

# Stakeholder Engagement and Communications Plan 2022-2023

---

## System Capability and Operations (including NHS IMAS)

<b>Document Name: Stakeholder Engagement and Communications Plan 2022-2023</b>			
<b>Programme/Project Name</b>		<b>System Capability and Operations (including NHS IMAS)</b>	
<b>SRO</b>	Director of System Capability and Operations (responsible for NHS IMAS).	<b>PM</b>	Rosie Hakes, Programme Manager, NHS IMAS
<b>Version</b>	1.0	<b>Date</b>	04/04/2022

## Document Management

### Revision history

Version	Date	Summary of changes
1.0	14.03.2022	Initial Draft
2.0	20.03.2022	Revisions

### Reviewers

This document must be reviewed by the following people:

Reviewer name	Title/responsibility	Date	Version
Daniel Wood	Senior Manager	16.03.22	1.0
Karen Robinson	Head of NHS IMAS	24.03.22	1.0
Janet Walter	Director of Capability and Operations (including NHS IMAS)	28.03.22	2.0

### Approved by

This document must be approved by the following people:

Name	Signature	Title	Date	Version
Karen Robinson		Head of NHS IMAS	04.04.22	2.0
Janet Walter		Director of Capability and Operations (including NHS IMAS)	04.04.22	2.0

### Document control

The controlled copy of this document is maintained by System Capability and Operations (including NHS IMAS). Any copies of this document held outside of that area, in whatever format (e.g. paper, email attachment), are considered to have passed out of control and should be checked for currency and validity.

## Contents

<b>1</b>	<b>Introduction</b> .....	<b>4</b>
<b>2</b>	<b>Background</b> .....	<b>4</b>
	2.1 Scope .....	5
	2.2 Timeframe .....	5
<b>3</b>	<b>Aim and Objectives</b> .....	<b>5</b>
<b>4</b>	<b>Stakeholder Analysis</b> .....	<b>6</b>
	4.1 Stakeholder identification and analysis .....	6
<b>5</b>	<b>Key Stakeholder Messages</b> .....	<b>8</b>
<b>6</b>	<b>Communication Methods</b> .....	<b>9</b>
	6.1 Communication Channels .....	10
	6.2 Delivery .....	10
	6.3 Governance .....	11
<b>7</b>	<b>Risks</b> .....	<b>11</b>
<b>8</b>	<b>Evaluation</b> .....	<b>11</b>
	<b>Key Stakeholder Messages</b> .....	<b>12</b>
	<b>Stakeholder Engagement and Communications Action Plan</b> .....	<b>15</b>

## 1 Introduction

The purpose of the stakeholder engagement and communications plan is to describe the communications and engagement activity for System Capability and Operations (including NHS IMAS) and establish how the service will manage its relationships with stakeholders to ensure the best possible outcome.

The stakeholder engagement and communications plan has been developed to identify and implement communications activities that will support the achievement of the [NHS Long Term Plan](#) and [We are the NHS: People Plan 2020/21 – action for us all](#) through the System Capability and Operations Business Plan objectives.

The plan identifies, analyses and prioritises the programme's stakeholders and defines the objectives of the communications and stakeholder engagement activity.

Included is a detailed communications and stakeholder engagement action plan which describes:

- What activities will be undertaken;
- When they will be undertaken; and
- Who is responsible for delivering these activities.

Communication channels are established to ensure we are fully aware of, and can manage and maintain, stakeholders' expectations of System Capability and Operations. The channels of communications may be a mixture of participative approaches, i.e. Webinars or non-participative media such as newsletters and social media.

## 2 Background

The purpose of NHS IMAS is to offer NHS organisations that need short or medium term support, the means to access the management expertise that exists throughout the NHS: 'By the NHS, for the NHS'.

NHS IMAS has several talent pools made up of experienced senior NHS managers and carefully selected independent consultants who undertake assignments to support NHS organisations.

A small core team at NHS IMAS is dedicated to building the NHS talent pool and managing assignments, they are the key point of contact for both the client and the NHS IMAS pool member.

The System Capability and Operations Directorate (including NHS IMAS) is hosted by NHS England's People Directorate as an independent resource to support all NHS organisations in England.

System Capability and Operations is responsible for four key areas, utilising NHS IMAS and its systems and processes to deliver for NHS England (NHSE) and the NHS as a whole.

The four areas are:

- **NHS IMAS:** Provide senior short or medium term interim management and support to resource the NHS, including NHS Trusts, Clinical Commissioning Groups, Integrated Care Systems, Academic Health Science Networks, NHS England and Arm's Length Bodies.
- **Talent Management:** Provide support to Regional Talent Boards, specialist NHSE Registers and senior NHS leaders to develop talent within the NHS.
- **Flexible Resourcing for NHS England:** Work with NHSE HR & OD on the flexible resourcing operating model for NHSE to meet the resource needs of the organisation to fulfil the needs of NHSE priorities.
- **NHS England's Response to Emergency Incidents (including Covid 19):** Support NHSE Emergency Preparedness, Resilience and Response (EPRR) to deliver their statutory responsibilities under the Civil Contingency Act 2004 by staffing the National Incident Co-ordination Centre for Covid-19 and National Vaccination Operation Centre and standing up at pace a National Incident Co-ordination Centre for any future incidents.

## 2.1 Scope

The scope of this plan includes all anticipated communications and engagement across System Capability and Operations, along with associated stakeholders.

## 2.2 Timeframe

This plan will be reviewed annually to ensure alignment with the overall System Capability and Operations business plan and organisational priorities.

## 3 Aim and Objectives

The objectives of this stakeholder engagement and communications plan are to:

- Promote the services offered by System Capability and Operations.
- Encourage NHS organisations to use NHS IMAS in the first instance when they have senior (Agenda for Change band 8d and above) interim management and support requirements.
- To raise awareness of developmental benefits for NHS staff at Agenda for Change band 8d and above (or those at an 8c ready to move into an 8d role) to register with NHS IMAS.
- Secure NHS IMAS as the preferred option in supporting NHS organisations to develop local talent programmes.
- Sharing widely with NHS organisations the benefits and outcomes of using NHS IMAS.

This plan will support the delivery of the above objectives through undertaking specific System Capability and Operations communication related procedures, which include:

- Establishment of a detailed project plan which will include key milestone deliverables and timescales to ensure transparency of outputs.
- Robust ISO Quality and Environmental Management Systems to ensure NHS IMAS continually improves its services through use of the business management system, making changes as appropriate.
- Production of a comprehensive stakeholder map to ensure clear, consistent, proactive engagement across System Capability and Operations.
- Robust risk management to ensure associated risks affecting System Capability and Operations are proactively managed and wherever necessary escalated accordingly.

## 4 Stakeholder Analysis

Stakeholder management is an important discipline that successful organisations use to win support from others. It helps them ensure that their projects succeed where others fail. Stakeholder analysis is the technique used to identify the key people whose understanding and commitment will be key to the programme's success.

### 4.1 Stakeholder identification and analysis

The nature of the System Capability and Operations business model means that a wide-range of stakeholders are directly involved, and it is therefore imperative to ensure that they are all appropriately engaged with. A comprehensive stakeholder map is in place and reviewed on a regular basis to ensure alignment with the overall System Capability and Operations business plan and priorities.

The following list aims to illustrate who the key stakeholders are and in which context.

Key audiences include:

- **NHS organisations** (i.e. NHS Trusts, Clinical Commissioning Groups, Integrated Care Systems, Academic Health Science Networks, NHS England and Arm's Length Bodies)
  - to encourage them to use NHS IMAS for interim and consultancy support and to support them on their wider talent programmes;
  - to encourage senior staff to register with NHS IMAS as NHS pool members; and

- to provide tailored support to specific teams and Programmes of work including Improvement Support (IST); Infection Prevention and Control (IPC) and the Chief Nursing Officer (CNO) Exceptional Leaders Network.
  
- **Regional Talent Management Boards**
  - to encourage and promote the use of NHS IMAS for support, expertise and management of bespoke talent pools, enquiries and assignments.
  
- **Senior NHS managers**
  - to encourage them to use NHS IMAS for interim and consultancy support;
  - to encourage them or their staff to join the NHS IMAS pool and/or NHS IMAS Incident Co-ordination Centre Reservist pool; and
  - NHS staff with specific skills and experience that could undertake assignments that NHS IMAS has identified as being 'hard to fill'.
  
- **NHS Incident Co-ordination Centre Reservist pool members and EPRR colleagues**
  - to advise and support National EPRR team in the development of the National Incident Co-ordination Centre (ICC);
  - to keep reservists updated on System Capability and Operations business related to EPRR and national responses to incidents that may require Reservist resource; and
  - to manage a database of reservists for future use when an emergency response is required and make reservists aware of upcoming training and development opportunities.
  
- **NHS England and Flexible Resourcing colleagues**
  - to support the HR & OD Directorate to develop and operate a flexible approach to staff deployment within NHS England to enable it to meet organisational priorities;
  - to encourage them to use NHS IMAS for any internal interim and consultancy requirements; and
  - to work closely with HR & OD colleagues to join up and refine policy and processes to support Flexible Resourcing across the organisation, including the Regions;

- **NHS IMAS Partners and Strategic Advisory Board (SAB) Members**
  - to keep them updated on System Capability and Operations (including NHS IMAS) business;
  - to support them in their duty to act as ambassadors for NHS IMAS to senior leaders in NHS organisations;
  - to encourage them to recommend experienced individuals to join the NHS IMAS pool;
  - to encourage them to coach and mentor pool members where appropriate;
  - to encourage them to participate in presenting informative webinars for NHS IMAS pool members; and
  - to use their skills, knowledge, experience and expertise to enhance the development of System Capability and Operations' offer to organisations and individuals.
  
- **NHS IMAS pool members**
  - to keep them updated on NHS IMAS business;
  - to make them aware of training and development opportunities;
  - to ensure their information is up to date; and
  - to encourage them to recommend experienced individuals to join the NHS IMAS pool.
  
- **Experienced independent consultants**
  - to encourage them to join the NHS IMAS pool; and
  - to keep those who are already pool members informed of NHS IMAS' activities and developments.

## 5 Key Stakeholder Messages

The overall messages that System Capability and Operations wish to tell its stakeholders are:

- NHS IMAS offers NHS organisations that need short or medium term support, the means to access the management expertise that exists throughout the NHS: 'By the NHS, for the NHS'.
- NHS IMAS offers current and potential pool members a comprehensive framework to access the wide variety of roles and fields that are available across the whole health care sector, and the opportunity to take part in short or medium term assignments with continued support and assistance from the NHS IMAS team throughout the assignment.

To ensure consistent messages to our stakeholders, there are key messages for the specific stakeholders in appendix A.

## 6 Communication Methods

Key System Capability and Operations (including NHS IMAS) communication and engagement activities are:

- Regular updates to the NHS IMAS website.
- Posting on LinkedIn at least three times per week.
- Posting on Twitter at least three times per week.
- Publication in internal and external NHS bulletins and staff network newsletters, as appropriate, including specialty specific bulletins where these are available and appropriate.
- Utilisation of the electronic corporate brochure to publicise NHS IMAS key messages to target stakeholders. This will continue to be used as follows:
  - The main source of information about why NHS organisations should use NHS IMAS.
  - The main source of information about why NHS staff should apply to join the talent pool.
  - To be shared with potential clients and pool members when they first contact NHS IMAS for further information.
  - To be marketed via NHS IMAS communication channels to raise awareness of how NHS IMAS can support the NHS.
- Invite NHS IMAS' network of Partners to act as ambassadors and market NHS IMAS across the wider NHS.
- Raise awareness of NHS IMAS and its core offer through the NHS England and Flexible Resourcing function.
- Encourage NHS IMAS' network of Partners to come to NHS IMAS with support requests and recommend colleagues who may be suitable to join the pool.
- Develop and maintain an NHS IMAS Intranet page within the NHS England SharePoint Hub.
- “Word of mouth” and reputation are powerful communications tools. The NHS IMAS team will proactively encourage clients and pool members to recommend NHS IMAS to colleagues and to encourage senior NHS staff to apply to join the pool.
- All opportunities will be considered and exploited as they arise to market NHS IMAS through new channels, such as networks, conferences and events, presentation opportunities and communication bulletins.

- Routinely review closed enquiries to confirm the ‘hard to fill’ roles to inform targeted communications to encourage NHS staff with those skills to apply to join the talent pool.
  - NHS IMAS will also continue to proactively support the NHS’ Talent Management Programmes, within NHS England. This includes, acting as a key partner and working closely with the Talent Management Schemes in the seven NHS regions to support the management and deployment of aspirant directors.
  - This also includes supporting the experiential placements of the Executive Pathway Development Programme.
- Deliver the eighth cohort of Introduction to Consultancy and Facilitation Skills Blended Learning programme for NHS pool members.
- Identify and deliver web-based training and development webinars for all pool members.
- Make available coaching and mentoring to NHS pool members on assignment as required.
- Communicate with EPRR Reservists via an email newsletter.

## 6.1 Communication Channels

The below table summarises the key stakeholders for each NHS IMAS established communications channel.

	NHS organisations / clients	NHS IMAS pool members	Senior NHS managers	Potential NHS IMAS pool members with specific skillset	NHS IMAS Partners and SAB Members	Experienced Independent consultants
NHS IMAS website	✓	✓	✓	✓	✓	✓
Twitter	✓	✓	✓	✓	✓	✓
LinkedIn	✓	✓	✓	✓	✓	✓

## 6.2 Delivery

The NHS IMAS Communications Portfolio Lead will have responsibility for the day to day management of the Stakeholder Engagement and Communications Action Plan and will be supported by the core team where appropriate.

There is a dedicated Stakeholder Engagement and Communications Action Plan (which includes pool member recruitment) that describes the activities that NHS IMAS will undertake to specifically encourage NHS staff to apply to join the talent pool (see appendix B).

## **6.3 Governance**

The governance of System Capability and Operations (including NHS IMAS) is through a Strategic Advisory Board that represents the broad spectrum of NHS client organisations.

## **7 Risks**

A dedicated System Capability and Operations risk register has been established to ensure risks, issues, assumptions, and dependencies are appropriately managed and monitored.

## **8 Evaluation**

Evaluating the effectiveness of this plan and supporting approach will be undertaken by the NHS IMAS Communications Portfolio Lead on an ongoing basis.

## Key Stakeholder Messages

Key messages for the specific audiences are:

- For NHS organisations
  - NHS IMAS does not charge any fees for using its services.
  - NHS IMAS pool members are established, experienced and credible amongst their peers and the organisations they work with. Independent pool members are re-referenced each year. This ensures high quality candidates are available.
  - Support is tailored to the needs of the client and can include elements of interim short- or medium-term capacity and capability; consultancy to offer advice and expertise or to lead a specific piece of work; and supporting whole organisational renewal by deploying and supporting key individuals.
  - For each assignment, the client is allocated a Programme Manager from the NHS IMAS team who will remain in contact throughout the assignment to ensure it is progressing well against the agreed scope and objectives.
  - Opportunity to grow and develop local talent, whilst enabling their staff to share good practice and bring learning back to the organisation.
  - NHS IMAS can carry out bespoke work to help organisations run their talent programmes.
- For Regional Talent Management Boards
  - NHS IMAS can provide bespoke support and expertise to roll out talent management programmes across all regions in England.
  - NHS IMAS has 14 years' experience in profiling pool members, storing information usefully on a bespoke database; scoping assignments intelligently and supporting pool members and client organisations to ensure the assignment is successful.
  - Support is tailored to the needs of the client and can include elements of interim short- or medium-term capacity and capability; consultancy to offer advice and expertise or to lead a specific piece of work; and supporting whole organisational renewal by deploying and supporting key individuals.
  - For each assignment, the client is allocated a Programme Manager from the NHS IMAS team who will remain in contact throughout the assignment to ensure it is progressing well against the agreed scope and objectives.
  - NHS IMAS will be the vehicle for matching individuals to assignments, tracking and managing the deployment of this resource and ensuring the scope of each assignment is agreed.
  - Opportunity to grow and develop local talent, whilst enabling their staff to share good practice and bring learning back to the organisation.

- Bespoke management reporting arrangements can be put into place by NHS IMAS.
- For Senior NHS managers and NHS IMAS pool members
  - NHS IMAS will always prioritise using NHS pool members before considering independent pool members for an assignment.
  - All NHS IMAS pool members on assignment will receive regular contact from their dedicated Programme Manager to support them through any challenges on the assignment.
  - Other support and development is available such as a coach or mentor, exclusive access for NHS pool members to our accredited course - Introduction to Consultancy and Facilitation Skills, access to NHS Elect courses covering a wide range of areas, and invitations to regular learning webinars on topical areas within the NHS.
  - NHS IMAS pool members have access to a wide network of senior managers across the NHS, whilst having the opportunities to gain broader, new experiences, and the prospect of developing their career aspirations.
- For NHS Incident Co-ordination Centre Reservist pool members and EPRR colleagues
  - NHS IMAS is able to co-ordinate the deployment, at pace, of internal staff to respond to an incident and is commissioned to provide specific support to the organisation's response to an emergency incident.
  - NHS IMAS manages a database of staff volunteers for future use when an emergency response is required.
  - NHS IMAS is able to proactively support resourcing changes during an incident, staffing structures managerially and operationally as required.
- For NHS England Flexible Resourcing colleagues
  - NHS IMAS will work in collaboration with HR & OD colleagues to join up individual systems to create a more cohesive methodology for deploying staff internally.
  - NHS IMAS will work in collaboration with HR & OD colleagues to develop policy and processes to support Flexible Resourcing across the organisation, including the Regions.
- For NHS staff with specific skills and experience
  - In addition to the benefits listed for Senior NHS managers and NHS IMAS pool members, NHS IMAS can support NHS staff with specific skills and experience to share their expertise in different parts of the NHS.
- For NHS IMAS Partners and SAB members
  - NHS IMAS Partners can help develop local NHS talent by supporting their staff to join the pool, supporting them on assignments and providing coaching or mentoring support for NHS pool members.

- An opportunity to share their personal insight into the expertise, experience and challenges facing NHS leaders, whilst inspiring NHS IMAS pool members through web-based NHS IMAS Partner events.
- For Experienced independent consultants
  - All NHS IMAS pool members on assignment will receive regular contact from their dedicated Programme Manager to support them through any challenges on the assignment.
  - Other support and development is available to independent pool members including invitations to regular learning webinars on topical areas within the NHS.

## Stakeholder Engagement and Communications Action Plan

The following table summarises the required actions to implement the content of the NHS IMAS communications plan.

Action	Stakeholders	Description	Owner	Deadline
Maintain and raise the profile of NHS IMAS on Twitter.	All audience groups as listed in table above.	Tweet via the NHS IMAS account at least three times per week.	NHS IMAS Communications Portfolio Lead	Ongoing throughout the year.
Maintain and raise the profile of NHS IMAS on LinkedIn.	All audience groups as listed in table above.	Post via LinkedIn account at least three times per week.	NHS IMAS Communications Portfolio Lead	Ongoing throughout the year.
Maintain and raise the profile of NHS IMAS on the NHS IMAS website	All audience groups as listed in table above.	To publish regular updates on the NHS IMAS website. Continuously review and update the NHS IMAS website content to ensure it is relevant and up to date.	NHS IMAS Communications Portfolio Lead (Articles to be provided by all NHS IMAS team members)	Ongoing throughout the year.
Establish an NHS IMAS Intranet page within NHS England SharePoint Hub	Pool Members, NHS England staff and Flexible Resourcing colleagues	Establish a point of contact page detailing NHS IMAS business and link to NHS IMAS website and other communications channels.	NHS IMAS Communications Portfolio Lead / Business Co-ordinator	May 2022.
Utilise the NHS IMAS electronic corporate brochure.	Pool members, NHS organisations and clients	The NHS IMAS corporate brochure to be widely used, to market NHS IMAS, recruit NHS pool members and feature how it can support the NHS.	NHS IMAS Communications Portfolio Lead	Ongoing throughout the year.
Web-based training, development opportunities and Partner webinars to be	Pool members and Partners	At least six web-based training / development events to be held throughout the year.	NHS IMAS Pool Member Development Lead	31 March 2023.

## Appendix B

Action	Stakeholders	Description	Owner	Deadline
identified and delivered to pool members and Partners.		Activities will be communicated via channels listed above.		
Act as key partner with NHS England for the talent management programmes providing expertise and support for managing the bespoke pool, enquiries and assignments.	NHS pool members, NHS organisations and clients, Regional Talent Management Programmes	Proactively support the development and management for Regional Talent Management Programmes across the NHS in England.	NHS IMAS Senior Manager / Director of System Capability and Operations (responsible for NHS IMAS)	Ongoing throughout the year.
Blended Learning consultancy course: 'An introduction to consultancy and facilitation skills'.	Pool members	Seventh cohort of delegates to have successfully completed the blended learning consultancy course. Activities and results of feedback / evaluation will be communicated as appropriate via channels listed above.	NHS IMAS Pool Member Development Portfolio Lead	31 March 2023.
"Word of mouth" communications.	Pool members, clients and Partners	All team members will proactively encourage clients and pool members to recommend NHS IMAS to colleagues.	All NHS IMAS team members	Ongoing throughout the year.
Coaching and mentoring.	Pool members	To continue to market the coaching and mentoring support that NHS IMAS can provide. This support will be communicated via channels listed above and with NHS IMAS NHS pool members, as appropriate, as they start new assignments.	NHS IMAS Programme Managers	Ongoing throughout the year.
Continue to review 'hard to fill' enquiries.	Pool members, clients and Partners	This continuous review will help us understand the skillsets that are underrepresented within the NHS IMAS talent pool.	NHS IMAS Communications Portfolio Lead / Pool Member	Ongoing throughout the year.

## Appendix B

Action	Stakeholders	Description	Owner	Deadline
		As skill 'gaps' are identified the recruitment plan will be revised, to target these groups to encourage them to apply to join the pool.	Recruitment Portfolio Lead	
Attend NHS England Flexible Resourcing meetings	NHS England clients	Attend weekly meetings and provide potential clients with an overview of NHS IMAS' remit and support offer.	NHS IMAS Senior Manager	Ongoing, weekly basis.
Explore networks for specialities at Agenda for Change bands 8d-9 level where NHS IMAS struggles fill enquiries to encourage senior managers to join the NHS IMAS talent pool.	Pool members, clients and Partners	Identify highly regarded pool members and make contact to discuss opportunities we can link in with to recruit NHS pool members within these fields. Explore wider system leaders and make contact through known associates of NHS IMAS staff / Pool Members.	NHS IMAS Communications Portfolio Lead / Senior Manager	Ongoing throughout the year.
Raise the profile of NHS IMAS services	Partners, Pool members and clients	Link in with NHS IMAS Partners to encourage them to raise the profile of NHS IMAS services to their colleagues and staff. Link in with Provider operational networks to encourage senior staff to join the NHS IMAS talent pool.	Director of System Capability and Operations (responsible for NHS IMAS) / Senior Manager	Ongoing throughout the year.