



Interim Management
and Support

Stakeholder Engagement and Communications Plan 2019-20

NHS Interim Management and Support (NHS IMAS)

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SRO	[[Director of System Capability and Operations (responsible for NHS IMAS).	PM	Uzma Fazal, Programme Manager, NHS IMAS
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1.2	28.05.19	Amended to be more in line with corporate Stakeholder, Engagement and Communications Plan template.
1.3	29.05.19	Included references to NHS IMAS associated processes and documents.
1.4	25.06.19	Included reference to Strategic Advisory Board and minor changes
1.5	28.06.19	Minor changes

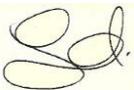
Reviewers

This document must be reviewed by the following people:

Reviewer name	Title/responsibility	Date	Version
Gemma Searle / Daniel Wood	Senior Programme Manager	15.05.19	1.0
Sue Pritchard	Programme Director	23.05.19 29.05.19	1.1, 1.2, 1.4
Janet Walter	Director of Capability and Operations (including NHS IMAS)	11.06.19	1.3

Approved by

This document must be approved by the following people:

Name	Signature	Title	Date	Version
Sue Pritchard		Programme Director	28.06.19	1.5
Janet Walter		Director of Capability and Operations (including NHS IMAS)	28.06.19	1.5

Document control

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1 Introduction

The purpose of the stakeholder engagement and communications plan is to describe the communications and engagement activity for NHS Interim Management and Support (NHS IMAS) and establish how NHS IMAS 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 Long Term Plan through the NHS IMAS Business Plan objectives and wider Joint Working Programme priorities.

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

Included is 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 NHS IMAS. 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 experience 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 contact for both the client and the NHS IMAS pool member.

NHS IMAS is hosted by the NHS England and NHS Improvement's Transformation and Corporate Development (TCD) Directorate as an independent resource to support all NHS organisations in England.

2.1 Scope

The scope of this plan includes all anticipated communications and engagement across NHS IMAS, along with associated stakeholders.

2.2 Timeframe

This plan will be reviewed annually to ensure alignment with the overall NHS IMAS business plan and organisational priorities.

3 Aim and Objectives

The objective of this stakeholder engagement and communications plan is to:

- Promote the services offered by NHS IMAS.
- 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 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 NHS IMAS communication related procedures, which include:

- Establishment of a detailed project plan which will include key milestone deliverables, 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 NHS IMAS stakeholder map to ensure clear, consistent, proactive engagement across NHS IMAS.
- Robust risk management to ensure associated risks affecting NHS IMAS 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 NHS IMAS 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 NHS IMAS stakeholder map is in place and reviewed on a regular basis to ensure alignment with the overall NHS IMAS business plan and priorities.

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

Key audiences include:

- NHS organisations
 - to encourage them to use NHS IMAS for interim and consultancy support and to support them on their wider talent programmes; and
 - to encourage senior staff to register with NHS IMAS as NHS pool members.

- 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
 - NHS staff with specific skills and experience that could undertake assignments that NHS IMAS has identified as being 'hard to fill'.

- 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;

- NHS IMAS Partners and Strategic Advisory Board (SAB) Members
 - to keep them updated on 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; and
 - to encourage them to participate in presenting informative webinars for NHS pool members;
 - To use their skills, knowledge, experience and expertise to enhance the development of NHS IMAS' offer to organisations and individuals
- 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 NHS IMAS 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 to 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 NHS IMAS communication and engagement activities are:

- Weekly update of the NHS IMAS website.
- Publication of quarterly Big Splash, NHS IMAS newsletter.
- Three times per week tweets on Twitter.
- Three times per week posts on LinkedIn.
- Publication on external NHS bulletins and staff network newsletters, as appropriate, including specialty specific bulletins where these are available and appropriate.

- Utilisation of the NHS IMAS 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 us.
 - 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.
- 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.
- Establish an NHS IMAS Intranet page within NHS England and NHS Improvement 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 and NHS Improvement. This includes:
 - working closely to support the Midlands and East Talent Management Scheme;
 - acting as a key partner in the rollout of the talent management programme across the North West and North East and Yorkshire regions;
 - acting as a key partner in the development of talent management programmes in the other three Regions and
 - supporting the roll out of the bespoke Minerva Network provide strategic and operational support to the roll out of the Minerva Network Programme.
- Deliver the fifth cohort of Introduction to Consultancy and Facilitation Skills Blended Learning programme for NHS pool members.

- Identify and delivery web-based training and development webinars for all pool members.
- Make available coaching and mentoring to NHS pool members on assignment as required.

6.1 Communication Channels

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 pool members	NHS IMAS Partners	Experienced Independent consultants
NHS IMAS website	✓	✓	✓	✓	✓	✓	✓
Big Splash	✓	✓			✓	✓	✓
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 NHS IMAS is through a Strategic Advisory Board that represents the broad spectrum of NHS client organisations.

7 Risks

A dedicated NHS IMAS 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 approaching will be undertaken as part of 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 can provide bespoke support and expertise to roll out talent management programme across all regions in England.
 - NHS IMAS has 11 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 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 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
NHS IMAS newsletter, Big Splash, to be published once a quarter to maintain the profile of NHS IMAS and include case studies to encourage the use of NHS IMAS.	NHS organisations and clients, pool members and Partners.	Big Splash newsletter to be produced once per quarter to the NHS IMAS website.	NHS IMAS Communications Portfolio Lead	Summer Edition – 30 June 2019 Autumn Edition – 30 September 2019 Winter Edition – 31 December 2019 Spring Edition – 31 March 2020
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 Business Support Manager	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 Business Support Manager (Articles to be provided by all NHS IMAS team members)	Ongoing throughout the year.

Action	Stakeholders	Description	Owner	Deadline
Establish an NHS IMAS Intranet page within NHS England and NHS Improvement SharePoint Hub	Pool Members, NHS England and NHS Improvement staff	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 Support Manager	Mid July 2019.
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 identified and delivered to pool members and Partners.	Pool members and Partners	At least four web based training / development events to be held throughout the year; with over 100 attendees. At least four Partner webinars to be held throughout the year (one per quarter). Activities will be communicated via channels listed above.	NHS IMAS Pool Member Development Lead	30 June 2019 30 September 2019 31 December 2019 31 March 2020
Act as key partner with NHS England and NHS Improvement for the talent management programmes providing expertise and support for managing the bespoke pool, enquiries and assignment.	NHS pool members, NHS organisations and clients, Regional Talent Management	Proactively support the development and management Regional Talent Management Programmes across the NHS in England.	NHS IMAS Senior Programme Manager / Director of System Capability and Operations (responsible for NHS IMAS)	
Blended learning consultancy course: 'An introduction to	Pool members	Fifth cohort of delegates to have successfully completed the blended learning consultancy course.	NHS IMAS Pool Member	31 March 2020

Action	Stakeholders	Description	Owner	Deadline
consultancy and facilitation skills'.		Activities and results of feedback / evaluation will be communicated as appropriate via channels listed above.	Development Portfolio Lead	
“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. As skill ‘gaps’ are identified the recruitment plan will be revised, to target these groups to encourage them to apply to join the pool.	NHS IMAS Communications Portfolio Lead	Ongoing throughout the year.
Explore networks for Operational and finance specialities at agenda for change 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 contacts through know associates of NHS IMAS staff / Pool Members.	NHS IMAS Communications Portfolio Lead / Senior Programme Managers	Ongoing throughout the year.

Action	Stakeholders	Description	Owner	Deadline
Link in with the NHS IMAS Partners to encourage them to raise the profile of NHS IMAS services to their colleagues and staff	Partners		NHS IMAS Communications Portfolio Lead / Senior Programme Managers	Ongoing throughout the year.
Link in with Provider operational networks to encourage senior staff to join the NHS IMAS talent pool	Pool members, clients and Partners		NHS IMAS Communications Portfolio Lead / Senior Programme Managers	Ongoing throughout the year.