



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board

Strategic Partnership Group

Terms of Reference



November 2023

Scope

To create an environment that enables collaborative working, professional leadership and oversight to enable a cohesive approach to Partnerships across the Health Board. Specifically working with external partners through the West Glamorgan Regional Partnership, Public Service Boards and other Strategic Multi-agency partnerships.



Purpose

The purpose of the Strategic Partnership Group is to bring together work programmes and individuals across the Health Board, aligned with the externally facing partnerships. In addition, the SPG will be a key enabler to support the Health Board to carry out its role as a productive partner, through delivery of pillar four of the Population Health Strategy,

Objectives

- Provide an interface between the Health Board and external Partnerships - collating and sharing intelligence on local government and partnership issues;
- Create a collaborative and consistent approach across the Health Board for partnership working;
- Advising on a Health Board view of partnership priorities and ensuring appropriate governance arrangements are in place in relation to Health Board Partnership commitments;
- Provide a forum for robust internal discussions on partnership priorities to establish a coherent Health Board approach on a Strategic, Tactical and Operational level prior to involvement in the partnership space;
- Facilitate continued alignment of Health Board and Partnership priorities and consider challenges and opportunities of embedding Partnership working into Health Board plans - particularly in relation to a developing a collective tactical response;
- Oversee financial partnership relationships, both revenue and capital monies including the Welsh Government Regional Investment Fund (RIF), ensuring that financial work streams are aligned to Health Board strategic vision, plans and priorities and GMOs. The SPG will receive regular updates on partnership investment with an opportunity to discuss potential proposed developments;
- Provide oversight and scrutiny of existing partnership work streams, and advise on collaborative solutions, strategic business case development and risk mitigation;
- Create a narrative and positive culture for partnership working across the Health Board;
- Support the Health Board in delivering its statutory requirements as set-out in the Social Services & Wellbeing Act and the Well-Being of Future Generations Act.

Outputs/Products

Production of:

- Mapping of existing partnership arrangements and providing up-to date overviews ;
- Briefings to the Population Health and Partnerships Committee;
- Sharing of action and implementation plans to progress partnership priorities;
- Risk and Issues Register (RAID Log);
- Papers/Presentations for Management Board, Partners, Stakeholders and Board;
- Collaborative Working' Framework .

Support and facilitate production of:

- Health Board Plans including the Recovery & Sustainability, Clinical Services Plans and alignment with the Population Health Strategy;
- RPB Capital and Revenue Programmes;
- Strategic development and Implementation of PSB Wellbeing Plans & RPB Area Plan;
- Service model Frameworks.

Membership

See Annex 1 for Strategic Lead Representatives

Chair: Deputy Director of Strategy

Corporate Departments
Chief Operating Officer
Finance
Workforce Planning & OD
Strategy - Strategic Partnerships
Department of Insight, Communication, and Engagement
Strategy - Strategic Planning
Strategy - Commissioning
Public Health
Corporate Nursing
Digital
Mental Health & Learning Disabilities
Service Group Director
Associate Service Group Director for MH and LD
Finance and Business Partner
Strategic Lead Representatives
Morrison Service Group
Service Group Director Morrison
Deputy Service Group Director Morrison
Finance and Business Partner
Strategic Lead Representatives
Primary, Community and Therapies Service Group
Service Group Director
Head of Cluster Development & Planning
Finance and Business Partner
Strategic Lead Representatives
Singleton/ NPTH Service Group
Service Group Director Singleton/ NPTH
Finance and Business Partner
Strategic Lead Representatives



Key Responsibilities of Critical Members

Strategy

Role Description: Responsible for overseeing a robust process for oversight of Strategic Partnership Plans and Chair of the Strategic Partnership Group.

Key Responsibilities Include:

- Management and leadership for the Strategic Partnership Group;
- Secretariat Support for the Strategic Partnership Group including the monitoring of risks and issues;
- Supporting and advising SDGs and Strategic Representatives to identify and develop opportunities for partnership working aligned to the Health Boards Strategic vision and plans;
- Create a narrative and positive culture for partnership working across the Health Board.

Service Group and Strategic Representatives

Role Description: Responsible for providing professional advice and oversight of existing partnership work streams and informing future priority developments.

Key Responsibilities Include:

- Provide an update on partnership work streams and progress against priority areas;
- Visibility at Partnership meetings include the RPB Governance structure and contribute to Health Board briefings;
- Managing scrutiny of plans and outputs and the escalation of key financial risks and issues;
- To be an advocate for Partnership working within your service area/ department and share local intelligence to inform partnership plans.

Commissioning

Role Description: Responsible for ensuring alignment with the Commissioning Framework.

Key Responsibilities Include:

- Ensuring alignment to the Sustainability and Wellbeing of Future Generations agendas;
- Ensuring scrutiny of plans in line with the Health Board's commissioning process;
- To be an advocate for Partnership working within your service area/ department and share local intelligence to inform partnership plans.



Key Responsibilities of Critical Members

Digital

Role Description: Responsible for providing professional advice and oversight of partnership plans from a Digital perspective.

Key Responsibilities Include:

- Managing scrutiny of digital plans and outputs and the escalation of key digital risks and issues;
- To be an advocate for Partnership working within your service area/ department;
- Share local intelligence to inform partnership plans;
- Visibility at Partnership meetings where appropriate including the RPB Governance structure and contribute to Health Board briefings.

Finance

Role Description: Responsible for providing professional advice and oversight of partnership plans from a Finance perspective.

Key Responsibilities Include:

- Managing scrutiny of financial plans and outputs and the escalation of key financial risks and issues;
- Ensure that the evidence base for funded priorities are clear and that funding levels in the plans are clearly aligned to GMOs;
- To be an advocate for partnership working within your service area/ department;
- Share local intelligence to inform partnership plans;
- Visibility at Partnership meetings where appropriate including the RPB Governance structure and contribute to Health Board briefings.

Public Health

Role Description: Responsible for providing professional advice and oversight of partnership plans from a Public Health perspective.

Key Responsibilities Include:

- Managing scrutiny of plans and outputs and the escalation of key public health risks and issues;
- To be an advocate for Partnership working within your service area/ department;
- Share local intelligence to inform partnership plans;
- Visibility at Partnership meetings where appropriate including the RPB Governance structure and contribute to Health Board briefings.



Key Responsibilities of Critical Members

DICE

Role Description: Responsible for providing professional advice and overseeing partnership requirements in relation to communications and engagement.

Key Responsibilities Include:

- Providing expert guidance and leadership on the development and execution of communications and engagement plan;
- Manage effective communication with stakeholders and partners;
- Provide expert guidance and advice on public consultations and engagement requirements .

Workforce and OD

Role Description: Responsible for providing professional advice and oversight of partnerships plans from a workforce and OD perspective

Key Responsibilities Include:

- Managing scrutiny of workforce and OD plan and outputs and the escalation of key workforce risks and issues.
- To be an advocate for Partnership working within your service/department;
- Share Local intelligence to inform partnership plans;
- Visibility at Partnership meetings where appropriate, including RPB Governance structure and contribute to Health Board briefings;
- Support the organisation with developing partnership competencies and behaviour to enhance the outcomes of partnerships working.

Corporate Nursing

Role Description: Responsible for providing professional advice and oversight of partnerships plans from a corporate nursing perspective

Key Responsibilities Include:

- Managing scrutiny of plans and the escalation of key risks and issues in relation to corporate nursing.
- To be an advocate for Partnership working within your service/department;
- Share Local intelligence to inform partnership plans;
- Visibility at Partnership meetings where appropriate, including RPB Governance structure and contribute to Health Board briefings.



Meeting Arrangements

Strategic Partnerships Group

- The Group will meet monthly
- Extended meetings will be arranged as necessary

Governance

- The Group escalates issues and risks to the Management Board

Project Documentation and Library

- All documentation will be managed on Teams. Link: [Strategic Partnerships Group](#)

Quorum

- Meetings of the group must involve a minimum of one representative from each of the Service Groups

Secretariat Arrangements

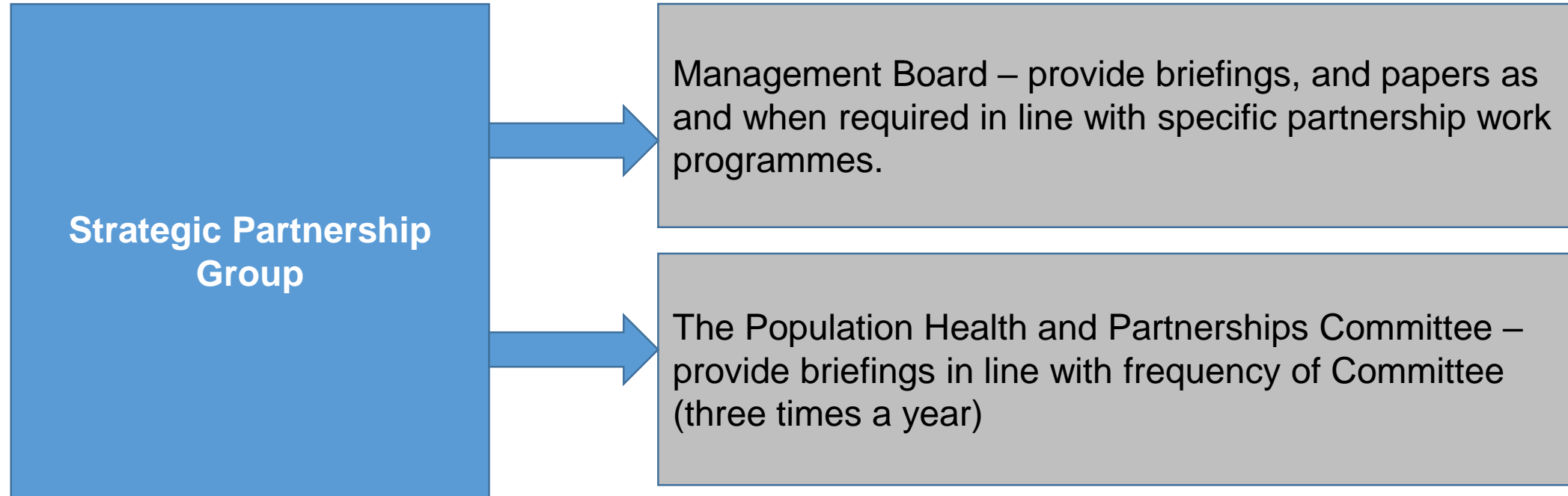
- Arrangement of the meetings, circulation of papers and drafting of the Minutes and Actions will be provided via the Strategy Directorate.

Review

- These terms of reference shall be reviewed after six months.



Meeting Alignment



Annex 1

Key Membership

Strategic Lead Representatives

- Michelle Mason-Gawne, Divisional Manager, Children, Neonatal and Young People Services
- Vicki Burrige, Head of Nursing, Children Service's
- Karen Gronert, Head of Nursing, Primary, Community & Therapies
- Lee Elwell, UEC Programme Manager
- Helen St.John, Interim Head of Integrated Community Services
- Dermot Nolan, Associate Service Group Director for MH and LD
- Sharon Miller, Associate Service Group Director, Primary & Community Services Unit
- Eve Jeffrey, Operational Business & Planning Manager



