publishers. Report available by April 2022. Finalise country supply and demand OA profiles.	Future CLIB CET cost base available from Centralised Editorial Services and Future of Evidence Synthesis. Ensure OA models and analysis are aligned to Future of Evidence Synthesis and an understanding of the future profile of Cochrane Reviews - quantity, coverage, authors, review producing teams and commissioning strategy

Objective 5. Improving user experience by increasing the accessibility and usability of our products

Cochrane Library Product development plan	P&T - CP	To Dec 2021	Q4 product work included: -Right hand navigation user experience improvements -Introduce concurrent publishing to stop CENTRAL reload causing publishing issues for other content. -Loaded Mesh 2022 update -Research tickets for New Review Format to identify quick wins related to publishing supplementary material. -New EMS workflow for CCAs and Editorials. Product development meetings held with Wiley in Nov and Dec 2021 to share research findings and agree next steps towards finalising the product strategy with Wiley during Publishing Strategy meetings in January 2022 and April 2022. 2021 Cochrane Library product metrics -usage - 2021 full text access = 14.9m. This was 5% lower than 2020. Partly due to a Google index failure in Q4 2021 and extremely high usage in March to May 2020 when we opened CLIB as part of our COVID-19 response. 2021 usage is 5% higher than 2019. -usage-language -2021 non-english language full text access - 3.9m. 1.6% increase on 2020. -free access - % of free access Cochrane reviews in CLIB in Dec 2021 was 76.8%, grew by 5.2% during 2021.	User survey for Spanish Portal to be completed in Jan 2022 and assessment report due to be published in Feb 2022. Will be used to inform Spanish Portal product development and language strategy. Wiley will start customer research project to validate CLIB product development ideas with paying customers and their likelihood to continue paying for value added content and features alongside growing free access reviews. Complete 2 business cases for CLIB product deveopment iniatives so that enhancements can start to be implemented. Publishing strategy meeting with Wiley in late January 2022. To understand the future review production structures, processes and systems that will be providing Cochrane Reviews for publication. To review the CLIB product strategy and our revenue diversification plans for CLIB and new products.	Planning and scoping for New Review Format. Ability to accept and publish directly submitted reviews.
Editorial Tech Product (ETP) Programme	See above: ETP falls under Objectives 2, 3 & 6				

ENABLING OBJECTIVES:

Improved efficiency: Reducing editorial and production complexities, and simplifying organizational structures to support the global collaboration that is key to Cochrane's work

Review & Reorganisation (CET)	JB	April 2021 – March 2022	CET review and restructure complete, and implemented since 1 Jan 2022. Wider review and re-organisation encompasses longer term changes on the future of evidence synthesis, OA business model etc.	Focus in 2022 is now culture and ways of working to ensure the new structure works effectively. Leadership development programme for ELT and Heads has started.	Ongoing, cross-team working will be important, and is a part of the leadership development.

Sustainability: Realizing our Open Access ambitions by moving towards a new organizational business model that reflects expanded fundraising and delivers long-term sustainability for the whole organization

Fundraising strategy	DEVELOPMENT - SH	Ongoing	Worked with fundraising task force on theory of change - but still work needed. EDCTP grant secured.	Follow up on Cochrane Convenes recommendations - identify key areas for fundraising, maintain relations and develop concept notes. Work on Wellcome Trust call - considering theme and consortium (but will not be for April round). Submitted Garfield Weston proposal. Working on CDC/RWJ; NLM: exploring Einstein prize	Yes, involvement of people in priority areas for fundraising will require ELT input
Increased awareness and impact: Increasing the visibility and profile of Cochrane globally: and demonstrating our value and impact to decision-makers and funders					
External communications	DEVELOPMENT - TBC	Ongoing	Media and dissemination support to COVID reviews- packaging and push. PR Media outreach with Cochrane Convenes.	Media outreach & engagement for the publication of the Cochrane Convenes report. Communication Strategy work started	
Monitoring & Evaluation framework		Oct 2020 – to be decided	Analysis of 2020 Group funding and resource data for report. All activities related to the development of a framework to monitor and evaluate strategic priorities acrosss the organization are on hold due to the Central Executive Team Review & Re-organization.	2021 Group Funding Report. ELT reviewing monitoring and evaluation to ensure we have the right framework for the future, including monitoring and reporting of Group activities (by Group type).	Impact monitoring' for fundraising to be taken on by Development Directorate in the future. Reporting of CET activities against strategic aims (Strategy for Change) to be taken on by Finance & Corporate Services.
Enhanced accountability: Strengthening communications and engagement with Cochrane members, supporters, and staff: improving diversity and inclusion: and making a commitment through the evidence we produce and how we collaborate to addressing global					
Internal communications	DEVELOPMENT - TBC	Ongoing	Internal communications support to Groups/SLACK and changeover of newsletters onto SugarMarket. Events: Successful delivery of Governance Meetings via Hopin platform and coordination of Cochrane Group meetings in May. Critical business as usual. Supporting the transformation feedback.	Critical BAU.	
Diversity & Inclusion initiative	DEVELOPMENT - CC	December 2020 – to be decided	We made excellent progress throughout the last 3 months of 2021 gathering data from over 1,300 people who contributed through surveys, focus groups and interviews. This data has now been analysed by the team at The Evidence Centre and they have written up a report on the listening and learning exercise which is currently being reviewed by the Programme Board for the Diversity and Inclusion Initiative. We intend to publish the report on our website in due course	Our next steps will be to develop an action plan in response to the report. This action plan will be drafted in early 2022.	

Plain Language Summary pilot & Knowledge Translation mainstreaming completed Q3 2021

Cochrane endeavours to be as open and transparent as possible in its business and so the majority of documents are made available open access. However, where information is confidential or commercially sensitive, it will be restricted. Documents that were restricted before a meeting may subsequently be made available open access following a Executive Leadership Team meeting if the restriction is time-sensitive only.

Acronyms

BAU – Business As Usual

CDSR - Cochrane Database of Systematic Reviews

CRG - Cochrane Review Groups

DTA - Diagnostic Test Accuracy

EIEP - Editorial Independence & Efficiency pilot

EM - Editorial Manager

EMS - Editorial Management System

ETP - Editorial Tech Product

FAI - Finance, Audit and Investment

GDPR - General Data Protection Regulation

GSU – Governance & Strategy Unit

HSE - Health Systems Evidence

HW – HighWire

IRO - Independent Research Organisation

MAs - Management Accounts

M&E framework – Monitoring & Evaluation Framework

NHMRC - National Health and Medical Research Council

NIHR - National Institute for Health Research

OA – Open Access

P&L – Profit & Loss

PLS - Plain Language Summary

Q1 – Quarter 1 (January to March)

Q2 – Quarter 2 (April to June)

S&E review – Sustainability & Efficiency review

SMT - Senior Management Team

SSE - Social Systems Evidence

VoC - Voice of customer