



TERMS OF REFERENCE

SIX GOALS FOR URGENT AND EMERGENCY CARE

BEHAVIOUR CHANGE, COMMUNICATIONS & MARKETING (BCM) GROUP

1. Introduction / Purpose

The Behaviour Change, Communications & Marketing (BCM) Group will lead the development and implementation of National Communication Strategies for the Six Policy Goals for Urgent & Emergency Care and associated National Programmes.

This will include regular assessment of the challenges faced across Urgent & Emergency Care, providing timely insight for the development of campaign strategies, focus & direction.

The group will aim to maximise the impact of Communication Strategies by utilising behaviour change frameworks and principles to develop campaigns and key messages.

The group will establish a professional environment to develop ideas and approaches to a variety of reactive and proactive communications for the portfolio of National Programmes delivering the Six Policy Goals for Urgent & Emergency Care.

2. Background

The NHS Wales Executive Board resolved at its meeting in May 2021 to set up a National Steering Board to oversee National programmes intended to support delivery of the Six Goals for Urgent and Emergency care.

The Six Goals Steering Board will act as a 'portfolio' Board for a range of national programmes and enabling work-streams intended to enable Health Boards, NHS Trusts and Regional Partnership Boards to deliver the Welsh Government's Six Policy Goals for Urgent and Emergency Care.

As a portfolio Board, the Steering Board will seek to coordinate structures to support achievement of the Six Policy Goals for Urgent and Emergency Care. by ensuring the optimal prioritisation of resources to align with the strategic intent and achieve best value.



Diagram 1 – The Six Goals for Urgent & Emergency Care

The Six Goals Steering Board, will oversee, provide a steer to and/or seek assurance from leaders of programmes, work-streams, projects and products developed to support the system to deliver the Six Goals for Urgent and Emergency Care. This will include:

- the 24/7 urgent primary care work-stream of the Strategic Programme for Primary Care;
- the NHS 111 Wales programme;
- the Urgent Secondary Care Improvement Programme; and
- the optimal hospital flow and 'home first' programme (name TBC).

Four enabling work-streams will also report into the Integration Group:

1. Digital change, informatics and technology in urgent and emergency care
2. Workforce training and development in urgent and emergency care
3. Measurement for improvement in urgent and emergency care
4. Behaviour change, communications and marketing

3. Key Objectives

The Behaviour Change, Communications & Marketing (BCM) Group is one of four key enabling groups and will:

- Develop & implement National Communication Strategies to support delivery of the Welsh Government's Six Policy Goals for Urgent and Emergency Care
- Maximise the impact of Communication Strategies by utilising behaviour change frameworks and principles to develop campaigns and key messages.
- Support the National Portfolio of Programmes to communicate with the public in a consistent and co-ordinated way
- Work with Health Boards and key stakeholders to develop collaborative and innovative communication strategies, considering both local & national messaging.
- Make decisions and recommendations on marketing & communications strategies to support the portfolio of National Programmes.

3. Delegated Powers and Authority

The BCM Group is authorised to:

- Obtain independent professional advice and to secure the attendance of outsiders with relevant experience and expertise if it considers this necessary, subject to budgetary and other requirements;
- Establish Task & Finish groups to support its work as appropriate;
- Make decisions on behalf of, and make recommendations to the Six Goals Steering Board on National Communication Strategies.

4. Task & Finish Groups

The BCM Group may establish Task & Finish Groups, if required, to achieve the work stream objectives.

5. Membership

The Membership of the BCM Group should consist of a variety of experts within their field with representation from Health Boards, Welsh Government, National Organisations and other key stakeholders as appropriate:

Organisation	Name / Title
National Collaborative Commissioning Unit (NCCU)	Nicola Bowen
	Jonathan David Jones
Welsh Government	Aled Brown
	Hayley Floyd
	Rosie Quinn
	Steven Robbins
Aneurin Bevan UHB	James Hodgson
Betsi Cadwaladr UHB	James Williamson
	Katie Sargeant
	Andrew Rogers
	Rachel Starkey
Cardiff & Vale UHB	Ceri Knight
	Alexandra Davies
Community Health Council	Mwoyo Mugato
Cwm Taf Morgannwg UHB	Dafydd Snelling
	Natasha Weeks
Digital Health Care Wales (DHCW)	Gill Friend
Hywel Dda UHB	Sundeep Sehijpal
	Tom Wilson
NHS Confed	Olivia Baker
Powys THB	Rebecca Price
Public Health Wales	James Field
Swansea Bay UHB	Susan Bailey
Welsh Ambulance Service Trust (WAST)	Lois Hough
	Naomi Machin
	Rachel Watling

Nicola Bowen, Assistant Director – National Collaborative Commissioning Unit (NCCU), will chair the BCM Group. In the absence of the Chair, Steven Robbins will chair the group.

Other officers may be invited to attend as and when the agenda requires.

6. Meetings

Meetings will be conducted in accordance with the governance arrangements set out by and adopted by the Steering Board:

Quorum

At least 50% of the membership must be represented to allow any formal business to take place at the BCM Group.

Frequency of Meetings

Meetings shall be held on a monthly basis. Unless extraordinary circumstances dictate. In this instance frequency will be agreed by the Chair and Members of the BCM Group.

Dealing with Members' interests during meetings

The Chair must ensure that the decisions on all matters brought before it are taken in an open, balanced, objective and unbiased manner. In turn, individual members must demonstrate, through their actions, that their contribution to the decision making is based upon the best interests of the NHS in Wales.

The Group will make decisions based on a two thirds majority view held by the members present. *Where an organisation has more than one member, only one vote per organisation will be considered.* In the event of a split decision, i.e., no majority view being expressed, the Chair shall have a second and casting vote.

Responsibilities of Members and Attendees

Members have a responsibility to:

- a) Attend at least 75% of meetings having read all the papers beforehand
 - b) Disseminate information throughout their respective organisation and through the appropriate Peer Groups and other networks
 - c) Prepare and submit the papers for the meeting 7 days before the meeting.
- The Chair will determine the final agenda for the meeting.

Circulation of Papers

BCM Secretariat will ensure that all papers are distributed at least 7 days prior to the meeting and ensure draft action notes are circulated following each meeting.

7. Reporting and Assurance Arrangements

The Chair of the Group shall:

- Ensure the development of an overall plan to identify the group's activities and those of its Task & Finish Groups
- Report formally to the Six Goals Steering Board on the group's activities. This includes verbal updates on activity, the submission of the action notes and written reports on the progress against the overall plan
- The Chair shall oversee a process of regular and rigorous self-assessment and evaluation of the Group's performance and operation including that of any Task and finish groups that may have been established

8. Review

These Terms of Reference shall be adopted by the BCM Group and will be subject to review at least on an annual basis thereafter.

FOR ANNUAL REVIEW

Date of approval: TBC 2022

Next review due: TBC 2023

DRAFT