



# SPECTRUM

SHAPING PUBLIC HEALTH POLICIES  
TO REDUCE INEQUALITIES AND HARM

## Strategic Management Group: Terms of Reference

### Background

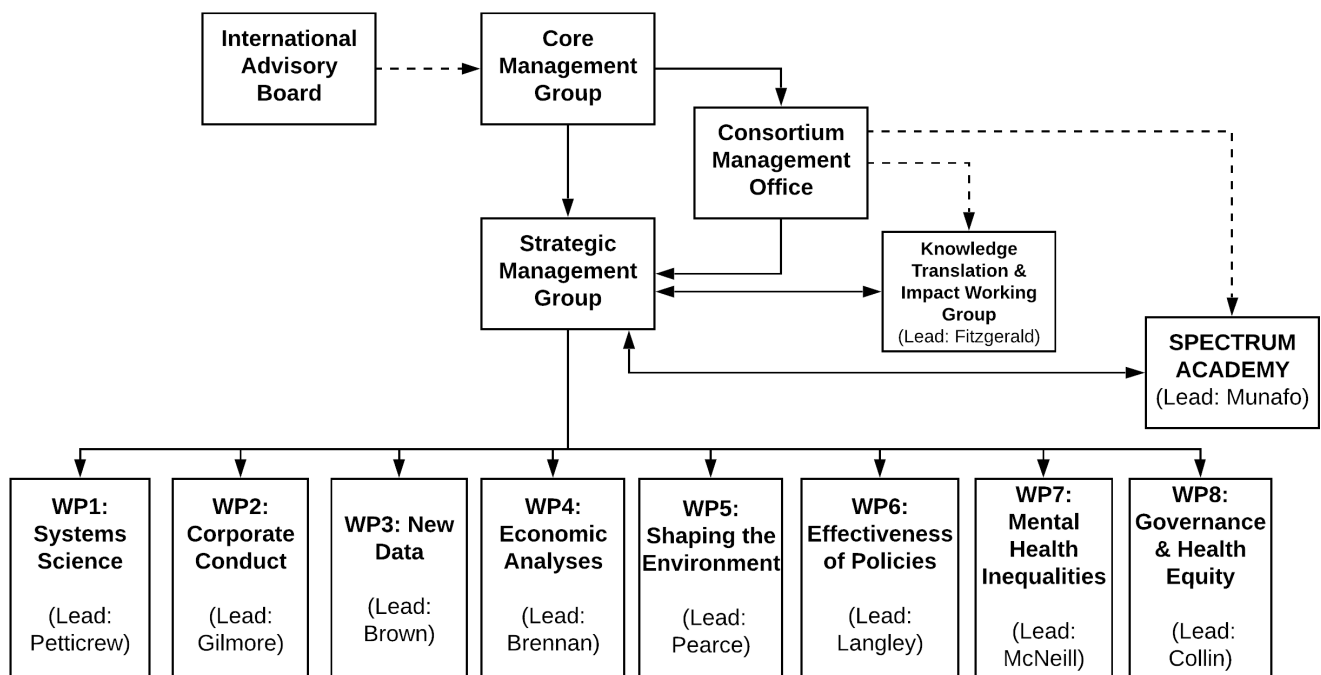
SPECTRUM is a UK Prevention Research Partnership (UKPRP) Consortium focusing on the commercial determinants of health and policies and interventions to reduce the incidence of non-communicable diseases in the UK and beyond.

SPECTRUM is led by a Director (Linda Bauld) who is supported in the day to day management of the Consortium by two Deputy Directors (Marcus Munafò and Niamh Fitzgerald) and a SPECTRUM Consortium Manager (Sancha Martin). Administrative support is provided by Kate Massie and a SPECTRUM communications officer.

Eight Work Packages are included in the Consortium. The leader of each Work Package (WP) is responsible for the overall progress and delivery of their work package. As such they will regularly convene their WP groups in order to deliver their programme of work with input and guidance from partners and collaborators.

A cross-cutting subgroup on Knowledge Translation and Impact will be led by Niamh Fitzgerald. SPECTRUM also has three public involvement panels that will feed into Knowledge Translation and Impact plans and inform the work of the Consortium as a whole.

An outline of key elements of the management and governance structure for SPECTRUM is shown below:



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## Terms of Reference

The Strategic Management Group (SMG) is responsible for overall coordination of the Consortium's activities. The SMG is chaired by the Director and includes the Deputy Directors, Work Package Leaders, other co-applicants and partner representatives. The SMG will meet in person at least once per year (maximum of three times per year as necessary) and in between these face to face meetings, the SMG will hold monthly teleconferences as necessary to review progress.

The responsibilities of the SMG include:

1. Applying appropriate governance procedures across the Consortium in order to oversee delivery of plans set out in the original proposal, through robust monitoring and evaluation processes.
2. Establishing working groups/sub-committees as necessary to oversee work package deliverables. This will include creating mechanisms to oversee WP integration and impact. WP integration is led by Marcus Munafò in his role as Deputy Director.
3. Encouraging capacity building via the SPECTRUM Academy which will focus and encourage the development of early career staff with a key focus in the facilitation of impact.
4. Foster and maintain a collaborative ethos (aiming to involve the Consortium's diverse range of partners).
5. Ensure appropriate fiscal management to safeguard value for money and provide accountability to the MRC and the other UKPRP funders.

## Membership

\*Members of the Core Management Group

- Chair: Linda Bauld, University of Edinburgh (Director)\*
- Members: Marcus Munafò, University of Bristol (Deputy Director)\*  
Niamh Fitzgerald, University of Stirling (Deputy Director)\*  
Sancha Martin, University of Edinburgh (Consortium Manager)\*  
Mark Petticrew, London School of Hygiene and Tropical Medicine (WP1 Lead)  
Anna Gilmore, University of Bath (WP2 Lead)  
Jamie Brown, University College London (WP3 Lead)  
Alan Brennan, University of Sheffield (WP4 Lead)  
Jamie Pearce, University of Edinburgh (WP5 Lead)  
Tessa Langley, University of Nottingham (WP6 Lead)  
Ann McNeill, King's College London (WP7 Lead)  
Jeff Collin, University of Edinburgh (WP8 Lead)  
Keith Syrett, University of Bristol  
Graham Moore, Cardiff University  
Sharon Friel, Australian National University  
John Britton, Nottingham University  
Garth Reid, NHS Health Scotland  
Rosanna O'Connor, Public Health England  
Martin Dockrell, Public Health England  
Julie Bishop, Public Health Wales NGS Trust
- Observers: Stephen Burnett, The Retail Data Partnership  
Katherine Severi, IAS for the Alcohol Health Alliance  
Deborah Arnott, ASH for the Smokefree Action Coalition

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Caroline Cerny, Obesity Health Alliance  
Peter Kelly, Poverty Alliance  
Lucy Westerman/Katie Dain, NCD Alliance  
Marie Horton, Public Health England (SPECTRUM Knowledge Broker)

If it is not possible for SMG members named above to attend a meeting, they may nominate an alternate to attend a meeting in their place, where appropriate and at the discretion of the Core Management Group.

Other individuals may be nominated by Members to attend meetings/calls of the Strategic Management Group but these individuals shall be endowed with observer status.

Any member of the SMG may participate in meetings of the SMG by tele-conference, video-conference or any other technology that enables participation in the meeting to communicate interactively and simultaneously with each other. One representative of each of the Parties, or their alternate, so far as is reasonably possible, shall attend each SMG in person or by tele-conference, video-conference or other technology mentioned above.

### **Voting**

Each member will through their own representative, or their alternate, have one vote in the SMG.

In matters where a decision is required, a total of 20 votes shall be available as follows. Only those members named above, or their nominated representative should that named person be unavailable, may vote on matters of the SMG. Observers have no voting rights unless specifically invited by the Director/Deputy-Directors.

Decisions will be taken by a simple majority except where a decision necessitates a change to the Project Plan. In either of those cases, any decision, so far as is reasonably possible, shall be unanimous. However the members agree that, where this is not possible, such decisions will be taken by a majority of at least two-thirds of member's representatives. The Chairperson/Director will have the casting vote if necessary.

If an individual fails to respond to a voting request within 10 working days, a reminder request shall be sent. If no response is still forthcoming after a further 5 working days, then it will be noted that the individual has chosen to abstain. As such, the Consortium decision will reflect the majority of votes minus abstentions.

### **Meetings Frequency:**

Monthly by phone and in person initially half-yearly (as a minimum) for consortium progress overview. Dates/times are variable in order to facilitate participation of all parties where possible. Documentation and confirmation of calls will be provided at least seven (7) days in advance except in extraordinary circumstances.

### **Document management and record of meetings:**

Documentation relating to the Consortium will be stored centrally by the Consortium Manager and freely shared with Parties as is appropriate. Teleconferences may be recorded for the purposes of aiding the production of minutes relating to Consortium conference calls. Minutes will be made available within seven days of formal meetings. Shared file space (Microsoft Teams) will be created for deposition, access and commenting on documents relating to SMG: including but not limited to agenda, minutes of meetings, recording of teleconferences.

### **International Advisory Board**

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SPECTRUM's work will be further informed and guided by advice and support from an International Advisory Board (IAB) comprised of senior academics and policy and practice colleagues from a range of countries, including low and middle-income countries. The IAB will meet on an annual basis, by tele or video-conference. The Chairperson of the IAB was named in the funding proposal (Professor David Hammond, University of Waterloo) and has agreed to take up the role.

The rest of the Board are as follows:

- Ms Paula O'Brien, University of Melbourne
- Professor Charles Parry, South African Medical Research Council
- Professor Janet Hoek, University of Otago
- Professor Joanna Cohen, John Hopkins Bloomberg School of Public Health
- Professor Keith Humphreys, Stanford University
- Professor Kurt Ribisl, UNC Gillings School of Global Public Health
- Professor Sir Trevor Hassell, Healthy Caribbean Coalition

The terms of reference for the committee were ratified at the first meeting of the IAB (June 11th, 2020).

### Confidentiality

Information shared within the SMG that are marked as confidential must remain so. Members must not disclose the contents of any discussions, presentations or documents (whether shared verbally or in writing) with others outside of the SMG without prior agreement.

### Version Control

Please note that this document is uncontrolled if printed. For the latest version please contact the Consortium Manager or visit the governance section of the SPECTRUM website ([www.spectrum.ac.uk](http://www.spectrum.ac.uk)).

Date/Version	Changes Implemented	Changes Made By	Changes Approved By
v0.1	Original Draft	Consortium Manager	SMG
v0.2	Change of membership: Sandtable left the Consortium	Consortium Manager	SMG
v0.3	Changed to new branding documentation; Voting procedure clarified for observers and that those who fail to cast a vote following a reminder will be recorded as abstaining; removal of need for SMG to approve changes to funding allocations.	Consortium Manager	SMG