

Order Schedule 20 (Brief)

This Schedule sets out the characteristics of the Goods or Services that the Agency will be required to make available to the Client under this Order Contract

1. PURPOSE

- 1.1 The Contracting Authority requires an end-to-end service for the launch and first phase of a behaviour change marketing campaign (up to December 2022) aimed at addressing negative or apathetic perceptions of disability and tackling any negative and exclusionary behaviours among non-disabled audiences.
- 1.2 A supplier is required for the development of a campaign strategy, creative proposition development & execution, campaign delivery and evaluation.
- 1.3 The supplier will work with a media planning agency, and OmniGov, the government's media-buying agency, for those aspects of the requirements.

2. BACKGROUND TO THE CONTRACTING AUTHORITY

- 2.1 Please refer to Annex A – RM6124 Creative Brief for full background to the Contracting Authority.

3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 3.1 The Contracting Authority is running a behaviour change marketing campaign aimed at addressing negative or apathetic perceptions of disability and tackling any negative and exclusionary behaviours among non-disabled audiences. This is a new multi-year campaign being developed as a key deliverable of HM Government's National Disability Strategy.
- 3.2 Please refer to Annex A – RM6124 Creative Brief for full details of this requirement.

4. DEFINITIONS

Expression or Acronym	Definition
Disability	The Contracting Authority define disability in line with the UK census, which asks the question: 'Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?'
Disability Unit	Is a team based in the Equality Hub within the Cabinet Office who is the Contracting Authority

5. SCOPE OF REQUIREMENT

- 5.1 The Contracting Authority have commissioned audience research to understand current perceptions of disabled people among non-disabled audiences, and what influences behaviour change in this audience. Our

Order Schedule 20 (Brief)

Call Off Reference: CCCO21A13

Crown Copyright 2021

campaign will aim to change behaviours by targeting the attitudes and perceptions that underpin them, thereby improving disabled people's sense of belonging and perceived opportunities available to them in the UK.

- 5.2 The creative proposal needs to consider this audience insight and take into account relevant research from disability charities who have worked on perceptions and behaviour change campaigns previously.
- 5.3 The campaign will target non-disabled audiences who wittingly or unwittingly hold negative perceptions and attitudes, resulting in exclusionary behaviours towards disabled people. Hate crime and related behaviours is outside the scope of this campaign.
- 5.4 The supplier is required for the development of a campaign strategy, creative proposition development & execution, campaign delivery and evaluation.
- 5.5 The supplier will work with a media planning agency, and OmniGov, the government's media-buying agency, for those aspects of the requirements.
- 5.6 Out of Scope:
 - 5.6.1 Subsequent phases of this multi-year campaign are not covered within this contract and will be examined separately in the next financial year.
 - 5.6.2 Campaign research, including audience insight and segmentation, creative testing research and behaviour change evaluation activities are not covered within this contract and will be delivered by an appointed research agency. However, the supplier will be required to work with the research agency and engage with the creative testing and campaign evaluation activities.
 - 5.6.3 Media planning activities are not covered within this contract and will be delivered by an appointed media planning agency. However, the supplier will be required to work with the agency on the overarching campaign strategy to enable the media planning agency to devise an appropriate media buying plan.
 - 5.6.4 Media buying activities are not covered within this contract and will be delivered by Manning Gottlieb OMD, who are the Media Buying Supplier under the CCS RM6003 Commercial Agreement. The supplier should engage on the media buying plan, but they will not be involved in the media spend.

6. THE REQUIREMENT

- 6.1 Please refer to Annex A – RM6124 Creative Brief for full details of this requirement.

7. KEY MILESTONES AND DELIVERABLES

- 7.1 The following Contract milestones/deliverables shall apply (all milestones to be confirmed at Contract Award):

Milestone/ Deliverable	Description	Timeframe or Delivery Date
1	Creative agency attend audience insight debrief arranged by Client	Within week 1 of Contract Award
2	Initial proposals and creative propositions shared with Client and stakeholders	Within 3 weeks of insight debrief
3	Creative proposition and draft implementation developed for creative audience testing	Within 2 weeks of approval of creative proposition
4	Final creative route agreed and assets developed for launch	Within 3 weeks of creative testing results.

8. MANAGEMENT INFORMATION/REPORTING

- 8.1 The supplier should expect to update and share their work with Disability Unit at each of the milestones set out above. In addition to this, the Contracting Authority would like to have fortnightly 1-hour meetings to be kept up to date and to allow space for the supplier to ask questions of the Disability Unit and vice versa. The supplier should have availability during normal working hours (9am-5.30pm, Mon-Fri) for these meetings, and should have some degree of flexibility around the availability of Disability Unit's staff.
- 8.2 Disability Unit will want to engage their network of disability experts and advisors at some or all of these stages, and the supplier would need to be prepared to have their work scrutinised, validated and challenged by this network.
- 8.3 Disability Unit will designate a primary point of contact for this work, and the supplier should update this contact with any significant changes or developments in between regular meetings. Should any questions arise, the supplier should contact the Disability Unit's primary contact as needed.

9. VOLUMES

- 9.1 Please refer to Annex A – RM6124 Creative Brief for full details of volumes for this requirement.

10. CONTINUOUS IMPROVEMENT

- 10.1 The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.
- 10.2 The Supplier should present new ways of working to the Authority during quarterly Contract review meetings.
- 10.3 Changes to the way in which the Services are to be delivered must be brought to the Authority's attention and agreed prior to any changes being implemented.

11. SUSTAINABILITY

11.1 N/A.

12. QUALITY

12.1 Creative development and strategies should be developed at the expected standards for all Government Communication Service (GCS) communications campaigns, using the GCS's OASIS model. The supplier should familiarise themselves with the COM-B model of behaviour change communications and ensure their proposals take these into consideration. Particular focus should be given to ensure the quality and standards will meet the scrutiny of disability organisations and experts. Communications on equality and disability issues are fraught with different critical view points. As such, all content must be sense-checked for potential media scrutiny in addition, and be as diverse and representative as possible with regards to types of disabilities portrayed and including a balanced portrayal which considers gender, ethnicity, age and other relevant demographics where possible and relevant.

13. PRICE

13.1 The maximum budget for this work is £240,000 excluding VAT. Supplier's pricing for this requirement must **not** exceed this budget. Bid Submissions exceeding the budget will be excluded.

13.2 In providing a price, the Supplier should make it clear how many persons days will be devoted to completing this work.

13.3 Where applicable, costs should be separated out between different individuals and roles, making clear the skill/experience level, day rate and overall resource cost of each individual with the associated deliverables.

13.4 Prices are to be submitted via the e-Sourcing Suite Attachment 4 – Price Schedule excluding VAT and including all other expenses relating to Contract delivery.

14. STAFF AND CUSTOMER SERVICE

Please refer to Annex A – RM6124 Creative Brief for Management and Staffing requirements.

15. SERVICE LEVELS AND PERFORMANCE

15.1 The Authority will measure the quality of the Supplier's delivery by checking that the Supplier has met all of the milestones set out above.

15.2 The Supplier will work closely with the Disability Unit through a Service Level Agreement to manage milestones and agree to measurable KPIs within the specified timeframe.

15.3 Disability Unit have the right to terminate the contract if the supplier cannot fulfil the criteria and continues to miss milestones.

KPI/SLA	Service Area	KPI/SLA description	Target
---------	--------------	---------------------	--------

Order Schedule 20 (Brief)

Call Off Reference: CCCO21A13

Crown Copyright 2021

1	Delivery timescales	Agreed deliverables as stated in Section 7 to be received within 3 working days from order issue	90%
2	Delivery assets	Agreed delivery assets to be received within 3 working days of agreed timescales	90%
3	Evaluation report	Evaluation of campaign activities to be completed within 10 working days of agreed timescales	80%

16. SECURITY AND CONFIDENTIALITY REQUIREMENTS

- 16.1 The Supplier will not be required to undertake security vetting.
- 16.2 The supplier will largely be working with information which already exists in the public domain, such as research conducted by disability organisations. Any documents or information shared with the Supplier by Disability Unit, such as data and audience insights, must remain confidential and not be shared further.

17. PAYMENT AND INVOICING

- 17.1 Payment will be made by invoice, 30 days from completion of different strands of work.
- 17.2 The Disability Unit will provide the supplier with a Purchase Order Number to enable invoicing.
- 17.3 A schedule will be agreed with the Supplier following commencement of work.
- 17.4 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.
- 17.5 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.
- 17.6 Invoices should be submitted to:

Cabinet Office,
The Disability Unit (Equality Hub),
10 Victoria Street,
London
SW1H 0NB

18. CONTRACT MANAGEMENT

- 18.1 The contract will be managed through the meetings and progress reports and updates set out above in Sections 7, 8 and 15.
- 18.2 All meetings shall be conducted remotely via Google Meets or other virtual platforms, so the Supplier shall not incur any travel expenses to attend these meetings.

19. LOCATION

19.1 Please refer to the Annex A Creative Brief.

Annex A Creative Brief

SUMMARY

An invitation to bid for a behaviour change marketing campaign aimed at addressing negative or apathetic perceptions of disability and tackling any negative and exclusionary behaviours among non-disabled audiences. This is a new multi-year campaign being developed as a key deliverable of HM Government's National Disability Strategy.

The brief requires an end-to-end service for the launch and first phase of this campaign (up to December 2022). A supplier is required for the development of a campaign strategy, creative proposition development & execution, campaign delivery and evaluation. The supplier will work with the government's RM6003 Commercial Agreement media-buying agency for that aspect of the requirements.

The budget for creative and strategy development will be up to £240,000 (excluding VAT), this does not include the media planning or media spend as this will be a separate contract under RM6003.

"We" in the context of this Creative Brief means the Contracting Authority for the requirement.

THE PROBLEM (AND OBJECTIVES)

a) Outcome goals

This campaign will support the policy outcome of breaking down the barriers disabled people face from non-disabled people which limit their freedom and opportunity to realise their potential. The campaign aims to challenge and change exclusionary behaviour towards disabled people, to ensure they feel included and part of a safe, fair and supportive society without perceived barriers to their participation or opportunities.

b) Objectives

- 5% increase in the number of non-disabled people recognising that disabled people can make a meaningful contribution to society (baseline to be set via pre-campaign research which is currently underway)
- Improved understanding and changed behaviours mean that disabled people feel able to participate fully, safely and being free from prejudice in every part of their everyday lives (National Disability Strategy commitment)

CONTEXT INSIGHT

a) About our organisation

The Cabinet Office sits at the centre of government, supporting the Prime Minister and the Cabinet, to ensure effective development, coordination and implementation of policy and operations across all government departments. A key responsibility is to take forward the Government's commitment to building a stronger civil society - one in which people are supported to come together and improve their own lives.

The Disability Unit is a team based in the Equality Hub within the Cabinet Office. The Unit's aim is to break down the barriers faced by disabled people in the UK. The Equality Hub communications team will deliver this campaign under the broader strand of Build Back Fairer (BBF), to enable a safe, fair and supportive society.

b) Outline of the policy context

Over 1 in 5 people in the UK are disabled (over 14m people). It is a number that has continued to rise as people are living longer and treatments and technology in healthcare improve.

The Disability Unit published the National Disability Strategy in July 2021, setting out the actions the government will take to improve the everyday lives of all disabled people.

This national strategy recognises and builds on the progress that has been made since the Disability Discrimination Act was introduced more than 25 years ago. Since then, there have been many improvements in services, access and opportunities for disabled people. The employment gap has narrowed, levels of understanding and visibility have increased and there have been profound changes in public attitudes towards disability. However disabled people have said this is not enough. The vision of the National Disability Strategy is to transform the everyday lives of disabled people. The strategy includes immediate commitments to improving disabled people's lives; and sets out how the government will include disabled people in policy making and service delivery. The Disability Perceptions campaign is one key commitment detailed in the Strategy.

The strategy sets out how the government will play its part, but disabled people have told us that there is a need for action from the wider society. Disabled people's everyday experience is shaped by a wide range of actors. Individual citizens, charities, wider public services and businesses must all play their part in driving the transformative change we want to see.

Disabled people have told us that the negative attitudes of others have a significant impact across all areas of their everyday lives. Our aim is to develop a UK-wide campaign to increase public awareness and understanding of disability, dispel ingrained and unhelpful stereotypes and promote the diverse contributions disabled people have made – and continue to make – to public life.

The Equality Hub is developing this campaign to combat negative and apathetic perceptions of disabled people in the UK. We have commissioned audience research to understand current perceptions of disabled people among non-

Order Schedule 20 (Brief)

Call Off Reference: CCCO21A13

Crown Copyright 2021

disabled audiences, and what influences behaviour change in this audience. Our campaign will aim to change behaviours by targeting the attitudes and perceptions that underpin them, thereby improving disabled people's sense of belonging and perceived opportunities available to them in the UK.

c) Data, research and useful links

There are a number of existing research papers and studies that provide a useful baseline on which to build the campaign.

Key papers and data include:

[British Social Attitudes - Public perceptions of disabled people](#)

- The proportion of people that felt that people with disabilities 'get in the way' or make them feel uncomfortable or awkward dropped very slightly between 2005 and 2009.
- In 2009, 76% of people believed that disabled people need to be cared for some or most of the time (only 1% down from 2005).
- Sympathy dropped sharply between 2008–2011, when support for more spending on benefits for disabled people unable to work fell from 64% to 53%, and having been as high as 74% in 1999.

[EHRC Developing a national barometer of prejudice and discrimination in Britain \(2017\)](#)

- Evidence suggests that prejudice results from a lack of understanding and manifests as feelings such as 'pity', and a lack of respect resulting in people with disabilities being ignored or patronised: 34% people feel pity towards disabled people with physical impairments 'usually/always'.
- People over 70 and physically disabled people are perceived to be warm but less capable than those with other protected characteristics and are likely to be viewed with 'pity'.
- 'Paternalistic prejudice' can appear benevolent but is undermining (patronising, showing a lack of respect or using unnecessarily simplified and slow communication).

[Scope: Disability Perceptions Gap research](#)

- 1 in 3 disabled people feel there is still a lot of disability prejudice in Britain today, but only 1 in 5 non-disabled people agree.

[UK Disability Survey research report](#)

- Over half of disabled respondents reported worrying about being insulted or harassed in public places, and a similar proportion reported being mistreated because of their disability.

[Department of Transport Inclusive transport strategy \(internal research\)](#)

- What constitutes or is considered a 'disability' was a grey area within the disabled community.
- Interviews uncovered that even those with clinical disabilities didn't self-identify as being disabled

Order Schedule 20 (Brief)

Call Off Reference: CCCO21A13

Crown Copyright 2021

Additional reading

- [Scope: Independent, Confident, Connected](#)
- [DWP: Fulfilling potential](#)
- [Mencap: Stigma and discrimination research](#)
- [Leonard Cheshire: Breaking down barriers to travel](#)
- [Leonard Cheshire: Reimagining the workplace](#)

Additionally, audience research and polling is taking place to establish benchmarks and a baseline of existing attitudes, perceptions and behaviours which may feel exclusionary to disabled people. Further detail on this will be available in November/December to help shape campaign development and will be shared with the appointed supplier.

AUDIENCES

Primary audience: non-disabled audiences who wittingly or unwittingly hold negative perceptions and attitudes, resulting in exclusionary behaviours towards disabled people.

We want this campaign to address the following with regards to the audience (think/feel/do):

- **Think:** That disabled people can and do make a meaningful contribution to society and should be able to feel a sense of belonging
- **Feel:** That my behaviour towards disabled people has an impact and can be supportive or limiting
- **Do:** Improve my attitude and behaviour towards disabled people

Secondary audience: disabled audiences and those well informed and engaged in this space, such as carers and disability organisations. The campaign will demonstrate how the government is working to deliver the National Disability Strategy and address the barriers disabled people face in the UK.

See above section for relevant audience insights. Further attitudinal, situational and segmentation insights will be available through our research agency in December 2021, with quantitative research findings available in January 2022. These findings will be shared with the successful supplier and the Authority will work with the research agency and the supplier to agree a defined audience.

STRATEGY

The insights shared above show that while views of non-disabled people about disabled people are improving, there is further to go. 38% of disabled people who responded to the UK Disability Survey said that concerns about other people's views have stopped them from seeking education. One in four disabled people say negative attitudes from other passengers prevent them from using public transport. This campaign is about tackling the social barriers that block opportunities for

Order Schedule 20 (Brief)

Call Off Reference: CCCO21A13

Crown Copyright 2021

disabled people in everyday life.

- a. The campaign needs to find ways to challenge unhelpful perceptions of disabled people in the UK especially amongst those who are not disabled, and who are less likely to be caring for, or in regular and direct contact with, disabled people.
- b. The purpose of this campaign is to change behaviours, to have a positive impact on the experiences of disabled people in the UK. It may be that if people were more aware of their behaviour and its impact (positive and negative) on disabled people, they would be more motivated to change their ways. Or it may be a lack of understanding of disability and disabled people that fuels misconceptions and is therefore most important to address, or advice on how to make the most useful interventions or which changes in behaviour would achieve our aims. It may be helpful to also consider the context in which these behaviours appear (for example, individually or in groups, in the workplace or retail settings).
- c. The campaign strategy development should utilise insights into the capabilities, opportunities and motivations for behaviours (i.e. the COM-B model), to help inform a creative proposition which drives real behaviour change. Considering a Theory of Change model in a communications context could also be helpful.

As the target audience for this campaign is very broad, the Supplier should consider whether the most effective strategy would involve some audience segmentation and subgroup targeting for this first phase of the campaign. Should this be proposed, it would be good to see this within the context of a longer-term strategy which goes beyond the life of this contract but which shows the proposed trajectory of subsequent campaign phases.

Consideration should be given to whether there is a useful role for disability organisations and influencers to play as part of this campaign. The Disability Unit has a wide stakeholder network that could potentially be engaged to support the development and execution of this campaign and the Authority would welcome creative suggestions for how best to utilise or incorporate this network and other influencers (who we may need to broker new relationships with) into the campaign.

It is worth noting that although this is a new campaign for government, it is not new territory for disability charities (examples: [Leonard Cheshire possibility with disability Scope gamechangers](#)). The proposed campaign strategy should be innovative and creative, demonstrating how it can materially shift attitudes beyond the campaigns which have launched before.

a) Known sensitivities

Although this campaign will target non-disabled people, it is important to ensure it is a campaign that sits well with disabled people in terms of how disabled people are portrayed (visually and otherwise) and the messaging of the campaign. The Disability Unit will want to engage their network of disability experts and advisors at various stages of campaign development and the supplier would need to be prepared to have their work scrutinised, validated and challenged by this network.

Order Schedule 20 (Brief)

Call Off Reference: CCCO21A13

Crown Copyright 2021

There are often complaints that disabled people are portrayed as either victims or heroes rather than just regular people who are mostly somewhere in between these extremes. This should be a key consideration in the campaign.

The campaign should reflect a range of disabilities (visible and invisible, physical and learning disabilities and disabled people (ethnicity, gender, age, sexual orientation or any other demographics identified by the supplier).

b) Branding arrangements

The National Disability Strategy is a cross-government endeavour and as such the default branding should use the [HM Government logo](#). However if there are compelling reasons why the HMG logo would constrain the meeting of campaign objectives, this should be explained and an alternative proposed.

c) Channel constraints

The campaign must be accessible to people with a range of physical and learning disabilities. This must form a key consideration of the campaign execution and media planning.

d) Reputational constraints

Even if the campaign proposes an initial focus on a particular segment or subgroup of the audience for compelling reasons, it will be important that the government commitment to this campaign objective is visible and recognised widely.

AGENCY REQUIREMENT (IMPLEMENTATION)

Role of the Agency

a) Requirements

- b) The Supplier is required to provide an end-to-end campaign development and delivery service for a behaviour change marketing campaign, aimed at addressing unhelpful perceptions of disability and tackling any negative and exclusionary behaviours among non-disabled audiences. The first phase of the campaign is to be developed, executed and evaluated by December 2022. Subsequent phases of this multi-year campaign are not covered within this contract and will be examined separately in the next financial year.

The supplier should provide:

Strategy & Planning:

- Campaign Strategy - preferably taking a long-term, multi-year view of the campaign trajectory with more specific details about the focus for this first phase. It is expected that this will cover insights, audience selection, campaign territories, channel indicators and overarching approach, potentially linked to a theory of change
- Messaging Matrix - as appropriate, especially helpful if more than one audience segment is being targeted

Order Schedule 20 (Brief)

Call Off Reference: CCCO21A13

Crown Copyright 2021

Creative Concepting:

- Creative Proposition options - the supplier should provide at least two or more options for consideration
- Creation of stimulus for concept testing
- Input into research debrief including amends as necessary to Creative Proposition (selected route only), specifically for the creative testing strand of research and amending approach following any research findings accordingly.

Campaign Execution/ Media Planning:

- Creatives production
- Partnerships management (as required)
- Development of media buying strategy and channel planning
- Close working with OmniGov on media buying and placement
- Input into mid-burst review with optimisation recommendations and amending assets as required.

Evaluation

- In-flight assessment and optimisation
- Final evaluation of communications metrics against proposed KPIs and benchmarks proposed by the supplier (including report and presentation of findings)

General account management and oversight**c) Management and staffing**

- The Supplier shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a high quality service and build in the ability to be flexible as needed to deliver to the timescales herein.
- The Supplier's staff assigned to the Contract shall have the relevant qualifications and experience appropriate to this project and to deliver the Contract to the required standard. Given the remit of the Equality Hub we welcome the fresh perspectives a diverse agency team may afford this project.
- The Supplier shall ensure that staff understand the Authority's vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract. An understanding of disabled peoples' experiences would be especially beneficial.
- Senior Management oversight is required to ensure delivery of work to a consistently high quality
- The supplier should expect to update and share their work with the Equality Hub at key campaign milestones. Please refer to Section 7 of the Attachment 3 Statement of Requirements.
- In addition to this, we expect weekly updates on progress against the project plan and advance notice of any inputs required from the client side.

Order Schedule 20 (Brief)

Call Off Reference: CCCO21A13

Crown Copyright 2021

Fortnightly meetings to be held to allow space for the supplier to ask questions of the client and vice versa. The supplier should have availability during normal working hours for these meetings which may be conducted virtually or physically (or a mix). We would appreciate some degree of flexibility around the availability of Equality Hub staff and ideally these meetings would occur regularly at the same set time and day.

- We may require the supplier to present recommendations and options to key stakeholders (including experts, charities, political advisors and ministers) at campaign milestones. Where this is required, the supplier will be expected to field members of its senior leadership to head up the presentation team.

APPOINTMENT AND TIMINGS (EVALUATION)

Please outline what research and analysis you intend to run during the campaign, within your proposals using inputs, outputs, outtakes and outcomes.

Please also include approximate reach and frequency figures of the campaign in your proposal (by campaign and per media channel if possible). We understand more accurate benchmarks will be provided once we have fully costed media plans.

Communications metrics will form part of a broader evaluation of the campaign, with research developed and delivered by an independent research agency (engagement is underway) who will establish baseline figures around current levels of perceptions and awareness of the impact of behaviours on disabled people, and self-reported levels of behaviour and any shifts in this. The agency will work with the client and research agency to develop research stimulus and agree on the best approach to measure impact.

As this will be the launch of this campaign, there are no existing metrics being worked to regarding reach and frequency nor media channels. The agency will work with the client and other agencies, including media planners and media buyers, to set targets and benchmarks.

- a) Timescales for tender are included within Attachment 1 of this Bid Pack.
- b) Contract length

This is a fixed term contract until December 2022 (with an option to extend further to March 2023) to develop and deliver campaign activities, campaign wrap up and conclusion of the evaluation.

It is anticipated that a new contract for subsequent phases of the campaign will be put in place following a renewed brief which considers any lessons learned and campaign evaluation for this phase of the campaign. This will be the subject of a separate competitive procurement exercise.

- c) Location: Most work and meetings with the Authority can be undertaken remotely at the Supplier's offices or virtually, taking into consideration any Covid-19 government social distancing legislation in place at the time. A review presentation for the creative in London may be required.

This is a UK wide campaign. We will work with the supplier to agree audience targeting.

Order Schedule 20 (Brief)

Call Off Reference: CCCO21A13

Crown Copyright 2021