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| **Hub: XYZ** | | | | | | | | |
| **Overarching aim(s) of Hub**  *List:*  *a,*  *b,*  *c etc* | | | | | | | | |
| **(1)**  **Work Package** | **(2)**  **Start date** | **(3)**  **Completion date** | **(4)**  **Overall WP objective** *(must include a measurable component with tolerance levels)* | | | | **(8)**  **WP dependencies** | **(9)**  **Person(s) responsible** |
| WP1 | 01/01/14 | 01/01/15 (12 months) | Sell house for at least 85% of marketed price | | | | WP2 | DB |
| **(5)**  **Deliverables**  *Total number of deliverables should be between 4-8* | **(6)**  **Milestones**  *Total number of milestones should be between 4-8* | | **(7)**  **Milestone target dates** |  |  |
| * 1. Complete minor house improvements to improve saleability   2. Put house on market   3. Facilitate viewings   4. Agree house sale   5. Exchange on contracts | * 1. Minor improvements completed   2. House on market   3. 8 viewings complete   4. House sale agreed –STC   5. Contracts exchanged/house sold | | * 1. 01/04/14   2. 01/05/14   3. 01/08/14   4. 01/10/14   5. 01/01/15 |  |  |
| WP2 | 01/05/14 | 01/06/15 | Buy house…… | |  | |  |  |
| * 1. Etc | **2.1** Etc | | **2.1** Etc. |  |  |

**Notes**

* **Columns (1-4) are specific to the overall WP**
* **Columns (5) deliverables and (6) milestone and (7) target dates, describe the interim WP deliverables and milestones (although of course the final milestone is linked specifically to the overall WP objective);**
* **Column (8) relates to the overall WP;**
* **Column (9) can relate to the overall WP with further breakdown in person(s) responsible as per (5-7) as required.**

**Overarching guidance to objectives, milestones and deliverables**

* **Each work package needs to have its own objective that clearly fits into the overall goals of the hub. The fact that the work is defined as a work package means that it should be cohesive and has been designed to deliver a specific outcome, or the ‘objective’.**
* **The purpose of the deliverables and milestones is to provide the framework to guide Hub activity, and to allow the Programme Board to readily assess the translational progress of the Hub. Hence the overall deliverables and milestones should be clear, tangible and provide a significant level of detail and transparency to readily identify and allow progression to the next phase of work, regardless of the experimental path to achieve the goal. As such, the milestones and deliverables should provide substantially more than a list of objectives or experiments as might, for example, be outlined in a normal grant proposal.**
* **There should be emphasis on providing SMART objectives, deliverables and milestones. An objective is a clear statement of something that needs to be accomplished over a period of time. SMART objectives are:**

**S - specific, stating exactly what you need to achieve;**

**M - measurable, includes a quality or quantity measure;**

**A – attainable and agreed upon, though should be challenging;**

**R - relevant, realistic, reasonable, rewarding, results-oriented**

**T - time-bound, tangible, trackable with a clear end date or timescale.**

* **Milestones are essentially the STOP/GO decision points that allow progression to the next phase of work.**
* **Milestone dependencies (along with a Gantt chart provided separately) need to be highlighted so that the importance of timing and significance within the milestones can be understood.**
* **Deliverables should clearly detail what the outcome of the work will be, and identify what success will look like for this component. The deliverables need to provide what is expected e.g. would an assay, research tool or a prototype device have been produced? The level of validation/testing that will have been performed should also be described. 12 months is too long to wait to assess progress and identify where issues may be arising, so ideally deliverables should be provided on a quarter by quarter basis to offer greater transparency; however, a 6 monthly maximum time gap would be acceptable. This does not require more work or increased deliverables, just greater detail and breakdown.**
  + **Note that deliverables are not regular dissemination of work such as presentations or publications, unless for example this relates to the provision of guidelines/standards of use to the field more broadly. It is taken for granted that work performed will be presented and written up for publication but that is not the main goal of the work.**

**Definitions:**

**Objective – This needs to clearly and briefly state what it is you are trying to achieve in the WP, providing measurable detail of how broadly this will be done, i.e. the tolerance levels.**

Deliverable – Simply stated, in order to achieve the objective there is likely to be a series of steps that must be completed. In this case it is; a product, reagent, assay, series of findings or output along the path of achieving the objective which can be considered as something substantial in its own right. For each WP there should be a series of deliverables that fall within that work package and go towards meeting the overall objective of the WP. Deliverables may not necessarily fall into uniform time periods but they should be sufficient that they are regular and relevant to quarterly/6-monthly updates. As highlighted above, the focus is on translational outputs addressing barriers to progress, and publications and presentations are not considered as deliverables in this case unless for example this relates to the provision of guidelines/standards of use to the field more broadly.

*4-8 deliverables per WP should be provided which will allow enough scope to guide the work and be clear whilst leaving the Hub directorate numerous options to manage/change the workflows in line with the overall goals of the WP.*

Milestones - Each deliverable should also be associated with a time-bound milestone. The final milestone should be linked very closely to the overall WP objective and should be in line with overall expected timing for the WP.This in turn will speak to the overall objectives of the Hub.

The final milestone is the end-product/finding of the objective with application that offers something tangible towards realising the translational goals of the Hub's activity. This output will hopefully provide potential for commercialisation and/or therapeutic application. This should relate to the overarching WP objective and should represent criteria for “success”.