

DPS Schedule 6 (Letter of Appointment Template and Order Schedules)

Letter of Appointment

This Letter of Appointment is issued in accordance with the provisions of the DPS Contract RM6124 between CCS and the Agency, dated 22nd June 2022.

Capitalised terms and expressions used in this letter have the same meanings as in the Order Incorporated Terms unless the context otherwise requires.

ORDER:

Order Number:	C75207 - NHS ENGLAND NATIONAL CAMPAIGNS PR and Ethnic Minority Audiences' Communications
From:	National Health Service Commissioning Board (Known as NHS England)
To:	Freud Communications

Order Start Date:	22 nd June 2022
Order Expiry Date:	21 rd June 2025
Order Initial Period:	36 months
Order Optional Extension Period:	12 months Note - the total Contract Charges shall not exceed £12,600,000 over the duration of the contract term including the extension. For the avoidance of doubt, the Contract Charges shall be inclusive of all third-party costs.

Goods or Services required:	Goods or Services required are set out in DPS Schedule 1 of the DPS Agreement and the relevant Brief and are to be delivered in line with the accepted Proposal as detailed at Annex A of this Letter. Subsequent calls for Goods or Services shall be priced and agreed using the Statement of Works form as per Annex B of this Letter of Appointment.
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Key Staff:	For the Client: <ul style="list-style-type: none">■ [REDACTED]■ [REDACTED]■ [REDACTED]■ [REDACTED]■ [REDACTED]■ [REDACTED] For the Agency: <ul style="list-style-type: none">• [REDACTED]■ [REDACTED]■ [REDACTED]
Guarantor(s)	N/A

Order Contract Charges (including any applicable discount(s), but excluding VAT):	Costs will be provided per brief and shall be in line with the Day' Rates provided in Annex A. Note - the total Contract Charges shall not exceed £12,600,000 over the duration of the contract term including the extension. For the avoidance of doubt, the Contract Charges shall be inclusive of all third-party costs.
Liability	See Clause 11 of the Core Terms Estimated Year 1 Charges: £3,000,000
Additional Insurance Requirements	None
Client billing address for invoicing:	NHS England, X24 Payables K005, Phoenix House, Topcliffe Lane, Wakefield, WF3 1WE

Special Terms	None
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PROGRESS REPORT FREQUENCY

Monthly

PROGRESS MEETING FREQUENCY

Weekly

CONTRACT REVIEW FREQUENCY

Six-monthly

KEY SUBCONTRACTOR(S)

Multicultural Marketing Consultancy Limited is registered in England and Wales with company number 07987194. Registered office address: Jackson House, Station Road, London E4 7BU.

Others to be confirmed during life of contract

COMMERCIALLY SENSITIVE INFORMATION

Not applicable – Non disclosed through Tender process.

SOCIAL VALUE COMMITMENT

The Agency agrees, in providing the Goods or Services and performing its obligations under the Order Contract, that it will comply with the social value commitments in Order Schedule 4 (Order Proposal)

SERVICE CREDIT CAP

Not applicable

ORDER INCORPORATED TERMS

The following documents are incorporated into this Order Contract. Where numbers are missing we are not using those schedules. If the documents conflict, the following order of precedence applies:

1. This Letter of Appointment including the Order Special Terms and Order Special Schedules.
2. *Joint Schedule 1 (Definitions and Interpretation) RM6124*
3. *The following Schedules in equal order of precedence:*
 - *Joint Schedules for RM6124*
 - *Joint Schedule 2 (Variation Form)*
 - *Joint Schedule 3 (Insurance Requirements)*
 - *Joint Schedule 4 (Commercially Sensitive Information)*
 - *Joint Schedule 6 (Key Subcontractors)*
 - *Joint Schedule 7 (Financial Difficulties)*
 - *Joint Schedule 8 (Guarantee)*

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- *Joint Schedule 10 (Rectification Plan)*
- *Joint Schedule 11 (Processing Data)*

4. CCS Core Terms
5. *Joint Schedule 5 (Corporate Social Responsibility) RM6124*
6. *Order Schedule 4 (Proposal)* as long as any parts of the Order Proposal that offer a better commercial position for the Client (as decided by the Client) take precedence over the documents above.

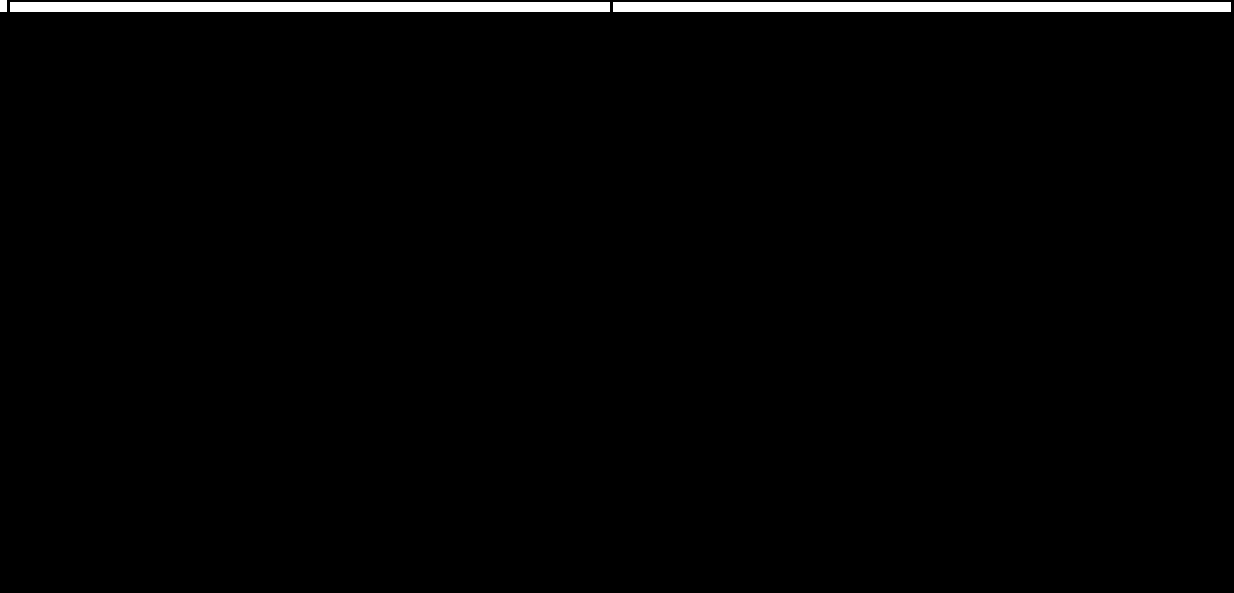
No other Agency terms are part of the Order Contract. That includes any terms written on the back of, or added to this Order Form, or presented at the time of delivery. For the avoidance of doubt, the relationship between the Parties is non-exclusive. The Client is entitled to appoint any other agency to perform services and produce goods which are the same or similar to the Goods or Services.

FORMATION OF ORDER CONTRACT

BY SIGNING AND RETURNING THIS LETTER OF APPOINTMENT (which may be done by electronic means) the Agency agrees to enter into an Order Contract with the Client to provide the Goods or Services in accordance with the terms of this letter and the Order Incorporated Terms.

The Parties hereby acknowledge and agree that they have read this letter and the Order Incorporated Terms. The Parties hereby acknowledge and agree that this Order Contract shall be formed when the Client acknowledges (which may be done by electronic means) the receipt of the signed copy of this letter from the Agency within two (2) Working Days from such receipt.

For and on behalf of the Agency:	For and on behalf of the Client:
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ANNEX A

Agency Pricing Proposal

The 'Day Rate (£ Exc Vat)' column sets out the rates that are payable throughout the life of this contract.

Grade / Job Title	
Partner	
Director, Creative	
Director, Strategy	
Director, Business	
Associate Director	
Associate Director	
Associate Director - Senior Account Director	
Senior Associate - Account Director	
Senior Associate - Account Director	
Senior Associate - Senior Account Manager	
Senior Associate - Account Manager	
Senior Associate - Account Manager	
Associate - Senior Account Executive	
Associate - Account Executive	
Director	
Cultural Consultant	
Senior Cultural Communications Lead	
Senior Cultural Communications Manager	

Annex B

Statement of Work

This Statement of Work is issued under and in accordance with the Order Contract entered into between the parties dated the date of signature of Order Contract.

Any schedule attached to this Statement of Work will describe in detail the different types of Services to be provided under that Statement of Work. A schedule attached to this Statement of Work only applies to the relevant project to be delivered under that Statement of Work, and not to any other Statement of Work, or to the provision of the Services as a whole.

1.1 Where a Statement of Work would result in:

- a variation of the Services procured under this Order Contract;
- an increase in the Charges agreed under this Order Contract; or
- a change in the economic balance between the Parties to the detriment of the Client that is not provided for in this Order Contract, the relevant term(s) will be dealt with as a proposed Variation to this Order Contract in accordance with the Variation procedure set out in Clause 24.

Project:	NHS ENGLAND NATIONAL CAMPAIGNS PR and Ethnic Minority Audiences' Communications
Project start Date Notice period for cancellation	22nd June 2022- 21 June 2025 with an option to extend for an additional 12 months. Notice period for cancellation- 3 months

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Overarching Brand/Campaign	NHS England's 'Help Us Help You' (NHS service access) and 'We Are the NHS' (NHS recruitment). Inclusion of HMG branding may be required.
Goods or Services	Clients proposal submitted the 4th May 2022 via the Atamis E-Tendering portal.
Project Plan:	As set out in the specification in the tender pack. (Annex C)
Contract Charges:	The Contract Charges shall be calculated using the daily charge out rates shown in table of rates in Annex A the pricing schedule, provided that the total Contract Charges shall not exceed £12,600,000 over the duration of the contract term including the extension. For the avoidance of doubt, the Contract Charges shall be inclusive of all third -party costs.
Client Assets:	To include briefs, relevant insight and operational data
International locations:	Not applicable
Client Affiliates:	N/A
Special Terms:	None
Key Individuals:	Set out details of the key personnel from the Agency for this Project if relevant. <ul style="list-style-type: none"> • [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED]
Authorised Agency Approver:	Set out details of the person(s) who have the authority to agree day to day decisions on behalf of Agency for this project. <ul style="list-style-type: none"> • [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED]
Authorised Client Approver:	All members of NHS England's Campaigns team. Named [REDACTED] P [REDACTED] [REDACTED]

For and on behalf of the Agency:

For and on behalf of the Client:

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Annex C

Specification of Requirements

Background to the requirements

The NHS England Campaigns Team deliver national social marketing campaigns to support the NHS. Our campaigns are delivered under two overarching campaign brands:

- **The ‘We are the NHS’ campaign aims to inspire people to join the NHS and retain those already working in it. It promotes the NHS as a first-choice employer, focusing on priority recruitment of professions including: Nursing; Allied Health Professionals; Healthcare Support Workers; and 999 & 111 Call Handlers; also supporting the recruitment of NHS Reservists.**
- **The ‘Help Us, Help You’ campaign is designed to save lives by changing the way people access services to reduce pressures on the NHS and maintain capacity, by driving effective use of the NHS, encouraging people to get help in the right place and at the right time.**

We are seeking an experienced Public Relations agency to support our work across all our campaign activity. Previously this work has been subcontracted through the Lead Creative Agency working on either the ‘We are the NHS’ or ‘Help Us, Help You’ campaigns.

These campaigns are delivered through a number of different phases aimed at different audiences and with separate aims and objectives.

All our campaign activity supports the successful delivery of the organisational priorities of NHS England and the wider NHS. These are set out in the NHS Long Term Plan and the annual NHS Priorities and Operational Planning Guidance.

Policy Context: ‘We are the NHS’

The NHS’s greatest strength is its people, and as demand for healthcare continues to grow, there is a need to ensure there are enough people working in the NHS, and that they get the support they need to continue delivering the best possible care¹. Latest data² shows 110,192 current vacancies (of which 39,652 are nurses). Vacancy rates were already an issue pre-pandemic, due to a range of factors, and have been further exacerbated by extra pressure from the pandemic and burnout. so ensuring a pipeline for NHS recruitment has never been more critical.

The ‘We are the NHS’ campaign supports the NHS Long Term Plan, which highlights the importance of both recruitment and retention to the successful delivery of the plan, stating that “to make this Long Term Plan a reality, the NHS will need more staff, working in rewarding jobs and a more supportive culture”. The NHS Long Term Plan recognises the role that national marketing can play in supporting recruitment, stating that “national recruitment campaigns are effective and take pressure off individual trusts to develop local campaigns that struggle to have the same impact. As a commitment to helping recruit

¹ NHS Long Term Plan, <https://www.longtermplan.nhs.uk/areas-of-work/workforce/>

² <https://digital.nhs.uk/data-and-information/publications/statistical/nhs-vacancies-survey/april-2015---december-2021-experimental-statistics#resources>

more staff, attract returners and retain those we already have, we will develop annual campaigns in conjunction with Royal Colleges and the trade unions for those roles that the NHS most urgently needs."

To achieve the ambitions in the NHS Long Term Plan, the Government has three NHS workforce commitments: delivering 50,000 new nurses ; increasing the number of staff working in primary care (including AHPs) by 26,000; and maximising the take up of grants for nursing and allied health professional training .

The NHS 22-23 Operational Planning Guidance also outlines the need for additional workforce ("more people") to support the restoration and recovery of services post pandemic.

The recently published NHS Recovery Plan for tackling the Covid-19 backlog of elective care also makes a case for the campaign, referencing the need to deploy 17,000 NHS Reservists, "alongside recruitment to roles showcased in the high profile national 'We are the NHS' advertising and marketing campaign, and all of the more than 350 careers across the NHS."

Policy Context: 'Help Us, Help You'

The 'Help Us, Help You' campaign supports the successful delivery of a number of the priority areas set out in the NHS Long Term Plan and in annual NHS Priorities and Operational Planning Guidance managing the impact of the pandemic.

All campaign activity is designed to save lives and improve outcomes by changing the way people access services to reduce pressures on the NHS and maintain capacity, by driving effective use of the NHS, encouraging people to get help in the right place and at the right time. Activity supports the NHS 22/23 Priorities and Operational Planning Guidance ambition to "make the most effective use of our resources – moving back to and beyond pre-pandemic levels of productivity when the context allows this."

The campaign is delivered through different phases of activity, which support different policy and programme objectives outlined in a range of key policy documents including the NHS Long Term Plan and annual NHS Operational Planning Guidance.

Cancer, which is a key immediate priority for the NHS, as outlined in the NHS 22/23 Operational Planning Guidance, to help tackle the backlog of at least 36,000 patients that would have been expected to come forward to start treatment during the pandemic, and have not yet done so. Cancer campaigns activity supports multiple routes to diagnosis, including via primary care and screening.

- Earlier diagnosis: Activity supports delivery of the NHS Long Term Plan ambition that by 2028, the proportion of cancers diagnosed at stages 1 and 2 will rise from around half now to three-quarters of cancer patients. It also supports the NHS 2022-23 Priorities and Operational Planning Guidance requirement to “meet the increased level of referrals and treatment required to reduce the shortfall in number of first treatments”.**
- Bowel screening: Activity supports earlier diagnosis targets, as well as delivery of the NHS Long Term Plan commitment to “modernise the Bowel Cancer Screening Programme to detect more cancers, earlier”. Activity will support roll out of the new, easier to use test (Faecal Immunochemical Test for haemoglobin) and lowering of the starting age for screening from 60 to 50.**

Heart Attack: activity supports ambitions to reduce the number of deaths from heart attack:

- **NHS Long Term Plan ambition: “Heart and circulatory disease, also known as cardiovascular disease (CVD), causes a quarter of all deaths in the UK and is the largest cause of premature mortality in deprived areas. This is the single biggest area where the NHS can save lives over the next 10 years.”**
- [?] Operational planning guidance: Supports the NHS system work implementing new models of care for cardiac care. Through earlier diagnosis of heart attacks, we support the ambition to provide direct oral anticoagulants to an additional 610,000 patients preventing 21,700 strokes and saving 5,400 lives over the next three years (if untreated heart attacks can lead to stroke).**

Stroke – activity supports ambitions to reduce the number of deaths from strokes:

- [?] NHS Long Term Plan ambition: Stroke, a preventable disease, is the fourth single leading cause of death in the UK and the single largest cause of complex disability. Stroke mortality has halved in the last two decades. However, without further action, due to changing demographics, the number of people having a stroke will increase by almost half, and the number of stroke survivors living with disability will increase by a third by 2035.**
- [?] Operational planning guidance: This supports the NHS system work implementing new models of care for respiratory, stroke and cardiac care. Through earlier diagnosis of stroke, we support the ambition to provide direct oral anticoagulants to an additional 610,000 patients, preventing 21,700 strokes, and saving 5,400 lives over the next three years.**

Urgent and Emergency Care (NHS 111) - activity supports the NHS in managing the demand on urgent and emergency care services:

- **NHS Long Term Plan ambition: That by “expanding and re-forming urgent and emergency care services the practical goal is to ensure patients get the care they need fast, relieve pressure on A&E departments, and better offset winter demand spikes.”**
- **Operational planning guidance: To support increases to capacity to NHS 111 “to ensure the service is the credible first option for patients, enabling their referral to the most appropriate care setting”.**

GP Access – activity supports the NHS in managing the demand on primary care services:

- ❑ **NHS Long Term Plan ambition: That digital-first primary care will become a new option for every patient improving fast access to convenient primary care.**
- **Operational planning guidance: Exploit the potential of digital technologies to transform the delivery of care and patient outcomes – and support “the commitment that every patient has the right to be offered digital-first primary care by 2023/24 is delivered”.**

Pharmacy Access – activity supports the NHS in managing the demand on primary care services:

- [?] NHS Long Term Plan ambition: to make greater use of community pharmacy services and reduce pressure on other NHS services. From 2019, NHS 111 has supported direct booking into GP practices across the country, as well as refer on to community pharmacies who support urgent care and promote patient self-care and self-management.**
- [?] Operational planning guidance: to support systems in considering how community pharmacy can play a greater role in local plans and in taking every opportunity to use community pharmacy to help tackle health inequalities.**

Norovirus – activity supports:

- NHS Long Term Plan ambition: To reduce winter pressures on NHS services - “by expanding and reforming urgent and emergency care services the practical goal is to ensure patients get the care they need fast, relieve pressure on A&E departments, and better offset winter demand spikes.”**
- Operational planning guidance: To “maintain maximum possible levels of inpatient, day case, outpatient and diagnostic activity” during a potentially challenging winter.**

Staff winter immunisations - activity will be delivered in alignment with public facing winter vaccinations activity, and supports:

- [?] The Health and Social Care Act 2008 (Regulated Activities) (Amendment) (Coronavirus) (No. 2) Regulations 2021 which previously required health and social care workers who**

have face-to-face contact with service users, including volunteers, to provide evidence that they have been fully vaccinated against Covid-19. Whilst legislation is being amended so that mandation of vaccination is no longer in place, workforce vaccination remains a priority.

☐ The annual flu letter, which recommends flu vaccination for all frontline health and social care workers.

Scope of the Procurement

The appointed agency will be required to support the successful delivery of both the ‘We are the NHS’ and ‘Help Us, Help You’ campaign activity, which will be measured through each of the campaign’s aims and objectives.

This will include subcontracting a specialist Ethnic Minority Audience Communications agency to deliver activity to effectively communicate with these audience segments as part of both the campaigns.

Aims & Objectives

The aims and objectives of all the phases of our campaigns are set each year, based on the insights and evaluation data from previous activity. These will be finalised as part of the campaign’s strategic planning process, which will take into account evaluation of 2021/22 activity and the changes to the context around the NHS as a result of the pandemic. These are agreed with the Cabinet Office and the Department of Health and Social Care and reported on each quarter.

The provisional aims and objectives of the ‘We are the NHS’ campaign are outlined below.

Our employer perception KPIs are to:

☐ Increase interest in the NHS as a potential employer

☐ Increase confidence that the NHS is actively recruiting staff for the future of the service

The overarching objective for recruitment is to increase applications to clinical and non-clinical roles. Anticipated roles are listed below – and specific KPIs will be set against each specialism as part of our strategic planning process.

☐ Increase applications to nursing degrees (via UCAS) by March 2023.

☐ Increase applications to AHP courses (via UCAS) by March 2023.

☐ Increase applications for HCSW roles by March 2023.

☐ Increase applications for 111/999 roles by March 2023.

☐ Increase applications to NHS Reservist roles by March 2023.

- **Generate eCRM sign ups to the ‘We are the NHS’ email programme.**

Additional KPIs for return and retention are:

☐ Return: encourage former nurses to register their interest in returning to practice.

☐ Retention: Increase audience agreement that they would recommend the NHS as a place to work.

The provisional aims and objectives of the ‘Help Us, Help You’ campaign are outlined below:

- [?] Confidence in the NHS: maintain confidence in the NHS**
- [?] Cancer earlier diagnosis: Increase urgent referrals for cancer**
- [?] Bowel screening: Increase uptake of bowel screening**
- [?] Heart attacks: Increase earlier calls to 999 for heart attacks**
- [?] Stroke: Increase earlier calls to 999 for stroke**
- [?] NHS 111: Increase use of 111 for urgent but non-life-threatening conditions**
- [?] GP access: Increase intention to access primary care via digital channels**
- [?] Pharmacy access: Increase use of community pharmacists for minor illnesses**
- [?] Norovirus: Reduce access to NHS services when experiencing norovirus symptoms**
- [?] Staff winter vaccines to be delivered in alignment with public facing winter vaccinations activity: Increase in intention to receive winter vaccines.**

Constraints and Dependencies

The PR and Ethnic Minority Audiences' Communication strategies for both 'We are the NHS' and 'Help Us, Help You' campaigns and all activities will need to be approved by NHS England. Media releases will need to be approved through the NHS England Media Team sign off process.

The PR contract and budget will be managed by the Senior PR Campaigns Manager within the NHS England Campaigns and Social Media Team.

Requirements

Mandatory and Minimum Requirements

The appointed agency will be required to develop and deliver a Public Relations strategy to support the successful delivery of the ‘We are the NHS’ and ‘Help Us, Help You’ campaigns’ aims and objectives.

The PR strategies will need to set out the strategic and creative approach for all the different phases of both campaigns. This will include how each of the phases will work together and highlight how activity will be refined throughout the period of the campaigns to improve on effectiveness, based on the insights and evaluation of the campaign activity.

The Ethnic Minority Audiences’ Communications strategies will need to set out the strategic & creative approach, and the media plan for all the different phases of both NHS campaigns. The strategies will need to identify the ethnic minority audience segments relevant for each phase of the ‘We are the NHS’ and ‘Help Us, Help You’ campaigns and how to effectively reach them. This will include detailed plans for each of the campaigns’ phases using innovative and creative ideas, including making use of influencers, public relations, and paid for media.

The PR and Ethnic Minority Audiences’ Communications strategies will highlight how insights will be gathered and how this will be used to inform the activity and refine the approach throughout the period of the campaigns to improve on effectiveness. This includes providing an overview of the various audience segments and the relevant insights for each to help inform planning.

The strategies will need to ensure that the audiences for each phase of the ‘We are the NHS’ and ‘Help Us, Help You’ campaigns are effectively reached through the planned activity.

The audiences for the established 'We are the NHS' campaign phases are as follows.

Additional audiences may be targeted should operational requirements change:

[?] Employer Phase: all adults / teens

[?] Recruit Phases:

- **Nursing / Allied health professionals (AHPs) phase: Teens (all 14 - 18 year olds); and career changers (all 20-44 year olds);**
- **Health care support workers (HCSW) phase: Teens (all 14 -18 year olds); and career changers (all 20-44 year olds);**
- **111 / 999 call handlers phase: C2DE 18-44 year olds; and**
- **NHS Reservists phase: all adults.**

[?] Return: Previous NHS nurses/midwives with a lapsed registration

[?] Retain: current NHS staff especially nurses/midwives.

The audiences for the 'Help Us, Help You' campaign phases are as follows. Additional audiences may be targeted should operational requirements change:

[?] Cancer earlier diagnosis: 50+ C2DE adults.

[?] Bowel screening: 50+ C2DE, focus on demographics least likely to participate.

- **Heart attacks: 50+ C2DE, black and south Asian ethnic minorities, with all adults as secondary ‘heart helper’ audience.**
- ☐ **Stroke: 50+ C2DE, black and south Asian ethnic minorities, all adults as secondary ‘stroke saver’ audience.**
- ☐ **NHS 111: Targeting all adults; spend will be upweighted for audience segments that are higher users of A&E / EDs: young adults (aged 18-30); and parents with children aged under 12.**
- ☐ **GP access: All adults, with a focus on those most likely to be willing to access primary care services digitally, (i.e. higher SEGs) ensuring capacity in other routes to access for those who need them most.**
- ☐ **Pharmacy access: Parents of 5 - 12 year olds; and adults aged 60+.**
- ☐ **Norovirus: Adults aged 30 - 60, who are more likely to have older relatives who are in hospital and are at risk of visiting them and causing outbreaks in a hospital.**
- ☐ **Staff winter vaccines: NHS and social care staff.**

The PR and Ethnic Minority Audiences’ Communications strategies will need to take a flexible approach to ensure we are able to take advantage of a changing context to maximise media coverage. The strategies will also consider how we can best use campaign spikes and other activity dedicated to each campaign phase alongside ‘always on’ consumer work (softer feature titles and

influencer work). This should include national and regional activity, media partnerships, pre-recorded audio packages, influencer work and other relevant PR activations.

Goodwill towards the NHS has helped to secure some strong pro bono support, the strategies will need to consider how we can leverage this to make the most of any opportunities and how can we overcome talent/influencer fatigue for pro bono work.

All creative and assets produced must follow the NHS brand guidelines and must be recognisably part of the unifying 'We are the NHS' or 'Help Us Help You' campaign brands using a co-ordinated visual style.

Patient case studies, photography or filming should reflect the diversity of the audience, including ethnic minorities and representations of disability.

A comprehensive table of usage rights is required, so that the usage rights (i.e. time period, media channels and partner usage) agreed for all creative assets are clear.

It's a legal requirement that all content that is made available on the CRC follows accessibility requirements. NHS England will provide minimum standard guidelines on accessibility.

All PR and Ethnic Minority Audiences' Communications activity is to be evaluated using the Cabinet Office evaluation framework.

Desirable Requirements

The PR and Ethnic Minority Audiences' Communications strategies should consider making the best use of low-cost communication channels, with a focus on the NHS owned channels, including NHS estates, and communications to the public from local NHS trusts. However, these channels have limited reach, and rely on our audience being in contact with the health system. Our no/low cost activity additionally includes:

- **Low-cost partnerships: we work with NHS Trusts, voluntary sector and commercial partners by making campaign materials available via the Campaign Resource Centre's 210k live partners. Since 1 April 2021, partners have downloaded over 740,000 campaign materials. We encourage and support partners, through offers of co-branded assets and tweaked key visuals which allow our campaign messaging to be tailored and served to relevant audiences.**
- ☐ **Other Government Departments and Royal Colleges: leverage owned channels through DWP and other government departments, as well as those of the Royal Colleges (such as the Royal College of Nursing) to reach a wider audience at minimal cost.**
- ☐ **Stakeholders and ambassadors: At a relatively low cost, we leverage our relationships with stakeholders and ambassadors to help us reach our target audiences through trusted voices. Please note that we do not pay social media influencers to support our activity.**
- ☐ **Strategic partnerships: we leverage maximum impact from our low-cost communications.**

The use of attitudinal data from research has proven effective in generating coverage. This could be research for a national spike or a one-off question about a specific topic for a targeted approach to a relevant media outlet. The PR strategies will need to consider using data to support different campaign

strands and 'always on' work. All research for PR purposes will need to adhere to best practice guidelines and be compliant with the Market Research Society Code of Conduct.

The appointed agency should consider how to support the continual professional development of the NHS England Campaigns and Social Media Team and colleagues in the wider NHS communications profession, by: holding training sessions; presenting at the Marketing Reference Group meetings; and organising events.

Timescales & Implementation

Provisional timings for the campaign phases have been planned, but these are subject to change and will be influenced by NHS England's operational requirements.

The provisional timings of the 'We are the NHS' campaign phases in 2022/23 are:

- **June – Sept 2022 'Generic role' employer campaign phase.**
- **📅 August 2022: Nursing recruitment via UCAS clearing.**
- **Oct 2022 – March 2023: Nursing recruitment phase.**
- **Oct 2022 – March 2023: AHP recruitment phase.**
- **July – Oct 2022: 111/999 call handlers recruitment phase.**
- **July 2022 – March 2023: NHS Reservists.**
- **June 2022 – March 2023: HCSW recruitment phase.**

The provisional timings of the 'Help Us, Help You' campaign phases in 2022/23 are:

- **June – July 2022: Cancer earlier diagnosis (extension to Q4 reducing barriers activity)**

- **July – Sept 2022: Cancer earlier diagnosis (symptoms)**
- **July – Aug 2022: Heart attack**
- **Oct – Dec 2022: Pharmacy access**
- **Oct 2022 – March 2023: NHS 111**
- **Oct 2022 – Jan 2023 – Staff winter vaccinations**
- **Nov 2022 – Jan 2023: Norovirus**
- **Dec 2022 – March 2023: Bowel screening**
- **Jan – March 2023: Cancer earlier diagnosis (reducing barriers / symptoms)**
- **Jan - March 2023: Stroke**
- **Jan – March 2023: GP access**

The PR and Ethnic Minority Audiences’ Communications strategies must be developed within a timeframe that allows for effective consultation with both internal and external stakeholders.

All new creative should be developed within time to enable effective partnership work to be delivered. Ideally a minimum of two weeks before a campaign phase goes live.

Location

The appointed PR agency must be located within England, and regular meetings with the NHS England Campaigns team (based in London) will be required. These may take place in-person or virtually, dependent on need and activity.

Travel to other NHS locations throughout England may be required to deliver the work.

Roles and Responsibilities

The key roles and responsibilities of the NHS England Campaigns Team in managing this work are:

- **Deputy Director, Head of Campaigns & Social Media – [REDACTED]**
[REDACTED] Deputy Director is responsible for leading the development and delivery of all of NHS England's campaigns.
- **Lead Campaigns Managers – [REDACTED]** the Lead Campaign Managers are responsible for managing the development and delivery of the 'We are the NHS' and 'Help Us, Help You' campaigns.
- **Senior Campaigns Managers – [REDACTED]**
[REDACTED] the Senior Campaign Managers are responsible for managing the delivery of different phases of the 'Help Us, Help You' campaign.
- **Senior PR Campaigns Manager – [REDACTED]**
[REDACTED] is responsible for managing the development and delivery of the PR strategies that support the 'We are the NHS' and 'Help Us, Help You' campaigns. They will be responsible for the management of the PR contract.

- **PR Campaigns Officer – [REDACTED] Campaigns Officer** is responsible for delivering the PR strategies that support the ‘We are the NHS’ and ‘Help Us, Help You’ campaigns.
- **Senior Campaigns Partnerships Manager – [REDACTED]** Senior Campaigns Partnerships Manager is responsible for managing the partnerships work that supports the ‘We are the NHS’ and ‘Help Us, Help You’ campaigns, which includes working with external stakeholders.
- **Senior Insight and Evaluation Manager – [REDACTED]** the Senior Insight and Evaluation Manager is responsible for development of insight, strategy and managing research, including PR surveys and evaluation of the ‘We are the NHS’ and ‘Help Us, Help You’ campaigns, which includes the PR activity.

Management Information & Governance

The appointed agency will be required to submit progress reports on a weekly basis and participate in regular meetings with the NHS England Campaigns Team in London. These reports should provide sufficient information to allow the Campaigns Team to review progress against timelines, identify how costs have been apportioned and identify any areas for improvement.

The agency will also need to provide regular reports of the media coverage and activity generated for each phase of the campaigns.

Performance and Measurement

The performance of the agency will be measured against the campaigns’ aims and objectives detailed earlier in this document.

Regular review meetings will be held to review the performance of the agency.

The agency will need to provide regular evaluation reports and contribute to the post campaign analysis reports after each phase of campaigns.

Contract Term

The term of this contract is 3 years, with provision for this to be extended for a maximum of 12 months (3 +1).

Budget

The maximum value contract, including all subcontracting, shall be £12,600,000 ex VAT based on the projected spend below. :

- **2022 / 2023:£3,000,000**
- **2023 / 2024: £3,000,000**
- **2024 / 2025:£3,200,000**
- **2025/2026: £3,400,000 (Should an extension be put in place)**

Sustainable Development Requirements

The appointed agency will be required to put in place and implement a Green Plan. Green Plans must set out the agency's detailed plans and actions that support the NHS Long Term Plan commitments on:

- **reducing air pollution – such as implementing expenses policies for staff which promote sustainable travel choices;**
- **cutting carbon emissions – by reducing emissions from the provider's premises;**

- ☐ reducing the use of single-use plastic products and observing the NHS Plastics Pledge to eliminate avoidable single-use plastics in NHS catering facilities; and**
- ☐ reducing levels of waste and water usage.**

The agency is expected to quantify its environmental impacts and publish annual quantitative progress data, covering as a minimum carbon emission in tonnes, emissions reduction projections and the way in which those projections will be achieved.

Annex D Supplier Response Documents

F R E U I D S +

NHS National Campaigns

freuds+ PR ITT



Question 1

Campaign Requirements

The NHS brand has an extraordinary power. Renowned both domestically and internationally, it has been a cornerstone of our society for over 70 years.

But the NHS now finds itself at a pivotal moment. Brought to the forefront of national consciousness during the coronavirus pandemic, it has been both the source of national pride and the subject of debate and scrutiny. Whilst the long-term effects of the pandemic are still unravelling, its impact on the healthcare system has been well documented. Challenges include pressures on the emergency care system, a significant Covid backlog and waiting lists, staff vacancies and burnout, and more broadly on a societal level, exacerbated health inequalities. Coupled with a polarised and challenging media landscape, the latest British Social Attitudes survey reveals that satisfaction levels surrounding the NHS are now at an all-time low and have suffered a sharp decline over the last year.

As set out in its Constitution, the NHS belongs to the people. It is founded on a common set of principles and values that bind together the communities and people it serves, and the staff who work for it. Whilst the NHS pledges to bring the highest standards of knowledge and skill to save lives and improve health, it is also reliant on the responsibilities that the public, patients and staff all share to enable it to operate fairly and effectively. This reciprocity is crucial. It is also an important context through which to view the Help Us, Help You and We Are The NHS campaigns.

At their core, the two campaigns ultimately aim to reduce pressure on the NHS and maintain capacity, supporting the organisational priorities set out in the NHS Long Term Plan, NHS Recovery Plan and annual NHS Priorities and Operational Planning Guidance. The Help Us, Help You campaign achieves this by focussing on changing the way people access services, encouraging them to get help in the right place and at the right time. This ambition involves moving back to and beyond pre-pandemic levels of productivity, for example, tackling the backlog of 36,000 patients expected to come forward to start cancer treatment during the pandemic. We Are The NHS in tandem works to ensure there are enough people working in the NHS to meet the demand for healthcare, focussing on workforce recruitment and retention, closing the current gap of 110,192 vacancies and supporting the delivery of 50,000 new nurses. The campaigns are delivered through a number of phases, each with individual objectives, and target diverse audience groups. As evidenced by the successes of campaign work to date, effective communications activity can play a significant role in supporting these overarching NHS priorities.

Since 2015, freuds+ (formerly freuds Health & Behaviour Change) has worked in partnership with the NHS to deliver exceptional results for the Help Us, Help You and We Are The NHS campaigns. Our offering unites brave, creative thinking, connectivity and data-driven marketing expertise to offer a modern, future looking model, with agile working practices.

As part of our multi-agency ecosystem, we would continue to work with our existing partner, Multicultural Marketing Consultancy (MMC), ensuring the needs of ethnic minority audiences are authentically and meaningfully integrated across all of our work. MMC has an expert and nimble team that specialises in helping brands understand the multicultural landscape in the UK and how best to reach and engage culturally diverse communities through media and other channels at a grassroots level.

Our collective work to date has provided us with unrivalled experience on best practice and how to drive behaviour change amongst the campaigns' different audiences—from teens and career switchers to C2DE adults and ethnic minority groups - using insights to hone our strategic and creative approaches. To deliver this, we know the value of mass-scale awareness moments, coupled with more targeted 'always on' activity, and understand how to deliver cut-through in a busy, often challenging

news environment. Our high-level connectivity and unrivalled networks mean we can unlock in-kind opportunities out of reach of our competitors, maximising potential for activity.

Despite the significant challenges facing the NHS regarding the restoration and recovery of services, an underlying affection towards the organisation remains strong. This public goodwill can be harnessed to meet the objectives of the 'Help Us, Help You' and 'We Are The NHS' campaigns, particularly when it comes to partnering and effective stakeholder engagement.

A collective voice is always more powerful than a single one, and we place the utmost value on effective stakeholder engagement. We know the importance of priming partners to ensure alignment, and across both campaigns work to engage with government departments, Royal Colleges, NHS Trusts, the charity and voluntary sector, commercial partners, media medics and relevant ambassadors. We understand that reputational risk can come from activity that hasn't been meaningfully consulted on – audiences are increasingly scrutinising messaging, particularly around multicultural communities or in the context of wider cultural issues. We will ensure our campaign planning is meaningfully shaped with close consultation from our stakeholders and is sensitive to the wider news and social context.

Linked to this, we understand the importance of working within a timeframe that allows for effective consultation with internal and external stakeholders, and always aim to engage these groups a minimum of two weeks before a campaign phase goes live. Furthermore, to help mitigate delays, we schedule regular weekly meetings with the NHS England Campaigns Team to keep colleagues abreast of our progress, as well as sharing regular in-depth status reports to allow the Campaigns Team to review all activity against timelines.

Managing campaigns is a continuous and proactive process and our job is to be nimble, flexible and focused, navigating hurdles to the best possible outcome. We are well-placed to handle volatility and are experienced in working closely with NHSE Press Office. We understand that dates can be shifted at short notice given changing priorities, and therefore always aim to ensure our media hooks are flexible and can deliver cut-through, without being tied to a fixed date.

WORD COUNT: 996



Question 2

Strategic Approach

We are the NHS

Objectives

	Inspire	Recruit and return
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Audience / Insight

We would draw on insights gained through our prior work on 'We are the NHS', working closely with other contracted agencies, and supplemented with industry tools (██████████) and qualitative and quantitative research (including media medic roundtables). MMC's strong relationships with ethnic minority groups provides access to multicultural attitudinal insights.

During the pandemic, awareness and pride in NHS careers reached new highs. However, people know how stretched the service is; satisfaction has declined¹ and the media reports frequently on staff burnout. It is vital that the NHS overcomes these concerns to meet its recruitment targets and to avoid losing staff.

We know that four in ten teens and 44% of career switchers would consider an NHS role, but that brand relevance is a key issue for both². We need to connect our audiences' aspirations with opportunities the NHS provides.

At least 1 in 5 nurses and midwives in England come from an ethnic minority background³. However shared experiences of structural and institutional racism has deepened government mistrust. There is also mistrust due to reports of discrimination and lack of progression within the workforce⁴. The recruitment strategy needs to acknowledge these issues and provide reassurance.

¹ British social attitudes survey: https://www.bsa.natcen.ac.uk/media/39431/bsa38_social-inequality.pdf

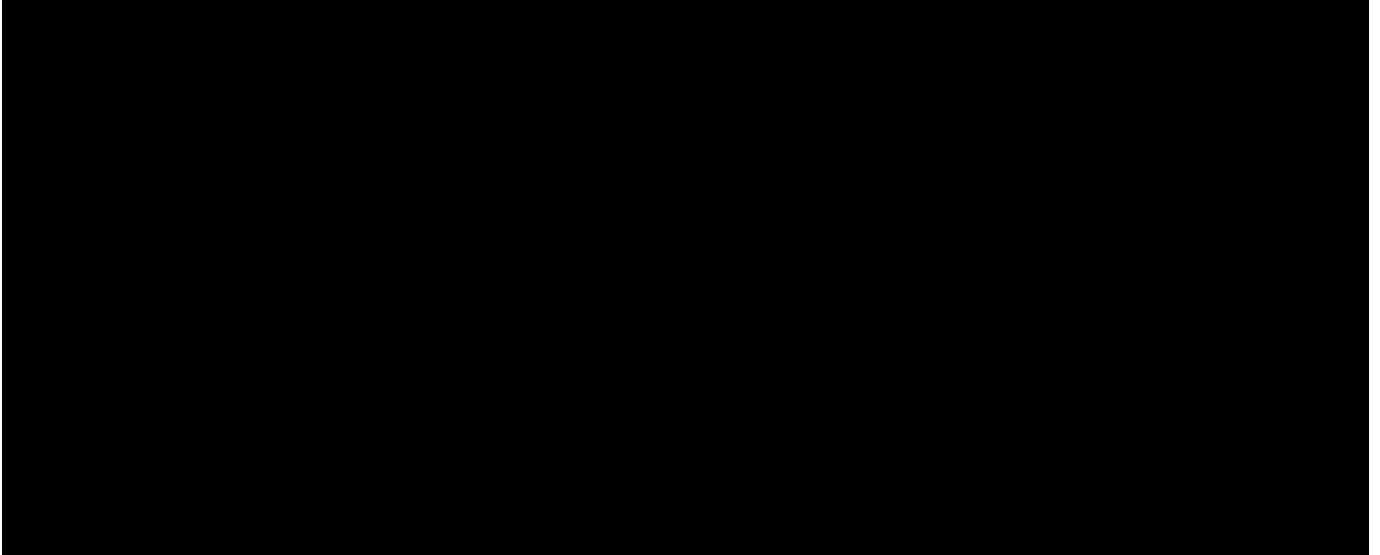
² Scout custom NHS base audience research 21, IPA Touchpoints 21, Telmar TGI Clickstream Data

³ <https://www.england.nhs.uk/nursingmidwifery/delivering-the-nhs-for-cno-black-and-minority-ethnic-bme-leadership/#:~:text=Nurses%20and%20midwives%20form,the%20country%2C%20such%20as%20London>

⁴ The Kings Fund, Workforce race inequalities and inclusion in NHS providers:
<https://www.kingsfund.org.uk/sites/default/files/2020-07/workforce-race-inequalities-inclusion-nhs-providers-summary-jul2020.pdf>

Strategy

We would develop a strategic and creative framework (tested through qualitative research) to counterbalance concerns about pressures with the rewards of an NHS role, driving personal relevance by showing how NHS careers help people achieve their ambitions.

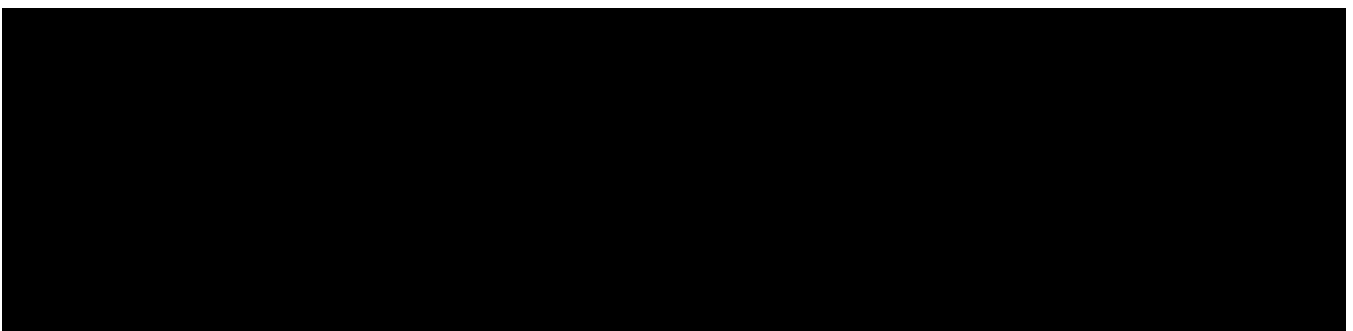


Implementation

We recommend national spikes of activity, with culturally relevant activations which place the NHS brand in a context which feels appealing and authentic to our target audiences. This would include developing engaging content and events, harnessing relevant media partnerships and working with organisations that support young people into work. We would complement this activity with an 'always on' approach and targeted drumbeat of activations aimed at potential recruits and their key influencers, including consumer media titles and micro-influencers.

Across our work, we would ensure ethnic minorities are appropriately reflected, insights have shown us the importance of showing relatable people in positive scenarios. We would therefore reflect authentic stories and experiences of people from ethnic minority backgrounds working in the NHS and onboarding trusted voices who can talk about diversity and inclusion and career progression opportunities within the NHS to address these concerns.

Help Us, Help You



Audience / Insight

We would use the insights gained through our prior work with you, supplemented by media and social analysis, focus groups with media medics and academic research.

We know that, for cancer, your audience is from more deprived areas, is less aware of symptoms, fears diagnosis and deprioritises health over other worries⁵. This is layered with cultural and faith barriers for ethnic minority groups.

For heart attack and stroke, they may dismiss symptoms and be reluctant to seek help⁶. For ethnic minorities, herbal and alternative remedies may be seen as the first port of call. The pandemic changed how we access services, for example, improving uptake of NHS111 and digital first primary care. But these gains could be undermined and a persistent poor understanding of which services to use when. The media environment is also volatile, e.g., highlighting shortages in GP appointments.

The audience may fear burdening the NHS, be concerned about accessing services⁷, or believe that the standard of healthcare has worsened⁸. These campaigns not only need to drive awareness of symptoms but must build confidence and educate around services.

Strategy

We recommend:

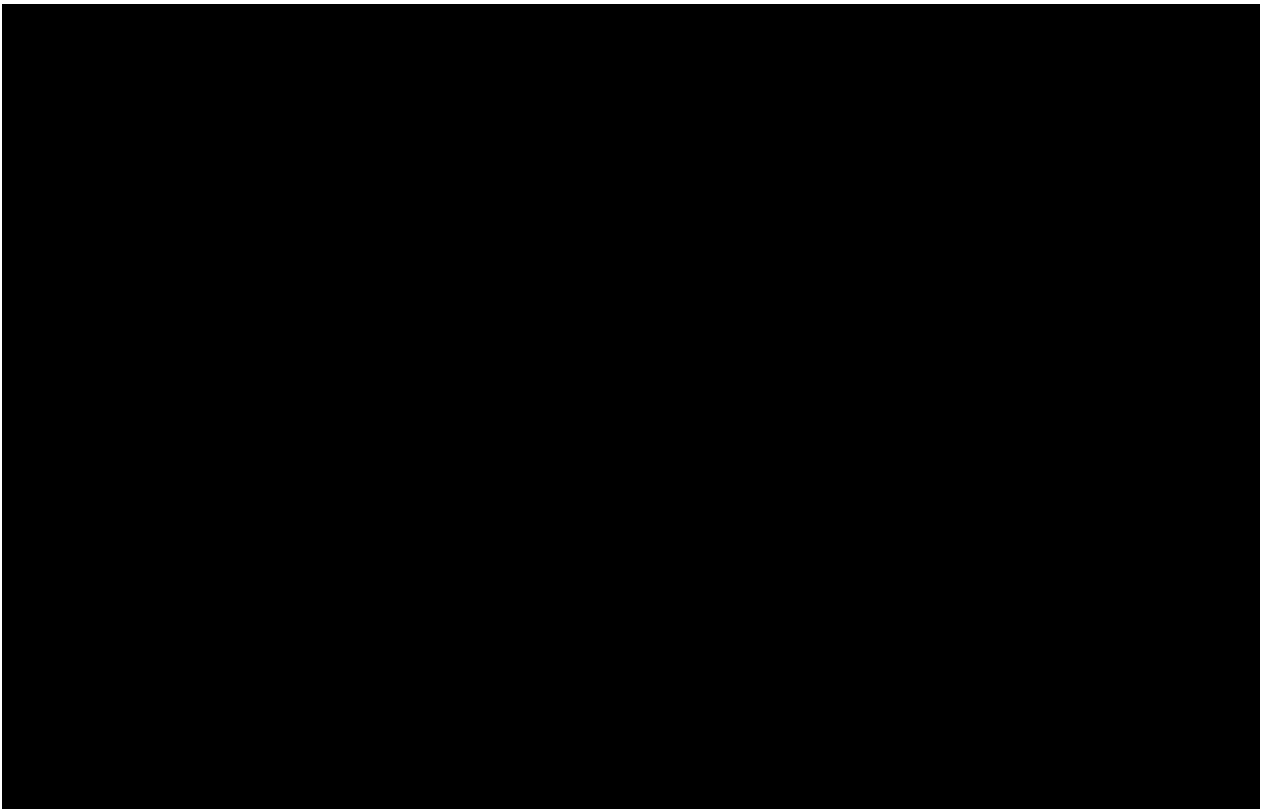
1. Leveraging earned media for early diagnosis, driving symptom awareness through relatable voices, and building confidence around accessing services.
2. A controlled and targeted approach to direct audiences towards the right services, at the right time, in the right way.

⁵ https://www.cancerresearchuk.org/sites/default/files/cam_key_findings_report_-_2014_trends_analysis_v5.pdf

⁶ *Heart Attack Campaign Research - Quant, Oct 2021; Define Heart Attack Campaign - Qual, Oct 2021*

⁷ <https://analytics.phe.gov.uk/apps/covid-19-indirect-effects/>

⁸ <https://www.ipsos.com/sites/default/files/ct/news/documents/2021-10/Impact-of-the-covid-19-pandemic-on-health-ipsos.pdf>



Implementation

We recommend large-scale media moments, capturing the news agenda, supported by an ‘always on’ drumbeat, leveraging talent, case studies and media medics that resonate with our target audiences. This would include content creation, the release of new attitudinal data or media partnerships, onboarding case-studies and amplification through stakeholders.

Our activity would be augmented with targeted content creation for ethnic minority groups (translated where appropriate) supported with ethnic minority specific attitudinal data, and trusted voices.

Where editorial media can be challenging, we would recommend more controlled activations e.g. pre-recorded audio packages and softer consumer features.

Scoring / Evaluation (We are the NHS and HUH)

We would define a robust, holistic KPI framework, tracking performance against outputs, outtakes, outcomes and impact, optimising and adapting as we monitor performance live.

Below is an outline evaluation plan, using two phases as indicative examples:



*tbc together with interagency team

****tbc together with client team**

WORD COUNT: 826



Question 3

Creative Proposals

Help Us, Help You – Heart Attack

Continuing to increase awareness of the potential signs of a heart attack is crucial to saving lives. But increasing recognition can only truly have impact if our audiences – those having a heart attack and those around them – understand the importance of accessing services early. This emphasis on ‘making the call’ evolves the particular focus on symptom awareness from February’s campaign.

The early signs of a heart attack don’t always feel severe - squeezing across the chest, a sense of unease or a feeling that something just isn’t right - and can be easily dismissed to an ‘untrained eye’. So, we need a PR platform that can increase the public’s confidence in calling 999 as soon as they feel they are experiencing the signs or seeing someone else exhibiting them:

Every beat counts.
It’s never too early to call 999 if it could be a heart attack.

Simple, direct and empowering, this message addresses audiences’ potential hesitation, aligns with HUHY’s tone of voice, complements any advertising and can be brought to life via consumer PR activations across the campaign.

Campaign launch - July 2022:

- Our target audiences respond well to information delivered in a light-hearted manner by trusted people who are familiar or they feel reflect them. Therefore, we would work with a much-loved everyman/woman, someone the public would never see as a medical expert and with an authentic personal link to heart health - e.g. Bradley Walsh, Fleur East and Sandi Toksvig to create informative but easy-to-watch content with members of the public:
 - Filmed on a high street, people would be handed a phone, taken through the list symptoms, and asked at which point they would call 999 if they saw someone exhibiting them.
 - Our talent would reveal they are all signs of a heart attack, ask them why they would not call sooner and say they do not need to be a medical expert to make the call, describe the symptoms and potentially save someone’s life.
 - This interaction would lead to moments of amusement and surprise in a ‘vox-pop’ style which would be engaging and informative – resulting in valuable and fresh campaign assets for impactful earned (and social) media.
- This would form part of a wider package including new data, pre-recorded audio packages and ‘always-on’ interview placement with case studies and campaign spokespeople, including a 999-call handler to offer a new angle to media.
- We would create targeted versions of this content for Black and South Asian audiences with relevant talent or influencers e.g. Brenda Edwards or Yinka Bokinni and would film in locations that have cultural resonance to our specific communities.
- We would also leverage support from our network of media medics at our regular freuds+ curated roundtables and engage relevant stakeholders, including the British Heart Foundation and Pumping Marvellous.

There are a number of parallels between the Heart Attack and Stroke phases of the campaign, and we will draw on our insights and experience from PHE’s ‘Act Fast’ campaign when approaching the creative response for Heart Attack and Stroke.

We Are The NHS – Nursing Recruitment

Negative public and media perceptions – high pressure, pay levels and ‘burnout’ - often make nursing sound unappealing to potential recruits. However, it is also rewarding and personally relevant to many, resulting in an enriching, unique and varied career.

The campaign needs to engage quite different audiences and unite our insights by speaking to a range of potential barriers in a manner that echoes many of their career desires:

A career that never stands still

Nursing is an exciting journey – from your first day to every day, you will learn something new.

A career that asks you to fulfil your potential by doing work that really matters.

A career of unique and varied opportunities, training and situations.

A career that never stands still: Nursing in the NHS.

This narrative is true to the reality of nursing whilst also being versatile enough to deliver a range of engaging activations across the campaign period:

Clearing to Caring: August 2022

- Ahead of A-Level Results Day, we launch a time-relevant activation that uses new data on the most successful careers secured through UCAS Clearing, infographics of the key subjects needed for nursing amplified via micro-influencers and interviews from inspirational nurses who went through Clearing.
- Speaking directly to teenagers, we would work with a relevant tech platform (e.g. Snapchat) to launch “*Going to be a nurse!*” sticker for teens, friends and family to celebrate starting the journey and show others their excitement towards nursing.

Nursing: A Career in a Day: January 2023

- As the new year is a popular time for considering a new career, we would harness this annual mood by launching a national ‘Nurse Shadowing Experience’ to highlight what it’s like to be a nurse in the NHS.
- Launched in January with The Prince’s Trust and Speakers For Schools, anyone over the age of 14 considering nursing will get the chance to apply to shadow an NHS nurse for a day during National Careers Week in March 2023.
- We would feature existing nurses (e.g., ITV2’s *Emergency Nurses* programme) in User Generated Content showing their ‘Life in a Day’ which would communicate many of the appealing elements of being a nurse and driving people to content on NHS, The Prince’s Trust and a media partner’s channels (such as Tyla).

Interspersed between these two spikes would be ‘always on’ activity, which we know delivers strong cut-through from our previous campaign work:

- Interviews with case studies and spokespeople in surprising consumer media (e.g., High Performance Podcast with Jake Humphrey).
- Partnering with a dating site (e.g., Bumble or Hinge) around Valentine’s Day for ‘Find Your Perfect Career Match’ articles.
- Pairing ethnic minority influencers with case studies to host ‘a day in life’ IG lives.

- Lifestyle discussion programmes across multicultural broadcast media featuring conversations between parents and case studies centred on their decision to become a nurse.
- Features profiling ethnic minority case studies supported with messaging about career progression, diversity and inclusion.

WORD COUNT: 1000



Question 4

Timings Plan

freuds+ in collaboration with MMC have extensive experience managing a complex timeline of campaign activations across the 'Help Us Help You' and 'We Are The NHS' campaigns - delivering high-quality and high-impact launches, whilst also managing an 'always on' drumbeat of activity.

Our familiarity with NHS operating systems, processes and structure ensures we have a thorough understanding of the necessary timeframes and approval processes needed across all elements of project delivery, allowing us to manage two multi-phase campaigns and maximise opportunities for each phase.

Indicative campaign timing plan

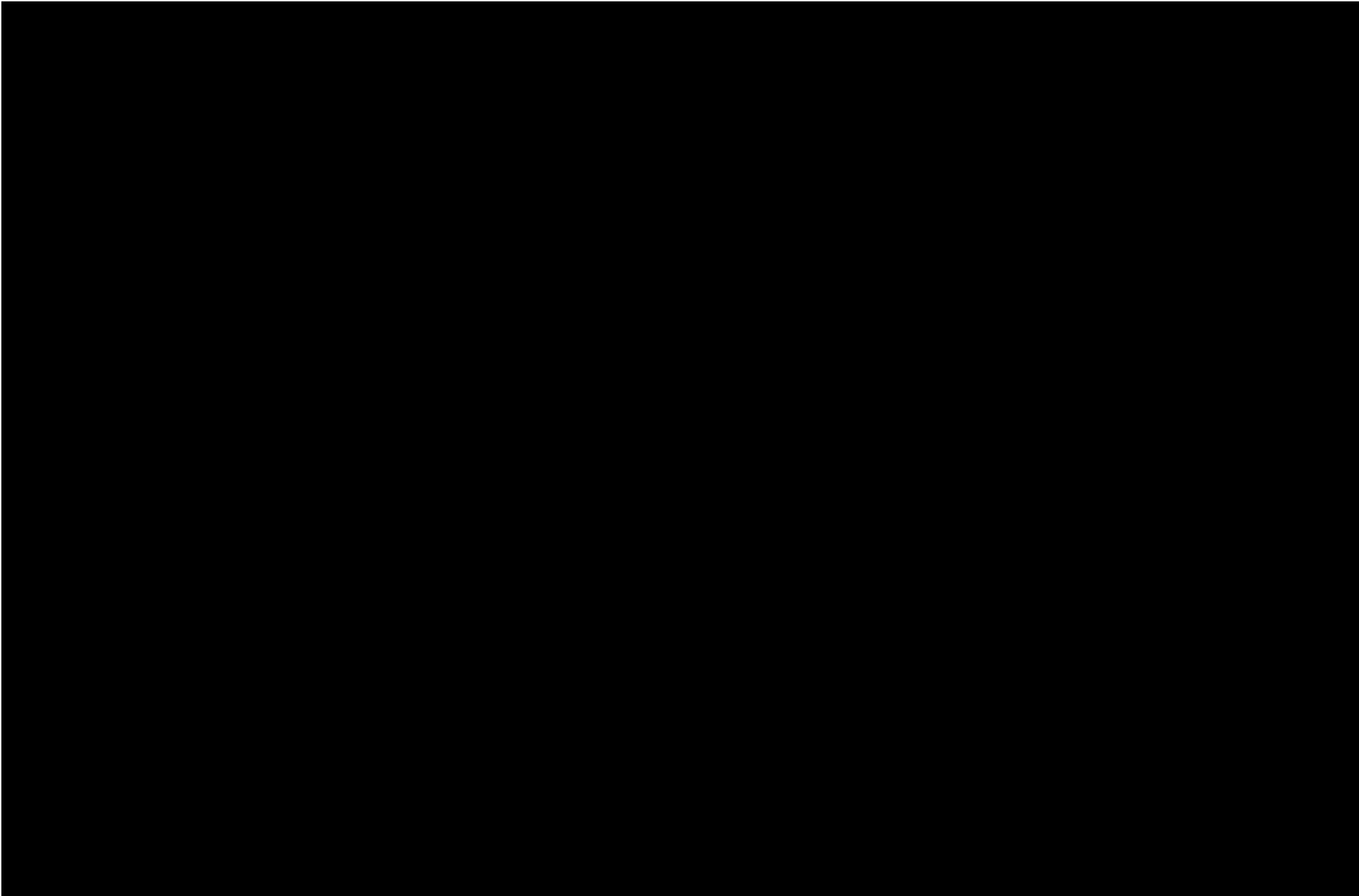
For each campaign phase we would recommend a four-stage approach, with indicative timings for each stage provided below. Depending on the launch dates we're working towards, timings can be compressed where needed, and given our flexible working approach, we are well-equipped to pivot between longer-term projects and shorter-turnaround activations. This is evidenced by our work for the Covid Response Hub, which saw us launch circa. 200 campaign pushes (proactive and reactive) over a two-year period during the pandemic.

- Stage one – Planning and testing: planning campaign approach and testing creative and messaging proposals (approx. 2-4 weeks).
- Stage two - Content and campaign material creation: Developing campaign materials, creating assets, onboarding spokespeople and case studies and filming content (approx. 4-6 weeks).
- Stage three - Campaign activation: Covers delivery of campaign activations and 'always on' tactics (dependent on campaign length).
- Stage four - Evaluation: Delivering post campaign analysis and key learnings (approx. 2-4 weeks).

Maximising opportunities and key milestones

To maximise the launch opportunity for each campaign and phase, we will work closely with NHS England to agree a timeline for the delivery of each campaign phase. This will include early identification of an appropriate moment for the PR 'spike' of activity to launch, whether linked to a cultural moment, a calendar date or in line with advertising. For example, we launched the NHS Sexual Assault Referral Centres campaign at the start of Sexual Assault and Sexual Violence Awareness Week – which not only gave the media a hook but also meant we could tap into influencers posting during the week, which further amplified the reach of the campaign.

For 'always on', we propose implementing a drumbeat of activity aligning to key cultural moments and audience passion points throughout the campaign period, utilising a rolling source of engaging case studies, experts, partners, influencers and talent.



Dependency management

Due to the multi-phase nature of both campaigns, campaign activity will often be running in parallel and we will need to mitigate against campaigns competing with one another for coverage. To achieve this, we will work on a detailed sequencing of campaign launches during particularly busy campaign months, for example, carefully planning the timing of launches across pharmacy access, NHS 111, staff winter vaccinations, nursing and AHP recruitment, which are all due to begin in October 2022. We will work with NHSE to develop a media strategy, which maximises the earned opportunities for each phase without overlapping, in close coordination with the other agencies to align with their activities. This would involve cross-referencing timings, target media lists and key audiences to ensure we are not bombarding a singular group with multiple messages at once.

Our close working relationship with the NHS and wider government departments will also ensure we have visibility across the wider health system and sight of any upcoming campaign launches, ensuring we can manage any potential conflicts in advance.

The accounts teams for each campaign will be closely interconnected and work from a central timeline, ensuring each team has visibility across the timings and launch dates for all phases. This will ensure we are able to flag any potential overlaps or pinch points to NHSE in advance and develop a plan to mitigate.

In the event of changes to timings, our agile working practices mean we are well placed to handle quick turnarounds. Where there are pinch points, we can work flexibly to deliver the necessary resource to ensure each campaign phase is fully supported and opportunities maximised.

WORD COUNT: 703



Question 5

Project Management

freuds+ has over a decade's worth of experience working with public sector clients, delivering multi-channel campaigns for government organisations including NHSE, Cabinet Office, OHID (formally PHE), DHSC and Home Office. Together with MMC, our campaign work to date with NHSE has provided us with a unique and nuanced insight into the organisation's processes, structure and campaign timeframes, and through that a thorough understanding of how we can best and most effectively project manage all stages of a campaign, from inception through to delivery.

Account management

freuds+ operates under a strict set of protocols to ensure all appropriate management processes are in place and that campaign activity is delivered within the agreed timeframe and budget. We always endeavour to go above and beyond specific briefs and requirements to add value, onboarding talent and influencers for pro bono support, as well as savings on other aspects of campaign development, such as securing the rights to use the Beatles' 'Help' pro bono.

At the outset of the campaign, we would agree with NHSE a clear set of deliverables for freuds+ and MMC and share a detailed timeline and budget breakdown for approval. Once the budgets and scope of work are agreed, we would diarise weekly PR status meetings with the Senior Campaigns PR Manager and PR Campaigns Officer, as well as creating a click-group email for each campaign to include the core team, ensuring any questions or queries can be responded to promptly.

We would also begin developing a succinct weekly actions list to be shared at the beginning of each week outlining key priorities and any sign-off deadlines, alongside an end of week email summarising progress. Key members of freuds+ and MMC would also join the weekly all-agency calls and ensure all-agency status documents are kept updated.

Collaboration with key stakeholders and agencies

We have extensive experience of working collaboratively with other agencies and delivery partners to create integrated behaviour change campaigns, ensuring all strands of work are connected and aligned to best achieve the campaign's objectives. We can also leverage the freuds+ offering with Wavemaker to analyse complex datasets; bringing innovative insights and solutions to complex problems.

Given the breadth and complexity of the 'Help Us, Help You' and 'We Are The NHS' campaigns, we understand the importance of collaboration to ensure a streamlined approach, as well agility and flexibility considering the challenging delivery landscape.

Upon receiving the brief, freuds+ and MMC will work together with the other appointed agencies to dissect the brief's requirements, work through a recommended campaign strategy and narrative response, followed by a more in-depth creative presentation, ensuring that all proposals not only offer a communications editorial platform but also potential opportunities for partnerships and stakeholder engagement. All areas and work streams will be created to support one other, guaranteeing value for money and maximum impact.

Additionally, we recognise the in-house expertise offered by NHSE's Press Office and our goal is to work in tandem and add value, whether that be working as an extension of the team on joint sell-ins or managing projects independently whilst ensuring the press office are kept informed of all upcoming activity.

Furthermore, alongside open invitations to freuds+ company events and talks, our team will put in place a programme of activity for NHSE colleagues to share knowledge and expertise. Examples of this would include masterclasses, client learning breakfasts (our most recent guest speaker being the BBC Health Editor, Hugh Pym) and multicultural insight workshops to share current thinking and good practice on engaging specific ethnic and religious groups.

Monitoring

In today's fast-changing, technology-driven world, it is crucial to stay abreast of real-time developments in news, policy and innovation. We achieve this through daily news scanning and media reporting, as well as regular analysis of discussions on social networks. We use a media monitoring service and a real-time alerting tool, which gives us instant visibility on what is being said on social media at any point and by who. All analysis is shared regularly with NHSE throughout a campaign as appropriate, as well as fed into considerations when crafting our strategic responses to briefs.

A core part of our offer is our connectivity, and we constantly seek to engage key influencers across popular culture, technology, social media, influencer platforms and interesting networks to find new, innovative and culturally relevant opportunities to further engage our audiences.

Risk analysis and issues management

Managing reputation is a continuous and proactive process which requires energy, agility and careful planning. We understand that in the first instance the NHSE press office is likely to handle such issues, but we have a dedicated crisis team available 24/7 as needed, made up of expert crisis and issues practitioners which construct communications strategies that protect our clients at the time they need it most. Naturally, staff will be made available out of hours as required, and crisis experts can be called upon.

Our escalation process for crisis management includes named individuals with appropriate levels of seniority against a three-tier pre-defined incident level:

WORD COUNT: 953



Question 6

Creds

At freuds+ and MMC, we have extensive experience in translating complex briefs into highly effective and engaging behaviour change campaigns, speaking to a diverse range of audiences and communities.

Our collective experience of working with key government departments for over a decade has allowed us to year-on-year build on learnings to develop exceptional executions which earn their way into people's lives and consciousness, whilst providing us with a thorough understanding of the health policy landscape and the ability to navigate large and complex institutions. Our expertise and agility has meant that all projects to date have been delivered within the timeframes agreed with NHSE, demonstrating our ability to effectively manage complex campaign work whilst delivering to the highest of standards.

Examples of our work include:

NHS Covid-19 Vaccines - Vaccine Confidence & Deployment (December 2020 - March 2022)



Since late 2020, freuds+ and MMC have been working with Cabinet Office, DHSC and the NHS to build vaccine confidence and aid vaccine deployment to all members of the public across the UK. The project demanded a multi-pronged communications approach over a sustained period, with freuds+ developing an evolving and adaptable strategy that was activated based on the latest government policy and audience insight.

The team were agile in their approach, often turning around activity within days of receiving a brief after a new policy announcement – for example, rapidly onboarding appropriate spokespeople and media medics for broadcast days alongside turning around the release of new attitudinal data as part of a PR package in time to announce the news of new cohorts becoming eligible to receive their vaccine.

Work was also delivered across various campaign strands simultaneously to reach different audiences. For example, delivering a hard-hitting piece of content aimed to convince pregnant women to get the vaccine, at the same time as working on a partnership with Formula 1 to enlist the support of high-profile drivers across all F1 teams to take part in a piece of content for media and social use.

Alongside campaign delivery, freuds+ also held 13 briefings across the period with a network of 55 medics with key government figures such as Professor Chris Whitty and Professor Jonathan Van-Tam – ensuring trusted voices were onboarded for the campaign and disseminating messaging to the public through their social channels and TV slots.

Our agile strategy, project management and flexibility meant we were able to respond at pace to new developments and briefs during the campaign period. In 2021, we generated 16,000+ pieces of coverage, reaching a potential of 3 billion people. As of March 2022 – 86% of people have had 2 doses of the vaccine.

NHS SARCs (February-April 2022)



If you've ever been raped, sexually assaulted or abused

NHS

Turn to us
We are here

Confidential advice
We are here, 24/7, to provide a safe space through the NHS to discuss your options for support

Emergency medicine or contraception
Staff are here to guide and support your medical needs

Forensic medical examination
Centres have facilities for examinations if you are considering gathering evidence of your assault

Mental health support
Our professionals can provide access and signposting to support sessions

Police support
Specially trained advisers are available to talk you through the process if you are considering reporting to the police

Go to
nhs.uk/SARCs

What do I do if I've been sexually assaulted?

freuds+ and MMC worked with the NHS to increase the use of SARCs by people who need them. This was a complex and highly agile campaign, with a complex stakeholder picture and the development of nuanced messaging that required careful consideration and considerable testing – with 16 focus groups conducted with lived experience survivors, target audience groups and stakeholder organisations.

Bringing together a hero film, attitudinal data, case studies, toolkits, 150+ assets in 6 languages, a royal visit, and paid social and influencer activity – the campaign performed exceptionally, with 750+ pieces of coverage and an anecdotal increase in people coming forward to SARCs.

NHS Talking Therapies – ‘Help’ (January 2022)



freuds+ worked with the NHS on an iconic, talent led campaign to increase the public's awareness of NHS mental health services and access via self-referral. The campaign needed to inform the audiences of the services available as well as tackle barriers such as people feeling their condition wasn't 'serious' enough to have therapy.

We tackled this complex brief by building our strategy and creative around breaking down perceptions and barriers using a range of trusted voices in a relatable medium. We created a unique, memorable, and culturally impactful new campaign born from key lines from the iconic Beatles track 'Help' – securing the coveted rights to the song pro-bono alongside rapidly recruiting talent for filming. The content also featured an NHS therapist and case studies who have benefited from the NHS mental health services.

We delivered a full PR campaign alongside developing 25 above-the-line assets featuring the talent and case studies, including a radio ad, VOD, and social cut-downs. All assets were supplied in alternate formats to ensure they were accessible for disabilities.

freuds also worked closely with Julian Lennon to secure a comment on the lyrics written by his father, John Lennon, which was then shared with media as part of our drumbeat activity, and garnered an additional +50 items of coverage.

Our campaign approach and timely execution achieved blanket national coverage across online and broadcast channels and saw the Talking Therapies web page gain a 132% uplift in views following launch, alongside the +675 total pieces of coverage and social reach surpassing 52 million.

NHS Workforce Campaign – ‘We Are The NHS’ National Careers Week (March 2021)

During National Careers Week (NCW) 2021 (1st–6th March), as part of the ‘We Are The NHS’ campaign, freuds+ leveraged support from a cross-section of the NHS workforce to drive awareness of NHS careers through multiple media opportunities, capitalising on the media’s focus on careers that week.

Ahead of launch, the team onboarded multiple NHS case studies and spokespeople from NCW to take part in national and regional interviews. Support was also secured from a wide range of influencers, including macro influencer Lucy Wyndham-Read (2.4m followers), who interviewed a physiotherapist for her highly influential social media channels.

All campaign elements were coordinated to land within NCW, with widespread coverage secured across broadcast, online and print titles.

Total CRM registrations during this period increased by +11% from 81,469 to 90,242 from the previous week, with a total week on week change of 125% (466% for AHP careers). A spike in website traffic was also achieved during the week.



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Question 7

Resource Plan

freuds+ and MMC will ensure consistent high-quality work is delivered across every campaign component by putting in place a team with the utmost relevant experience, and with appropriate senior leadership and input throughout.

The uniqueness of freuds is the breadth of skills and experience we offer to our clients. As a 220 strong agency with specialists from many disciplines – including former political advisors, journalists, strategists, creatives, content creators, researchers, media trainers, storytellers, reputation managers and social media experts – we have the capacity to deploy the right agency mix for any communications task.

To manage the effective delivery of ‘Help Us, Help You’ and ‘We Are The NHS’ respectively, freuds+ would put in place two core teams which would work across all phases of each campaign. They would have sufficient resource and capacity to manage the multiple campaign ‘spikes’, as well as the reactive and longer-lead work which falls under our ‘always on’ approach. As per previous years, a freuds+ Associate Director and Senior Account Director will work across both campaigns – ensuring all activity is aligned and providing NHSE with two senior points of contact.

Team biographies

freuds+

[Redacted]

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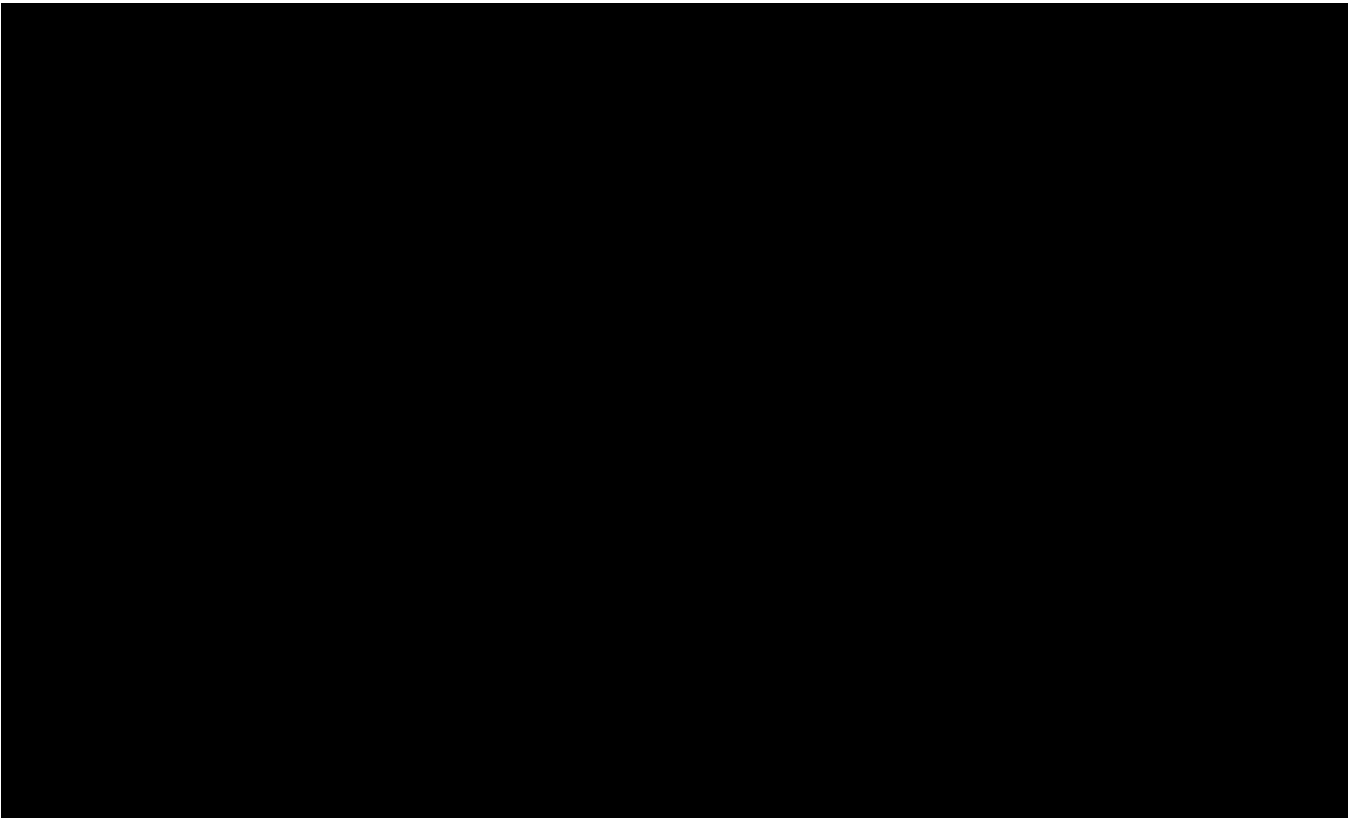
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Help Us Help You – Account Team



We Are The NHS – Account Team

