

## Schedule 5.1 of the Standing Orders

### Stakeholder Reference Group

### Terms of Reference and Operating Arrangements

#### THE STAKEHOLDER REFERENCE GROUP (SRG)

##### 1.1 Role

1.1.1 The SRG's role is to provide independent advice on any aspect of UHB business. This may include:

- Early engagement and involvement in the determination of the UHB's overall strategic direction;
- Provision of advice on specific service proposals prior to formal consultation; as well as
- Feedback on the impact of the UHB's operations on the communities it serves.

1.1.2 The SRG provides a forum to facilitate full engagement and active debate amongst stakeholders from across the communities served by the UHB, with the aim of reaching and presenting a cohesive and balanced stakeholder perspective to inform the UHB's decision making.

1.1.3 The SRG's role is distinctive from that of Community Health Councils (CHCs), who have a statutory role in representing the interests of patients and the public in their areas. The SRG shall represent those stakeholders who have an interest in, and whose own role and activities may be impacted by the decisions of the UHB. Membership may include community partners, provider organisations, special interest and other groups operating within the UHBs area.

1.1.4 It does not cover those stakeholders whose interests are represented within the remit of other Advisory Groups established by the UHB, e.g., the Healthcare Professionals' Forum and Local Partnership Forum.



1.1.5 In addition to the provisions in 1.1.3 above the Board must set out, the relationships and accountabilities with others, such as the Regional Partnership Board.

## 1.2 Membership

1.2.1 The membership of the SRG, including the approval of nominations to the Group; the appointment of Chair and Vice Chair; definition of member roles, powers and terms and conditions of appointment (including remuneration and reimbursement) will be determined by the Board, taking account of the views of its stakeholders.

1.2.2 There shall be no minimum or maximum requirement in terms of membership size. In determining the number of members, the Board shall take account of the need to ensure the SRG's size is optimal to ensure focused and inclusive activity.

1.2.3 Membership must be drawn from within the area served by UHB, and shall ensure involvement from a range of bodies and groups operating within the communities serviced by the UHB. Where the Board determines it appropriate, the UHB may extend membership to individuals in order to represent a key stakeholder group where there are not already formal bodies or groups established or operating within the area and who may represent the interests of these stakeholders on the SRG.

1.2.4 In determining the overall size and composition of the SRG, the Board must take account of the:

- Demography of the areas served by the UHB;
- Need to encourage and reflect the diversity of the locality, to incorporate different ages, race, religion and beliefs, sexual orientation, gender, including transgender, disability and socio-economic status. Where appropriate, the UHB shall support positive action to increase representation;
- Balance needed in both the range of difference stakeholders and the geographical areas covered, taking particular care to avoid domination by any particular stakeholder type or geographical area;
- Design and operation of the partnership/stakeholder fora already influencing the work of the UHB at local community levels;
- Need to complement, and not duplicate the work of CHCs; and
- Need to guard against the over involvement of particular stakeholders through their roles across the range of partnership/stakeholder arrangements in place.



1.2.5 The Board shall keep under review the size and composition of the SRG to ensure it continues to reflect an appropriate balance in stakeholder representation.

1.2.6 A minimum of one third of members which includes the SRG Chair or Vice Chair, plus an appropriate senior officer of the UHB must be present to ensure the quorum of the SRG. Meetings shall be held no less than quarterly, and otherwise as the Chair of the SRG deems necessary. The Director of Corporate Governance / Board Secretary, on behalf of the health board's Chair, will ensure that the SRG is properly equipped to carry out its role by arranging the provision of advice and support to members on any aspect related to the conduct of their role.

1.2.7 If a meeting is not quorate, this will be noted in the minutes, however the meeting will continue to ensure members are able to receive relevant updates in a timely manner. If the meeting content requires advice to be provided to the health board, all absent members will receive details of the discussion and information to provide their comments to ensure a full membership response.

### 1.3 Member Responsibilities and Accountability:

#### The Chair

1.3.1 The Chair is responsible for the effective operation of the SRG:

- Chairing Group meetings;
- Establishing and ensuring adherence to the standards of good governance set for the NHS in Wales, ensuring that all Group business is conducted in accordance with its agreed operating arrangements; and
- Developing positive and professional relationships amongst the Group's membership and between the Group and the UHB's Board and its Chair and Chief Executive.

1.3.2 The Chair shall work in close harmony with the Chairs of the UHB's other advisory groups, and, supported by the Board Secretary, shall ensure that key and appropriate issues are discussed by the Group in a timely manner with all the necessary information and advice being made available to members to inform the debate and ultimate resolutions.

1.3.3 As Chair of the SRG, they may as an Associate Member of the UHB Board. The Chair is accountable for the conduct of their role as Associate Member on the UHB Board to the Minister, through the UHB Chair. They are also accountable to the UHB Board for the conduct of business in accordance with the governance and operating framework set by the UHB.



### The Vice Chair

- 1.3.4 The Vice-Chair shall deputise for the Chair in their absence for any reason, and will do so until either the existing Chair resumes their duties or a new chair is appointed, and this deputisation includes acting in the role of Associate Member of the UHB Board.
- 1.3.5 The Vice Chair is accountable, through the SRG Chair to the UHB Board, for their performance as Vice Chair, and to their nominating body or grouping for the way in which they represent their views at the SRG.

### Members

- 1.3.6 The SRG shall function as a coherent Advisory Body, all members being full and equal members and sharing responsibility for the decisions of the SRG.
- 1.3.7 All members must:
- Be prepared to engage with and contribute fully to the SRG's activities and in a manner that upholds the standards of good governance – including the values and standards of behaviour – set for the NHS in Wales;
  - Comply with their terms and conditions of appointment;
  - Equip themselves to fulfil the breadth of their responsibilities by participating in appropriate personal and organisational development programmes; and
  - Promote the work of the SRG within the communities it represents.
- 1.3.8 SRG members are accountable, through the SRG Chair to the UHB Board for their performance as Group members, and to their nominating body or grouping for the way in which they represent the views of their body or grouping at the SRG.
- 1.3.9 Members are encouraged to provide and invite a deputy to attend in their absence to ensure a wide representation at meetings.
- 1.3.10 In circumstances where the SRG is providing feedback to the Board on a particular issue and not all members or their representatives were able to attend relevant SRG meeting, the SRG secretariat will (at the request of the SRG Chair/Vice Chair) contact members by email to provide an opportunity for those not present to contribute by a given deadline.



## 1.4 Appointment and terms of office

- 1.4.1 Appointments to the SRG shall be made by the Board, based upon nominations received from stakeholder bodies/groupings. The Board may seek independent expressions of interest to represent a key stakeholder group where it has determined that formal bodies or groups are not already established or operating within the area that may represent the interests of these stakeholders on the SRG.
- 1.4.2 The nomination and appointment process shall be open and transparent, and in accordance with any specific requirements or directions made by the Welsh Ministers. The appointments process shall be designed in a manner that meets the communication and involvement needs of all stakeholders eligible for appointment;
- 1.4.3 The Board Secretary, on behalf of the Chair of the UHB, will oversee the process of nomination and appointment to the SRG.
- 1.4.4 Members shall be appointed for a period specified by the Board, but for no longer than 3 years in any one term. Those members can be reappointed but may not serve a total period of more than 5 years consecutively. The Board may, where it considers it appropriate, make interim or short term appointments to the SRG to fulfil a particular purpose or need.
- 1.4.5 The **Chair** shall be nominated from within the membership of the SRG, by its members, in a manner determined by the Board, subject to any specific requirements or directions made by the Welsh Ministers. The nomination shall be subject to consideration by the UHB Board, who must submit a recommendation on the nomination to the Minister for Health and Social Services. The appointment as Chair shall be made by the Minister, but it shall not be a formal public appointment. The Constitution Regulations provide that the Welsh Ministers may appoint an Associate Member of the Board, and the appointment of the Chair to this role is on the basis of the conditions of appointment for Associate Members set out in the Regulations.
- 1.4.6 The Chair's term of office shall be for a period of up to two (2) years, with the ability to stand as Chair for an additional one (1) year, in line with that individual's term of office as a member of the SRG. That individual may remain in office for the remainder of their term as a member of the SRG after their term of appointment as Chair has ended.

1.4.7 The **Vice Chair** shall be nominated from within the membership of the SRG, by its members, in a manner determined by the Board, subject to any specific requirements or directions made by the Welsh Ministers. The nomination shall be subject to consideration and appointment by the UHB Board. The Constitution Regulations provide that the Welsh Ministers may appoint an Associate Member of the Board. In the SRG Chair's absence, the Vice Chair shall also perform the role of Associate Member on the UHB Board. The appointment of the Vice Chair is therefore also on the basis of the conditions of appointment for Associate Members set out in the Regulations.

1.4.8 The Vice Chair's term of office shall be for a period of up to two (2) years, with the ability to stand as Vice Chair for an additional one (1) year, in line with that individual's term of office as a member of the SRG. That individual may remain in office for the remainder of their term as a member of the SRG after their term of appointment as Vice Chair has ended.

1.4.9 A member's tenure of appointment will cease in the event that they no longer meet any of the eligibility requirements determined for the position. A member must inform the SRG Chair as soon as is reasonably practicable to do so in respect of any issue which may impact on their eligibility to hold office. The SRG Chair will advise the Board in writing of any such cases immediately.

1.4.10 The UHB will require SRG members to confirm in writing their continued eligibility on an annual basis.

## **1.5 Resignation, suspension and removal of members**

1.5.1 A member of the SRG may resign office at any time during the period of appointment by giving notice in writing to the SRG Chair and the Board.

1.5.2 If the Board, having consulted with the SRG Chair and the nominating body or group, considers that:

- It is not in the interests of the health service in the area covered by the SRG that a person should continue to hold office as a member; or
- It is not conducive to the effective operation of the SRG

it shall remove that person from office by giving immediate notice in writing to the person and the relevant nominating body or group.



- 1.5.3 A nominating body or group may request the removal of a member appointed to the SRG to represent their interests by writing to the Board setting out an explanation and full reasons for removal.
- 1.5.4 If an SRG member fails to attend any meeting of the Group for a period of six months or more, the Board may remove that person from office unless they are satisfied that:
- i) The absence was due to a reasonable cause; and
  - ii) The person will be able to attend such meetings within such period as the Board considers reasonable.
- 1.5.5 Before making a decision to remove a person from office, the Board may suspend the tenure of office of that person for a limited period (as determined by the Board) to enable it to carry out a proper investigation of the circumstances leading to the consideration of removal. Where the Board suspends any member, that member shall be advised immediately in writing of the reasons for their suspension. Any such member shall not perform any of the functions of membership during a period of suspension.
- 1.6 Relationship with the Board**
- 1.6.1 The SRG's main link with the Board is through the SRG Chair's membership of the Board as an Associate Member.
- 1.6.2 The Board may determine that designated Board members or UHB officers shall be in attendance at Advisory Group meetings. The SRG's Chair may also request the attendance of Board members or UHB officers, subject to the agreement of the UHB Chair.
- 1.6.3 The Board shall determine the arrangements for any joint meetings between the LHB Board and the SRG.
- 1.6.4 The Board's Chair shall put in place arrangements to meet with the SRG Chair on a regular basis to discuss the SRG's activities and operation.



## 1.7 Relationship between the SRG and others

1.7.1 The Board must ensure that the SRG's advice represents a balanced, co-ordinated stakeholder perspective from across the local communities served by the LHB. The SRG shall:

- Ensure effective links and relationships with other advisory groups, local and community partnerships and other key stakeholders who do not form part of the SRG membership;
- Ensure its role, responsibilities and activities are known and understood by others; and
- Take care to avoid unnecessary duplication of activity with other bodies/groups with an interest in the planning and provision of NHS services, e.g., Regional Partnership Boards.

## 1.8 Working with Community Health Councils

1.8.1 The SRG shall make arrangements to ensure designated CHC members receive the SRG's papers and are invited to attend SRG meetings.

1.8.2 The SRG shall work together with CHCs within the area covered by the UHB to engage and involve those within the local communities served whose views may not otherwise be heard.

## 1.9 REVIEW

These Terms of Reference shall be reviewed annually by the Group and submitted to the Board for approval

## APPENDIX 1

**Cwm Taf Morgannwg University Health Board**

**Stakeholder Reference Group (SRG) Member**

**Role Description & Personal Specification**





### **Aim of role**

- To represent a defined stakeholder body or grouping, e.g. patient, carer etc, who have an interest in, or whose own role and activities may be impacted by the decisions of Cwm Taf Morgannwg University Health Board (UHB).

### **Accountability**

- You are accountable, through the SRG Chair, to the UHB for your performance as a Group member.
- It is expected that if you resign, that you notify both the Chair and the relevant electing and/or (if applicable) the nominating body, e.g. County Voluntary Council, Local Authority etc.

### **Responsible to:**

The SRG Chair.

### **Time commitment**

A minimum of six meetings per annum, of approximately two hour's duration.

### **Term of Office**

- No longer than three (3) years in any one term. Members can be reappointed but may not serve a total period of more than five (5) years consecutively. Those people who are nominated need to declare if they take on a different role within their nominating organisations (if this applies to the member in question) which affects their ability to represent the views of the organisation/specialist interest group they represent at the SRG.

### **Key working relationships**

- To work closely with the SRG Chair.
- Wherever possible, SRG members should attend the local community groups they represent or other relevant Fora to maintain good working relationships and gather views from stakeholders.
- Where appropriate, SRG members should maintain good working relationships with the UHB, local and community partnerships and other key stakeholders who do not form part of the SRG membership.

### **Role**

You will be expected to:

- Regularly commit to the meetings of the SRG.
- Represent your specialist interest group or organisation at SRG meetings.
- Express opinions clearly and allow others to express theirs.
- Share responsibility for the recommendations of the SRG with other members.
- Promote the work of the SRG in the community it represents.
- Undertake appropriate induction and development training identified by the SRG Chair or UHB.

### **Key tasks**

- Meaningfully engage in the meeting in relation to your special interest group or organisation.
- Suggest ways in which the UHB could better engage with your special interest group or organisation.
- Engage with and contribute fully in SRG activities, accepting responsibility to share workload with other members where identified and completing tasks to set timescales.

### **Remuneration**

SRG members are not paid.

## **Cwm Taf Morgannwg University Health Board**

### **Stakeholder Reference Group (SRG) Member**

#### **Personal Specification**

All SRG members will be required to demonstrate the following qualities:

### **Commitment**

- A commitment to the work of the SRG, believing in its purpose and functions.
- Reliable, punctual and professional in attendance and conduct at meetings.
- Willingness to participate in the continuing development of the SRG.
- Compliant with the terms and conditions of the appointment.

### **Attitude and Approach**

- Respectful and appreciative of the contribution that others make.



- Welcoming and encouraging towards people from different backgrounds who may bring with them different opinions and perspectives.
- Sensitive, diplomatic and tactful in dealing with others.
- Flexibility in approaching complex problems and issues.
- Willing to learn new information and contribute to solving problems.

### **Skills and Experience**

- A current connection to the nominating group, body you are representing at the SRG or special interest group, e.g. patient, carer etc.
- Ability to work as part of a team.
- Experience of dealing with confidential issues.
- Ability to consider reports and other documentation and contribute to discussion and decisions.

## **APPENDIX 2 SRG CHAIR ROLE DESCRIPTION & PERSON SPECIFICATION**

### **Cwm Taf Morgannwg University Health Board**

#### **Stakeholder Reference Group (SRG) Chair**

#### **Role Description**

#### **Aim of role**

- To ensure the effective operation of the SRG as a coherent Advisory Body, developing positive and professional relationships between the SRG, Cwm Taf Morgannwg University Health Board (UHB) and its Chair and Chief Executive.

#### **Accountability**

- As Chair of the SRG, you will be appointed as an Associate Member of the UHB. You will be accountable for the conduct of your role as Associate Member to the Minister, through the UHB Chair.
- You are required to sign the Official Secrets Act as directed by the Minister.
- You are also accountable to the UHB for the conduct of business in accordance with the governance and operating framework set by the UHB.



### **Responsible to:**

- The UHB Chair.

### **Time Commitment**

- A minimum of six SRG meetings, six UHB Board meetings and six Board Development sessions per annum, with other related meetings as required.

### **Term of Office**

- The Chair's Term of Office shall normally be for a period of up to two years, with the ability to stand as Chair for an additional year.
- You may remain as a member of the SRG after your appointment as Chair has ended for the remainder of your term.

### **Key Working Relationships**

- UHB Chair, Chief Executive and Board Secretary.
- Lead Executive for SRG, management support and secretariat.
- SRG members and UHB members
- HB's other Advisory Groups and Committees
- Local and community partnerships and other key stakeholders who do not form part of the SRG membership.

### **Role**

You will be expected to:

- Chair SRG meetings.
- Attend meetings of the UHB, providing advice on behalf of the SRG where appropriate.
- Report regularly to the HB on SRG activities.
- Work with the HB to maintain a strong SRG membership.
- Promote the work of the SRG within the community it represents.
- Undertake appropriate induction and development training identified the UHB.

### **Key tasks**

- Lead the SRG to provide a forum to facilitate full engagement and active debate amongst stakeholders from across the UHB area.
- Provide formal feedback to the SRG from the Health Board meetings.
- Aim to reach and present a cohesive and balanced stakeholder perspective to inform the UHB's decision making, this will include the provision of:

- Advice on specific service proposals prior to formal consultation.
- Feedback on the impact of UHB operations within the community.
- Early stakeholder engagement and involvement for our UHB when it is shaping its overall strategic direction.
- Casting vote on decisions will remain with the Chair.

### **Remuneration**

The SRG Chair is not a paid role.

## **Cwm Taf Morgannwg University Health Board**

### **Stakeholder Reference Group (SRG) Chair**

#### **Personal Specification**

As SRG Chair, you will be required to demonstrate the following qualities:

#### **Commitment**

- A commitment to the work of the SRG, believing in its purpose and functions.
- Reliable, punctual and professional in attendance and conduct at meetings.
- Willingness to participate in the continuing development of the SRG and UHB.
- Compliant with the Terms and Conditions of the appointment.

#### **Attitude and Approach**

- Ready to develop positive working relationships with others.
- Respectful and appreciative of the contribution that SRG members make.
- Welcoming and encouraging towards people from different backgrounds who may bring with them different opinions and perspectives.
- Sensitive, diplomatic and tactful in dealing with others.
- Flexibility in approaching complex problems and issues.
- Willing to learn new information and contribute to solving problems.

#### **Skills and Experience**

- Experience of leading programmes of work and people.
- Ability to analyse complex information, collate views and develop concise reports.
- Ability to influence and be persuasive.

- Ability to work as part of a team.
- Experience of dealing with confidential issues.

**Eligibility exemptions**

- Statutory nominated members and members in attendance are NOT eligible to run for Chair.