

# Involving key stakeholders



## Overview of actions

This section covers how the Pledge engaged a diverse network of stakeholders to ensure effective delivery and system-wide impact. Collaboration was central to the programme's success, with partners ranging from health and social care providers to education institutions and local employers.

## Key stakeholders

It was recognised early on that to ensure equitable representation of views across health and social care, a varied collection of stakeholders would be required.

- **NEL HCP Workforce Group** – This group includes 12 important partners in the region, such as acute NHS trusts, local authority, voluntary community and social enterprise (VCSE) organisations, Care Plus Group and Navigo.
- **HNY ICB** – The ICB remains a key strategic stakeholder as the primary funder of the Pledge's two-year pilot and the provider of ongoing WAD funding.
- **Local employers and communities** – Engaged as Pledge partners upon launch of the programme, driving local recruitment and social mobility.
- **Education and training providers** – Education and training providers were involved heavily in the design of the programme from the outset. However, around 18 months into the life of the two-year pilot, they increasingly started signing up to the Pledge as active partners, after realising the benefits.
- **DWP and national programmes** – Supported initiatives like Access to Work and the Care Leaver Covenant.

# Securing initial buy-in

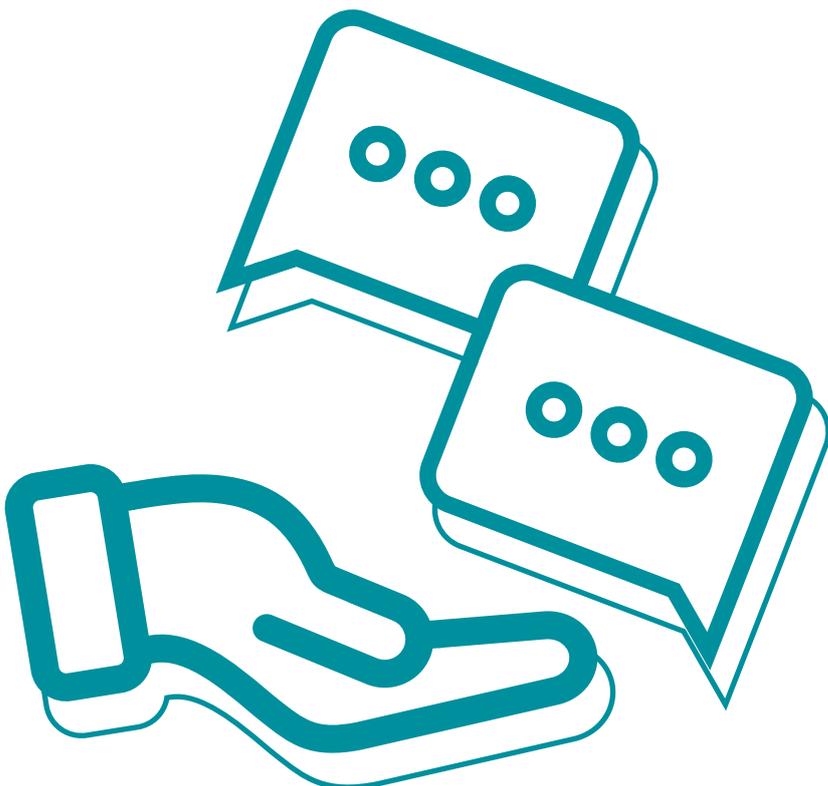
Early engagement ensured shared ownership and credibility across the system.

- **Stakeholder engagement** – During the planning phase, the 12 core NEL HCP Workforce Group members were essential in getting the programme off the ground. This group includes representation across NHS, local authorities, VCSE, education providers and adult social care.
- **Co-designing and shared vision** – The broad representation within the NEL HCP Workforce Group was crucial in ensuring the programme was rolled out with equity across the various sectors, avoiding any bias in provision towards one element of health or social care or one type of organisation.
- **Pledge partners** – Securing an initial group of partners to participate in the Pledge required approximately six months. Partners were required to demonstrate a commitment to the programme, as well as possessing a CQC rating of at least ‘Good’ (where applicable), to be eligible to participate.
- **Brand development** – Created a logo, bespoke website and social media presence to begin building visibility and trust.

## Engagement approach

Communication and collaboration were maintained through multiple channels.

- **Regular communication** – Regular communication and meetings were primarily digital, through Microsoft Teams and email.
- **Communication regularity** – NEL HCP Workforce Group members, who were central to the design of the programme, received monthly updates, while the ICB Workforce Investment Committee and ICB Board received bi-monthly or quarterly updates.





## Key decisions

- Embedded stakeholder representation within the NEL HCP Workforce Group to ensure system-wide ownership.
- Stakeholders were present from across the entire breadth of health and social care to ensure that the programme reflects the needs of all types of organisations.

## Key learning

- Regular updates and visible progress maintained trust and commitment.

**“It’s a very collaborative approach. We have the main providers around the table – NHS, local authority, VCSE, Care Plus Group, Navigo, so they had a really good input in terms of feedback on their workforce needs and how they want to support our local people into employment within the sector.”**

**Sharon Stead**, Programme Lead, NEL HCP

