

### **[2.3.3] – Management of Complex Stakeholder Relationships**

The Management of Complex Stakeholder Relationships across Local System Partnerships and Vanguard is critical to the success of the WorkWell Pilot Programme.

Please describe:

- How you will identify, create, and maintain the stakeholder relationships across the WorkWell Pilot Programme.
- How you will manage the complex stakeholder relationships in the WorkWell Pilot Programme, whilst promoting best practice and resolving issues and conflict across this multi-stakeholder programme.
- Your approach to Change Management, giving three (3) examples when you have implemented change in complex environments.
- How you will enable the Vanguard to go faster and further in carrying out WorkWell Services and to promote national and regional cross-system education and learning.

Your response will be assessed against the extent to which it demonstrated the following evaluation criteria:

- Evidence that you understand and possess the tools and techniques required to identify, create, and maintain stakeholder relationships across the WorkWell Pilot Programme.
- Evidence of managing complex stakeholder relationships, promoting best practice and resolution of issues and conflict across multi-stakeholder programmes.
- Evidence of successfully resolving issues and conflicts.
- Evidence of promoting best practice your experience of successfully implementing change in multiple complex environments.
- Evidence of successfully promoting cross-system education and learning on a regional and national basis.

**Response Limit – two (2) pages, excluding diagrams.**

Responses must be presented using Arial font size 12 (English Language and black typeface) and single line spacing.

**Supplier Name**

*WorkWell Together – a partnership of PA, Mutual Ventures and Collaborate*

**Why it matters:** Our consortium (*Figure A*), “**WorkWell Together**”, already work extensively with the multi-stakeholder partnerships and vanguards critical to the success of this pilot (*Figure B*) including Health and Wellbeing Boards, Multi-Disciplinary Teams (MDTs) involving those concerned with skills, economy, employment public health, social care, population health, primary care plus businesses and the VCSE.

**Our user focussed and iterative approach resonates with those we support.** A DfE stakeholder recently said: “*you have’ been amazing with the momentum, clarity and focus, sensitivity to our context, emotional intelligence of the team, subject matter expertise, trust to work in real partnership, and willingness to ‘do stuff’ not just tell us what to do.*”

**WorkWell offers a great opportunity for ICBs.** But ICBs have multiple competing priorities and constrained resources. We will use our detailed, expert knowledge of how ICBs work, how they structure their work and set priorities, the wider strategic landscape of initiatives and programmes, and what works in practice to declutter the relationships between the WorkWell programme, ICBs, and key partners and stakeholders.

**We will help tie the agenda into the boards four objectives for ICSs** through common initiatives at place level such as “healthy living” and “health equity” programmes. With primary care and local authorities under financial pressure, both will welcome preventative solutions, like increased GP options on fit notes, efficient data sharing and automating workflow in key systems like EMIS.

**Identifying, creating and maintaining stakeholder relationships:** APM, the chartered membership of the project profession, recommend *10 Key Principles of stakeholder engagement.*’ which we apply in stakeholder relationships (See *Figure C*).

The tools and techniques supporting our relational approach to **identify** stakeholders include:

- running a team charter session in mobilisation for the National Support Offer (NSO)
- iterating the stakeholder universe in a stakeholder workshop with joint/regional teams.
- reviewing applications to identify first points of contact in all 15 Vanguards and partners.
- cross-checking relationship owners with our CRM system covering all 42 Integrated Care Systems, and 50+ ‘places’ (local authorities) to broker initial introductions.
- confirm the expert panel membership with you and engage any evaluators (if appointed).
- run similar mapping/matching exercise in the 15 Vanguard areas, confirming a Senior Responsible Owner, RACI and Learning & Change Manager status if currently appointed).
- proven tools such as [Redacted] for stakeholder analysis and social network analysis to map and understand relationships between people and groups.

To **create** relationships, building from existing strong trusted contacts in many ICBs, we will:

- hold individual engagement sessions to understand priorities and working styles, meeting people where they are, and expecting to find varied appetite, engagement, and strengths.
- shape support based on what stakeholders say they would value and need
- help evidence the case for continuation funding beyond the funded programme.

To **maintain** productive relationships, we will:

- uphold our team charter to do what we said we would do to deepen trust.
- run stakeholder on-boarding and off-boarding to retain knowledge and understanding.

**Managing complex stakeholder relationships:** we will tailor weekly SRO and lead sessions to reflect Vanguard maturity and build Learning & Change Manager ownership and accountability by co-creating the Toolkit and planning network events.

**Innovation:** If you agree, we will invite a further 15 ICSs who expressed an interest to become [Redacted] by nominating a contact to join programme learning as observers.

**Resolving issues and conflict:** Our learning offer will include tools and techniques for resolving issues and conflict. Our relationship managers will help individuals build resilience and psychological safety understand approaches to managing conflict such as when to collaborate, compromise or avoid. They will escalate to specialist expertise if needed.

**Managing issues evidence:** Our DHSC Social Care Charging Reform Operational Readiness work included an actively managed email mailbox for one day responses, proactive webinar briefings and 'surgeries' within a week to resolve unexpected issues.

**Promoting best practice:** Our test and learn model will work alongside participants by providing stimulating learning resources, facilitating action learning and evolving best practices, with a repository of digital learning resources then available and iterative toolkit development. *In a large government directorate, we built a change network encompassing 10%+ of the organisation, giving them the skills and support to make change happen and 85% engagement in the campaign.*

**Spread and share best practice evidence:** The Place Development Programme engaged 2,500 colleagues from across 400 different NHS, local government and VCSEs. Best practices for sharing between Places included running local, regional and national workshops and webinars with collateral available in a sustainable digital repository

**Approach to Change Management:** We use our Catalysing Change approach to delivery change in complex environments across a range of settings. The framework in Fig. D/E is based on behavioural science and practical experience of what it takes to emotionally connect people to change and make the resulting behaviour change habitual. Fig. F expands on 3 examples:

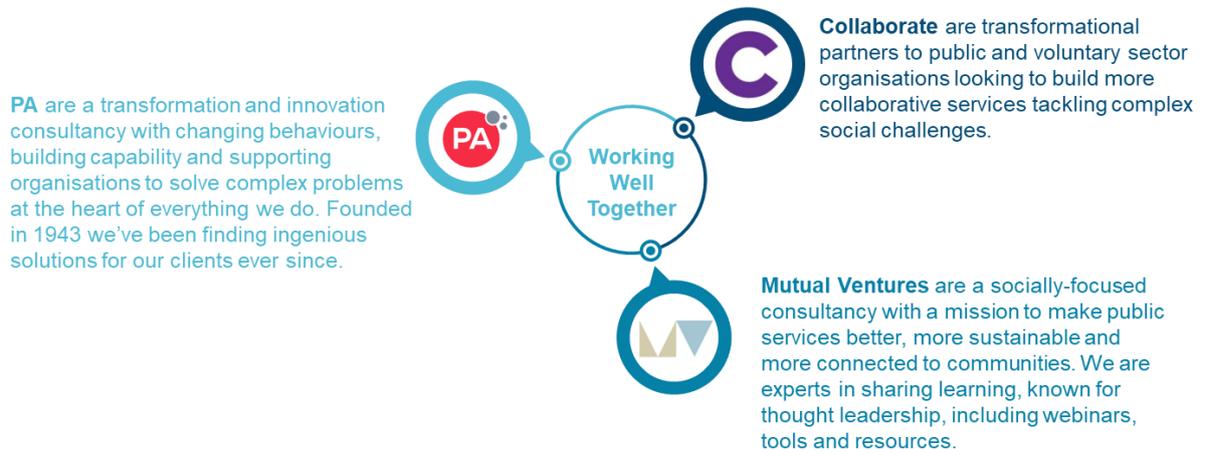
1. In a large government directorate, we built a change network encompassing 10%+ of the organisation, giving them the skills and support to make change happen, resulting in 85% engagement in the campaign.
2. In the RAF's journey to creating a Next Generation Air Force we helped achieve up to £150m savings by providing change structure and governance using change impact and readiness tools, driving bespoke engagement activity.
3. In the National Probation Service we provided dedicated change leads to 12 new regional team and create an internet-based communication platform to communication change simply to 7,500 staff from 50+ different organisations.

**Enabling Vanguards to go further faster** with accelerators including (1) iterative toolkit drafts from October 2024, (2) intensive support to less mature partnerships to build delivery readiness and (3) stretch support to the most mature to push boundaries and develop next practice.

**Promoting national and regional cross-system education and learning** through Learning & Change Network events, [Redacted] and a digital platform (i.e. NHS Futures) plus the crowd-sourcing platform, [Redacted] (Figure G).

**Innovation:** [Redacted] allows us to pose questions to seek anonymous input and rate each other's thoughts to focus on priority issues extending engagement to all systems.

**Figure A – Our ‘WorkWell Together’ consortium**





**Figure C** – 10 key principles of stakeholder engagement  
[Redacted]

**Figure D** – Our catalysing change approach (summary)

[Redacted]

**Figure E** – Our catalysing change approach (detail)

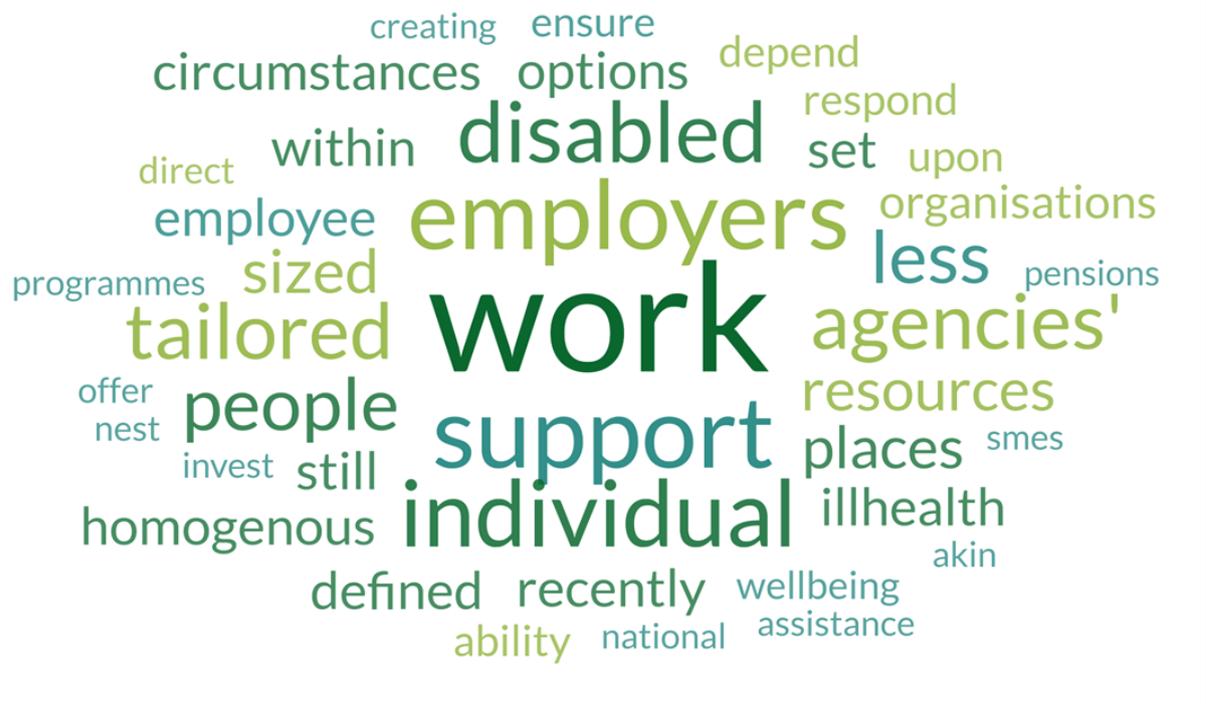
[Redacted]

**Figure F** – Detail on the three change management examples



**Figure G - Thought Exchange**

Access here: <https://tejoin.com/scroll/667797500>



<p><b>Turning hybrid working into an advantage</b></p> <p>Being able to get to places of work or being comfortable in traditional places of work need not be a better for many jobs today</p>	<p>😊 Positive</p> <p>👤 3</p>	<p>★★★★☆ 3.6</p> <p>Ranked #1 of 10</p> <p>5 ★ 4 ★ 3 ★ 2 ★ 1 ★</p>
<p><b>Support needs to be tailored to individual circumstances, within a defined set of options.</b></p> <p>Disability and ill-health are not the same, nor are they homogenous within themselves. Also, are people still in work / recently out of work /etc?</p>	<p>😐 Neutral</p> <p>👤 2</p>	<p>★★★★☆ 3.6</p> <p>Ranked #2 of 10</p> <p>5 ★ 4 ★ 3 ★ 2 ★ 1 ★</p>
<p><b>Work with employers and 'employment agencies', as much as with individuals</b></p> <p>Not always clear the extent to which this is a 'demand' and/or a 'supply' problem</p>	<p>😐 Neutral</p> <p>👤 2</p>	<p>★★★★☆ 3.6</p> <p>Ranked #3 of 10</p> <p>5 ★ 4 ★ 3 ★ 2 ★ 1 ★</p>
<p><b>More understand the person and what they want to do</b></p> <p>Less about thresholds and more about building on strengths</p>	<p>😐 Neutral</p> <p>👤 3</p>	<p>★★★★☆ 3.5</p> <p>Ranked #4 of 10</p> <p>5 ★ 4 ★ 3 ★ 2 ★ 1 ★</p>
<p><b>To ensure all employees thrive we need to ensure the workplace support they receive is more consistent</b></p> <p>Access to support is variable, small and medium sized enterprises for example are less likely to have mature policies and procedures</p>	<p>😐 Neutral</p> <p>👤 3</p>	<p>★★★★☆ 3.4</p> <p>Ranked #5 of 10</p> <p>5 ★ 4 ★ 3 ★ 2 ★ 1 ★</p>