

University Hospital Wales 2 Programme

Stakeholder management and engagement plan - FINAL

1. Introduction

- 1.1. Cardiff and Vale University Health Board (the Board) is in the initial stages of developing a Programme Business Case (PBC), which includes the University Hospital Wales 2 (UHW2) redevelopment and is likely to include the Health Sciences Quarter and redevelopment of the University Hospital Llandough (UHL).
- 1.2. As part of the PBC preparation process, as well as through development of business cases for individual projects following PBC approval, the Board will need to develop and carry out a comprehensive stakeholder management and engagement plan.
- 1.3. Given the scale of the proposed changes, which would encompass both infrastructure developments and changes the way in which clinical services are provided, regular two-way dialogue between the Board and its stakeholders will be crucial.
- 1.4. This plan identifies which stakeholders need to be managed at PBC stage (as opposed to later in the process), their influence in the programme and the proposed approach for communicating with them.
- 1.5. This purpose of this paper is to:
 - Identify the stakeholder longlist and categorisation
 - Define each stakeholder's prioritisation according to interest and influence
 - Establish a stakeholder management and engagement plan covering the communication channel, frequency of communication and responsibility of the programme team.

2. Stakeholder longlist and categorisation

- 2.1. The Board already manages a wide range of stakeholder and partner relationships on a day-to-day basis. To begin this exercise, we have identified all stakeholders that are likely to be affected by the proposed development and categorised them into following groups:
 - Internal stakeholders
 - External – approvers and regulators
 - External – NHS organisations
 - External – other public sector organisations
 - External – third and private sector organisations
 - External – others
- 2.2. We also considered which stakeholders' support we deem critical to the success of the PBC, and which will be engaged at later stages. In doing so, we consulted with the Board's Executive Team.
- 2.3. The outcome of this exercise was a longlist and a shortlist of stakeholders, included as [Appendix A](#).

3. Stakeholder prioritisation

- 3.1. For the purposes of stakeholder engagement during the preparation of the PBC, we have carried out a stakeholder prioritisation exercise.
- 3.2. In our assessment, we considered the influence of these stakeholders over success of the PBC against their interest in the project. This combined assessment will determine the most appropriate approach to engagement, as follows:

Influence level	Interest level	Approach
High	High	Manage closely
High	Low	Keep satisfied
Low	High	Keep informed
Low	Low	Monitor

4. Stakeholder management and engagement plan

4.1. We have used the outcomes of the stakeholder mapping exercise to produce a stakeholder management and engagement plan.

4.2. The initial stage of this plan covers the period from 7th December 2020 to 1st March 2021, the proposed PBC submission date to Welsh Government.

4.3. We have set out the possible engagement channels as follows:

- **Physical presence:** this includes one to one meetings, workshops, presentations and other events – given current circumstances this will include virtual and face to face meetings;
- **Personal interactive:** this covers phone calls and, if appropriate, targeted social media;
- **Impersonal interactive:** email and social media
- **Impersonal static:** e-news updates, video, newsletters, report and letter

The first two channels are the richest and are likely to be the best for engaging and creating trust/ connection and emotional/ complex messages. The last two the better for communicating data, longevity.

The table overleaf outlines the proposed engagement plan for each stakeholder group and the UHB and consortium engagement lead.

4.4. Engagement timescales, for the purposes of the PBC stage only, have been classified as follows:

- **Planning** – engagement to take place at the beginning of PBC development, likely at programme scoping stage
- **Fieldwork** – engagement to take place whilst developing the PBC and the clinical strategy
- **Review** – engagement to take place between production of the first PBC draft and submission of the PBC to Welsh Government

4.5. This plan is a live document and at this stage is not meant to be complete nor exhaustive. Ongoing monitoring of relationships with stakeholders will form part of programme governance, and the approach to engagement will be adjusted if necessary.

4.6. Stakeholders in the plan below are set out in the following order:

- Internal stakeholders
- External – approvers and regulators
- External – NHS organisations
- External – other public sector organisations
- External – third and private sector organisations
- External – others

Stakeholder	Stakeholder category	Approach	Individuals	Engagement channel	Engagement frequency and timescales	Engagement lead (Board / consortium)	Key discussion points
Staff	Internal	Manage closely	N/A	Physical presence: -Presentation Impersonal static: -Newsletter	Rolling programme (via the Clinical Services Plan redesign work) between January and March 2021 – suggest two presentations at planning and review stages	Vicky Le Grys / Malcolm Lowe-Lauri	5 x workshops held with feedback contained in Appendix 6. Positive reception. Digital maturity and workforce transformation were the two areas sighted as key enablers.
Welsh Government	External – approvers and regulators	Manage closely	Mark Drakeford (First Minister) Vaughan Gething, (Health and Social Services Minister)	Physical presence: -1-2-1 Personal interactive:	Once at planning stage, once at fieldwork stage, once at review stage	Len Richards / Matt Custance	Complete

Stakeholder	Stakeholder category	Approach	Individuals	Engagement channel	Engagement frequency and timescales	Engagement lead (Board / consortium)	Key discussion points
			Val Whiting (Deputy Director, Capital and Estates) Ian Gunney (Director, Capital and Estates) Alan Brace (DoF, Health and Social Care) Infrastructure Investment Board	-Email communication -Phone calls Impersonal static: -Written reports and papers Seek written agreement/sign off on key issues, such as programme scope and PBC format	Suggest fortnightly during planning, fieldwork and review stages, but driven by WG availability	Abi Harris / Rhiannon Williams	Complete 2 x meeting with Ian Gunney on programme scope. Several subsequent conversations with Ian Gunney and Chris Watkins on ensuring intended approach would be the expected one. Associated with finance scope and economic analysis. Key messages were to focus upon services and not buildings, plus ensure key stakeholders have been engaged.
			Frank Atherton (Chief Medical Officer for Wales) Rob Orford (Chief Scientific Advisor for Health)		Once at fieldwork stage	Stuart Walker / John Tooke	Complete. Stress whole pathway from prevention to EOL Primary care and public health voices to be represented in development. Engagement will be important.
			Simon Brindle (COVID Recovery Group Lead)		Once at planning stage	Ed Hunt / Rhiannon Williams	Complete. 2 x meetings to brief and then update on progress.

Stakeholder	Stakeholder category	Approach	Individuals	Engagement channel	Engagement frequency and timescales	Engagement lead (Board / consortium)	Key discussion points
Future Generations Commissioner for Wales	External – approvers and regulators	Manage closely	Sophie Howe	Physical presence: -1-2-1	Once at planning stage, once at fieldwork stage, once at review stage	Fiona King / Rhiannon Williams	<p>Update provided. Referenced Bromley By Bow as example of multy agency approach to care which C&V have studied and SOFW covers.</p> <p>Life sciences should link to environmental and social considerations. Jobs for disadvantaged.</p> <p>Integrated with other public services.</p> <p>Stress test out clinical model with primary care.</p> <p>Need to stress whole pathway from prevention to EOL in PBC</p> <p>Vision could contribute to goals of WCFG</p>

Stakeholder	Stakeholder category	Approach	Individuals	Engagement channel	Engagement frequency and timescales	Engagement lead (Board / consortium)	Key discussion points
MPs	External – approvers and regulators	Manage closely	Jo Stevens (Cardiff Central - MP)	Physical presence: -1-2-1 (Len has existing COVID meetings with MPs which may be suitable)	Once at planning stage, once at fieldwork stage	Len Richards and Charles Janczewski	No specific event able to be held due to time taken to discuss pandemic matters.
			Jenny Rathbone (Cardiff Central – MS)				
			Anna McMorris (Cardiff North – MP)	Impersonal interactive: -Email communications			
			Julie Morgan (Cardiff North – MS)	Impersonal static: -E-news updates			
			Stephen Doughty (Cardiff South and Penarth – MP)	-Newsletters			
			Kevin Brennan (Cardiff West – MP)				
			Alun Cairns (VoG – MP)				
			Jane Hutt (VoG – MS)				
			Vaughan Gething (Cardiff South and Penarth – MS)			Abi Harris / Rhiannon Williams	Chair wrote to Minister about getting started on PBC and reply received.
			Mark Drakeford (Cardiff West – MS)				

Stakeholder	Stakeholder category	Approach	Individuals	Engagement channel	Engagement frequency and timescales	Engagement lead (Board / consortium)	Key discussion points
Bro Taf LMC	External – approvers and regulators	Keep informed	Dr Steve Davies (Chairman) Dr Amir Ghanghro (Cardiff Constituency Lead) Dr Fran Ferner (Vale of Glamorgan Constituency Lead)	Physical presence: -Presentation	Once at fieldwork stage	Stuart Walker / N/A	Engagement will take place when more information on the clinical model and its impact on primary care becomes available.
NHS Wales	External – NHS organisations	Manage closely	Dr Andrew Goodall (CEO) Simon Dean (Deputy CEO)	Physical presence: -1-2-1 (Len has regular meetings with AG)	Once at planning stage, once at fieldwork stage, once at review stage	Len Richards / Malcolm Lowe-Lauri & Rhiannon Williams	Complete 2 x meeting with Simon Dean on programme scope.
NHS Wales Shared Services	External – NHS organisations	Keep satisfied	Stuart Douglas (Head of Estates Development) Nigel Davies (Deputy Director of Estates Development - Specialist Estates Services)	Physical presence: -1-2-1	Once at planning stage, once at review stage	Ed Hunt / Rhiannon Williams	2 meetings held. First to update on PBC scope. Feedback was around ensuring engagement/consultation with communities undertaken. Second was to give early sight of cost information.

Stakeholder	Stakeholder category	Approach	Individuals	Engagement channel	Engagement frequency and timescales	Engagement lead (Board / consortium)	Key discussion points
Other Health Boards	External – NHS organisations	Keep satisfied	<p>Judith Paget CBE (CEO, Aneurin Bevan HB)</p> <p>Mererid Bowley (Director of Public Health and Strategic Partnerships, Aneurin Bevan)</p> <p>Paul Mears (CEO, Cwm Taf Morgannwg HB)</p> <p>Clare Williams (Director of Planning and Performance, Cwm Taf Morgannwg HB)</p> <p>Tracy Myhill (CEO, Swansea Bay UHB) – Mark Hackett starting Jan 2021</p> <p>Sian Harrop-Griffiths (Director of Strategy, Swansea Bay UHB)</p>	Physical presence: -1-2-1	Once at planning stage, once at fieldwork stage, once at review stage	<p>Len Richards or Abi Harris /</p> <p>Matt Custance or Rhiannon Williams & Malcolm Lowe-Lauri</p>	Engagement taken place, which will continue as the programme evolves.

Stakeholder	Stakeholder category	Approach	Individuals	Engagement channel	Engagement frequency and timescales	Engagement lead (Board / consortium)	Key discussion points
Velindre NHS Trust	External – NHS organisations	Keep informed	Carl James (Director of Planning)	Physical presence: -1-2-1	Once at planning stage, once at review stage	Abi Harris / N/A	C&V has formal partnership meeting. Endorsement of PBC in writing.
Welsh Ambulance Services NHS Trust	External – NHS organisations	Keep informed	Rachel Marsh (Director of Strategy, Performance and Planning)	Physical presence: -1-2-1	Once at planning stage, once at review stage	Abi Harris / N/A	Engagement started and will continue as the programme progresses. ff
Local Partnership Forum	External – NHS organisations	Keep informed	Mike Jones (Chair of Staff Representatives, Unison) Steve Gauci (Vice Chairperson, Unison C&V)	Physical presence: -Presentation at LPF meeting	Once at planning stage	Ed Hunt / N/A	Complete
Welsh Health Specialised Services Committee	External – NHS organisations	Keep informed	Karen Preece (Director of Planning)	Physical presence: -1-2-1	Once at planning stage, once at fieldwork stage, once at review stage	Abi Harris / Rhiannon Williams	Will be raised by MD in March MD Committee. Areas of potential collaboration provided by WHSSC.
Vale Public Services Board	External – NHS organisations	Keep informed	Rob Thomas (Managing Director) Neil Moore (Leader)	Physical presence: -Presentation Impersonal interactive: -Email communications	Once at planning stage, once at review stage	Ed Hunt / N/A	Complete in Feb

Stakeholder	Stakeholder category	Approach	Individuals	Engagement channel	Engagement frequency and timescales	Engagement lead (Board / consortium)	Key discussion points
Cardiff Public Services Board	External – NHS organisations	Keep informed	Paul Orders (CEO) Hugh Thomas (Leader)	Physical presence: -Presentation Impersonal interactive: -Email communications	Once at planning stage, once at review stage	Ed Hunt / N/A	Complete in Jan
Primary and Intermediate Care Representatives	External – NHS organisations	Monitor	N/A – suggest engagement takes place via Bro Taf LMC as same key individuals				Primary and intermediate care representatives also involved in clinical strategy development workshops.
NHS Confederation	External – NHS organisations	Monitor	Darren Hughes (Director) Nesta Lloyd-Jones (Assistant Director)	NHS Confederation	External – NHS organisations	Monitor	Complete in Feb.
NWIS	External – NHS organisations	Monitor	Rhidian Hurle (Medical Director and Chief Clinical Information Officer)	NWIS	External – NHS organisations	Monitor	Engagement to take place when more information on technology and digital strategy is available.

Stakeholder	Stakeholder category	Approach	Individuals	Engagement channel	Engagement frequency and timescales	Engagement lead (Board / consortium)	Key discussion points
Cardiff City Council	External – other public sector organisations	Manage closely	Hugh Thomas (Leader) Neil Hanratty (Director of Economic Development) Andrew Gregory (Planning)	Physical presence: -Invitation to Project Board meetings	Monthly at planning, fieldwork and review stages	Len Richards & Abi Harris / Ian Tasker & Rhiannon Williams	Complete. Programme aligns with city. Letter of support received.
Vale of Glamorgan Council	External – other public sector organisations	Manage closely	Rob Thomas (Managing Director) Neil Moore (Leader)	Physical presence: -Invitation to Project Board meetings	Monthly at planning, fieldwork and review stages	Abi Harris / Ian Tasker & Rhiannon Williams	Complete. 3 themes. Joining up of services, engagement at the right time with the right information, foundational economy. Letter of support received.
Cardiff and Vale of Glamorgan Community Health Council	External – other public sector organisations	Keep informed	Malcolm Latham (Chair, South Glamorgan CHC Council) Steven Allen (Chief Officer) Valerie Evans-Tomlinson (Cardiff Local Committee) Cllr Christine Cave (Vale Local Committee)	Physical presence: -Presentation at CHC meeting	Once at planning stage	Vicky Le Grys / N/A	Complete. CHC contributed to Shaping Our Future Clinical Services engagement and briefing on UHW2 provided. CHC aware of PBC to be written. Any new facility must be maintained as there is a poor record of maintenance. Also flexibility in facilities and not constrained by a PFI type arrangement.

Stakeholder	Stakeholder category	Approach	Individuals	Engagement channel	Engagement frequency and timescales	Engagement lead (Board / consortium)	Key discussion points
Cardiff Capital Region	External – other public sector organisations	Keep informed	Kellie Beirne (Director of the City Deal)	Physical presence: -Invitation to strategic / Health Sciences workshop	Once at fieldwork stage	Ed Hunt / Ian Tasker?	To take place on 01/03
Bevan Commission	External – other public sector organisations	Monitor	Professor Sir Mansel Aylward (Chair) Helen Howson (Director)	Physical presence: -1-2-1	Once at fieldwork stage	Ed Hunt / John Tooke or Malcolm Lowe-Lauri	Complete. Letter of support provided.
Cardiff University	External – third and private sector organisations	Manage closely	Ian Weeks (Dean of Clinical Innovation for College of Biomedical and Life Sciences)	Physical presence: -Invitation to Project Board meetings -Participation in Workshops -1-2-1	Monthly throughout planning, fieldwork and review stages	Ed Hunt / Malcolm Lowe-Lauri & John Tooke	Letter of support provided.
Patients, public and service users	External – others	Manage closely	N/A	Physical presence: -Presentation Impersonal interactive: -Social media Impersonal static: -Newsletter -Leaflets	Part of a rolling programme of engagement (via the Clinical Services Plan redesign work) between January and March 2021 – suggest two presentations at the planning and review stages	Vicky Le Grys / N/A	Engagement on Shaping Our Future Clinical Services to begin in March

Stakeholder	Stakeholder category	Approach	Individuals	Engagement channel	Engagement frequency and timescales	Engagement lead (Board / consortium)	Key discussion points
All Wales Medical Directors	External – NHS organisations	Manage Closely	All	Physical presence: -Presentation	Monthly meetings	Stuart Walker	Stuart Walker and Richard Evans (Swansea Bay) gave updates on the developing UHW2, and Morriston, capital investment business cases. The MD group gave full support to the need for these developments and the proposed direction of travel. The group of MD's also made it clear that they are keen to work together across a number of emerging developments (eg UHW2/Swansea Bay/Velindre /ABUHB) to create a network of Regional Services that fully support Clinical Innovation, Research/Academia and links to Industry across Wales

Appendix A – Stakeholder longlist

The table below sets out the longlist of stakeholders that are likely to be affected by the proposed development. These are categorised by group and are listed in alphabetical order.

Stakeholder	Stakeholder group	Engagement at PBC stage?
Management Executive Team – Executive Director of Therapies and Health Science	Internal	Yes
Management Executive Team – Executive Director of Public Health	Internal	Yes
Management Executive Team – Executive Medical Director	Internal	Yes
Management Executive Team – Executive Nurse Director	Internal	Yes
Management Executive Team – Executive Director of Therapies and Health Science	Internal	Yes
Management Executive Team – CCIO	Internal	Yes
Management Executive Team – Executive Director of Workforce and OD	Internal	Yes
Management Executive Team – COO	Internal	Yes
Management Executive Team – Interim FD	Internal	Yes
Director of Estates	Internal	Yes
UHB Staff	Internal	Yes
Health and Safety Executive	External – NHS organisations	No
Healthcare Inspectorate Wales	External – NHS organisations	No
Local Partnership Forum	External – NHS organisations	Yes
NHS Confederation	External – NHS organisations	Yes
NHS Wales Shared Services, including Shared Services Partnership Committee	External – NHS organisations	Yes
NHS Wales: CEO NHS Wales Deputy CEO NHS Wales DoF NHS Wales	External – NHS organisations	Yes
NWIS	External – NHS organisations	Yes
Other Health Boards	External – NHS organisations	Yes

Stakeholder	Stakeholder group	Engagement at PBC stage?
Primary and Intermediate Care Representatives	External – NHS organisations	Yes
Public Health Wales	External – NHS organisations	No
Velindre NHS Trust	External – NHS organisations	Yes
Welsh Ambulance Services NHS Trust	External – NHS organisations	No
Welsh Health Specialised Services Committee	External – NHS organisations	Yes
Cardiff City Council	External – Other public sector	Yes
Cardiff and Vale Community Health Council	External – Other public sector	Yes
Cardiff Public Services Board	External – Other public sector	Yes
Social Care Wales	External – Other public sector	No
Vale of Glamorgan Council	External – Other public sector	Yes
Vale Public Services Board	External – Other public sector	Yes
Cardiff Capital Region	External – Third and private sector	Yes
Cardiff Met University	External – Third and private sector	No
Cardiff University	External – Third and private sector	Yes
University of South Wales	External – Third and private sector	No
Chief Medical Officer for Wales	External – approvers and regulators	Yes
Chief Sciences Officer for Health	External – approvers and regulators	Yes
Children's Commissioner	External – approvers and regulators	No
Future Generations Commissioner for Wales	External – approvers and regulators	Yes
GMC	External – approvers and regulators	No
LMC	External – approvers and regulators	Yes
MPs	External – approvers and regulators	Yes
National Infrastructure Commission for Wales	External – approvers and regulators	No
NMC	External – approvers and regulators	No
Older People's Commissioner	External – approvers and regulators	No
Welsh Government - First Minister	External – approvers and regulators	Yes
Welsh Government - Health and Social Services Minister	External – approvers and regulators	Yes
Welsh Government - Deputy Director, Capital and Estates	External – approvers and regulators	Yes

Stakeholder	Stakeholder group	Engagement at PBC stage?
Welsh Government - Director, Capital and Estates	External – approvers and regulators	Yes
Welsh Government - DoF, Health and Social Care	External – approvers and regulators	Yes
Welsh Government - COVID Recovery Group Lead	External – approvers and regulators	Yes
Welsh Language Commissioner	External – approvers and regulators	No
Bevan Commission	External – other	Yes
Public, patients and service users	External – other	Yes
The King's Fund	External – other	No
The Life Sciences Hub	External – other	No
Wales Audit Office	External – other	No