

1	Date/title of meeting	28 May 2015 – Board meeting
2	Title of paper	NHSBT's engagement programme – annual update
3	Status	Official and discloseable.
4	Tweet (max 140 characters)	To maintain effective engagement with our stakeholders and partners and focus our effort on our capabilities to serve the NHS, behaviour change and regenerative medicine.
5	Executive Summary	<p>Effective engagement with stakeholders, partners and other interested groups is essential to helping us deliver our strategies effectively and efficiently.</p> <p>Since July 2012 NHSBT has had a proactive stakeholder engagement programme. In November 2013 we agreed a Board level engagement programme matching individual Board members with key stakeholders. Last year we introduced a more strategic and proactive approach to managing our relationships with partners.</p> <p>We have made some headway in increasing awareness of our role. There is still more to do to increase our influence, particularly outside our known core competence in blood and organs and into areas where we have more to offer to the benefit of patients and the wider NHS.</p> <p>This paper provides an update on work over the last year, reports on progress and sets out the priorities for our stakeholder and public facing partnership engagement programmes for the next year supporting delivery of our operational activity. Complementing this ongoing activity the paper recommends the focus for future senior level engagement on three main areas:</p> <ul style="list-style-type: none"> • Offering our capabilities to the benefit of the NHS • Delivering public behaviour change in relation to organ donation • Securing our role in regenerative medicine.
6	Action requested	<ul style="list-style-type: none"> • To note progress with our stakeholder engagement and public facing partnership programmes. • To support the future focus for senior level engagement.

7	<p>Background and customer promise</p>	<p><u>Stakeholder engagement</u></p> <p>Our objectives for 2014/15 were to maintain our ongoing stakeholder engagement programme and:</p> <ul style="list-style-type: none"> • Increase Parliamentary engagement • Improve our relationships with charities in light of feedback from the stakeholder audit • Strengthen internal sharing of intelligence • Improve feedback to stakeholders. <p>To achieve this over the past year we have maintained stakeholder engagement by:</p> <ul style="list-style-type: none"> • Successfully delivering our third Annual Stakeholder Event • Holding around 50 high-level meetings, including with the new Chief Executive as part of his introductory programme • Producing a stakeholder newsletter with an open rate of circa 39%, well above industry standard • Regularly engaging with the four UK health departments including holding Board meetings in Cardiff and Edinburgh • Effective delivery against our public and Parliamentary accountability requirements • Continuing to support the smooth implementation of changes in blood supply, particularly donation. <p>Improvement in our stakeholder engagement has been mixed. We have achieved:</p> <ul style="list-style-type: none"> • Greater involvement by Parliamentarians in blood and organ donation campaigns, including the Public Health Minister attending our Parliamentary event in Transplant Week and writing to all MPs to encourage them to promote donation • Participation by the Public Health Minister in supporting the launch of the Blood 2020 strategy • Proactive engagement with Parliamentarians and Parliamentary groups such as the House of Commons Science and Technology Committee and All Party Parliamentary Groups • The creation of a charity engagement programme with named members of the leadership team identified as relationship leads with our key charities. <p>We have not made much progress outside of our recognised core areas of operations – blood and</p>
---	---	---

		<p>organs – or beyond our traditional stakeholders and audiences.</p> <p>For 2015/16 we propose approaching this on two levels. We will continue to manage ongoing engagement with our key corporate stakeholder groups – Parliamentarians and other elected representatives, Governments, professional bodies, representative organisations and charities.</p> <p>We will:</p> <ul style="list-style-type: none"> • Continue to build our charity engagement programme with at least one meeting with 26 key charities to progress/agree an action plan on issues of mutual interest/concern • Renew in Q1 our Parliamentary engagement strategy reflecting the new make up of the House of Commons following the General Election • Hold a stakeholder event in June • Hold our Board meeting in Belfast for the first time in September • Contribute to an effective Triennial Review • Carry out the stakeholder perception survey in Q4 looking to double the survey sample and securing the participation of Parliamentarians • Identify mechanisms to capture more regular feedback from stakeholders to complement the bi-annual perception survey • Continue to issue a quarterly stakeholder newsletter maintaining above industry average open rates and increasing unique views • Continue to engage stakeholders in our change programmes and secure their support for our donation campaigns. <p>In addition we propose a more focused approach to senior level engagement on three key areas of significant importance to NHSBT, the wider NHS and, ultimately, patients. These are:</p> <ul style="list-style-type: none"> • Offering our capabilities to the benefit of the wider NHS. This will build on our existing capabilities such as lean, quality assurance, organisation development, logistics to explore opportunities to support activities/initiatives in other parts of the health service such as the logistics support we are now providing to the 100,000 genome project. We will need to build new and better relationships with key organisations and identify opportunities to showcase our expertise to the wider NHS
--	--	--

- **Behaviour change**, primarily in organ donation as that is where there is immediate and urgent patient need. The strategy is in place supporting delivery of outcome 1 in *Taking Organ Transplantation to 2020* and the focus will be on developing national and local partnerships to promote the need for more people to say 'yes' to donation helping to increase consent/authorisation rates
- Securing our role in **regenerative medicine** to optimise the clinical assessment and commercial exploitation of regenerative cell therapies in the UK. The strategic plans for Stem Cell Donation and Transplantation and Cellular and Molecular Therapies set out the priorities with the first step to set up a multi-stakeholder forum, the aim is to do this by Q2. The forum will develop the engagement strategy.

Each of the three themes has, or will have during the course of this year, a bespoke engagement strategy. This will set out the ambition, identify the key stakeholders and relationships and include a programme of activity with desired outcomes. We will adopt a team based approach maximising contacts from across the organisation at every level. We will regularly horizon scan, particularly around these three issues, so we can act on opportunities when they arise.

Partnership programme

Last year we developed a new, more strategic and proactive approach to public facing partnerships targeting organisations best able to support us in delivering our business objectives to recruit more donors. We prioritised those organisations that could help us reach our key audiences for organ donation – hard pressed, over 50s, those from BAME communities and young people as change makers in the family. We also introduced a new, national approach to partnerships supporting blood donation with the target to recruit 7,500 17-24 year olds as new blood donors.

Organ donation:

In 2014/15 we:

- Approached over 120 partners, converting 40 to deliver support across a wide variety of channels throughout the year reaching over 4.5m via social media alone
- Secured support for campaigns including from The

		<p>Body Shop Foundation, Yorkshire Housing and Places for People with a combined reach of over 12,000</p> <ul style="list-style-type: none"> • Harnessed the support of 27 football clubs and foundations in our <i>Sign for Life</i> campaign enabling us to engage directly with fans instigating almost 800 conversations and delivering over 3,700 registrations • Gained further gov.uk support building on the success of the DVLA prompted choice initiative with the launch of end of transaction prompts on 10 high traffic Government sites across six different departments delivering a cumulative total of over 2 million impressions every month. <p>In 2015/16 we plan to:</p> <ul style="list-style-type: none"> • Identify and develop long-term strategic partnerships to support an ‘always on’ approach with significant activity in key campaign periods such as National Transplant Week and Christmas • Focus on: <ul style="list-style-type: none"> ○ Community-led organisations supporting local engagement activity ○ Organisations that offer transaction opportunities • Develop a roll-out of the <i>Sign for Life</i> campaign aiming to secure 30 clubs and foundations as partners • Introduce further prompted choice opportunities on a minimum of 2 additional Government owned sites • Identify a partner to act as a distribution channel for a ‘pick up and activate’ donor card trial • Launch one new national partnership and expand existing partnerships • Hold a Muslim scholars conference as part of our Faith Action Plan. <p>Blood:</p> <p>In 2014/15 we:</p> <ul style="list-style-type: none"> • Approached over 150 organisations with an audience/customer base of 17-24 year olds, converting 19 partners to deliver support across multiple channels • Delivered two pilots including V Festival and vInspired reaching nearly 800,000 young people • Amplified the reach of seasonal campaigns with support from partners such as Mega Bus promoting the campaign on their social media to over 350,000 followers
--	--	--

		<ul style="list-style-type: none"> • Reached over 5.5m people, delivering over 13,000 session searches with 3,442 people registering as blood donors. This identified the need to focus on improving conversion and demonstrated the positive impact of this activity in motivating existing donors. <p>In 2015/16 we will:</p> <ul style="list-style-type: none"> • Deliver activity with the five strategic partners identified in 2014/15: Glastonbury, V Festival, Nottingham City Transport, Red Driving School, NCS Trust • Secure and deliver activity with a minimum of five new strategic partners who have high reach and visibility through digital channels, content that engages the audience and includes complementary non-digital activity • Focus on driving 15,000 blood donor registrations particularly, but not exclusively, on under-represented groups such as 17-24 year olds. Activity secured with partners will leverage their owned channels, and will include support in key campaign periods, e.g. National Blood Week. <p>Partnerships are about long-term relationship building and are based on effective long-term planning enabling our initiatives and activity to be built into the partners' own plans and campaigns.</p> <p><u>Monitoring and reporting</u></p> <p>We track stakeholder perceptions bi-annually through an audit, the next one will be carried out in February 2016. We track public awareness of NHSBT and the Organ Donor Register six monthly through an omnibus poll involving around 1700 adults. We are also part of the Cabinet Office's Reputation Tracker of informed public opinion which was introduced last year. In the first two surveys of Government departments and Arm's Length Bodies we were placed top with a reputation score of 90.4 against an average of 65.3. We will continue to explore other mechanisms to capture and measure the effectiveness of our engagement activity.</p> <p>We will provide a six monthly update on progress with our engagement activity, particularly new developments, to ensure Board members are adequately briefed and able to represent NHSBT at every opportunity.</p>
--	--	--

8	Why is this important?	<ul style="list-style-type: none"> • Supports delivery of NHSBT's strategies.
9	Who else has been involved so far?	<ul style="list-style-type: none"> • Communications Directorate Senior Management Team • Executive Team
10	Costs and benefits	Activity is included in the Communications Directorate's baseline budget and ODT's behaviour change campaign budget for 2015/16.
11	Significant next Actions	Develop the senior level programme to build relationships with the key stakeholders. Identify and build on existing relationships supporting the three areas of focus.
12	How does this impact on Equality and Diversity?	Our partnership programme is focused particularly on hard to reach groups with the aim to increase donations to the benefit of a more diverse group of patients.
13	What is the impact on sustainability?	Maximising advocacy by others should help reduce dependency on limited public sector budgets.
14	Employee impact?	Greater understanding and awareness of our role contributes to making NHSBT a great place to work and being an attractive employer.
15	Donor/Patient/Customer impact?	Improved outcomes from wider use of our expertise and more engagement with diverse communities to become donors.
16	Taxpayer impact?	Activity included in 2015/16 business plan and budget.
17	Author	Léonie Austin Director of Communications Mobile: 07711 447418
18	Responsible Director	Léonie Austin Director of Communications
19	NED input	Shaun Williams
20	Additional Documentation Available on Request	<ul style="list-style-type: none"> • Stakeholder Annual Report • Partnership Strategy and annual update • RepTrak Public Sector Study, 2nd wave