



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

Bwrdd Iechyd Prifysgol  
Hywel Dda  
University Health Board

**Canolbarth  
a Gorllewin  
Iachach**

Cenedlaethau'r  
dyfodol yn byw  
bywydau iach

## Appendix A14

### Communications & Engagement Plan

#### Cross Hands Health and Wellbeing Centre Project



## Communications and Engagement Plan for Cross Hands Health and Wellbeing Centre

### Background

This development aims to provide a sustainable solution for the continued provision of primary and community health and social care which will make a difference to the health and well-being of present and future generations living in the Amman Gwendraeth area.

As a core element of the proposals developed for Hywel Dda University Health Board's Transforming Clinical Services (TCS) programme and the subsequent A Healthier Mid and West Wales Strategy (AHMWW), the Cross Hands Health and Wellbeing Centre is a key deliverable of this future model of care.

Deficiencies exist within the current facilities, including deteriorating buildings, cramped working conditions, capacity constraints with no potential for expansion. These deficiencies are creating significant problems for GP contractors and community health services in the area including:

- The need to work across a number of sites, resulting in fragmented services that create operational challenges and do not align with the future model of care outlined within the Healthier Mid and West Wales Strategy;
- Insufficient capacity to accommodate the workforce required to meet current and increasing demand in the area;
- Inability to address ongoing workforce sustainability issues; and
- Ongoing challenges in delivering quality and safe services from ageing facilities.

Clearly, continuing with existing arrangements is not an option if we are to provide sustainable, high quality, and safe services that meet the needs of local people and allow us to deliver our local and national strategy.

Hywel Dda University Health Board (H DUHB) is leading the project in partnership with Carmarthenshire County Council and the two local GP Practices; Tumble and Penygroes. In addition to this, other service providers are involved in the co-production of proposals including, Dyfed Powys Police and Third Sector partners.

Following discussions with the Welsh Government’s Capital and Facilities Division, the health board is requesting approval from Welsh Government to progress with an Outline Business Case (OBC) for this project.

The scope of services proposed at the Cross Hands Health and Wellbeing Centre, refreshed following the Covid pandemic and for OBC re-submission in Spring 2022 have been provided below for information.

Core clinical services (Scope A)	Supplementary services (Scope B)	Other services (Scope C)
<p><b>GMS Services</b></p> <ul style="list-style-type: none"> <li>• GMS Tumble</li> <li>• GMS Penygroes</li> </ul> <p><b>Community Health Services</b></p> <ul style="list-style-type: none"> <li>• Specialist Care Chronic Conditions</li> <li>• Midwives, Health Visitors, District Nursing Teams, Community Children’s Nursing</li> <li>• Therapies: Physio, OT, SALT and Dietetics</li> <li>• Lymphoedema</li> <li>• Podiatry</li> </ul>	<p><b>Early Years Integrated Centre</b></p> <ul style="list-style-type: none"> <li>• Community-based service to families for children aged 0-12</li> </ul> <p><b>Audiology</b></p> <ul style="list-style-type: none"> <li>• Audiology, Adult and Paediatric Community.</li> </ul> <p><b>Community Pharmacy</b></p> <ul style="list-style-type: none"> <li>• Wide range of enhanced services</li> </ul> <p><b>Other space</b></p> <ul style="list-style-type: none"> <li>• Social Community Care shared space (community run events)</li> </ul>	<p><b>Police</b></p> <ul style="list-style-type: none"> <li>• Police (capital funding available)</li> </ul> <p><b>Carmarthenshire County Council</b></p> <ul style="list-style-type: none"> <li>• Library/Community resource centre (fitting and equipping capital funding available)</li> <li>• Café / refreshment area</li> </ul>

<ul style="list-style-type: none"> <li>• Mental Health</li> <li>• CRT Duty Team</li> </ul> <p><b>Universities</b></p> <ul style="list-style-type: none"> <li>• Undergraduate and postgraduate placements</li> </ul>	<ul style="list-style-type: none"> <li>• Third Sector shared space</li> <li>• Research and Innovation</li> <li>• Social Prescribing</li> </ul>	
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#### **Aims and objectives of the Communications and Engagement Plan**

- To engage internal and external stakeholders in the development of the Cross Hands Community Hub Project and ensure clear, regular and timely communications on progress
- To promote the Project for the University Health Board, local authority, local GP Practices and third sector partners as well as other service providers involved in the co-production of proposals, including Dyfed Powys Police and Third Sector partners
- To promote and publicise a critical element of the health board’s Transforming Clinical Services (TCS) and subsequent Healthier Mid and West Wales Strategy, predicated on the need to redesign services to focus on population health via a network of community hubs, where integrated health and care services can be provided in one location
- Raise awareness amongst our people of the opportunities to participate and share views that will shape health and care
- Facilitate ongoing engagement with patients, carers, staff, public and wider stakeholders and ensure their views are shared and considered by the organisation
- Target those most affected by the proposed service changes through engagement methods best suited to the key groups
- Provide a range of opportunities, taking account of accessibility, for our staff and key stakeholders to give their views

- Communicate significant developments and key milestones towards A Healthier Mid and West Wales and resulting projects so people feel informed about developments in health and care
- Build awareness of the actions taken to reach the long-term vision, including case for change, how we arrived at this point and the next steps

These objectives span programmes of work from clinical pathway redesign, capital projects, and integration of care.

### **Communications and Proposed approach for engagement activity**

As a whole organisation and following our engagement and consultation work on the Healthier Mid and West Wales Strategy, we are committed to designing and delivering communications and engagement according to our principles of being safe, sustainable, accessible, and kind.

We have developed frameworks for both communications and engagement to set the purpose of what we do and how we do business, these are included in our Communications and Engagement strategy for the Healthier Mid and West Wales Programme. Our approach is underpinned by a commitment to target the seldom heard and engage in ways that are sensitive and appropriate to their needs and in this way, we will be most likely to meet the needs of our entire population.

A high level stakeholder mapping and analysis exercise will be undertaken.

Any approach will need to accommodate the extensive approach encompassing the wider population together with targeted activity around those potentially most affected, as identified by the stakeholder mapping.

The purpose of the engagement exercise is to:

- Provide opportunities for our patients, citizens, service users, carers, staff, seldom heard groups, key stakeholders and wider stakeholders to give their views
- To raise awareness of the engagement and provide opportunities for feedback.
- Target identified stakeholders through engagement methods that are most appropriate for these groups.
- Identify appropriate engagement and communication tools and methods to effectively engage.

The communications and engagement activity period for this work will take place throughout the lifecycle of the project.

This period will provide those who are interested in the work to have an opportunity to engage or participate through various methods (that will be identified for each appropriate stage) that can be completed virtually online, by paper copy or by phone.

This document is a live document and will be updated regularly.

### Engagement and Communications methods employed and rationale

Method	Rationale																													
<p><b>Communications and engagement period</b></p>	<p>Appropriate Communications will be developed and Engagement will take place during key milestones of the lifecycle of Capital Projects:</p> <table border="1" data-bbox="577 860 1738 1374"> <thead> <tr> <th colspan="2" data-bbox="577 860 1055 908">OBC</th> <th colspan="3" data-bbox="1055 860 1738 908">FBC</th> </tr> <tr> <th data-bbox="577 908 846 983">OBC process</th> <th data-bbox="846 908 1055 983">Refreshed Design Approval</th> <th data-bbox="1055 908 1301 983">FBC Process</th> <th data-bbox="1301 908 1518 983">Construction</th> <th data-bbox="1518 908 1738 983">Commissioning</th> </tr> </thead> <tbody> <tr> <td colspan="5" data-bbox="577 983 1738 1070"> <p>Engagement exercise – drop in events held for general public July 2019 to inform our thinking and to feed-back directly into the development of these areas (e.g., suggestions for wellbeing classes such as yoga or concerns over transportation).</p> </td> </tr> <tr> <td colspan="5" data-bbox="577 1070 1738 1254"> <p>Separate plan to be developed for continued comms and engagement including:</p> <ul style="list-style-type: none"> <li>- Stakeholder updates</li> <li>- Regular staff comms</li> <li>- Public updates (digital and non-digital)</li> </ul> </td> </tr> <tr> <td data-bbox="577 1254 846 1374"> <p>On key planning and construction milestones:</p> </td> <td data-bbox="846 1254 1055 1374"> <p>Stage 2 - Concept Design Remobilisation</p> </td> <td data-bbox="1055 1254 1301 1374"> <p>- Stage 3 - Technical Design</p> </td> <td data-bbox="1301 1254 1518 1374"> <p>- Stage 4 - Construction Sod cutting</p> </td> <td data-bbox="1518 1254 1738 1374"> <p>- Commissioning 'Go live' date</p> </td> </tr> </tbody> </table>					OBC		FBC			OBC process	Refreshed Design Approval	FBC Process	Construction	Commissioning	<p>Engagement exercise – drop in events held for general public July 2019 to inform our thinking and to feed-back directly into the development of these areas (e.g., suggestions for wellbeing classes such as yoga or concerns over transportation).</p>					<p>Separate plan to be developed for continued comms and engagement including:</p> <ul style="list-style-type: none"> <li>- Stakeholder updates</li> <li>- Regular staff comms</li> <li>- Public updates (digital and non-digital)</li> </ul>					<p>On key planning and construction milestones:</p>	<p>Stage 2 - Concept Design Remobilisation</p>	<p>- Stage 3 - Technical Design</p>	<p>- Stage 4 - Construction Sod cutting</p>	<p>- Commissioning 'Go live' date</p>
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	<ul style="list-style-type: none"> <li>- Stage 0 - Project Planning</li> <li>- Stage 1 - Estate Preparation and Brief</li> </ul> <p>Drop in events held in 2019.</p>	<p>Design Approval</p> <p>Planning Process &amp; Land Acquisition</p> <p>OBC Submission</p> <p>OBC Outcome</p> <p>Communications piece advising plans for refresh and resubmission of OBC</p>	<p>Workshops to develop designs</p> <p>FBC Submission</p> <p>OBC Outcome</p>	<p>Equipping Forums and selection</p> <p>Artwork and colour schemes</p> <p>Service disruption</p>	<p>Decant arrangements</p> <p>Service moves</p> <p>Staff moves and go live date</p> <p>Opening Ceremony</p>											
<p><b>Broad Approach</b></p>	<p>There are a range of regular and bespoke approaches that we use in communications and engagement as a health board. We assess who our target audience are, where we can best inform or talk with them, and tailor communication and engagement plans accordingly. Some of the frequent tools we use include:</p> <table border="1" data-bbox="577 847 2096 1362"> <thead> <tr> <th data-bbox="577 847 913 890">Method / activity</th> <th data-bbox="913 847 2096 890">Rationale</th> </tr> </thead> <tbody> <tr> <td data-bbox="577 890 913 1050"> <p><b>Staff internal communication channels</b></p> </td> <td data-bbox="913 890 2096 1050"> <p>To inform and involve our staff in our plans at the earliest stage possible, using a range of tools to reach them (team brief system, staff bulletins and newsletters, Intranet updates, frequently asked questions, MSTeams channels and sharepoints, events, video updates etc)</p> </td> </tr> <tr> <td data-bbox="577 1050 913 1209"> <p><b>Media statements, radio news and interviews, videos and broadcast interviews</b></p> </td> <td data-bbox="913 1050 2096 1209"> <p>Key decisions or milestones to be provided to media and on multi-media in openness and transparency with public. Multiple platforms to reach targeted audience whether digital or non-digital audiences.</p> </td> </tr> <tr> <td data-bbox="577 1209 913 1289"> <p><b>Intranet and Internet</b></p> </td> <td data-bbox="913 1209 2096 1289"> <p>To provide a static platform where people can 'go to' for trusted authoritative information</p> </td> </tr> <tr> <td data-bbox="577 1289 913 1362"> <p><b>Hard copy materials</b></p> </td> <td data-bbox="913 1289 2096 1362"> <p>To reach non-digital audience or when messages have longevity and there is a purpose in retaining them for future i.e. leaflet drops to households, availability in shared public</p> </td> </tr> </tbody> </table>						Method / activity	Rationale	<p><b>Staff internal communication channels</b></p>	<p>To inform and involve our staff in our plans at the earliest stage possible, using a range of tools to reach them (team brief system, staff bulletins and newsletters, Intranet updates, frequently asked questions, MSTeams channels and sharepoints, events, video updates etc)</p>	<p><b>Media statements, radio news and interviews, videos and broadcast interviews</b></p>	<p>Key decisions or milestones to be provided to media and on multi-media in openness and transparency with public. Multiple platforms to reach targeted audience whether digital or non-digital audiences.</p>	<p><b>Intranet and Internet</b></p>	<p>To provide a static platform where people can 'go to' for trusted authoritative information</p>	<p><b>Hard copy materials</b></p>	<p>To reach non-digital audience or when messages have longevity and there is a purpose in retaining them for future i.e. leaflet drops to households, availability in shared public</p>
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		spaces, visibility campaigns in target footfall areas such as health or community locations etc
	<b>Social media</b>	Via health board's corporate platforms to help reach the digital audience, both organic and paid reach. Includes full range of stories, case studies, infographics, video, audio etc
	<b>Surveys / questionnaires (electronic, hard copy, phone)</b>	Opportunity for us to ask people their views people to share their views. These can be adapted to alternative formats and delivery according to need (i.e., such as Easy Read and alternative languages).
	<b>Online digital spaces</b>	We can host our own digital spaces such as through Have Your Say / Dweud Eich Dweud, bespoke events or using community based digital platforms to provide a space for online engagement and information updates.
	<b>Workshops / events / drop-ins (Covid dependent) / briefings / presentations</b>	For both internal and external audiences. Opportunity for people to share their views.
	<b>Target existing key meetings / groups – particularly seldom heard</b>	Opportunities offered by other groups meetings and forums. Ensure that an impact question is asked as part of all future engagement and consultation stages and analysed so that we are fully aware of existing issues and what we need to put right Ensure HB approach to continuous engagement facilitates involvement of disabled people in the design of new and renovated sites
	<b>Influencers and champions</b>	Informed influencers, champions or staff ambassadors can help provide accurate information, which are trusted amongst their groups/followers/colleagues etc.
	<b>Direct communications</b>	Allows for unfiltered messaging from the health board direct to those we wish to influence, such as letters, including to households, or flyers.
	<b>E-comms / marketing</b>	People who have signed up to receive updates e.g. electronically through the Siarad Iechyd / Talking Health scheme

	<b>Paid for advertising</b>	To target and communicate with new audiences who do not actively 'follow' us or sign up to our news and engagement activities (can be used across digital and non-digital).
<b>Targeted Communication and Engagement</b>	<p>Specific communication and engagement activity on the Cross Hands Health and Wellbeing Centre will include:</p> <ul style="list-style-type: none"> <li>- Design approval and planning process event promotion and engagement</li> <li>- Communication piece, remobilisation of project</li> <li>- Engagement OBC refresh workshops</li> <li>- Communication piece, submission of OBC</li> <li>- Communication piece, outcome of OBC</li> <li>- Event promotion and engagement FBC further planning stages</li> <li>- Communication piece, submission of FBC</li> <li>- Communication piece, event &amp; outcome of FBC</li> <li>- Communication piece, event &amp; sod cutting</li> <li>- Communication piece and opening ceremony</li> </ul>	

## Cross Hands Health & Wellbeing Centre Stakeholder Mapping Analysis Exercise

### V1 as at 02 February 2022

**HIGH**



Influence	Stakeholder Group A	Stakeholder Group B	
Influence	MP / MS  County Councillors - in locality  Media – e.g. Carmarthen Journal, Wales Online, Radio Carmarthenshire, South Wales Guardian, Llanelli Star	Health Board <ul style="list-style-type: none"> <li>- LHB Board</li> <li>- Executive Team</li> <li>- County Director</li> <li>- County Team</li> </ul> Welsh Government  GP Partnerships – Tumble & Penygroes  Carmarthenshire County Council <ul style="list-style-type: none"> <li>- Library service</li> <li>- Integrated Early Years</li> </ul> Dyfed-Powys Police  Project Group Project Team Design team	Hywel Dda CHC  Local Pharmacies  Amman Gwendraeth Cluster incl: <ul style="list-style-type: none"> <li>- Dentists</li> <li>- Opticians</li> </ul> Staff – service leads <ul style="list-style-type: none"> <li>- Specialist care</li> <li>- Midwifery</li> <li>- Health Visitors</li> <li>- District Nursing teams</li> <li>- Therapies – Physiotherapy, OT, SALT etc</li> <li>- Mental Health team</li> <li>- Rehabilitation</li> </ul>
	Stakeholder Group C	Stakeholder Group D	
(see DEWIS info engine for local groups) Sports Clubs  General Community Groups  Housing Associations  Local Access Groups	Patients - Cross Hands, Tumble, Penygroes, Pontyberem, Llanarthne area  General public in Cross Hands, Tumble, Penygroes, Pontyberem, Llanarthne area  Staff – employees of organisations and departments Carmarthenshire Association of Voluntary Services (CAVS): <ul style="list-style-type: none"> <li>- CAVS Health and Wellbeing Group</li> </ul>	Social Prescribers – Amman Gwendraeth  Community Connectors  Town and Community Councils – Llannon and Cwmamman  Ten Towns initiative	

<p>Domestic Abuse organisations</p> <p>Debt advice organisations</p> <p>Nursing/Care Homes</p> <p>Drug / Alcohol advice organisations</p> <p>Funeral services</p>	<ul style="list-style-type: none"> <li>- CAVS Children and Young People Network</li> <li>- CAVS Food Network</li> </ul> <p>Third Sector includes:</p> <ul style="list-style-type: none"> <li>- Age Cymru Dyfed</li> <li>- British Red Cross</li> <li>- Care &amp; Repair</li> <li>- Verses Arthritis – development worker</li> <li>- Liver Trust – development workers</li> <li>- Sense Cymru</li> <li>- Breatheasy</li> <li>- Chronic Conditions Groups...</li> <li>- Headway / neurological groups</li> <li>- Dementia groups</li> <li>- Cancer groups</li> </ul> <p>Carers organisations – Carers Trust</p> <p>Deaf / Blind Associations</p> <p>Local schools, including</p> <ul style="list-style-type: none"> <li>– Ysgol Maes Y Gwendraeth</li> </ul> <p>Local Churches and Chapels</p> <p>Youth Clubs</p> <p>Scouts, Guides</p> <p>Family Centres</p> <p>Outdoor activities/projects:</p> <ul style="list-style-type: none"> <li>- Tir Coed – Tumble</li> <li>- Cwmamman environmental groups</li> </ul>	<p>Carmarthenshire County Council</p> <ul style="list-style-type: none"> <li>- Disability Coalition</li> <li>- Leisure Services</li> </ul> <p>West Wales Action for Mental Health (WWAMH)</p> <p>Local businesses (new and previous areas):</p> <ul style="list-style-type: none"> <li>- Cross Hands</li> <li>- Tumble</li> </ul> <p>Community Centres</p> <p>Community Groups</p> <p>Transport and Taxi firms</p> <p>Community Transport</p> <p>British Legion / community groups</p> <p>Refugees</p> <p>Physical and Learning disability groups</p> <p>Delta Wellbeing</p> <p>Police and Crime Commissioner</p> <p>Fire Service</p> <p>Welsh Ambulance Service Trust</p> <p>Siarad Iechyd / Talking Health members living within the area</p>	
Interest			

**LOW**

**HIGH**

## STAKEHOLDER GROUP C – INFORMING

How	What	Rationale
<p><b>Information sharing</b></p>	<p><b>Digital sharing</b></p> <p>Communication pieces will be developed only at key milestones of the Project for the media via covering press release, or upon request which will include:</p> <ul style="list-style-type: none"> <li>• High level update on Project Progress</li> <li>• Videos/ Images/visuals of new Centre</li> </ul> <p>Information will also be shared via social media channels.</p> <p>Social media messaging will include:</p> <ul style="list-style-type: none"> <li>- raising awareness of the project developments</li> <li>- raising awareness of the key milestones</li> <li>- promotion of events such as any public drop in sessions</li> </ul> <p>An electronic stakeholder bulletin will be developed to share with our stakeholders on a basis to be agreed with the wider engagement plan for community sites as part of the Healthier Mid and West Wales Programme.</p> <p><b>Targeting our non-digital audience</b></p> <p>Press releases will be developed as part of the process.</p>	<p>To raise awareness, keep up momentum for the project and provide opportunity for comment.</p> <p>It is important to monitor the activity of these stakeholders to identify additional information requirements.</p>

	Information will be shared with Siarad Iechyd / Talking Health members in the Cross Hands area.	
<b>Engagement</b>	<p>We will monitor all our stakeholder groups closely and target our engagement activities accordingly.</p> <p>Media will be updated via press releases and general media enquiries.</p> <p>Engagement activities will be recorded in the communications and engagement plan and feedback will be considered.</p> <p>The feedback from consultation and engagement on the 'A Healthier Mid and West Wales' programme will be considered for the Carmarthenshire area as relevant to this development.</p>	<p>We will raise awareness of the face-to-face activities for the stakeholders to participate, in addition to the digital opportunities identified.</p> <p>We will monitor these activities to ensure they meet the needs of these stakeholders and identify any amendments that may be required to future events.</p>

<b>STAKEHOLDER GROUP D- MEETING THE NEEDS</b>		
<b>How</b>	<b>What</b>	<b>Rationale</b>
<b>Information sharing</b>	<p>Information sharing will be as per Stakeholder Group C above, with more personalised letters or emails addressing these stakeholders</p> <p>Additional mechanisms will be utilised where they exist, for instance staff will receive Global Emails advising of the engagement and any further information that will be available on the intranet and internet in relation to the Healthier Mid and West Wales Strategy and progress on the community site schemes.</p>	<p>To raise awareness of the project and provide opportunity for comment.</p> <p>These are influential stakeholders who may benefit from additional detail and information to help inform their views on the project proposals. It is important to monitor the activity of this group to identify additional information requirements.</p>

<p><b>Engaging</b></p>	<p>The broad engagement activities outlined in Stakeholder Group C will be available to the stakeholders in this group.</p> <p>Where existing meetings are taking place with these stakeholders during engagement for the Healthier Mid and West Wales Programme, we will endeavour to ensure the Cross Hands Health and Wellbeing Centre is on the agenda for discussion. At meetings where discussions take place, comments and questions will be noted and fed into the engagement process. Where additional meetings are requested we will endeavour to accommodate and review on a case-by-case basis.</p> <p>There will be a targeted approach as part of the planning and detailed design stages of the projects where stakeholders will be invited to attend planned various workshops as part of continuous engagement which will also include regular attendance to Project Team meetings. This approach also meets the needs of our protected characteristic groups and we will endeavour to attend their groups and events thus making engagement as simple as possible.</p> <p>Engagement activities will be recorded in the engagement plan and feedback will be considered by the Cross Hands Project Team.</p>	<p>These are influential stakeholders and it is sensible to take advantage of existing opportunities to gather views and feedback on the project.</p> <p>There may be requests for attendance at different meetings, this will need to be considered based on the stakeholder mapping and the existing schedule of activities.</p> <p>We need to ensure our protected characteristic groups have the opportunity to share their views. Specific activities and support will be provided to facilitate this.</p>

## STAKEHOLDER GROUP A - CONSIDERATION

How	What	Rationale
<b>Information sharing</b>	<p>Information sharing will be as per Stakeholder Group C above, with a letter or email from the Project Director.</p> <p>Electronic links of any documents will be sent to stakeholder Group A. Hard copies will be provided as and when required.</p> <p>Ensure Group A stakeholders and Local Councillors are updated on a six monthly basis on project developments. Communication pieces will include high level update briefings from the Project Director on project progress that may include:</p> <ul style="list-style-type: none"> <li>• Videos/ Images/visuals of new Centre</li> <li>• Links to recent press releases</li> </ul> <p>Hard copies of documents will be available on request.</p>	<p>Stakeholders in this group are people with a keen interest in changing health services in Cross Hands and we will accommodate requests for documentation to share with their electorate.</p>
<b>Engaging</b>	<p>We will offer meetings with our stakeholders.</p> <p>We will monitor our stakeholders closely and target our engagement activities accordingly.</p>	<p>Key stakeholders with influence and it is important to ensure these views are taken into account within the consultation.</p>

## STAKEHOLDER GROUP B – KEY PLAYERS

How	What	Rationale
<b>Information sharing</b>	As information sharing in Stakeholder Group C.	These are our key stakeholders and we need to ensure that there are opportunities for opinions to inform the consultation and engagement process.
<b>Engaging</b>	<p>The broad engagement activities outlined in Stakeholder Group C and D will be available to the stakeholders in this group.</p> <p>We will work closely with our key players to ensure we engage meaningfully and effectively.</p> <p>We will undertake senior level conversations with partner organisations and one to one meetings as required.</p> <p>We will undertake engagement as part of our existing business. At meetings where discussions take place, comments and questions will be noted and fed into the engagement process</p>	These are our key stakeholders and we need to ensure that there are opportunities for opinions to inform the project development.

	<p>Where these do not exist and are necessary, we will set up specific meetings or events to ensure participation.</p> <p>We will endeavour to accommodate requests for additional presentations.</p> <p>Engagement activities will be recorded in the Communications and Engagement plan and feedback will be considered.</p>	
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## ACTIVITY LOG

Communication and Engagement – 2019 to Project remobilisation 2021			
Date	Event / Activity	Comments	Achieved (RAG) By (Team)
02/07/2019	Community Engagement, drop in event		Engagement Team and Project Manager
08/07/2019	Community Engagement, drop in event		Engagement Team and Project Manager
09/07/2019	Community Engagement, drop in event		Engagement Team and Project Manager

Communications and Engagement Plan preparation – Remobilisation stage				
Date	Event / Activity	Comments/ Action		Achieved (RAG) By (Team)
22/10/2021	Project Group Meeting 1.00pm-2.00pm			
02/12/2021 – 22/12/2021	Workshops – Design Development			
21/12/2021	Project Group Meeting 12.00pm-1.00pm			
24/01/2022-03/02/2022	Workshops – Design Development			
11/01/2022	Service Design, Digital and Workforce Sub Group Meeting			
12/01/2022	Draft focused communications and engagement plan	Agreed joint communications and engagement plan to be drafted and used for all Capital Projects moving forward. Template agreed with Tom Wilson, Senior Communications Manager and Delyth Evans, Engagement Manager. Stakeholder mapping exercise recommended as substantive time had passed since the initial compilation and submission of the OBC in November 2019.		

24/01/2022	Service Lead Design Reviews	Confirmation of refreshed requirements – updated building layout plans and room layouts.		
02/02/2022	Review and update stakeholder mapping and analysis	High level stakeholder mapping exercise undertaken, further individual identification session required.		
30/03/2022	Confirm extensive stakeholder list			
30/03/2022	Confirm sign off plan with SERVICE/PROJECT Team			
<b>Project Lifecycle</b>				
<b>Quarter 1 2022 from project remobilisation</b>				
<b>Date</b>	<b>Event / Activity</b>	<b>Comments</b>		<b>Achieved (RAG) By (Team)</b>
10/01/2022	<b>Communication</b> Social media update/Press release/Global email issued for Project Update following remobilisation.			
10/01/2022	<b>Communication</b> Monitor responses / feedback to identify any additional action required	Location queried, map provided by Tom Wilson in response. No adverse comments noted, Project Team informed.		
12/01/2022	<b>Engagement</b> Project Team Meeting 3.30pm-4.30pm	Cancelled due to operational pressures.		
19/01/2022	<b>Engagement</b> Project Group Meeting 3.30pm-4.30pm	Cancelled due to operational pressures.		

10/02/2022	<b>Engagement</b> Service Design, Digital and Workforce Sub Group Meeting		
16/02/2022	<b>Engagement</b> Project Team Meeting 3.30pm-4.30pm		
03/03/2022	<b>Engagement</b> Service Design, Digital and Workforce Sub Group Meeting		
16/03/2022	<b>Engagement</b> Project Team Meeting 4.00pm-5.00pm		
17/03/2022	<b>Engagement</b> Project Update to CHC and Local Councillors following remobilisation and refresh of OBC Information.		
22/03/2022	<b>Engagement</b> Project Group Meeting 4.00pm-5.00pm	Cancelled due to limited availability.	
<b>Quarter 2</b>			
<b>Date</b>	<b>Event / Activity</b>	<b>Comments</b>	<b>Achieved (RAG) By (Team)</b>
05/04/2022	Service Design, Digital and Workforce Sub Group Meeting		

13/04/2022	Project Team Meeting 3.30pm-4.30pm		
21/04/2022	Engagement Project Group Meeting 4.00pm-5.00pm	Rescheduled appointment (previously 22.03.22)	
11/05/2022	Project Team Meeting 4.00pm-5.00pm		
17/05/2022	Project Group Meeting 4.00pm-5.00pm		
15/06/2022	Project Team Meeting 3.30pm-4.30pm		
<b>Quarter 3</b>			
<b>Date</b>	<b>Event / Activity</b>	<b>Comments</b>	<b>Achieved (RAG) By (Team)</b>
13/07/2022	Project Team Meeting 3.30pm-4.30pm		
20/07/2022	Project Group Meeting 3.30pm-4.30pm		
10/08/2022	Project Team Meeting 3.30pm-4.30pm		
20/09/2022	Project Team Meeting 4.00pm-5.00pm		
27/09/2022	Project Group Meeting 4.00pm-5.00pm		
<b>Quarter 4</b>			
<b>Date</b>	<b>Event / Activity</b>	<b>Comments</b>	<b>Achieved (RAG) By (Team)</b>
25/10/2022	Project Team Meeting 4.00pm-5.00pm		
17/11/2022	Project Team Meeting 4.00pm-5.00pm		
22/11/2022	Project Group Meeting 4.00pm-5.00pm		
14/12/2022	Project Team Meeting 3.30pm-4.30pm		

<b>Project Lifecycle</b>			
<b>Quarter 1 2023</b>			
<b>Date</b>	<b>Event / Activity</b>	<b>Comments</b>	<b>Achieved (RAG) By (Team)</b>
24/01/2023	Project Team Meeting 4.00pm-5.00pm		

31/01/2023	Project Group Meeting 4.00pm-5.00pm		
21/02/2023	Project Team Meeting 4.00pm-5.00pm		
14/03/2023	Project Team Meeting 4.00pm-5.00pm		
21/03/2023	Project Group Meeting 4.00pm-5.00pm		
<b>Quarter 2</b>			
<b>Date</b>	<b>Event / Activity</b>	<b>Comments</b>	<b>Achieved (RAG) By (Team)</b>
25/04/2023	Project Team Meeting 4.00pm-5.00pm		
23/05/2023	Project Team Meeting 4.00pm-5.00pm		
30/05/2023	Project Group Meeting 4.00pm-5.00pm		
27/06/2023	Project Team Meeting 4.00pm-5.00pm		
<b>Quarter 3</b>			
<b>Date</b>	<b>Event / Activity</b>	<b>Comments</b>	<b>Achieved (RAG) By (Team)</b>
18/07/2023	Project Team Meeting 4.00pm-5.00pm		
25/07/2023	Project Group Meeting 4.00pm-5.00pm		
<b>Quarter 4</b>			
<b>Date</b>	<b>Event / Activity</b>	<b>Comments</b>	<b>Achieved (RAG) By (Team)</b>

## APPENDIX 1 - CONTACT NUMBERS/EMAILS

Name	Title	Telephone No	Email
Rhian Matthews (was Dawson)	Integrated System Director, Carmarthenshire  Spokesperson 1	Tel 01554 899046  Mob 07929 340365	<a href="mailto:Rhian.Dawson@wales.nhs.uk">Rhian.Dawson@wales.nhs.uk</a>
Alex Williams	Head of Integrated Services  Spokesperson 2	01267 228900 Est / Ext: 2900	<a href="mailto:AlexWilliams@carmarthenshire.gov.uk">AlexWilliams@carmarthenshire.gov.uk</a>
Siân Morgan	Planning Project Manager  Lead planning contact		<a href="mailto:Sian.Morgan18@wales.nhs.uk">Sian.Morgan18@wales.nhs.uk</a>
Gaynor Megicks	Engagement Officer  Engagement Team contact	01554 899056	<a href="mailto:Gaynor.Megicks@wales.nhs.uk">Gaynor.Megicks@wales.nhs.uk</a>
Tom Wilson	Senior Communications Officer  Communications Team contact		<a href="mailto:Tom.Wilson@wales.nhs.uk">Tom.Wilson@wales.nhs.uk</a>

Alan Winter	Senior Diversity and Inclusion Officer Equality and Diversity Team contact		<a href="mailto:Alan.Winter@wales.nhs.uk">Alan.Winter@wales.nhs.uk</a>