



**GIG**  
CYMRU  
**NHS**  
WALES

Bwrdd Iechyd Prifysgol  
Cwm Taf Morgannwg  
University Health Board

# **STAKEHOLDER REFERENCE GROUP**

## **TERMS OF REFERENCE**

**JUNE 2019**

**FINAL**

<b>INTRODUCTION</b>	<b>3</b>
<b>CONSTITUTION AND PURPOSE</b>	<b>3</b>
<b>DELEGATED POWERS AND AUTHORITY</b>	<b>4</b>
<b>MEMBERSHIP, INDIVIDUAL ROLES &amp; RESPONSIBILITIES</b>	<b>4</b>
<b>QUORUM &amp; MEETING ARRANGEMENTS</b>	<b>6</b>
<b>REVIEW</b>	<b>7</b>
<b>APPOINTMENT AND TERMS OF OFFICE</b>	<b>7</b>
<b>APPENDIX 1 – SRG MEMBER ROLE DESCRIPTION &amp; PERSON SPECIFICATION</b>	<b>ERROR! BOOKMARK NOT DEFINED.</b>
<b>APPENDIX 2 – SRG CHAIR ROLE DESCRIPTION AND PERSON SPECIFICATION</b>	<b>ERROR! BOOKMARK NOT DEFINED.</b>

# **CWM TAF MORGANNWG UNIVERSITY HEALTH BOARD STAKEHOLDER REFERENCE GROUP TERMS OF REFERENCE**

## **INTRODUCTION**

Cwm Taf Morgannwg University Health Board is the operational name of Cwm Taf Local Health Board and is referred to as the University Health Board (UHB) throughout this document.

The UHB's standing orders provide that *"The Board may and, where directed by the Welsh Ministers must, appoint Committees of the UHB either to undertake specific functions on the Board's behalf or to provide advice and assurance to the Board in the exercise of its functions.* As a result, the UHB has a Stakeholder Reference Group (SRG) which provides independent advice on behalf of stakeholders and citizens on any aspect of its business.

## **CONSTITUTION AND PURPOSE**

The SRG is made up of a range of Health Board, partner and citizen representatives to provide independent advice on any aspect of the business of the UHB with the aim of presenting a cohesive and balanced feedback to inform decision-making. The SRG provides an opportunity to influence the UHB's strategic and operational direction as well as the quality and accessibility of the services it provides. The breadth of knowledge and experience of its members is unique as it is able to offer valuable feedback into local NHS issues.

The SRG dovetails its agenda with that of the Health Board work plan to ensure it is able to provide feedback on key business issues by co-ordinating views from local stakeholders and interests across the Cwm Taf Morgannwg area.

The SRG's role is distinctive from that of Community Health Councils (CHCs), which have a statutory role in representing the interests of patients and the public in their area however the SRG need to work with the CHC to engage and involve those within the local communities served whose views may not otherwise be heard. The SRG represents those stakeholders who have an interest in, and whose own role and activities may be impacted upon by the decisions of the UHB.

The Group 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 (Staff and Trade Unions).

The UHB may specifically request advice and feedback from the SRG on any aspect of its business, and the SRG may also offer advice and feedback even if it is not specifically requested by the UHB.

## **DELEGATED POWERS AND AUTHORITY**

The SRG is an Advisory Group and therefore has no delegated powers. It is able to:

- Advise the UHB Board on local health and well-being issues and this includes participation of the SRG Chair (as an Associate Board member) at meetings of the Health Board.
- Inform UHB responses to national and local consultations.
- Discuss and comment on local strategy and service development.
- Inform the UHB's local strategic partnerships arrangements, e.g. Public Service Board etc.
- Explore and promote collaborative engagement mechanisms.

To achieve this, the SRG's programme of work will be designed to ensure:

- SRG agendas are aligned to Health Board work programmes.
- There is clear, consistent strategic direction, strong leadership and transparent lines of accountability.
- The UHB has a collaborative and citizen centred approach.
- The UHB has the right systems and processes in place to deliver effective stakeholder engagement.
- There is good collaboration and partnership working to provide the best possible outcomes for citizens.
- Decisions are based upon valid, accurate, complete and timely data/information.
- It is provided with any information that it deems necessary to inform its discussions or decision making.

The SRG may establish sub-Groups or task and finish groups to carry out, on its behalf, specific aspects of business.

## **MEMBERSHIP, INDIVIDUAL ROLES AND RESPONSIBILITIES**

It is important that the membership of the SRG is rooted in the community in order to provide advice to the Board on any health and well-being issues it considers important to citizens. As such membership will need to be fluid and from time to time adjustments may need to be made in order that it reflects the diversity of the locality.

## Members

Stakeholder Representative	Number
Patient (at least one per local authority area)	3
Carer (at least one per local authority area)	3
Third Sector (at least one per local authority area)	3
County Voluntary Councils (at least one per local authority area)	3
Care Forum Wales	1
Local Authority – Elected Member (one per local authority area)	3
Local Authority – Officer (one per local authority area)	3
Over 55 representative (one per local authority area)	3
Welsh Ambulance Service NHS Trust (WAST)	1
<b>Total</b>	<b>23</b>

## In Attendance

- Community Health Council.
- Board Secretary/Director of Corporate Services & Governance.
- Director of Planning and Performance or Assistant Director of Planning and Partnerships (executive lead for the SRG).
- Head of Business Support.

Secretariat: As determined by the Board Secretary.

By invitation: The SRG may invite Independent Members, Officers and/or senior managers/leaders of the UHB to attend the SRG for specific issues and areas of interest as appropriate and informed by the SRG's Forward Work Programme.

## The Chair

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

- Chairing SRG 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.
- 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.
- Keeping the size and composition of the SRG under review to ensure it continues to reflect an appropriate balance in stakeholder representation.
- Ensuring there is a formal regular and timely report to the Board at each of its meetings highlighting any significant issues.

- Ensure escalation arrangements are in place to alert the UHB Chair, Chief Executive or Chairs of other relevant Groups of any urgent/critical matters that may affect the operation and/or reputation of the UHB.

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.

As Chair of the SRG, they will be appointed as an Associate Member of the Board (subject to the approval of the Minister) and is accountable for the conduct of their role.

### **The Vice-Chair**

The Vice-Chair shall deputise for the Chair in their absence and will do so until either the existing Chair resumes their duties or a new chair is appointed.

The Vice-Chair is accountable, through the SRG Chair to the Board for their performance as Vice Chair.

### **Members**

The SRG is required to operate as a coherent advisory group with all members being full and equal members sharing responsibility for the decisions of the SRG.

Members are required 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.
- Promote the work of the SRG within the communities they represent.

All SRG members are accountable, through the SRG Chair to the UHB Board for their performance as Group members, and to their nominating body, if appropriate, for the way in which they represent the views of their body.

## **QUORUM & MEETING ARRANGEMENTS**

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 – consistent with the UHB’s annual plan of Board business.

The UHB’s Board Secretary, on behalf of the Chair, will ensure that the SRG is properly equipped to carry out its role by arranging the provision of advice and support to Group members on any aspect related to the conduct of their role.

## **REVIEW**

These Terms of Reference shall be reviewed annually by the Group with reference to the Board.

## **APPOINTMENT AND TERMS OF OFFICE**

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.

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.

Members shall be appointed for a period specified by the Board. The Board may, where it considers it appropriate, make interim or short-term appointments to the SRG to fulfil a particular purpose or need.

**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 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 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.

**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 by the Board.

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.

**All Members** term of office shall be for a period of up to three (3) years, with the ability to be reappointed for an additional two (2) years.

Members tenure of appointment will cease in the event that they no longer meet any of the eligibility requirements determined for the position or fail to attend regularly. 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.

## **APPENDIX 1 SRG MEMBER ROLE DESCRIPTION & PERSON SPECIFICATION**

### **Cwm Taf Morgannwg University Health Board Stakeholder Reference Group (SRG) Member Role Description**

#### **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.