



Date: 14 October 2020

23Red
20 Northdown Street
London
N1 9BG

Dear Sirs

Letter of Appointment

This letter of Appointment is issued in accordance with the provisions of the Framework Agreement (RM3774) between CCS and the Agency, dated 30th September 2020.

Capitalised terms and expressions used in this letter have the same meanings as in the Call-Off Terms unless the context otherwise requires.

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| Order Number: | TBC |
| From: | Environment Agency ("Client") |
| To: | 23Red ("Agency") |

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| Effective Date: | 1 st October |
| Expiry Date: | End date of Initial Period 30 th September 2021 End date of Maximum Extension Period 30 th September 2022 Minimum written notice to Agency in respect of extension: Four weeks |

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| Services required: | Set out in Section 2 (Services offered) and refined by: · the Client's Brief attached at Annex A and the Agency's Proposal attached at Annex B and Annex C. |
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| Key Individuals: | Environment Agency – [REDACTED] Defra – [REDACTED] 23Red – [REDACTED] |
| [Guarantor(s)] | N/A |

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| Call Off Contract Charges (including any applicable) | £60,000 |
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| discount(s), but excluding VAT): | |
| Insurance Requirements | Product liability insurance cover all risks in the provision of Deliverables under the Call-Off Contract, with a minimum limit of £1million for each individual claim |
| Client billing address for invoicing: | <p>Invoices should be sent to:</p> <p>Environment Agency, Procure To Pay Team, Kingfisher House, Orton Goldhay, Peterborough, PE2 5ZR.</p> <p>And via email to [REDACTED] [REDACTED]</p> |
| GDPR | Set out in Section 8 of the Call-Off Contract |
| Alternative and/or additional provisions: | |

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 a Call-Off Contract with the Client to provide the Services in accordance with the terms of this letter and the Call-Off Terms.

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

Name and Title:

For and on behalf of the Client:

Name and Title: [REDACTED]

Signature:

Signature: [REDACTED]

Date:

Date: 1st October 2020

ANNEX A
Client Brief

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| Date | 20 August 2020 |
| Project contact details | [REDACTED] [REDACTED] |
| Project Title | Fishing licence marketing campaign |
| Framework | Campaign solutions RM3774 |
| Length of contract | 12 months plus opportunity to extend by a further 12 months |

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| Background | <p>Everyone is affected by the work that Defra does. We deal with a vast range of issues that impact on people's lives. We protect England's environment, our countryside and rural economy, the food and farming sectors and have lead responsibility for protection from a wide range of natural threats and hazards.</p> <p>Defra Group Communications deliver strategic, audience-led behaviour change campaigns on behalf of the whole of Defra group including arm's length bodies such as the Environment Agency.</p> <p>The Environment Agency has a statutory duty to maintain, improve and develop fisheries. All income from fishing licence sales fund this work which includes delivering projects to improve habitats for fish and facilities for anglers, tackle illegal fishing and work with partners such as the Angling Trust and Get Hooked on Fishing.</p> <p>Defra Group Communications delivers the fishing licence marketing campaign on behalf of the Environment Agency. The campaign's overall objective is to maximise income by encouraging more people to go fishing and ensure that anyone who goes, or is considering going, fishing in England understands and abides by the legal requirement to have a fishing licence.</p> |
| Brief | <p>We are seeking agency support to develop a new creative approach to our long-running fishing licence campaign.</p> <p>The successful agency will be required to:</p> <ul style="list-style-type: none"> • Create a new and impactful campaign identity for the Environment Agency's fishing licence campaign using relevant customer insight (including findings from a recent qualitative market research project run by the Environment Agency, see Appendix A); |

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| | <ul style="list-style-type: none"> • Provide full campaign identity guidelines, to be used internally and with partners, to explain how it's to be used across multiple channels; • Work with our partnership marketing agency to understand the needs of partners supporting the campaign and incorporate this into any creative thinking; • Develop agreed list of materials and assets to be used across owned, paid-for and partner channels both digital and offline for a range of audiences; • Test any chosen concepts with key audiences to provide robust evidence to support the final creative approach. <p>The initial, tested, creative concept needs to be approved by the end of November 2020, in order to have all core assets available by the end of January 2021 in time for the new season launch in February. (Exact dates to be agreed.)</p> <p>This is a long-running campaign that uses a variety of multi-media tactics to reach our audiences. It's important that the new concept can be adapted across channels including offline activity, digital activity and online advertising.</p> <p>The full list of required assets will be agreed and budgeted with the successful agency, but as a basis for quoting, we will need:</p> <ul style="list-style-type: none"> • assets that can be used on social media such as infographics, statics, animations and video including templates and guidance for future asset creation (intro – name tag, outro – end card, style of subtitles etc); • online advertising for digital display and social media; • direct marketing templates including emails and letters; and • point of sale materials including posters and postcards. <p>This is an Environment Agency campaign, so it will need to consider the Environment Agency corporate identity (see Appendix B) as well as being flexible enough to work alongside partner branding.</p> <p>All assets will need to adhere to the latest GCS accessibility guidance (see Appendix C for further detail).</p> |
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| | Assets developed for this campaign will remain the property of Defra and the Environment Agency, so photographs, illustrations and fonts will need to be included in the cost breakdown. |
| Objectives | <p>2020 marked the start of a new five-year strategy that aims to address an ongoing downward trend in licence sales. The strategy aims to broaden our reach ensuring that all anglers are aware of the need for a licence, how to get one and also the implications if they fish without one (legal, moral and social).</p> <p>There is a wider ambition to broaden the marketing strategy further to target new audiences and introduce them to fishing. We work in partnership with the Angling Trust and others through the National Angling Strategy to target new audiences.</p> <p>Licence sales have been in steady decline over the last five years, however, the recent restrictions in travel and activities due to the ongoing COVID-19 pandemic has resulted in a resurgence of interest in recreational fishing. There are a number of reasons for this, including a renewed interest in safe, healthy, local outdoor activities, less access to other activities including team sports, indoor sport and activities and overseas travel and an unexpected increase in the amount of free leisure time people have had due to furlough schemes, closed schools etc.</p> <p>While current marketing activity should always encourage fishing through evoking positive emotional reactions to fishing, it's important to remember that our core call to action is for those going fishing to buy a licence.</p> <p>Business objective: By March 2025 we will have restored the number of individual licenced anglers to 1million. (NOTE: Unique licence holders at end of 2019 stood at around 816,000).</p> <p>Communications objectives: The campaign aims to maximise fishing licence income through encouraging people to go fishing, informing anglers that they need a licence, the benefits of the licence to the angling community and how to buy one. Our objectives for this year's campaign are:</p> <ul style="list-style-type: none"> • Income directly attributed to our marketing activity exceeds £780,000 in 2020/21. • Licence sales directly attributed to our marketing activity exceeds 14,625 in 2020/21. |

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| | <ul style="list-style-type: none"> • ROMI for the rod licence marketing retention tactics at or above 10:1. • We recruit 7,500 new customers during 2020/21. <p>Campaign objectives for 2021/22 will be broadly similar, though numbers will be adjusted to reflect the impact of COVID-19 as we better understand it.</p> <p>We will also include a specific objective around retention to reflect the need to retain those who have taken up fishing for the first time or those who have returned to the sport, as a result of COVID-19 related restrictions.</p> |
| Audiences | <p>Our primary audience for this campaign is people who have an interest in fishing. This audience can be distilled into five groups. The creative needs to be flexible enough to adapt to each of these groups, while maintaining an overall look and feel that people recognise.</p> <ul style="list-style-type: none"> • New anglers who are at the very start of their fishing journey • Anglers who fish without a licence through choice (evaders) • Current anglers • Lapsed anglers • Potential anglers who have not yet tried fishing but have an interest in doing so <p>Final assets created for each specific group should take into account the differences between them as reflected in the insight we have.</p> <p>Our secondary audiences include:</p> <ul style="list-style-type: none"> • Broader public to increase awareness of angling as a fun outdoor activity, and increase knowledge of the need for a licence when fishing • The angling industry and other partners who can support us to increase the number of people freshwater fishing in England <p>This campaign targets those fishing in England only.</p> |

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| | <p>One of our aims is to ensure that angling appeals to a broad range of people. As such, it's important that any campaign materials and identity represents a diverse range of audiences.</p> |
| Audience insight | <p>In March 2020, we completed a customer insight project to understand:</p> <p>Why people go fishing:</p> <ul style="list-style-type: none"> • Motivations include wellbeing and mental health benefits, access to nature/environment, spending time with friends and family. • Barriers include time, access, lack of technical and practical knowledge. <p>Attitudes towards the fishing licence:</p> <ul style="list-style-type: none"> • Motivations include abiding by the law, benefit to the environment and the sport of fishing. • Barriers include not understanding how licence income is spent, likelihood of getting caught, not knowing about the licence at the right time. <p>We have included the full insight presentation with this brief (Appendix A) to help agencies inform their tenders. However, here are some of the key findings we feel are relevant to any new creative approach:</p> <ul style="list-style-type: none"> • Spending time in nature, relaxation and spending time with family and friends are primary motivations for fishing. The thrill of catching a fish, the technical challenge and competition are important for some, but have less universal appeal. • We know that the need to have a licence is well-known in the angling community. However, in potential and new anglers, the legal requirement is not something that is widely known or considered. • There is low understanding of how the licence income is spent, even among current and loyal licence holders. However, the cost of a licence is generally felt to be good value. • Current and new anglers told us they expect to see prompts or reminders for the need to have a licence through third parties (fisheries, tackle shops, angling brands for example). |

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| | <ul style="list-style-type: none"> • For some anglers, the threat of being caught fishing without a licence is something that would negatively impact the relaxing experience that fishing can be. • Communications can change the common perception that you're unlikely to get caught, while highlighting why the licence fee benefits the angling community. • Communications can help make angling a more inclusive activity, appealing to new audiences and broadening its appeal. • Fishing has a low profile in popular culture, it's still seen by many as an unsociable and unexciting activity carried out predominantly by older men. |
| Implementation | <p>Activity to address the decline in licence income is split into four campaign implementation plans.</p> <ul style="list-style-type: none"> • Recruit – promoting the sport and its benefits and ensuring those new to the sport know they need a licence and buy through GOV.UK through PR, partnerships and digital advertising. • Retain – encourage licence holders to renew through direct marketing (email, SMS and letters) to increase loyalty: newsletters, reminders and upsell. • Re-recruit – attract those who've stopped fishing back to the sport through direct marketing, PR and paid-for digital advertising. • Attract – promoting angling to a non-angling audience, highlighting its benefits, signposting people to events, tips and advice on how to get started and ensuring they understand the need to have a licence through partnerships, PR and digital and radio advertising. <p>Additional activity will be carried out to target those who choose to fish without a licence (evaders) – this group will be best influenced through increasing the visibility of the Environment Agency in angling venues and retailers through point-of-sale materials.</p> |
| Key messages | <p>Responsible fishing provides a wonderful opportunity to connect with nature and feel the range of benefits doing so can bring. However, it is important to remember that if you decide to return</p> |

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| | <p>to fishing or take it up for the first time, you must have a valid fishing licence and adhere to fishing byelaws and fishery rules</p> <p>It's easy to buy online. Get a fishing licence: www.gov.uk/get-a-fishing-licence</p> <p>Fishing licence income is vital to the work of the Environment Agency to maintain, improve and develop fisheries. Last year alone, the revenue generated by over 800,000 anglers contributed to the cost of building more than 100 fish passes, allowing the free movement of fish through rivers. Other work covered by the licence fee included nearly 2,000 fish surveys and improvements to over 1,000 kilometres of river and 87 hectares of stillwater fisheries.</p> <p>In England and Wales you need a fishing licence to fish for salmon, trout, freshwater fish, smelt or eel with a rod and line. Anglers found fishing without a licence can face fines of up to £2,500.</p> <p>People who don't buy a licence are not only cheating other anglers and the future of the sport but running the risk of criminal conviction and a fine. There is no excuse – it costs just £30 for a whole year and you can buy it online: www.gov.uk/get-a-fishing-licence.</p> |
| Budget | <p>The total contract value for this work is £40,000 (excluding VAT).</p> <p>Your quote should be inclusive of all agency fees including CCS, logistics, allowances and travel expenses etc.</p> <p>There is potential additional spend of up to £20,000 subject to future budget approval.</p> |
| Agency response | <p>We would like submissions to this brief by 12noon Monday 14 September 2020 outlining how you would approach the above requirements.</p> <p>Your written submission should include:</p> <ul style="list-style-type: none"> • A brief overview of your credentials and suitability for this work, including named campaigns where you have developed the over-arching look and feel; • Initial recommendations and approach to the brief, including how you will approach the challenge of developing a single campaign identity that can be adapted for various audience groups; • Total cost, including a breakdown of spend (project management, concept development, asset creation), |

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| | <p>licence fees for photography, illustration and fonts as well as agency fees;</p> <ul style="list-style-type: none"> • Your approach to project management, including who your team are and who would work on this brief; • Your approach to testing creatives with a relevant audience and how you measure the results. <p>We will invite the three highest scoring agencies to follow up with virtual video pitches of one-hour to present initial recommendations and approach to this brief. These will take place on week commencing 21 September (dates and times to be agreed). During the pitch, we'll be asking agencies to present:</p> <ul style="list-style-type: none"> • An overview of how your team would approach the challenge of reaching multiple audience groups through an over-arching campaign identity; • Initial thoughts on the over-arching creative concept for this campaign including how it relates back to the audience insight. (NOTE: it'll up to individual agencies how to present this, for example through verbal description, scamps and mood-boards. It is not expected that creative designs will be fully developed at this stage of the process); • A brief run-through of timescales and key approval milestones. |
| Any questions? | <p>If you have any questions or require clarification on any part of the brief, please email [REDACTED] no later than 12noon Tuesday 1 September 2020.</p> <p>For transparency we will provide a list of question and answers with all suppliers by 5pm Wednesday 2 September 2020.</p> |
| Supplier Response | <p>Please send submissions to [REDACTED] by 12noon Monday 14 September 2020.</p> |

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| Timetable | | | |
| | Brief issued | Defra | Friday 21 August 2020 |
| | Deadline of submission of clarification questions | Agency | 12noon Tuesday 1 September 2020 |
| | Deadline for response to clarification questions | Defra | 5pm Wednesday 2 September 2020 |
| | Deadline for submission of quote and proposals | Agency | 12noon Monday 14 September 2020 |
| | Shortlisted agencies informed | Defra | 5pm Wednesday 16 September |
| | Virtual pitches (one hour per shortlisted agency) | Shortlisted Agencies | Week commencing Monday 21 September – dates and times to be agreed |
| | Contract awarded | Defra | Friday 25 September 2020 |
| | Virtual Briefing session with appointed supplier | Defra and Agency | Week commencing 28 September 2020 |
| Evaluation of proposals | We will score the written proposals using the weightings below: | | |
| | Demonstration of a good understanding of our objectives, audiences and the outcomes we want to achieve | Objectives 20% | |
| | The quality of the creative approach as measured by initial recommendations | Quality 40% | |
| | The evidence of relevant experience and qualifications for the brief and track record including: <ul style="list-style-type: none">- A brief overview of your organisation's credentials and suitability for this project- Your experience working on relevant campaigns- Your proposed team structure | Qualifications 20% | |
| | Evidence of being able to robustly test creatives and provide insight to support different concepts | Testing 10% | |
| | The value for money of the listed costs and fees | Price 10% | |
| | We will score the virtual pitches using the weightings below: | | |
| Demonstration of experience developing a campaign identity targeting multiple audience groups | Experience 15% | | |

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| | The quality of the creative approach as measured by initial recommendations | Quality 80% |
| | Evidence that timescales and project management processes works for our required campaign schedule | Timescales 5% |
| | Evaluation of the proposals will use the following marking scheme: | |
| | Mark | Comment |
| | 10 | Excellent: Addresses all of the requirements and provides a response with relevant supporting information which does not contain any weaknesses, giving the Agency complete confidence that the requirements will be met |
| | 8 | Very Good: Addresses all of the requirements and provides a response with relevant supporting information, which contains very minor weaknesses, giving the Agency high confidence that the requirements will be met. |
| | 6 | Good: Addresses all of the requirements and provides a response with relevant supporting information, which contains minor weaknesses, giving the Agency reasonable confidence that the requirements will be met. |
| | 4* | Satisfactory: Substantially addresses the requirements and provides a response with relevant supporting information which may contain moderate weaknesses, but gives the Agency some confidence that the requirements will be met. |
| | 2 | Weak: Partially addresses the requirements, or provides supporting information that is of limited relevance or contains significant weaknesses, and therefore gives the Agency low confidence that the requirements will be met. |
| | 0 | Nil: No response of provides a response that gives the Agency no confidence that the requirements will be met. |
| | *Any tender scoring 4 or below will be deemed non-compliant. | |

ANNEX B AND C
Agency Proposal and Pitch



Appendix B



Appendix C

Part 1: Call-Off Terms



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