




<b>Order Number:</b>	C75204
<b>From:</b>	<b>National Health Service Commissioning Board (Known as NHS England)</b>
<b>To:</b>	<b>MullenLowe</b>

<b>Call-Off Start Date:</b>	22nd June 2022
<b>Call-Off Expiry Date:</b>	23rd June 2025
<b>Call-Off Initial Period:</b>	36 months
<b>Call-Off Optional Extension Period:</b>	12 months

<b>Deliverables required:</b>	As per specification and
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<b>Key Staff:</b>	<b>For the Client:</b>   <b>For the Agency</b>  
<b>Guarantor(s)</b>	N/A

<b>Call-Off Contract Charges (including any applicable discount(s), but excluding VAT):</b>	<p>The maximum value of this contract, including all subcontracting, shall be £25,600,000 ex VAT based on the projected spend below.</p> <ul style="list-style-type: none"> <li>2022 / 2023: £5,650,000</li> <li>2023 / 2024: £6,150,000</li> </ul>
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	<ul style="list-style-type: none"> <li>2024 / 2025: £6,650,000</li> <li>2025/2026: £7,150,000 (Should extension be put in place)</li> </ul>
<b>Liability</b>	<b>See Clause 11 of the Core Terms</b> <b>Estimated Year 1 Charges: £5,000,000</b>
<b>Additional Insurance Requirements</b>	None
<b>Client billing address for invoicing:</b>	NHS England, X24 Payables K005, Phoenix House, Topcliffe Lane, Wakefield, WF3 1WE
<b>Special Terms</b>	N/A

#### PROGRESS REPORT FREQUENCY

On the first Working Day of each calendar month

#### PROGRESS MEETING FREQUENCY

Quarterly on the first Working Day of each quarter

#### KEY SUBCONTRACTOR(S)

N/A

#### COMMERCIALLY SENSITIVE INFORMATION

Not Applicable

#### SOCIAL VALUE COMMITMENT

The Agency agrees, in providing the Deliverables and performing its obligations under the Call-Off Contract, that it will comply with the social value commitments in Call-Off Schedule 4 (Call-Off Proposal)

#### CALL-OFF INCORPORATED TERMS

The following documents are incorporated into this Call-Off 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 Call-Off Special Terms and Call-Off Special Schedules.
2. *Joint Schedule 1 (Definitions and Interpretation) RM6125*
3. *The following Schedules in equal order of precedence:*
  - *Joint Schedules for RM6125*
    - *Joint Schedule 2 (Variation Form)*
    - *Joint Schedule 3 (Insurance Requirements)*
    - *Joint Schedule 4 (Commercially Sensitive Information)*
    - *Joint Schedule 10 (Rectification Plan)*
    - *Joint Schedule 11 (Processing Data)*
  - *Call-Off Schedules*
    - *Call-Off Schedule 1 (Transparency Reports)*
    - *Call-Off Schedule 2 (Staff Transfer)*
    - *Call-Off Schedule 3 (Continuous Improvement)*
4. CCS Core Terms
5. Joint Schedule 5 (Corporate Social Responsibility) RM6125
6. Call-Off Schedule 4 (Proposal) as long as any parts of the Call-Off 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 Call-Off 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 Deliverables.

#### FORMATION OF CALL-OFF CONTRACT

BY SIGNING AND RETURNING THIS LETTER OF APPOINTMENT (which may be done by electronic means) the Agency agrees to enter into a Call-Off Contract with the Client to provide the Deliverables in accordance with the terms of this letter and the Call-Off Incorporated Terms.

The Parties hereby acknowledge and agree that they have read this letter and the Call-Off Incorporated Terms. The Parties hereby acknowledge and agree that this Call-Off 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:

## ANNEX A

### Agency Proposal

TOTAL	
Grade / Job Title	
Account Director	
Account Manager	
Chief Strategy Officer	
Strategy Director	
Creative Director	
Senior Art Director	
Senior Copywriter	
Head of Production	
Integrated Producer	
Business Affairs Manager	
Senior Designer	
Designer	

## Annex B

### Statement of Work

**This Statement of Work is issued under and in accordance with the Call-Off Contract entered into between the parties**

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.

i) Where a Statement of Work would result in:

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

<b>Project:</b>	We Are The NHS' Creative Development
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<b>Project start Date</b> <b>Notice period for cancellation</b> <b>[Project Notice Period]:</b>	22nd June 2022- 21st June 2025 with an option to extend for an additional 12 months. Notice period for cancellation- 3 months													
<b>Overarching Brand/Campaign</b>	We Are the NHS													
<b>Deliverables</b>	Clients proposal submitted the 4th May 2022 via the Atamis E-Tendering portal.													
<b>Inclusion of Additional Schedules</b>	The following Schedules are incorporated into this Statement of Work <table><tr><td>Schedule Name</td><td>Incorporated (Mark with 'X' if incorporated)</td></tr><tr><td>Creative Advertising Services (online and/or offline)</td><td>X</td></tr><tr><td>Social Media Services</td><td>X</td></tr><tr><td>Public Relations</td><td>X</td></tr><tr><td>Simple Software/website/app development</td><td>X</td></tr><tr><td>Below the line/experiential</td><td>X</td></tr></table>		Schedule Name	Incorporated (Mark with 'X' if incorporated)	Creative Advertising Services (online and/or offline)	X	Social Media Services	X	Public Relations	X	Simple Software/website/app development	X	Below the line/experiential	X
Schedule Name	Incorporated (Mark with 'X' if incorporated)													
Creative Advertising Services (online and/or offline)	X													
Social Media Services	X													
Public Relations	X													
Simple Software/website/app development	X													
Below the line/experiential	X													
<b>Project Plan:</b>	As set out in the specification in the tender pack. (Annex C)													
<b>Contract Charges:</b>	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 £25,600,000 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.													
<b>Client Assets:</b>	N/A													
<b>International locations:</b>	Not applicable													
<b>Client Affiliates:</b>	N/A													

<b>Special Terms:</b>	Not applicable
<b>Key Individuals:</b>	[REDACTED]
<b>Authorised Agency Approver:</b>	[REDACTED]
<b>Authorised Client Approver:</b>	[REDACTED]

## Call-Off Schedule 1 (Transparency Reports)

- 1.1 The Agency recognises that the Client is subject to PPN 01/17 (Updates to transparency principles v1.1 (<https://www.gov.uk/government/publications/procurement-policy-note-0117-update-to-transparency-principles>)). The Agency shall comply with the provisions of this Schedule in order to assist the Client with its compliance with its obligations under that PPN.
- 1.2 Without prejudice to the Agency's reporting requirements set out in the Framework Contract, within three (3) Months of the Start Date the Agency shall submit to the Client for Approval (such Approval not to be unreasonably withheld or delayed) draft Transparency Reports consistent with the content requirements and format set out in the Annex of this Schedule.
- 1.3 If the Client rejects any proposed Transparency Report submitted by the Agency, the Agency shall submit a revised version of the relevant report for further Approval within five (5) days of receipt of any notice of rejection, taking account of any recommendations for revision and improvement to the report provided by the Client. If the Parties fail to agree on a draft Transparency Report the Client shall determine what should be included. Any other disagreement in connection with Transparency Reports shall be treated as a Dispute.
- 1.4 The Agency shall provide accurate and up-to-date versions of each Transparency Report to the Client at the frequency referred to in the Annex of this Schedule.
  - 1.1 Working Days of the first Order or six (6) Months following the Start Date, whichever is earlier.
  - 1.2 The Client shall notify the Agency of its Approval or rejection of the proposed Continuous Improvement Plan or any updates to it within twenty (20) Working

Days of receipt. If it is rejected then the Agency shall, within ten (10) Working Days of receipt of notice of rejection, submit a revised Continuous Improvement Plan reflecting the changes required. Once Approved, it becomes the Continuous Improvement Plan for the purposes of this Contract.

- 1.3 The Agency must provide sufficient information with each suggested improvement to enable a decision on whether to implement it. The Agency shall provide any further information as requested.
- 1.4 If the Client wishes to incorporate any improvement into this Contract, it must request a Variation in accordance with the Variation Procedure and the Agency must implement such Variation at no additional cost to the Client or CCS.
- 1.5 Once the first Continuous Improvement Plan has been Approved in accordance with Paragraph 2.5:
  - 1.5.1 the Agency shall use all reasonable endeavours to implement any agreed deliverables in accordance with the Continuous Improvement Plan; and
  - 1.5.2 the Parties agree to meet as soon as reasonably possible following the start of each quarter (or as otherwise agreed between the Parties) to review the Agency's progress against the Continuous Improvement Plan.
- 1.6 The Agency shall update the Continuous Improvement Plan as and when required but at least once every Contract Year (after the first (1<sup>st</sup>) Contract Year) in accordance with the procedure and timescales set out in Paragraph 2.3.
- 1.7 All costs relating to the compilation or updating of the Continuous Improvement Plan and the costs arising from any improvement made pursuant to it and the costs of implementing any improvement, shall have no effect on and are included in the Charges.
- 1.8 Should the Agency's costs in providing the Deliverables to the Client be reduced as a result of any changes implemented, all of the cost savings shall be passed on to the Client by way of a consequential and immediate reduction in the Charges for the Deliverables.
- 1.9 If at any time during the Term the Agency reduces its Framework Prices for Deliverables provided in accordance with the terms of the Framework Contract, the Agency shall immediately reduce the Charges for the Deliverables under the Call-Off Contract by the same amount. This obligation applies whether or not the Deliverables are offered in a catalogue provided under the Framework Contract.

## **Call-Off Schedule 4 (Proposal)**

See Supplier Response Documents Below pg. 23 onwards

## **Call-Off Schedule 5 (Pricing Details)**

**See Order Form**



**NHS ENGLAND NATIONAL CAMPAIGNS**  
**‘We are the NHS’ Creative Development and Production**  
**SPECIFICATION OF REQUIREMENTS**

Revision Date	Summary of Changes	New Version No
17 March 2022	First draft of the ‘Specification of Requirements’.	0.1

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# 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 advertising agency to lead the strategy, creative development and production work for the 'We are the NHS' campaign.

The 'We are the NHS' campaign is 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 care<sup>1</sup>. Latest data<sup>2</sup> 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.

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

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

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 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."

## **Scope of the Procurement**

The appointed agency will be required to support the successful delivery of the 'We are the NHS' campaign activity, which will be measured through each of the campaign's aims and objectives. This will include subcontracting any specialist requirements that are necessary to the delivery of the campaign, which is to include:

- qualitative research to inform the development of the strategy and the creative; and
- digital communications to continue improving the customer experience and engagement through digital channels.

### **Aims & Objectives**

The aims and objectives of all the phases of the campaign 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.**

## **Constraints and Dependencies**

All the creative for the 'We are the NHS' campaign will need to be approved by NHS England and Ministers in the Department of Health and Social Care and the Cabinet Office.

The plans, methodologies, sample, and discussion guides for each qualitative research project will need to be approved by NHS England.

The Digital strategy and all activities will need to be approved by the by NHS England.

The creative development and production agency contract and budget will be managed by the Lead Campaigns Manger responsible for the 'We are the NHS' campaign in the NHS England Campaigns and Social Media Team.

## **Requirements**

### **Mandatory and Minimum Requirements**

The appointed agency will be required to develop and produce all the creative to support the successful delivery of the 'We are the NHS' campaigns' aims and objectives.

The creative agency will need to develop the strategic and creative approach for all the different phases of the 'We are the NHS' campaign.

The qualitative research projects will include testing with our audiences: creative concepts & approaches, messaging & language, tone of voice, and behavioural barriers & motivations. Research findings are to be provided in clear reports that present insights in a clear and actionable way to enable the campaigns' phases to be as effective with our audiences as possible .

The agency will need to ensure that the creative is effective with each of the different audiences for the different phase of the 'We are the NHS' campaign.

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.**

New creative will need to be refined using insight and creative testing research. This will be managed by [REDACTED] within the NHS England Campaigns and Social Media Team.

New creative must be produced to ensure maximum cost effectiveness, for example the footage for a 30" TV ad must also be suitable for short films for social media and the agency should consider the wider needs of all phases of the 'We are the NHS' campaign. Where possible any suitable existing creative is to be used.

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

The creative agency must work with the media planning agency to ensure that the creative approach can be effective across the channels recommended for each phase of the campaign.

Campaign creative, including photography, filming, graphics and audio recordings should reflect ethnic minority diversity and also 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.

The subcontracted qualitative research agencies must be a member of the Market Research Society and uphold the highest standards of market research.

The subcontracted digital work will involve developing and delivering a Digital strategy to support the successful delivery of the 'We are the NHS' campaign's aims and objectives. This includes the development of efficient customer journeys that support applications to training/roles.

The digital strategy needs to reflect the fact that some partner websites and assets are delivered by third party contractors and the strategy must include plans for ongoing engagement with these contractors.

All campaign activity is to be evaluated using the Cabinet Office evaluation framework.

## Desirable Requirements

The creative development and production work should consider making the best use of low-cost communication channels, with a focus on producing assets for use across 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.

- **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 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.

The insights generated from qualitative research has proven effective in supporting other aspects of NHS England's communications and policy work. The subcontracted agencies will need to consider how to maximise the value of the qualitative research projects for these areas.

NHS England are always seeking to innovate and maximise the impact that insight generation has across the organisation. The subcontracted agencies should consider how new approaches to generating insight can be applied to



research projects.

## **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 creative must be developed, including any qualitative research, within a timeframe that allows for effective consultation with both internal and external stakeholders and for the necessary approvals.

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.

The Digital strategies must be developed within a timeframe that allows for effective consultation with both internal and external stakeholders.

## **Location**

The appointed 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:

- [REDACTED]  
[REDACTED] Deputy Director is responsible for leading the development and delivery of all of NHS England's campaigns.
- [REDACTED]  
[REDACTED] responsible for managing the development and delivery of the 'We are the NHS' campaign. They will be responsible for the management of the creative development and production contract.
- [REDACTED] Senior PR Campaigns Manager is responsible for managing the development and delivery of the PR strategy that support the 'We are the NHS' campaign.
- [REDACTED] PR Campaigns Officer is responsible for delivering the PR strategy that support the 'We are the NHS' campaign.
- [REDACTED]: the Senior Campaigns Partnerships Manager is responsible for managing the partnerships work that supports the 'We are the NHS' campaign, which includes working with external stakeholders.
- [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' campaign.

## 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.

The subcontracted qualitative research agencies will need to provide reports and presentations of the findings for all the qualitative research projects.

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 of this contract, including all subcontracting, shall be £25,600,000 ex VAT based on the projected spend below.

- **2022 / 2023: £5,650,000**
- **2023 / 2024: £6,150,000**
- **2024 / 2025: £6,650,000**
- **2025/2026: £7,150,000 (Should 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.**

**Appendices- None**

## **SUPPLIER RESPONSE DOUCUMENTS**



## **NHS PITCH – MULLENLOWE GROUP RESPONSE**

**Q1 - Please provide an overview of your understanding of the campaign's requirements and the major challenges presented by this brief, as detailed in Document 2 – Statement of Requirements.**

### **OVERARCHING CHALLENGE AND IMPLICATIONS**

Protecting and strengthening the NHS is central to 'Building Back Better'. Post-Covid-19, there is the need to restore services and future-proof against steadily increasing demand. As set out in the NHS Long Term Plan, that means both securing a pipeline of future recruits and stemming the flow of staff leaving the service. NHS recruitment is complex, covering multiple roles with different recruitment patterns (university/direct), different lead times (years/weeks) and into different settings (primary/secondary).

#### **A New Phase and a New Challenge**

In 2018 *We Are The NHS* (WATNHS) turned around a potentially terminal decline in nursing applications. It has since delivered growth ahead of target each year and become a source of pride for staff across the organisation.

Initially the campaign combatted apathy towards the NHS as an employer by building societal pride.

Post-Covid-19, apathy is no longer the issue. People are more aware than ever of the societal contribution of NHS staff. However, that sense of awe has become intrinsically linked with the idea of sacrifice.

Starting in 2021, WATNHS pivoted from selling the concept of the NHS to selling people *their* future in the NHS; and saw 8% and 5% increases in consideration in the Teens and Career Switcher audiences respectively.<sup>1</sup> This approach is clearly working but, to remain relevant to the next generation of the NHS workforce, we cannot afford to stand still.

### **SPECIFIC CHALLENGES AND REQUIREMENTS FOR COMMUNICATIONS**

This year, with the NHS in overdrive to clear the elective care backlog and restore services, we need to build on the success of the past four years, overcoming familiar barriers and tackling some new ones:

#### **Recruitment Context**

In an increasingly competitive recruitment market, standing out is going to be essential. Q1 2022 saw a record number of UK vacancies (nearly double pre-Covid-19 levels).<sup>2</sup>

We also need to cut through the noise of an often hostile media environment. Images of the extreme strain on staff during the crisis and subsequent coverage of issues such as the 1% pay

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<sup>1</sup> Kantar, Post Wave Tracking, 2021/22

<sup>2</sup> ONS, Vacancies and jobs in the UK, April 2022



rise have contributed to the prevailing sense of negativity. At the end of 2021 the public were more pessimistic about the NHS than at the end of 2020 at the height of the pandemic.<sup>3</sup>

## **Scale and Breadth**

This year's brief encompasses more roles than ever before, demanding a campaign idea that is big and extremely flexible. It needs to create a halo effect across all 350 NHS careers, and work everywhere from broadcast channels to owned channels of individual NHS Trusts. We will also need a cost-effective way to generate insights into the growing number of sub-audiences.

## **Social Demography**

Although our audience shares a common attitudinal profile, they are extremely diverse in socio-demographic terms: NHS medical staff are 46% non-white (compared to 15.7% of England as a whole); we have Teens with no experience of the world of work and older Career Switchers; where we once spoke only to potential degree students, we have a growing number of direct entry roles. Reaching these different groups with the right message at the right time requires bespoke customer journeys and continued close collaboration with the cross-agency group.

## **Retention**

The campaign must resonate with both external and internal audiences. The most recent NHS staff survey shows 22.9% of staff saying they 'will probably look for a job at a new organisation in the next 12 months', higher than at any point in the last four years.<sup>4</sup> In the long-term, retention cannot be solved by communication alone. In the short-term however, being seen to be recruiting, reassuring existing staff that help is on the way, is vital.<sup>5</sup> This therefore remains a key measure of success.

## **CHALLENGES AND REQUIREMENTS FOR DELIVERY**

We have proven ways of working that will deliver in even the most challenging of situations:

### **Our relationship**

We will partner with our NHS client team early in the process, allowing for any issues to be flagged up front. The use of collaborative tools and secure shared documents ensure deadlines are achieved with no compromise on quality. We will implement the same finance tracker that we have successfully used with the Cabinet Office to give real-time access to fee and production costs.

### **Stakeholder and Delivery Management**

Through setting clear expectations and respecting each team's expertise, we have established collaborative relationships with NHS agency partners.

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<sup>3</sup> Britain Thinks, State of The Nation Report, Dec 2021

<sup>4</sup> NHS Staff Survey 2021, National Results Briefing, Mar 2022

<sup>5</sup> Clearing The Backlog Caused by The Pandemic, Commons Health and Social Care Select Committee, Jan 2021



The project will begin with a cross-agency Q&A to ensure all parties understand the requirements. All work is reviewed as an agency group before presenting to client, ensuring an integrated response. We will proactively run sharing sessions throughout production to provide visibility of creative development.

Our relationship with partner organisations like UCAS and NHS Jobs enables a deep understanding of the connected NHS data ecosystem, allowing accurate mapping of the customer journeys.

### **Flexibility**

We fully understand the need for flexibility, through previous NHS campaigns and our work with the Cabinet Office. Our agile team would form part of your own, with dedicated senior resource alongside the benefit of a 350-strong agency, highly experienced in accommodating emergency requests with an established out-of-hours process set-up to deliver the needs of the campaign.

### **Delay Mitigation**

We aim to prevent as many delays as possible up front. As lead agency, we own a comprehensive cross-agency timeline; dependencies are identified to ensure risks are communicated and managed early.

Production delays are minimised through our meticulous pre-production process, which engages third parties early. We would suggest creating a bank of NHS staff willing to feature in advertising across the year, and utilising simulation wards where possible. Finally, over the past 4 years we have built up an extensive asset bank that can be tapped into if required, to maximise production efficiency and minimise delays.

We accept that delays, e.g. ministerial approval, are sometimes unavoidable. In this case, we leverage our excellent relationship with OmniGov, stations and Clearcast to negotiate late payouts.

Workforce recruitment is complex yet critical to the future of the NHS. We understand your unique challenges, and are well placed to address them with you.

994 words





## **NHS PITCH - MULLENLOWE GROUP RESPONSE**

**Q2 - Outline your proposal for the strategic approach for the ‘We Are The NHS’ campaign, based on the GCS OASIS model, including an outline evaluation plan.**

### **OBJECTIVES**

As the NHS emerges from the pandemic and seeks to rebuild services and clear the backlog of elective surgery, the need for more staff has never been more critical.

#### **Policy Objective**

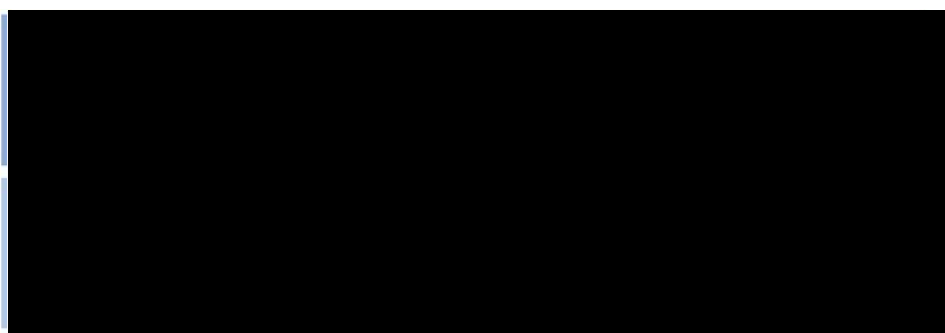
To recruit 50,000 additional nurses, 26,000 primary care staff (including AHPs), 17,000 reservists, plus tens of thousands of Health Care Support Workers and thousands of 999/111 call handlers.

<b>Audience</b>	<b>SMART Outcome Objectives</b>
Recruit	
Return	
Retain	

### **AUDIENCE AND INSIGHTS**

#### **Sizing Our Audience**

We have created an attitudinal filter of attributes, crucial to any future NHS recruit.



Source: IPA Touchpoints 2021

#### **Audience Insights**

Alongside reviewing audience insight, we conducted fresh research. To get as close to the decision we are trying to influence as possible, we spoke to: Year 12s, Career Switchers, newly-qualified and first-year student nurses. Throughout creative development, further qualitative research will be necessary - potentially with a wider variety of sub-audiences.



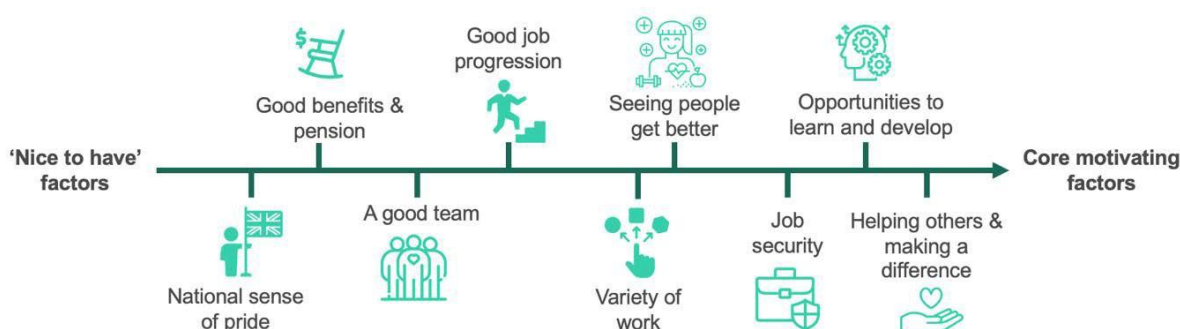
Three insights shape our strategic thinking:

### Insight 1: Lack of Relevance is the Key Barrier to Consideration

- Over 90% of people agree that 'NHS staff should be proud of what they do'. However, this admiration is often passive. The largest barrier to consideration is people not seeing NHS careers as relevant to them (50% general population, 56% teens).<sup>1</sup>

### Insight 2: Caring People are Still Ambitious

- The desire to help people and make a difference is a key motivator for anyone considering the NHS. However, if this is framed purely altruistically it triggers perceptions of sacrifice. For our audience, the opportunity to develop their potential is a 'must-have' alongside the fulfilment of helping people.



Source: Britain Thinks

### Insight 3: People Think Role (Not Employer) First

- We asked nurses and student nurses what triggered their decision to become a nurse. The majority cited direct personal experience. Seeing or feeling the impact of nursing inspired them to do it themselves.<sup>2</sup>
- People don't start their journey by asking themselves "Should I work for the NHS?". They fall in love with the role, and then weigh up the decision of having the NHS as an employer. If they love the idea of the role, they will review the pros and cons of the NHS in a favourable light<sup>3</sup>.



- Checking the pulling power of this insight, we found that Teens and Career Switchers who would otherwise reject a career in the NHS were much more receptive to the idea of a specific role.<sup>4</sup>

<sup>1</sup> *Reasons for not considering a job in the NHS*, Kantar Post-Wave Tracking, 2021/2022

<sup>2</sup> MullenLowe Qualitative Insight Discovery Research, 2022

<sup>3</sup> Britain Thinks qualitative research, 2021

<sup>4</sup> MullenLowe Qualitative Insight Discovery Research, 2022



- Even a simple list of job titles helped people see there was a career in the NHS that matched something they were interested in (e.g. mental health, working with children, technology).

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## STRATEGY & IDEA

Our strategy comes from a powerful fusion of these insights.

### Comms Tasks

1. Appeal to our audience's caring side and their ambitious side
2. Sell them *their* role in the NHS, not the NHS itself

### Strategic Shift

GET: people who have a general admiration for NHS but don't see it as relevant to them

TO: consider a specific role in the NHS for their future career

BY: exciting them with the impact they could have on others and on their own futures

### PROPOSITION:

**THERE ARE SO MANY WAYS YOU CAN MAKE AN IMPACT  
WITH A CAREER IN THE NHS**

### Support:

- Whatever role you choose, you will have the satisfaction of knowing you are making a difference to people's lives every day – sometimes small, sometimes life changing, always important.
- And you will make an impact on your own future. You will be trained to world class standards in healthcare, know your chosen field and understand people inside and out. These skills will never leave you.

This led to an idea that is both highly compelling and ownable.

**WE ARE LIFE CHANGING CAREERS.  
WE ARE THE NHS.**

The power of this line has already been seen in the successful UCAS event activity. However, we feel it has the potential to be a much bigger idea, allowing us to:

- Demonstrate how a career in the NHS can be life changing for the individual and the people they treat.
- Show people that there is more to NHS careers than generic doctors and nurses.



Delivering the most cost-effective acquisition journey requires deep understanding of the applicant's journey from initial excitement through to application. Below is an overview of a typical journey with key stages & innovations highlighted.

### Table: Overarching Customer Journey

1. *Introduction*  
 2. *Methodology*  
 3. *Results*  
 4. *Discussion*  
 5. *Conclusion*  
 6. *References*  
 7. *Appendix*  
 8. *Index*  
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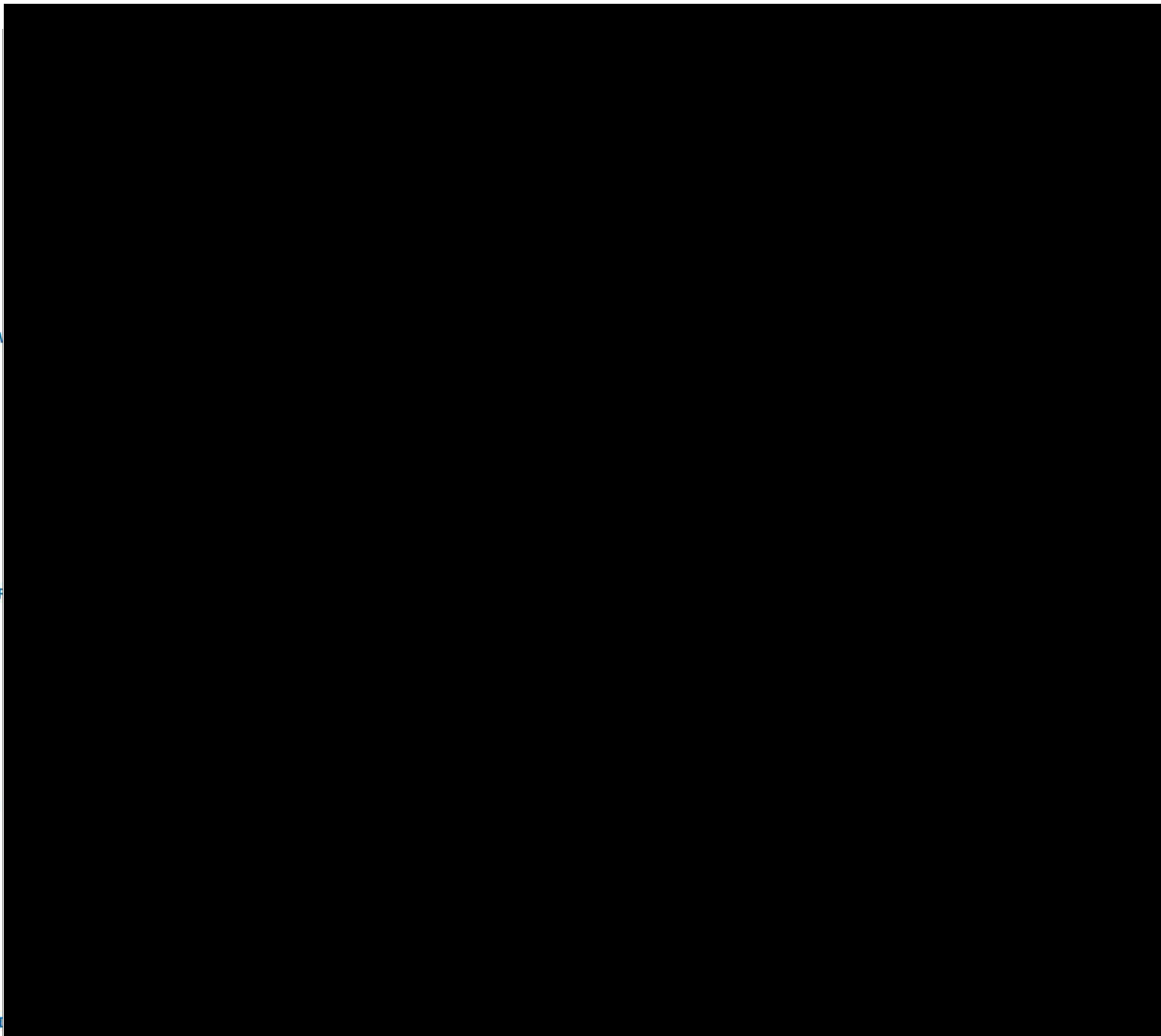
\*\*The 'Passive Consideration & Active Research' phase has been changed to 'Discover', to reflect the audience need to match themselves to a role from the many available.



## **IMPLEMENTATION**

We have proven expertise in bringing together multiple relevant channels across the Customer Journey to create a powerful Campaign Ecosystem.

### **Campaign Ecosystem**



Note - Final ecosystem to be developed in tandem with media partners & NHS, as part of creative exploration.



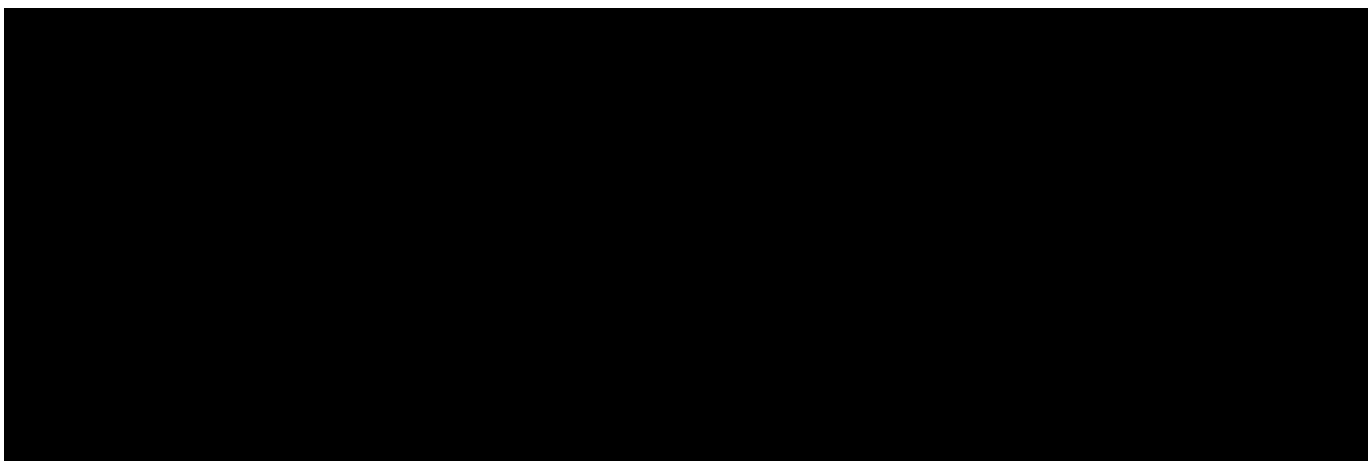
We will continually improve the effectiveness of the campaign using the following techniques:

**1. Creating better matches**

Through carefully designed experiences, we can learn more about candidates' qualities to recommend the 'best-fit roles' (balanced with NHS role priorities).

**2. Being data-driven**

Intelligent use of data will improve our owned channel communications, increase cross-channel synergy, and improve media buying effectiveness.



**3. Creating interactive 'discovery experiences'**

To help candidates experience NHS roles and engage a teen audience, we will develop highly engaging interactive formats in social, web and CRM.

**4. Being culturally & topically relevant**

Using insights from social listening, search trends and surveys, we will fill the customer journey with more meaningful & relevant content throughout.

**Ways of Working**

We will work with you to define the campaign deliverables and develop an integrated project plan that meets the ambition and timings of the brief. Acknowledging that stated deliverables may not always be final, our agile process allows us to reactively add more where appropriate.

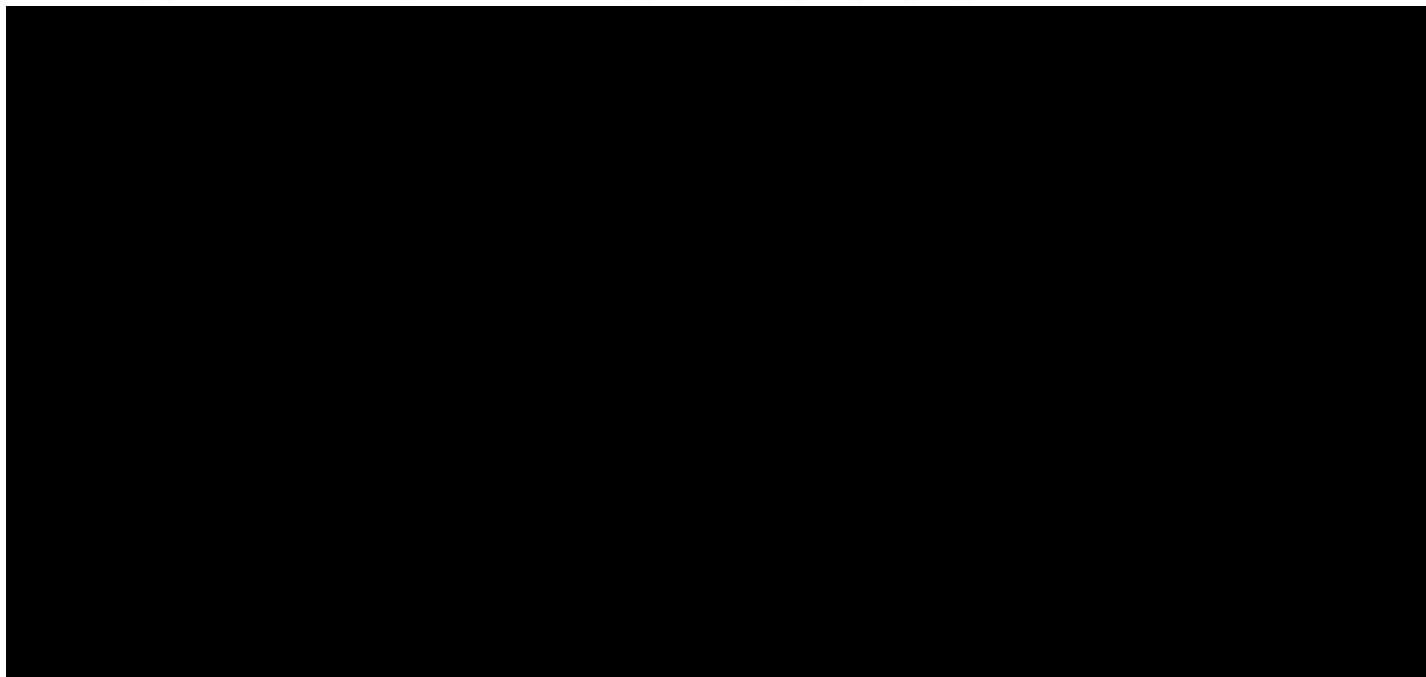


All strategic and creative responses to brief will be integrated, introducing the right skills for the task:

Campaign Need	Key Agency Partner
PR and Partnerships	
BAME Audiences Expertise	
Filling Any Remaining Gaps in Insight	

### SCORING & EVALUATION

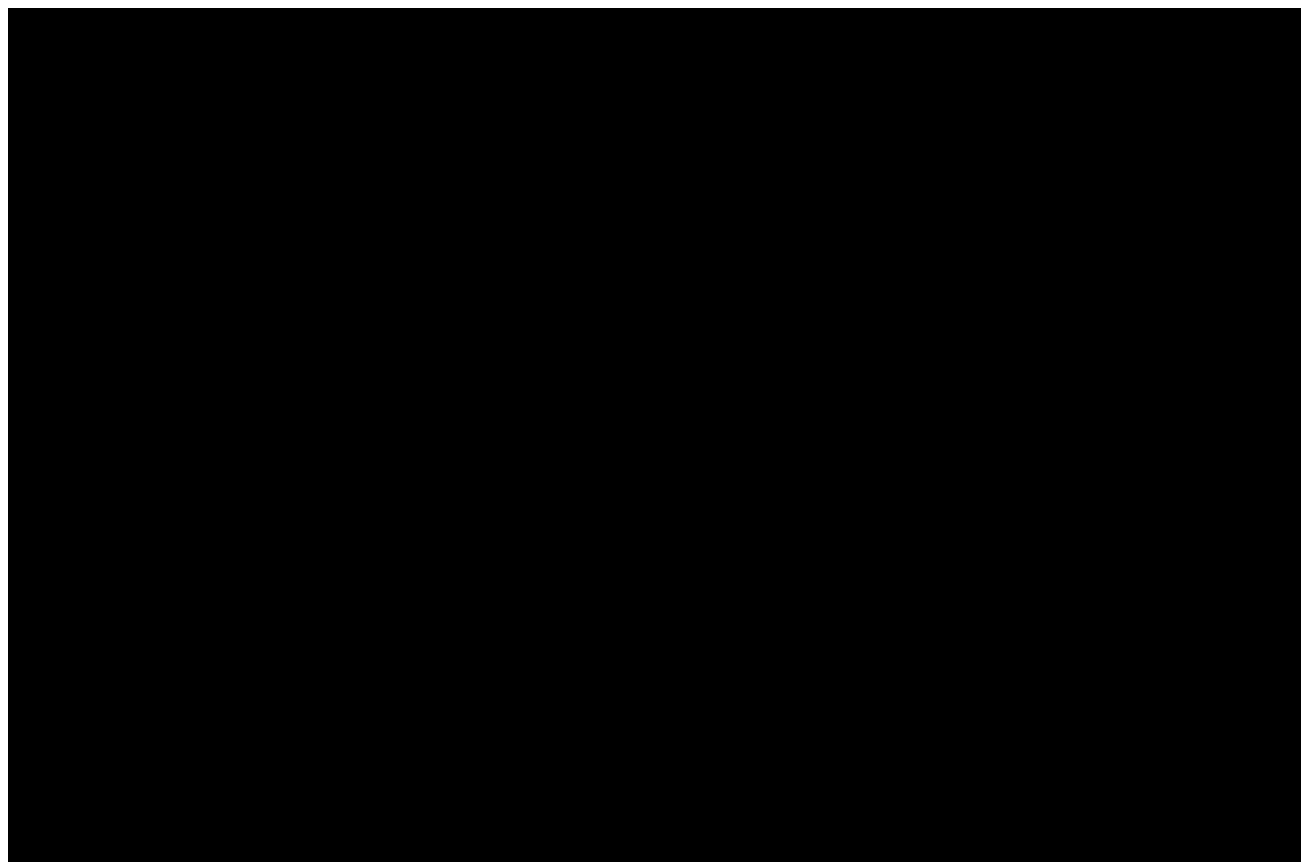
Evaluation is about demonstrating absolute success against objectives, and also about learning and constant improvement. For example, since the launch of WATNHS, we have seen consistent improvements in Cost per Acquisition of nurses. We would recommend Econometric Modelling in future to more accurately identify the most powerful marketing levers across multiple roles.



Using the GCS Evaluation Framework, we will monitor the success of the campaign, identifying uplifts for both Teens & Career Switchers separately (see below overview):



E



996 words





## **NHS PITCH – MULLENLOWE GROUP RESPONSE**

### **Q3 - Please provide an indicative timing plan outlining key milestones - this should outline any dependencies.**

We have set out the key milestones to deliver the *We Are The NHS* campaign, taking into consideration key dependencies across the cross-agency group, as well as allowing for effective consultation with internal NHS and external stakeholders. These timings are high level and will need to be refined as the scope and deliverables are agreed.

In order to meet the deadlines outlined in the brief, we have assumed that certain activities – such as qualitative research and additional audience insight development for new audiences – will be undertaken during the pitch process.

This timeline assumes that the overall strategic direction set in the pitch process is approved and no further refinement is required.

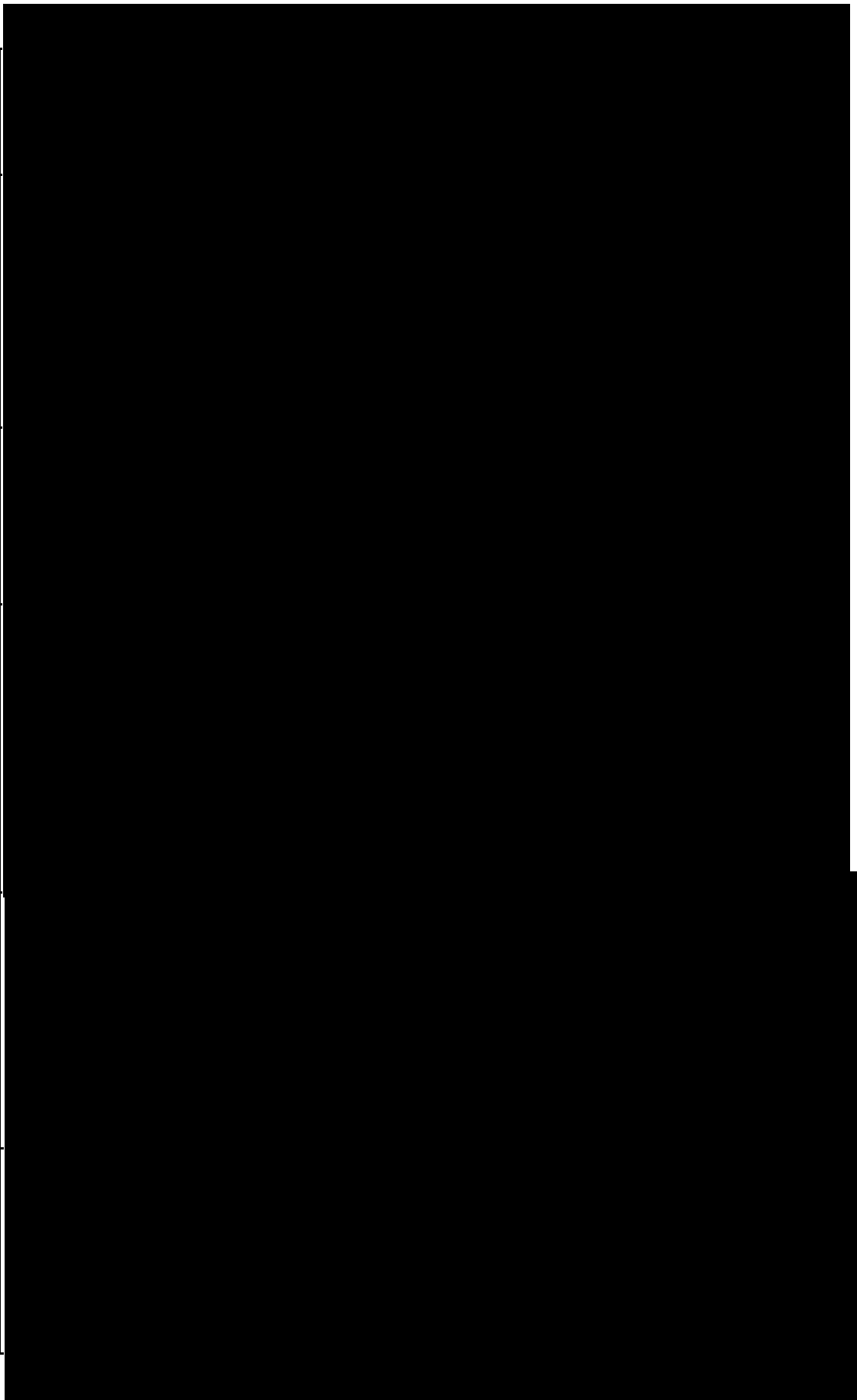
Our response is based on one master shoot, to capture content for the range of campaigns planned across the financial year, in order to be cost efficient with the production process. During the director searches, we will ensure the project is briefed as a holistic collection of campaigns, and select a director to span the duration of the campaign to maintain creative consistency. Through close integration with agency partners, we will consolidate a large proportion of required assets into the master shoot. If there are ad hoc briefs, or if deliverables and requirements change across the year, an additional shoot may be required.

The timeline below outlines the key milestones for the delivery of an overarching campaign, which will be tailored to deliver the Nursing Recruitment, AHP Recruitment, HCSW Recruitment phases. The other phases - UCAS, 111/999 Call Handlers, NHS Reservists - will be delivered through assets from the same shoot, but will be produced as separate campaigns.

<b>Week #</b>	
<b>Week 0</b> -During pitch process-	
<b>Week 1</b> w/c 13th June	



<b>Week 2</b> w/c 20th June
<b>Week 3</b> w/c 27th June
<b>Week 4</b> w/c 4th July
<b>Week 5</b> w/c 11th July
<b>Week 6</b> w/c 18th July





<b>Week 7</b> w/c 25th Jul
<b>Week 8</b> w/c 1st Aug
<b>Week 9</b> w/c 8th Aug
<b>Week 10</b> w/c 15th Au
<b>Week 11 w/</b> 22nd Aug
<b>Week 12 w/</b> 29th Aug



We propose one master shoot to capture 60%+ of the assets up front by the end of July. However, full production for different phases would be ongoing throughout the year. In the table below we have outlined the recommended campaign phase grouping by colour.

4



## **NHS PITCH – MULLENLOWE GROUP RESPONSE**

### **Q4 - Provide details of how you will project manage this campaign to ensure that the campaign schedule is achieved.**

We have a highly agile and collaborative approach to working on fast paced Government campaigns. Working alongside our partner agencies; [REDACTED] will ensure we have the right team to deliver the *We Are The NHS* campaign within the outlined campaign schedule.

### **ACCOUNT AND PROJECT MANAGEMENT: BRILLIANT BASICS**

Clear agency and client communication is essential to ensuring a smooth process from start to finish. Getting the basics right is fundamental. On appointment, we propose holding a 'ways of working' kick off session where we can set clear expectations for the required deliverables and the resources required to meet them. In this session it is very important to understand external stakeholders and timings needed for sign off so these can be written into the wider timings.

### **AGILE WORKING**

We know how helpful it is to spend time in clients' offices. Not only is it a great way to ensure seamless integration with our partner agencies, but it also allows for fast sign offs when needed. We also propose holding weekly face-to-face meetings with NHS and the wider agency group. As deadlines get closer, we recommend implementing daily status calls to discuss outstanding actions. All key meetings will be documented in a contact report within 24 hours. We recommend appointing a dedicated NHS team member to lead the securing of necessary internal approvals for different strands of the campaign.

While we commit to fast-paced working, we know there are likely to be peaks and troughs throughout the campaign period, and we commit to scaling our resource up or down where needed. Resources will be coordinated by your client lead who will tap into the right people at the right time, whether that's internally or externally. With 350 employees across the organisation, we have the capacity to deploy additional resources quickly across strategy, account management and creative. We use MullenLowe's proprietary dashboard tool, Mantle, to aggregate data from timesheets and scopes of work so account leads can forecast resource requirements and monitor actual activity against revenue forecast.

From our previous work on NHS England and Covid-19, we have extensive experience in accommodating last minute briefs, changes and emergency requests with an established out of hours process set up to deliver the needs of the campaign.

### **RELATIONSHIP AND CONTRACT MONITORING**

We welcome the opportunity for regular relationship and sub-contractual reviews and would recommend holding quarterly contractual management meetings where any contractual concerns can be tabled from both a client and an agency point-of-view across all aspects of the contract.



We will also hold quarterly contract reviews with partner agencies where issues can also be tabled.

### **DRIVING AND MONITORING VALUE FOR MONEY**

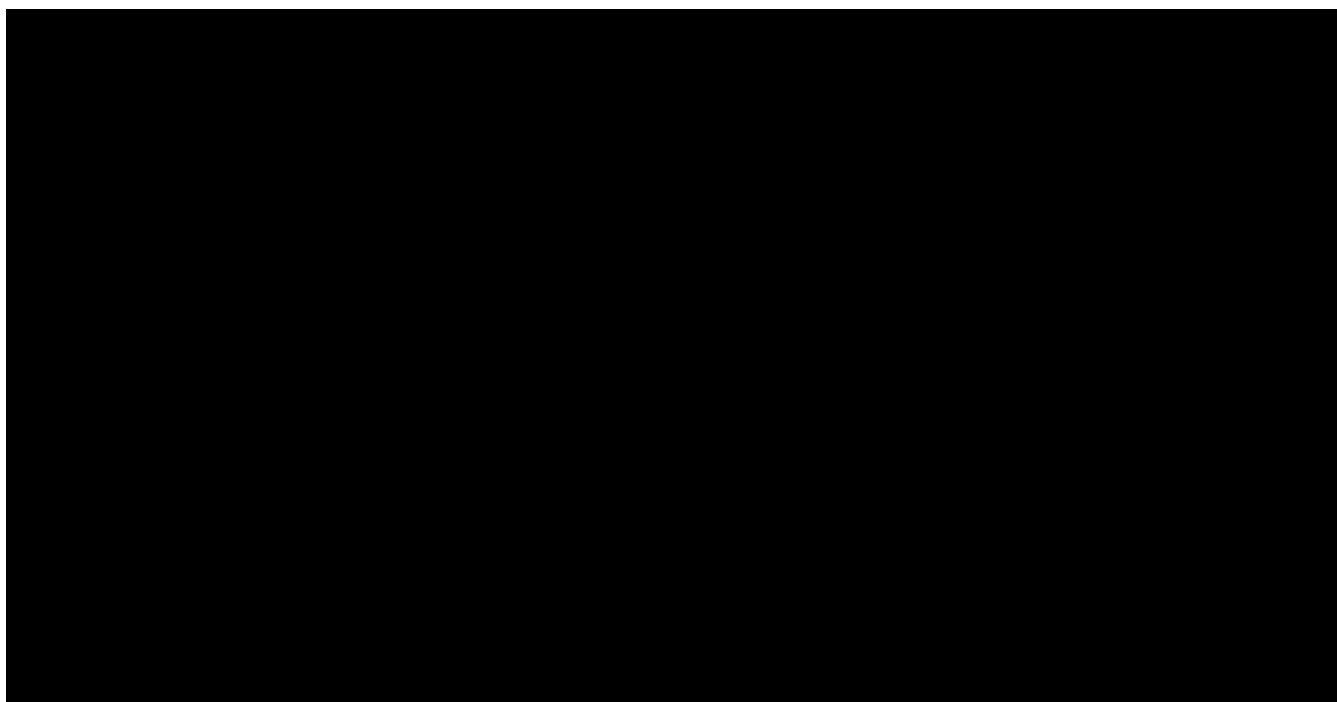
Having worked on government campaigns for over a decade, we have developed a deep understanding of the need to ensure efficient use of taxpayer's money, and are therefore no strangers to robust scrutiny of budgets. Our focus will always be on getting the most out of the budget we have. At the beginning of each project, our account and strategy leads will work with your teams, our partner agencies and the media planning agency to understand the specific requirements. We will then build out a project plan in detail, pulling together a robust timeline and resource plan that meets the ambitions of the brief. Once this has been agreed, a scope of work will be drawn up. During the estimation, costing and approval process, we will always be fully transparent with our clients, and you will receive a full and comprehensive SOW with a breakdown of deliverables, expected hours and associated fees.

At the end of campaigns, we will reconcile all jobs and any left-over budgets will be returned or placed in a "Rec pot" for future use.

### **MITIGATING RISKS**

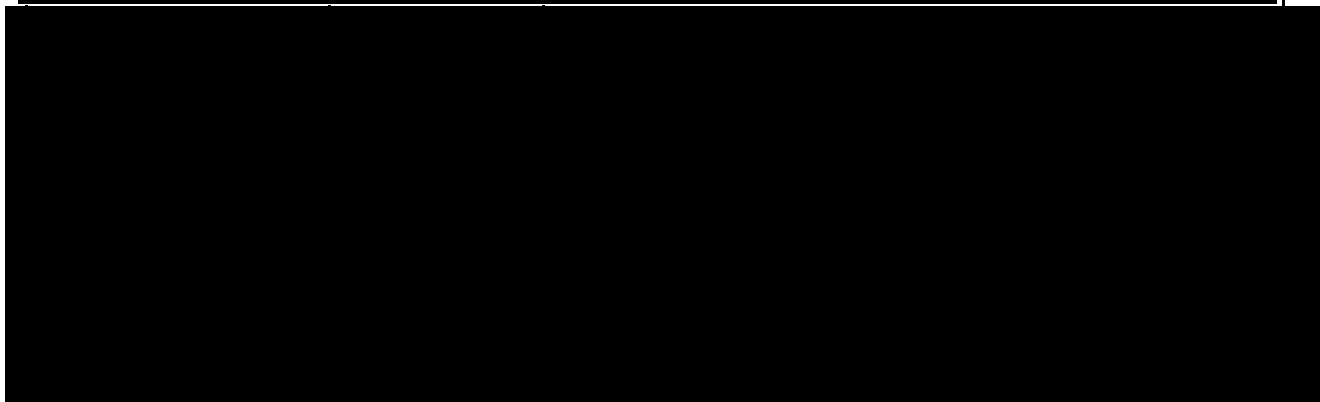
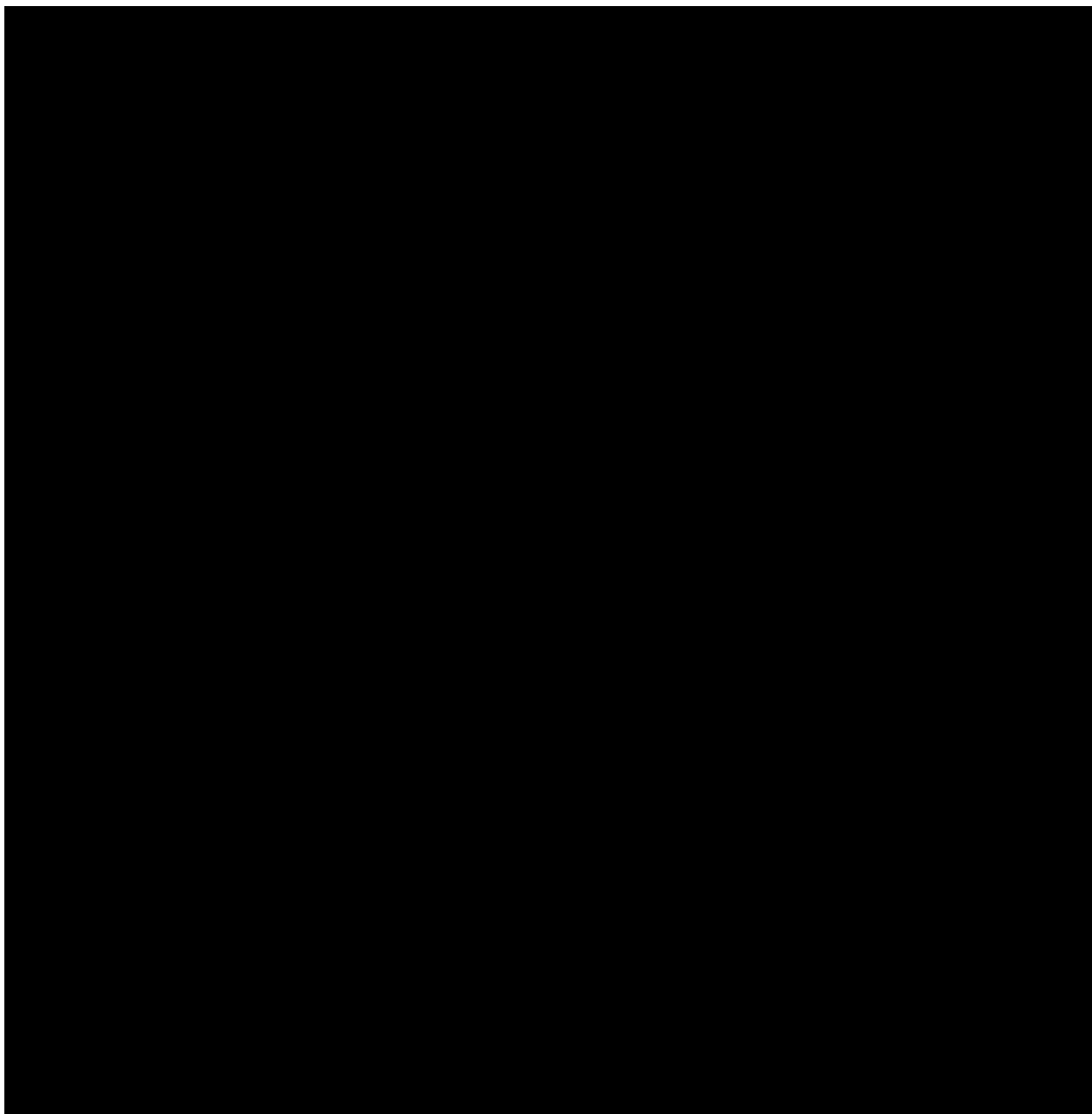
Given how the media covers the NHS, we understand the need to identify and mitigate risk as early as possible. We have begun a risk matrix which captures areas where we think risk may be present in the solutions we have outlined in this document. We will work with you to develop this further. First and foremost, we will ensure all work is impartial and apolitical.

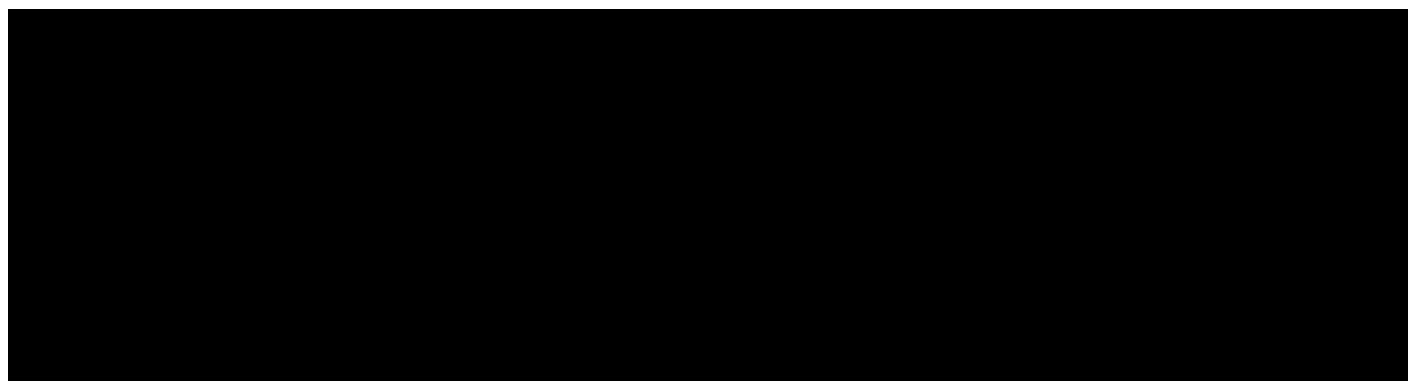
Figure 1. Risk Matrix





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993 words





## **NHS PITCH – MULLENLOWE GROUP RESPONSE**

**Q5 - Demonstrate, through examples of previous similar projects, your organisation's experience and ability to successfully meet the *complexity* and *timescale* demands of this project's requirements.**

As an organisation, we have extensive experience in managing highly complex briefs under intense timescales. Our work with both the NHS and the Cabinet Office on Covid-19 comms exemplify our ability to build brands and communicate to both mass and niche audiences, all whilst under constantly shifting media and healthcare landscapes and time pressures.

Two prime examples of this are the *NHS Y3* campaign (NHS workforce recruitment during the Covid-19 pandemic), and the Cabinet Office's *Covid-19 Autumn/Winter Protective Behaviours* campaign:

### **1. NHS Y3: We Are The NHS. Then, Now, Always.**

In 2020 we commissioned research which uncovered a huge untapped opportunity. In addition to the vital 'Teens' audience that we had already been targeting, we discovered 'Career Switchers' (25-44 year olds dissatisfied or unfulfilled in careers outside healthcare). This increased our audience to a total of 6.38 million people. Our research also uncovered key drivers and barriers for applicants. This enabled us to build clearcut customer journeys out of complex behaviours, providing a picture of what our audiences are thinking, feeling, and doing from initial awareness all the way to application.

Identifying and tapping into two very different key audiences doubled the complexity of our messaging task, leading to a powerful and effective recruitment campaign.

We also discovered that applicants' decisions are heavily informed by friends and family. Not only did we have to convince our potential applicants that a career in the NHS was worthwhile, we also had the added complexity of making the NHS an aspirational employer to their peers.



On top of this, the NHS faced one of the greatest challenges since its inception 72 years ago - the Covid-19 pandemic. Data showed that as hospital admissions rose, positive associations, engagement, and consideration plummeted. NHSjobs were losing appeal. Our job was to elevate the NHS away from the crisis, and drive applications. As well as restoring public confidence in the NHS, we needed to give individual applicants a confidence boost, showcasing the many varied roles within the NHS, empowering them to apply. As well as creating assets that inspired potential applicants (and crucially, their peers), we also had the complex task of creating a detailed social and CRM programme, tailored to applicants' life stages, to handhold each registrant through the application process, arming them with the advice and confidence needed to make their first steps towards a career in the NHS.



Our casting for the last four years has always required real NHS staff to volunteer their free time, in real NHS Trusts, often at very short notice. We have been agile and persuasive, finding truly inspiring case studies to tell our story at short notice, never compromising on quality, no matter how demanding and urgent the casting process may be at short notice.

We understand that the NHS requires fast-paced, smart, and insightful work, often made on a short timescale. The NHS often requires new recruits, immediately, and we have delivered effective and powerful campaigns at short notice, consistently. For example the NHS 111 campaign which we delivered in just over a month, from client brief to live date. We would combine all our cumulative learnings and our strong relationships with your team to drive this new phase forward.

## 2. Cabinet Office: Autumn/Winter Protective Behaviours

The Autumn/Winter Protective Behaviours campaign for the Cabinet Office presented a uniquely complex challenge. Coronavirus cases were rising, and people were mixing more closely. We needed to encourage the UK population to continue with or adopt safeguarding behaviours to help them protect themselves and others from Covid-19, namely: increasing ventilation, wearing face coverings, testing, and using the Track & Trace app or business-specific comms for business owners.

Layered on top of this was a complex web of stakeholders to manage, namely DHSC, UKHSA, OHID, Treasury, BEIS, and Test & Trace, which meant that we had to implement a strict management process. Similarly, the campaign required clinical advice from SAGE to be cleared, as well as approvals from the Behavioural Insights Team and Political Advisors. To allow for this level of scrutiny, clear windows throughout strategy, creative development and production phases were put in place to consolidate and simplify feedback loops. Additionally, we had consistent and engaged involvement from board level resource, who were able to maintain strong relationships with high-level stakeholders. We would without doubt continue this should we be successful.



Furthermore, as this campaign had to reach the entire UK population, scale and reach were key. However, each Devolved Administration (DA) had different rules, legislation, and slightly different behaviours that we needed to convey. This meant that over the campaign's four-month lifetime, we had to deliver over 1300 assets, individually tailored by channel, behaviour and geographical location, and ensure playout so that each exact copy was displayed with the correct message in thousands of different locations.

With just four weeks to deliver the campaign, we devised new production methods to maximise efficiencies, bringing the post-production team onto the live action television shoot, in order to feedback stills on an hourly basis to the team of six VFX artists, who would craft the CGI smoke. We were able to condense 100 days of post-production time into just 10 days.

From a wider campaign perspective, this paid-for advertising was boosted by PR engagement, with 'media medics' taking to their airwaves to spread the message of these key behaviours that



would keep us all safe. Along with explainer films, partner engagement and multicultural comms, there was a vast volume of subcontractor admin to manage. As lead agency, our management process, regular check-ins, shared documentation, and thorough burn tracking ensured a smooth delivery from all agencies.

Finally, we are aware that what the NHS does is newsworthy and constantly subject to scrutiny by the press and other interested parties. This was also very much the case with this Covid-19 response. With the looming awareness of an imminent inquiry, we made sure to have backup assets ready in case rules changed, and clear records of these changes were always securely stored for audit.

999 words



## **NHS PITCH – MULLENLOWE GROUP RESPONSE**

### **Q6 - Provide a resource plan, which details how you will deliver this project, including details of the key personnel involved in delivery.**

Having worked alongside you since 2018, we understand the complexity of the NHS account and believe our resourcing model provides the reliability of a trusted core team with a comprehensive pool of resource from which we're able to scale up or down rapidly. [REDACTED]

[REDACTED] will continue to guide our experienced team of creatives, designers and producers.

Whilst we are the principal contracted agency, we have previously worked as a united team alongside our colleagues at freuds, [REDACTED]. We would propose the same structure again, to ensure that you have the teams you need, who can adapt to the fast-paced, often changeable nature of the NHS contract.

#### **Bios:**

##### **MULLENLOWE**

[REDACTED] role on the account will be as executive oversight, with ultimate responsibility for delivery of all campaigns as well as the terms of the call off contract. He will offer senior guidance and counsel throughout the contract period, as well as covering for Katie whilst she is on maternity leave. A founding partner of the agency, [REDACTED] 30 years' experience in marketing communications, with much of it across Government.

[REDACTED] will be your account lead on return from maternity leave in August. [REDACTED] was named Campaign's Account Person of the Year for her work delivering the Government's Covid-19 campaigns. Working on Covid-19 meant [REDACTED] developed new ways of working at speed and co-ordinating a number of partner agencies. Beyond this, [REDACTED] extensive experience on government behaviour change assignments, having also worked with the NHS, the Department of Health and Social Care, and IICSA The Truth Project.

[REDACTED] will be your day-to-day point of contact for all campaigns. She joined MullenLowe Group in 2019 to work on NHS Workforce, and since then has been leading the account team on the ground. Responsible for bringing together a full inter-agency group, including Media, Partnerships, PR, & Digital partners, [REDACTED] adept at driving collaborative approaches to deliver end-to-end campaign solutions for clients.

[REDACTED] will be your web and CRM specialist across all campaigns. Working closely with [REDACTED] will lead the development of digital strategies and communications as part of the integrated campaign delivery. [REDACTED] experience working on the NHS and the Department of Health and Social Care campaigns and has built up a wealth of knowledge of the NHS digital and data ecosystem.

[REDACTED] will offer strategic oversight on brand campaigns in her capacity as Executive Strategy Director Government Comms. She has worked extensively on government and behaviour change campaigns over her 30-year career, including Apprenticeships, Teacher Recruitment, This Girl Can, Knife Crime, Seasonal Flu and the Swine Flu Pandemic. Latterly, she has been working on the Covid-19 & UK Transition campaigns at MullenLowe.

[REDACTED] will be responsible for uncovering insights, directing the strategy and ensuring the campaigns execute against the chosen idea. Having joined MullenLowe 4 years ago, [REDACTED] NHS team for the last 2 years and been behind much of the most recent



strategy. He's also had previous experience in health-related brands, spearheading the strategic effort for British Heart Foundation for a further 2 years.

████████████████████ has been instrumental in implementing the NHS CRM programmes over the last 3 years, which have played a crucial role in increasing applications and providing campaign success metrics. His focus will continue to be on connecting the customer journey and leveraging the value of data to drive engagement at a customer level, as well as improving the efficiency of media spend.

[REDACTED] role will be to oversee the digital creative output of the agency. With a background in integrated brand building campaigns, he is well versed in bringing ideas to life in innovative and intuitive ways across digital channels. He will work closely with the conceptual teams to bring creative ideas to life across social, CRM and website channels.

[REDACTED] be your PR lead, and provide strategic counsel on behalf of freuds, overseeing all earned campaign strategy, planning and activation.

██████████ delivered effective earned media campaigns for public sector clients for over 14 years – including PHE, NHS, DHSC, DfE and the Home ██████████ for redressing health inequality and regularly comments on the impact of health communications on pertinent health challenges in leading marketing titles, including PR Week and Campaign.

██████████, **Director:** ██████████ be the lead consultant to ensure that our comms are relevant and compelling for the breadth of the population. She has played an instrumental role in driving awareness and understanding of multicultural communications across Government over the last 20 ██████████ will continue to be the overall client lead but also have full strategic oversight of all projects.

979 words



## **NHS PITCH – MULLENLOWE GROUP RESPONSE**

**Social Value - Please outline how you will provide social value benefits in the performance of the contract.**

### **1. Covid-19 Recovery:**

For the last two years we have been the lead strategic and creative agency on Government Covid-19 communications. Ways in which we have helped (and continue to help) local communities manage and recover from the impact of Covid-19 include:

- **Communications:** raising awareness of the support available for both businesses and individuals to inspire consumer confidence and encourage consumer spending after the lockdown. These measures kept many businesses afloat, saving jobs, businesses, and communities.
- **Hybrid working:** helping our own community return to work in a way that they are happy and comfortable with, by setting up a flexible hybrid working policy.
- **Employment:** continuing to hire throughout the pandemic; particularly young people who have experienced a difficult labour market. Our apprenticeship scheme continued throughout, and we also turned our internship scheme into a virtual programme so we could continue to give young people access to the creative industries.

### **2. Tackling Economic Inequality:**

We tackle economic inequality with:

- **Apprenticeships:** 'The Ship' recruits talent from diverse backgrounds to work across the business.
- **Internships:** 'Suckers' is aimed at young people who would normally find it difficult to break into the creative industries.
- **Business growth:** we hired 116 people in 2021, nearly 62% of them were in newly created roles.
- **Training programme:** we have an extensive training programme, and each member of staff is empowered to seek the most appropriate skills training for their needs.
- **Supplychain resilience:** we pay our SME suppliers on immediate terms so they can better manage cash flow and be more resilient to market fluctuations.

### **3. Equal Opportunity:**

Our Diversity, Equality & Inclusion charter is designed to tackle workforce inequality. It outlines our commitment to diversity through education, opportunity, and shared responsibility, and sets out a broad goal that we will build a diverse talent pool and foster an equitable and inclusive culture. We are delivering this through:

- **The Gender Decoding Tool:** this helps us avoid using biased language and ensures job descriptions are gender neutral and inclusive.
- **Partnerships:** we work with organisations like The Other Box, Social FIXT, Creative Mentor Network and the Black Young Professionals Network to advertise job vacancies to a wider network of people.



- **Management Training:** every manager receives a workshop and can sign up to a fuller programme to learn vital management skills. This includes the importance of recognising biases, ensuring everyone feels included and is given equal opportunities.
- **Learning & Development Communications Platform:** this highlights internal and external opportunities with a particular emphasis on interventions that benefit minority groups. We have retained our IPA Platinum Status for our commitment to Continuous Professional Development.
- **London Living Wage:** ensure that we (and our suppliers) fulfil these criteria.
- **Gender Pay Gap:** publish our annual pay gap.
- **Championing Parenthood and Female Leadership:** last year we hired Claire Hollands as MD. In 2020, while pregnant, [REDACTED]

We want to ensure that no one is disadvantaged by a disability. The steps we take to ensure this include:

- **Training:** encourage and provide funding for our people to undertake accessibility training. For example, [REDACTED]
- **ISO3071 Part 1:** champion digital accessibility, from educating our staff on neurodiverse-friendly design and screen readers, as well as subtitling all internal comms.
- **Applicant Tracking System:** this reminds interviewers about bias and encourages fair interviewing for all candidates.

#### 4. Wellbeing:

We provide a variety of initiatives that support the health and wellbeing of our workforce and the wider community. They include:

- **The Reset:** encourage our staff to have a healthy work-life balance by utilising Core Hours, Digital Detox Hours, and Discovery Afternoons to encourage people to get away from the screen.
- **Social events:** our 'Culture Club' drives community integration through parties, games nights and inclusive celebration days, both within the agency and the wider community.
- **Mental health support:** our people have a free Headspace membership and access to therapy via health insurance. We have 14 mental health first aiders who offer informed support. All managers are issued with a Wellness Action Plan.
- **Physical health:** we have agency football and netball clubs, and offer discounted gym memberships. We hold free weekly yoga and Pilates classes during work hours, encouraging our people to stay active during the work week.
- **Pulse surveys:** we have monthly surveys with a 90+% return rate. These offer a temperature check of people's mental and physical health, and any needs that arise are addressed.

Our success in improving the health and wellbeing of our community has been recognised by being named one of Campaign's Best Places to Work in 2021.

#### 5. Fighting Climate Change:



We take all possible steps to ensure we are tackling climate change. We are working towards the goal of achieving Net Zero. For example:

- **Green Team:** we have a task force that encourages the business to participate in green initiatives and educates our staff and clients on the actions we are taking to reduce emissions and promote green practices in our office, work, and community.
- **Monitoring:** we track our electricity, gas and water consumption data monthly, to continually improve and reduce our environmental impact. In the next year we will implement further measures such as rolling out a sustainable procurement plan, setting a gold standard travel policy, and undertaking an energy audit. In 2020 we reduced our emissions to the much lower figure of 432 tCO<sub>2</sub>e, and we will continue to track this year on year.
- **AdGreen:** we are founding members of AdGreen, a community which unites the advertising industry to eliminate the negative environmental impacts of production.
- **Ad Net Zero:** we are members of Ad Net Zero, a group launched by the advertising association to combat climate change, supporting the transition to global net zero.

996 words