

FRAMEWORK SCHEDULE 4: LETTER OF APPOINTMENT AND CALL-OFF TERMS

Part 1: Letter of Appointment



Department
for Environment
Food & Rural Affairs

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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 16/12/2016.

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

Order Number:	32504
From:	Department for Environment, Food & Rural Affairs ("Client")
To:	23red Limited("Agency")

Effective Date:	21 April 2021
Expiry Date:	End date of Initial Period 21 April 2022 End date of Maximum Extension Period 21 April 2023 Minimum written notice to Agency in respect of extension: 2 weeks

Services required:	This is a Defra wide contract, Set out in Section 2 (Services offered) and refined by:
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RM3774 - Campaign Solutions
Letter of Appointment
Attachment 4

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	<p>the Client's Brief attached at Annex A and the Agency's Proposal attached at Annex B; and</p>
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Liability	<p>Agency Liability: [see clause 18.2 of Call Off Contract] Client Liability: [see clause 18.4 of Call Off Contract]</p>
Insurance Requirements	<p>Additional public liability insurance to cover all risks in the performance of the Call-Off Contract, with a minimum limit of £5 million for each individual claim</p> <p>[Additional professional indemnity insurance adequate to cover all risks in the performance of the Call-Off Contract with a minimum limit of indemnity of £1 million for each individual claim.]</p>
Client billing address for invoicing:	<p>Our preference is for all invoices to be sent electronically, quoting a valid purchase order number (PO Number to be provided), to [REDACTED]. You must be in receipt of a valid PO Number before submitting an invoice.</p> <p>To avoid delay in payment it is important that the invoice is compliant and that it includes a valid PO Number, PO Number item number (if applicable) and the details (name and telephone number) of your Authority contact (i.e. Contract Manager). Non-compliant invoices will be sent back to you, which may lead to a delay in payment. If you have a query regarding an outstanding payment please contact our Accounts Payable section either by email to [REDACTED]</p>

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:

Signature:

Date:

For and on behalf of the Client:

Name and Title:

Signature:

Date:

Date	March 2021
Project Title	Fishing licence marketing campaign
Framework	Campaign solutions RM3774
Length of contract	12 months plus opportunity to extend by a further 12 months

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> <p><u>COVID-19 and angling</u></p> <p>Licence sales had been in steady decline for several years, however, during the COVID-19 pandemic we have seen a resurgence of interest in recreational fishing. There are various 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>This year, we have a unique opportunity to build upon the momentum we saw in 2020, and ensure we retain those who returned to fishing, or took it up for the first time last year and introduce even more people to the benefits and enjoyment of fishing.</p>
Brief	<p>While this brief focuses primarily on the fishing licence marketing campaign, it is possible that the agency will be asked to work on other Defra Group Communications campaigns where required and budget is approved.</p> <p>We are looking for a full-service agency to help us develop and deliver the second year of our campaign strategy and build on the successes of last year.</p>

	<p>Activity that the successful agency will be commissioned to do includes (but is not limited to):</p> <p>Creative development</p> <ul style="list-style-type: none"> • Creating an agreed list of impactful campaign materials and assets within current campaign identity (examples in Appendix A) to be used across owned, paid-for and partner channels both digital and offline for a range of audiences; • Identifying and sourcing (through photo libraries and/or agreed photo shoots) additional images and video footage where required; • Developing new campaign materials and key messages to target new audience groups as identified by Defra Group Communications Campaign team. <p>Partnership marketing</p> <ul style="list-style-type: none"> • Managing established national partners to agree campaign support, including co-creation, amplification and in-kind support and agree a clear timeline of activity that partners will carry out as part of the 2021/22 campaign; • Leading on the engagement, recruitment and management of any new national partners identified in partnership with the Defra Group Communications Campaign team; • Leading the delivery of a local partner strategy that engages a network of small and local partners to support the campaign. <p>PR</p> <ul style="list-style-type: none"> • Identifying two opportunities (Summer 2021 and Spring 2022) to get fishing into consumer-focussed media aimed at normalising fishing and promoting it as a fun, easy and physically and mentally healthy outdoor activity open to people from all backgrounds; • Creating unique, creative content to secure coverage that will reach agreed target audience groups; • Selling-in stories across consumer media titles, both on and offline; • Working with us and our National Angling Strategy partners to recruit case studies and spokespeople; and • Media monitoring and reporting. <p>Other work as required:</p> <ul style="list-style-type: none"> • Subject to the success of the above and/or the acquisition of budget, we may look to extend the scope to incorporate the delivery of activity on other Defra Group Communications campaigns.
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	<ul style="list-style-type: none"> At the point of tender, we are unable to commit to these budgets, but will provide full briefs to the appointed agency, allowing a reasonable period of time for them to provide a response and quote for our consideration.
Objectives	<p>2020 marked the start of a new five-year strategy that aims to address an ongoing downward trend in licence sales. 2020 saw a reverse in the declining sales due to the unique circumstances brought about by COVID-19.</p> <p>The strategy aims to broaden our reach by ensuring that all anglers are aware of the need for a licence, how to get one and the implications if they fish without one (legal, moral and social).</p> <p>Working in partnership with the Angling Trust and others through the National Angling Strategy, we will target new audiences and introduce them to fishing.</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 1 million individual licenced anglers to 1 million. (NOTE: Unique licence holders stood at around 925,000 at end of November 2020).</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 campaign activity exceeds £1.6million in 2021/22. Licence sales directly attributed to our marketing activity exceed 65,000 in 2021/22. ROMI for the rod licence marketing retention tactics remain at or above 10:1. We recruit 36,000 new licence holders during the 2021/22 campaign period. Partnerships: secure or maintain in-kind support from 5 commercial partners to reach new audiences and promote fishing and the need to have a licence.
Audiences	<p>This campaign targets those fishing in England only.</p> <p>Our primary audience for this campaign is people who have an interest in fishing. This audience can be distilled into five groups.</p> <ul style="list-style-type: none"> New anglers who are at the very start of their fishing journey including those who took it up for the first time in 2020

	<ul style="list-style-type: none"> • 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>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>One of our aims is to ensure that angling appeals to a broad range of people. As such, it's important that any campaign activity represents a diverse range of audiences.</p>
Audience insight	<p>By February 2021, we had sold over 120,000 (around 17%) more licences than the previous year. Analysis of these sales also shows an increase in new audience groups including young adults, juniors and women.</p> <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 B) to help agencies inform their tenders.</p>
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 – promote the sport and its benefits through PR, partnerships and digital advertising, ensuring those new to the sport know they need a licence and buy it through GOV.UK. Retain – encourage licence holders to renew through direct marketing (email, SMS and letters) and increase loyalty through newsletters, reminders and upselling. Re-recruit – attract those who've stopped fishing back to the sport through direct marketing, PR and paid-for digital advertising. Attract – promote angling to a non-angling audience, highlighting its benefits and signposting people to events, tips and advice on how to get started. 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> <p>Activity is heavily weighted in the spring and summer months, with ongoing paid-for activity, social, partnership and retention activity throughout the year.</p>
Budget	<p>The value for the work on the fishing licence campaign is between £150,000 to £175,000 (excluding VAT). Please note that the total is a maximum spend in the 2021/22 campaign year. Full details of activity and costs will need to be agreed with the Defra Group Communications' Campaign team throughout the year.</p> <p>Your quotes should be inclusive of all agency fees including CCS, logistics, allowances and travel expenses etc.</p> <p>Future work relating to this contract will be subject to the acquisition of additional funding up to a maximum threshold of £575,000 by March 2022.</p>
Agency response	<p>We would like submissions to this brief by 12noon 29 March 2021 with an outline of how you would approach this brief.</p> <p>Your 10-page (maximum) written submission should be based on the fishing licence campaign as detailed above and include:</p> <ul style="list-style-type: none"> An overview of your credentials and suitability for this work, including named campaigns where you delivered multi-service activity. This should include any activity where you would use third-party suppliers and how you work with them. An overview of how you would approach this brief including initial thoughts on:

	<ul style="list-style-type: none"> - future creative development for the campaign (taking into consideration the current A Licence to Chill identity) - partnership marketing management, including identifying, mapping and managing both national and local partners - how PR can be used to 'normalise' fishing in the consumer media <ul style="list-style-type: none"> • Your approach to project management, including who your team are and who would work on this brief. • In order to evaluate costs, please provide a breakdown of estimated costs to deliver the various elements of this campaign. This should include: <ul style="list-style-type: none"> - how you would split budget between the different activities (creative, partnerships and PR) - details of where activity would be managed through third party suppliers including commission - An overview of costs per staff member <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 5 April 2021 (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 one suggested PR approach including how you would secure coverage in consumer media; • Initial ideas/concepts for increasing understanding of how licence money is spent, including suggested messaging, tone and style and 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); • An overview of your experience of negotiating and managing commercial marketing partnerships; • A brief run-through of project management, ways of working and timescales.
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Timetable	Task	Who	Deadline
	Brief issued	Defra	Monday 15 March 2021
	Deadline of submission of clarification questions	Agency	12noon Monday 22 March 2021
	Deadline for response to clarification questions	Defra	5pm Tuesday 23 March 2021
	Deadline for submission of quote and proposals	Agency	12noon Monday 29 March 2021
	Shortlisted agencies informed	Defra	5pm Wednesday 31 March 2021
	Virtual pitches (one hour per shortlisted agency)	Shortlisted Agencies	Week commencing Monday 5 April 2021 – dates and times to be agreed
	Contract awarded	Defra	Friday 9 April 2021
	Virtual briefing session with appointed supplier	Defra and Agency	Week commencing 19 April 2021
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 10%	
	The quality of approach as measure by initial thoughts on creative development, PR and partnerships marketing	Quality 60% (split 20% each on creative development, PR and partnerships)	
	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%	
	The value for money of the listed costs and fees	Price 10%	
Evaluation of proposals	We will score the virtual pitches using the weightings below:		
	Demonstration of experience negotiating commercial marketing partnerships	Experience 30%	
	The quality of the PR approach as measured by initial recommendations	Quality (PR) 30%	
	The quality of the creative approach as measured by initial recommendations	Quality (creative) 30%	
	Demonstration of experience of managing successful full-service campaign delivery	Project management 10%	

Evaluation of the proposals will use the following marking scheme:

Evaluated Criteria or Sub-Criteria	Supporting Evidences
Exceptional	The response is significantly above the Authority's requirements and provides a high degree of confidence that the supplier can deliver to an exceptionally high standard.
Exceeds Requirement s	The response exceeds the Authority's requirements and provides confidence that the supplier can deliver a high standard.
Meets Requirement s	The response meets all the Authority's requirements and provides confidence that the supplier can deliver to the required standard.
Below Requirement s	The response partially meets the Authority's requirements but has weakness that does give the Authority limited confidence that the supplier will be able to deliver to the required standard.
Unacceptabl e	The response fails to meet the Authority's requirements. The response includes errors, weaknesses, inconsistencies, omissions or general risks. The tender provides the Authority with little or no confidence that the supplier can deliver to the required standard.

FISHING LICENCE MARKETING

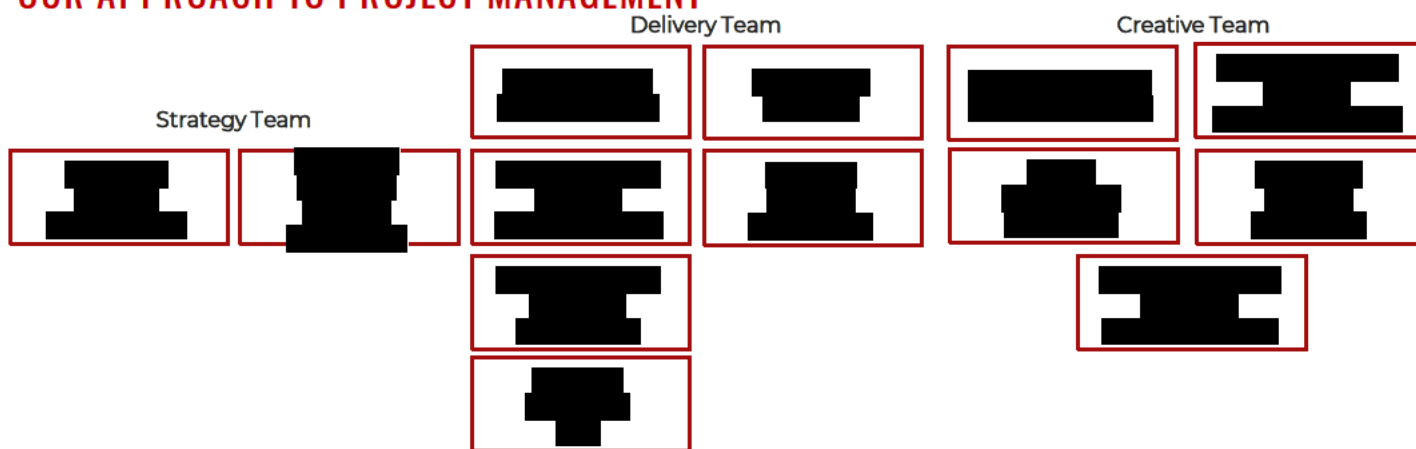
AGENCY CREDENTIALS AND QUALIFICATIONS

23red response | March 2021

23red is a purpose-driven agency that changes behaviour for the better. Over 20 years, we have developed award-winning, impactful campaigns for public and private sector organisations, including health & wellbeing, education, climate, and transport, amongst others. We are proud to have delivered multiple campaigns with Defra Group Communications and the Environment Agency, working together since 2017 across multi-service activity (campaign strategy, creative development, PR and partnerships marketing).

We are mid-delivery of this year's 'A licence to chill' campaign, allowing us to leverage our knowledge of the brand identity and its performance to date, to inform further creative development for Year 2. We have also built strong relationships with your key stakeholders, the Angling Trust and Canal & River Trust, to secure additional funding and leverage added value such as case studies, free-of-charge research and spokespeople.

OUR APPROACH TO PROJECT MANAGEMENT



Our rigorous approach to quality assurance, and ISO 9001 certification, will ensure we deliver on time and on budget, providing reassurance that you will receive consistent quality, products and services. Our Quality Assurance Charter covers account management processes, including our approach to service, delivery, integration, agency performance, results and complaints procedure (available upon request).

Our approach to project management matches talent to task, and we have allowed for broader strategic support via our Creative Planner, [REDACTED], who can develop campaign strategy and evaluation, as well as [REDACTED], our Channel Planning Director, to support media buying briefs to Manning Gottlieb and OMD. An Account Executive would be confirmed on appointment of 23red.

Our team are all people Defra Group Communications know well and are currently the delivery team for this year's 'A licence to chill' campaign. With combined experience in creating strong campaign identities, innovative strategies and long-lasting partner relationships across government campaigns, we believe this team can effectively (and passionately!) deliver on the brief.

RELEVANT EXPERIENCE

We will illustrate our experience of developing multi-service activity through three case studies:

Environment Agency – A licence to chill

Capitalising on the post COVID-19 surge in fishing last year, we conducted research into its health and wellbeing benefits, whilst developing 6 case studies to highlight fishing newcomers (including key audiences of women over 40 and young girls). 32 pieces of coverage were secured across national and lifestyle publications including The Times and Tatler, with 160,951,049 opportunities to see.

We also developed the brand identity 'A licence to chill', conceived from the strong appeal of time spent in nature to positively impact mental wellbeing. Brought to life with emotive photography and beautiful scenery, this flexible and quirky tagline was easily adapted to convey the many additional benefits that fishing brings - from a licence to switch off, to a licence to get the kids outdoors!



We tailored these benefits to specific audiences across our paid-for social content, maximising engagement through increased relevance. We also identified partnership opportunities with key fishing brands, to reach our target audiences at the point of decision-making. Go Outdoors, Decathlon and angling-specific retailers are amongst those we equipped to support through a robust toolkit of partner assets. Collaboration with the Angling Trust has provided a campaign webpage, to enable local organisations to access the assets too. This year, we are also working with third-party supplier Formidable on a female-focused PR film, sharing women's stories of how they started fishing and the benefits they have experienced from having a licence. We are also supporting the Environment Agency to secure a third-party supplier – an experienced photographer- to help build an extensive image bank to show underrepresented groups in fishing.



Department for Environment, Food & Rural Affairs – Petfished

We developed a campaign to encourage research into animal suppliers before visiting, to prevent people falling victim to deceitful sellers. To help our audience understand the deception, we coined a new term – 'Petfished'. This crystallised the prolific online deceit, with reference to the popular TV show 'Catfish'. Research showed that the term resonated with our audience and was well understood as shorthand for the online trickery. This core campaign thought resulted in the look and feel: a person at a computer against an ominous backdrop and face covered by a pet mask, getting our message across in a simple, understandable way.

Campaign content centred around a mini documentary film, featuring moving stories of people who had been 'Petfished'. We also created a partner toolkit, to drive engagement with the topic. The multi-service campaign – delivered by some of the same team members as outlined in this pitch response – resulted in 100 pieces of coverage and £70k in-kind value from supporting partners. It also achieved Bronze in the Public Sector category at the DMAs and, most importantly, doubled awareness of low-welfare pet sellers (YouGov).

NHS Blood and Transplant (NHSBT) – Blood Squad and Virtual Blood Donation

We have a long-standing relationship with the NHSBT, delivering multi-service activity for their blood and organ donation campaigns, across multiple channels. Our highlights include developing innovative ways to drive blood donations, with both young people and the general public. Young people were a key audience to target, due to an ageing donor base. We created a national campaign to tackle the barriers stopping them donating blood, normalising it and inspiring a new generation. We needed to work with a partner the target audience trusted and engaged with, who could deliver messaging at scale. ITV was the perfect fit, with a history of raising awareness of and changing attitudes towards important social issues.

We worked with a third party supplier – a production agency – to create the 'ITV2 Blood Squad', featuring 5 members of the ITV2 Love Island cast. They encouraged each other to give blood and debunked common myths associated with blood donation. We targeted 16 to 34-year-olds, with the objective to secure 23,000 new blood donor registrations. Bespoke TV adverts ran on ITV2 on-air and digital channels, capitalising upon the cultural relevance of Halloween as a hook to take the fear out of blood donation in a light-hearted way. During the three-week integrated campaign, 31,402 people registered as blood donors.



In an audience survey, 89% of respondents said the campaign resonated with them, 37% said they felt less scared about blood donation and a further 1/3 said they would be more likely to donate as a result of watching. Donations since the campaign have resulted in up to 15,336 lives being saved or improved.



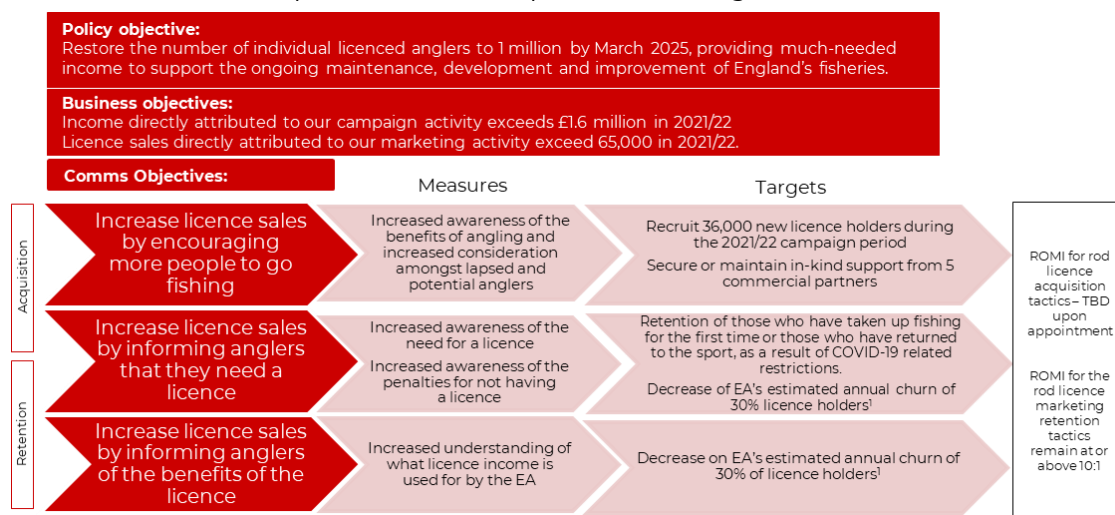
We also created an unprecedented virtual blood donation experience in partnership with Ocean Outdoor, developing an augmented reality app with a third-party supplier, to trigger an animation of a blood bag and patient on OOH screens. Using visual recognition, a sticker applied to the participant's arm triggered a plaster, needle and tube overlay. The participant then watched as the 'blood' flowed from their arm and up onto the screen. As the blood bag filled up, the virtual donor could watch the patient get better, powerfully demonstrating the impact their donation could have. A total of 722 new donors registered over the 5 days of outdoor activity, with paid-for social delivering 1,911 registrations across the 3 weeks from launch. We also amplified the campaign via consumer and trade PR, generating over 20 pieces of national news coverage.

OUR UNDERSTANDING OF THE OBJECTIVES, AUDIENCE AND OUTCOMES

Fishing licence sales data shows angling participation in the UK declining for about 10 years, with 1.2m licence holders in 2010 decreasing to 8 – 900,000 in 2019¹. This not only has a negative effect on the economic impact it brings to the UK, but also means reduced funds are available for improving fish habitats, angling facilities and tackling illegal fishing. Something needed to be done and positively, 2020 marked the start of a new five-year strategy to address this issue.

2020 also saw the development and launch of the Environment Agency's 'A licence to chill' campaign, a creative platform developed by 23red. Extensive audience insight was used to inform the strategy and proposition behind this idea. In summary, we found relaxation was a key motivator to go fishing across all audiences. Anglers we spoke to mentioned the benefits of "being away from the pressures of life"², and 86% of people surveyed in the UK agree that outdoor activities are essential to people's wellbeing¹. Another big motivation was to reconnect with nature. Anglers we spoke to said the key reason was to "be outside, away from everyday life"². As angling is unlike other sports, relying on natural resource and infrastructure to take place, a fishing licence purchase supports and contributes towards improvements to both wellbeing and nature. So, our proposition was "Buy a fishing licence to invest in yourself and nature" and encompassed our strategic approach: the idea that a fishing licence is not just a legal document, but enables you to do so much more. From this, 'A licence to chill' was born.

Your brief outlines the ambition for the next five years, and specifically, the objectives that need to be achieved in 2021/22. We have interpreted these and pulled them together into the below chart:



¹National Angling Strategy, 2019-2024, Substance

The overall campaign aim is to increase sales of fishing licences to maximise income. With our research showing that the sport is likely to be in decline, due to a reduction in marketing and funding, an ageing population of anglers and the fact that people are spending fewer days fishing annually¹, sales need to come from both acquisition tactics (recruiting and re-recruiting potential and lapsed anglers), and retention tactics (retaining current anglers and evaders). So, in 2021/22, we need build on the 'A licence to chill' campaign, and ensure we reach the right people at the right time. As such, we have undertaken further audience research, to inform what messages we need to convey to whom, and on what type of channels (a mix of paid, owned and earned). We have detailed this in the next section, as it is crucial to informing our initial thoughts on creative development.

Evaluation

To measure campaign effectiveness and outcomes, our existing approach to evaluate the 'A licence to chill' campaign uses the GCS evaluation framework (developed with the Environment Agency in 2020). Upon appointment, we will work with you to ensure that all key metrics are identified across inputs, outputs, outtakes and outcomes for Year 2, and ensure that we combine ongoing, staged and end measures, to inform live optimisation and final analysis. For example, we envisage working with you to track what our target audiences do, feel and think as a result of campaign activity, through metrics such as 'Increased positive attitude towards angling as a favourable leisure activity (%); Increased consideration to go angling in leisure time (%); Increased awareness of the legal requirement to hold a fishing licence when angling (%); Increased understanding of what licence income is used for and EA's involvement (%)', and use existing research and data where possible to set benchmarks e.g. YouGov data from the EA's 2021 survey. We can then track these outtakes through to outcomes, using sales and income data to understand the effect marketing activity is having on actual behaviour change, to finally allow us to analyse the effectiveness of the campaign activities in achieving business impact, i.e. increased income invested by EA into improvements and maintenance work, e.g. fisheries, fish habitats.

1. National Angling Strategy, 2019-2024, Substance
2. 23red primary research, 2020

INITIAL THOUGHTS ON FUTURE CREATIVE DEVELOPMENT FOR THE CAMPAIGN: DEVELOPING A 21/22 CAMPAIGN STRATEGY

To inform our initial thoughts on creative development, we have looked to further interrogate our audience insights to help develop a draft campaign strategy for 2021/2022.

Retention (current anglers – new and existing anglers, with evaders as overheard)

Positively, lockdown restrictions saw a surge in people taking up angling, and as of February 2021, the EA had sold over 120,000 (around 17%) more licences than the previous year¹. These were a mix of lapsed and new anglers², including women, young people and juniors¹. This is a very strong starting point, but given that the EA estimate an annual 'churn' of 30% of licence holders, and even those in angling's core market lapse due to lack of time, convenience, and fishing quality³, we need to work hard to ensure that when life goes back to 'normal' post COVID-19, we don't lose them. We therefore recognise just how vital it is for us to tailor messaging about how licence money is spent and the joys of fishing, to keep them motivated to continue. Clever use of paid social and digital display targeting people who are interested in fishing alongside EA's own channels can also help to drive reach and engagement.

Acquisition (potential anglers)

Empowering existing anglers to attract new audiences – Research shows that existing anglers often know people who might be interested in fishing (31% of respondents knew young people interested and 35% knew adult friends or family interested³). As initiatives such as 'Take a friend fishing'⁴ demonstrate a good way to trial fishing is with someone you know, we can look to utilise EA owned channels to host some real-life video content with anglers, talking about who introduced them to angling. The goal of this activity would be to inspire our existing anglers to do the same, by tagging the person they would like to take fishing. As we know that existing anglers often lapse due to 'life getting in the way'/a lack of time³, and potential anglers prefer trialling fishing in pleasant weather⁵, we can time this activity to engage them at relevant moments, e.g. bank holidays and summer holidays.

Identifying new audiences by their interests – Research also shows that 48% of anglers surveyed in 2018 also went walking/hiking and 27% also did wildlife-related activities³, so we can assume that 'outdoorsy'-type people are also a 'low-hanging fruit' in terms of possible new recruits. We need to create noise and go to where they are, to re-frame fishing as an activity they would also enjoy. This can be through earned media (PR and partnerships), which is important to allow us to integrate ourselves into our audiences' world, but we could also explore targeting this audience using different media. For example, mobile outdoor (e.g. AdVans raising awareness of the benefits of fishing and nearby fishing locations to ramblers, etc.), during key moments in the year when the weather is pleasant and people are more likely to be outside.

Re-framing fishing as a family activity – Research suggests that two-parent families are likely to be the easiest market to increase numbers³, and as cited in your Q&A response, people are much more likely to develop a lifelong hobby/interest when they take it up at a young age. With this in mind, getting children to take part in fishing as a family activity is key to securing the future of the sport. We also know that parents often search to find low-cost activities to do when the children are off school⁶, and so we can position fishing as a good activity to do in these moments. For example, re-framing fishing as a great activity for families in the run-up to and during school holidays through PR and partnerships announcing the benefits of fishing. Paid media is also important – e.g. behaviourally targeted programmatic (e.g. showing display adverts on 'day out' websites such as National Trust and English Heritage).

Engaging under-represented audiences – There are also a range of other people groups that sit in our 'potential anglers' audience. For example, women and ethnic minorities such as Pakistani and Bangladeshi communities (we found through creative testing of 'A licence to chill' that a Bangladeshi respondent was introduced to fishing through his white girlfriend's father. He talked about it being a potential opportunity in his community, as it has much cultural relevance but isn't really thought about amongst communities in the UK⁷). Reaching such ethnic minority communities can be done authentically and with more credibility by building relationships with their community groups. As a female audience is quite varied, we know PR is key – helping to make angling famous and re-positioning it as a pastime for all. For example, we know the next planned PR spike will help to reach female audiences through earned media. We can further explore leveraging this content in paid, e.g. using YouTube TrueView advertising. These are usually less than 1p for each piece of content that is not skipped, so can be really cost-effective when your goal is to get the right people to watch something in full.

1. Environment Agency data, 2021
2. <https://www.bbc.co.uk/news/uk-england-55587460>
3. National Angling Strategy, 2019-2024, Substance and Rod Licence Marketing report, Blue Marble
4. <https://anglingtrust.net/2020/08/05/7-top-tips-to-take-a-friend-fishing/>
5. <https://www.leatherman.com/blog/outdoor/6-ways-to-convince-a-non-angler-to-go-fishing>
6. Google trends data, accessed 2021
7. Environment Agency Angling creative testing, 2020, Define Research.

INITIAL THOUGHTS ON FUTURE CREATIVE DEVELOPMENT FOR THE CAMPAIGN: DEVELOPING A 21/22 CAMPAIGN STRATEGY

From these audience insights, we have developed the below chart to summarise our approach to audience messaging and channel planning, which will inform our creative development for 21/22, and ensure that we achieve the objectives set out in your brief.

	ACQUISITION		RETENTION		
Role of comms	ATTRACT	RE-RECRUIT	RECRUIT	RETAIN	ENFORCE
Audience	POTENTIAL ANGLERS Potential anglers who have never been fishing before ('outdoorsy' types, ABC1 Parents, Young adults, Women, BAME)	LAPSED ANGLERS Those who have not been fishing for two years or more (Retired)	NEW ANGLERS Recent new to angling (those who have started angling without a licence unintentionally)	EXISTING LICENCE HOLDERS Regular licenced anglers	EVADERS Those who have not bought a licence through choice
Comms Task	Announce and educate about the benefits of angling	Inspire renewal by showcasing the positive results of rod licence revenue and reminding of the benefits/enjoyment of fishing			Assert the legal requirement of licence holding
CHANNELS					
PAID	<u>Mobile Outdoor</u> to hero specific fishery locations to ramblers, etc	<u>Digital Display</u> (Fishing interest sites) – highly visible announcements on the importance of holding a licence <u>Social</u> Target those interested in fishing, who are actively sharing content on their new-found / long-standing hobby			
	<u>Programmatic (Behavioural Targeting Display)</u> focusing on days out, walks)				
	<u>YouTube TruViews</u> (skippable) influencer content				
OWNED	Earned content on EA channels	EA channels (Twitter, FB, Instagram)	n/a	Direct marketing + EA channels	n/a
EARNED	PR – make famous and reposition angling as a modern pastime for all (spring and summer spikes)	Overheard from 'Attract' PR and partnerships	Partnerships – Angling venues and outdoor retailers e.g. POS materials, integration into digital / social channels		
	Partnerships – outdoor retailers, new partners to reach other audiences				

It's important to note that the activities outlined above should not and will not be isolated pieces of activity. Paid, owned and earned channels can work together at the same time, serving different audiences with different needs.

INITIAL THOUGHTS ON FUTURE CREATIVE DEVELOPMENT FOR THE CAMPAIGN: BRINGING THIS STRATEGY TO LIFE

One of the core considerations when we developed 'A licence to chill' was how it could evolve as a broad creative platform, beyond the initial campaign. At the heart of the idea is its ability to flex, so that it can be used to reflect a variety of both rational and emotional benefits across different audiences. This is simply expressed in the current campaign assets with headlines that vary from the emotive (e.g: 'A licence to lose yourself') to the more rational (e.g: 'A licence to improve 1,700km of rivers').

Whilst it's important at the first stage of establishing a creative platform not to dilute it too much, over the next year we envision that the headline structure can evolve across a wider channel mix to help reach our diverse audience groups. Within these broader channels we can encompass a range of 'Licence to...' propositions, whilst always using Licence to Chill as a campaign badge. As part of our overall response, we've looked at new content and paid campaigns, partnership ideas, experiential activity and CRM. As a specific example to demonstrate our thinking, we've chosen one of the core audiences – existing anglers (our 'retain' audience) where we know we want to do much more to bring to life the ways that their licence money is spent.

Using the 'A licence to chill' platform for retention (to reach current anglers – new and existing, with evaders as overheard)

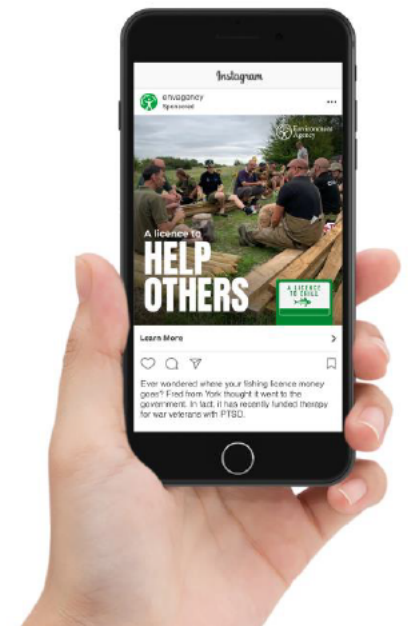
Here are examples for four different content pillars that could be used in an EA-owned channel and paid media campaign focus on retaining existing and new anglers (with evaders potentially as an 'overheard' audience). This would engage current anglers with the improvements to the UK's waterways, that were made thanks to their licence fee:

Revealing plans for the future and our continued need for licence holders to renew
A LICENCE TO EDUCATE THE NEXT GENERATION

A look back on past improvements
A LICENCE TO IMPROVE WHERE WE FISH

Showcasing improvements in the moment, as they happen
A LICENCE TO CREATE BETTER HABITATS

Embracing the general lack of knowledge amongst anglers and myth-busting common opinions
A LICENCE TO HELP OTHERS
(shown right)



Using the 'A licence to chill' platform for acquisition (to reach potential and lapsed anglers)

We can leverage existing activities in the fishing calendar to help to bring new audiences into the fishing world, driving opportunities for trial and re-framing fishing to under-represented audiences through PR, partnerships and paid media.



National Fishing Month can be used to bundle together different activities into a festival-like programme of interesting partner offers and PR events, as well as an opportunity to build on the existing visual identity.

(Poster example shown left)

INITIAL THOUGHTS ON PR

What we've learned

There is a vibrant community of anglers from all walks of life, who are passionate about sharing their love of fishing with newcomers. They believe the sport offers something for everyone, regardless of ability, and are keen to encourage others to take time out from everyday life to reconnect with nature.

Best of all they are eager to share their stories, including deeply personal reasons for getting into fishing. We have met a veteran with PTSD, a woman escaping domestic abuse, a young girl taking on all the boys in her local club, and an ambulance driver using fishing to escape the traumas seen on the job. But no matter their background, gender, race, age, level of expertise or where in the country they come from; bring them together and within seconds they are laughing, chatting and sharing the joy of fishing in a way that is truly infectious.



Behind this army of ambassadors is an equally formidable crew of fishery workers and volunteers who will do whatever they can to support the promotion of their sport, but perhaps lack the marketing expertise and resource to make it big on their own. The final part of our perfect storm is the current media landscape. Still reeling from COVID-19, with redundancies, people on furlough and home-working, journalists are as battered, bruised and overworked as everyone else, and are seeking out good news/feel-good stories, with human interest at the heart – but packaged up with case studies ready to go.

What we need to do in 2021/22

So far, we have focused on the mental health benefits of fishing during lockdown, and we are about to launch a campaign aimed at bringing more women into the sport, which will go live in May. Both campaigns were lockdown restricted and we feel that the summer provides the perfect opportunity to go experiential and celebrate fishing on a larger scale.

Summer 2021

National Fishing Month happens annually, coinciding with the summer holidays, but we want to use this as our opportunity to rally everyone to give it a go, promoting it as fun and easy for all. We will seek out the most interesting events and activities happening over the month to normalise fishing in consumer media, segmenting them to appeal to different media targets. For example, we will collaborate with the Angling Trust on the idea to create a women's welcome weekend to target local TV news. We will promote the best events to bring a friend, seeking out unusual pairings via a call-out on the Angling Trust's Facebook page for interesting stories. We will also find groups that demonstrate inclusivity, such as fishing therapy for kids with autism or older people with dementia, showing that fishing is physically and mentally good for you. To kickstart the month, we would like to revisit our experiential idea to place a fishing art installation across four urban areas, each with a story from an angler, giving a personal anecdote of why they love fishing. This will provide a great picture opportunity for national and broadcast media to set up the month of activity ahead, providing mass consumer appeal.

Spring 2022

We know that to entice newcomers, a sunny day is a must, and the anglers we spoke to recommend May as the best time to recruit new people into the sport. People who fish generally love the outdoors, and many of them have a camera at hand, but with varying levels of skill. We know there is a dearth of stock imagery of angling in the UK, so we see an opportunity to play into this.

We would like to recruit a group of influencers who love the outdoors and fishing to share their stories and encourage more people to try the sport. We would invite them to take part in an exclusive photography lesson over a day of fishing, and kit them out with the latest outdoor camera, which they can keep in lieu of payment (donated by a partner like Go Outdoors). All we ask in return is that they share their pictures on their social channels afterwards, showing how fun and easy fishing is. As an added element we could gift them a second camera to run a photography competition with, asking their followers to share their best fishing snaps to win the camera. We could boost the winning photos and influencer posts as part of a paid digital campaign and PR the winners, using social media noise to normalise fishing as an attractive pastime. This activation would help us reach a younger audience and re-ignite nostalgia for those lapsed anglers who used to fish as children but have drifted away.

INITIAL THOUGHTS ON PARTNERSHIPS MARKETING

What we've learnt

Through our partnership engagement in 2020/21, we have initiated partnerships with key brands - Go Outdoors, Decathlon, Angling Direct, Korda, Orvis, Preston Innovations (Korum) and Fish Buddy. There are five key learnings identified this year:

1. The resurgence of fishing during the COVID-19 pandemic provided a huge boost for fishing retailers and brands, and helped fishing become a commercial priority for outdoor retailers such as Go Outdoors, reporting a 300% uplift in fishing sales in 2020. This puts us in a good place to negotiate further partner activation into 2021/22, as they see the commercial advantage of supporting both acquisition and retention in angling.
2. Partners require assets for always-on messages around the need for a licence, but also want to be guided by our campaign timings, aligning their plans to when we will be talking to our audiences about 'A licence to chill'. Moreover, our experience in partnerships marketing has shown us that one of the best ways to negotiate upweighted and cross-channel activity with partners is to galvanise them around campaign moments (e.g. Stoptober, Organ Donation Week).
3. Brands want their support to be recognised, which high-profile campaign moments allows us more opportunities to facilitate, e.g. via PR.
4. Reaching local partners through fishing directories has proven difficult, with the majority seeing it as purely a commercial opportunity to advertise on their site.
5. There are campaign growth opportunities with the thousands of fisheries, tackle/bait shops and angling clubs, who are passionate about increasing participation, but don't have the resources or marketing expertise to do so. We need to make it easy for them to get involved, and give them enough time to get ready.

What we need to do in 2021/22

Our approach

Building on what we have delivered to date and the approach to partnerships agreed between 23red and Defra Group Communications, we will continue to negotiate and manage activations with the five valued brands already secured. We will also identify new national partners and expand the local partner strategy, to enable everyone to contribute to the campaign in a simple and effective manner.

Partner identification: We will develop 'spheres of influence' that are relevant to each of the target audiences and specific attitudinal behaviours and clusters. The 'spheres of influence' include touchpoints and sectors. Criteria for partners balances the requirement that organisations must actively support the campaign goals (Relevance) with the desire to maximise participation (Reach and Impact). Having already conducted a comprehensive identification process in 2020, we will be able to drive efficiencies in time and learning. New potential partners will be grounded in our audience insights, e.g. supporting acquisition by working with brands that can reach 'outdoorsy' people or parents.

Partner engagement: We will identify the challenges and potential barriers to participation and develop a mutually beneficial value exchange for each new category of partners. This year, we will work closely with Defra Group Communications to finesse the value exchange in the context of a new 2021/22 campaign calendar. Building on the strategic relationship with Angling Trust, who are already hosting a campaign page for partners (ensuring it is open to all), we will build the sharing of partner assets into their engagement with the venues, clubs and tackle shops featured on their website.

Partner management and activation: With finite resources, we will continue to use the model to manage partners effectively and efficiently. We will offer key account management to national strategic partners, working with them throughout the year, but focusing on specific moments within this. Informed by our learnings, we have evolved and co-designed our local partner strategy with the Environment Agency. Once the Angling Trust campaign resource page is set up, we will provide local partners with an easy way to share our campaign materials through the year. Our partner toolkits will be tailored to use across the year and at key campaign moments we create, e.g. National Fishing Month, to help promote their own activity, ladder back to the 'A licence to chill' platform. It will include posters, social assets, suggested long and short copy and web banners. Our experience in developing toolkits to support local activation across many government campaigns will ensure we provide easy to use, effective assets and guidance for organisations who are not marketing specialists.

PARTNERSHIP MARKETING CONTINUED

What this could look like

Driving 'always on' and leveraging other calendar moments to support retention and acquisition

Whilst we will look to create campaign moments to galvanise partners around, we will ensure updated partner assets and new, interesting content is available to them across the year, to keep a steady drumbeat of activity and awareness, raising of the need and benefits of a licence through the spring and summer months.

Content created from a social campaign on how licence money is used, for example, would make interesting content for partner blogs and news articles for Go Outdoors, Fish Buddy and Korum, as well as provide fantastic campaign materials for local partners to use to engage their existing and lapsed anglers. Implementation of this national and local partner strategy will also help us reach evaders, who we know are best influenced through increasing the visibility of the Environment Agency in angling venues and retailers through point-of-sale materials (as cited in the brief).



The theme of Mental Health Awareness Week this May is nature. So this year, we'll team up with the Mental Health Foundation and ask them to share our content to encourage everyone (new or existing anglers) to get out there, share in the natural world and experience the mental health benefits of fishing that week.



Given that our insights have shown us there is substantial interest in fishing in certain ethnic communities, we will partner up with The Pakistan Society. Their motto, 'Bringing Pakistan and Britain Together' is a great springboard to work with them to bring British and Pakistani anglers together. We can co-create content with them to reach a new community and celebrate a sport both nations love together.

Galvanising partners around National Fishing Month

Creating a specific moment in the year allows partners to develop focused activity, helping to increase the likelihood of existing and new partners supporting the campaign. This also helps to generate maximum awareness and impact with our audience. The following recommendations show how this could be done with existing and new partners.



A LICENCE TO GO OUTDOORS

Evolving the existing partnership with Go Outdoors – we can get more people fishing by getting them to do discount offers on fishing equipment and signposting across in-store POS, reaching their wider customer base that are already adventure seekers.



A LICENCE TO NEVER STOP EXPLORING

The North Face has a brand mission that encourages people to 'Never Stop Exploring', which we can facilitate with fishing.

Let's create the North Face Fish Camp – an outdoor, daytime festival that will tour the country throughout National Fishing Month and recruit those who already enjoy the outdoors to try fishing.



GET OUT MORE WITH A LICENCE TO CHILL

Nature Valley has a mission that is encouraging people to 'Get out more'. So let's create a partnership that gets people outside in nature and enjoying fishing. This could include a social campaign that tells stories of people getting out into nature, reveals tips on how to start fishing and talks about the benefits, both physically and mentally. Care packs with Nature Valley bars could be included at free taster days.

DELIVERING VALUE FOR MONEY

Our experienced team and knowledge of the subject matter will allow us to hit the ground running once again, and deliver value for money. We are all hugely excited to build on what we, together with Defra Group Communications and Environment Agency colleagues, have passionately created this year. Below is a breakdown of estimated costs to deliver the various campaign elements. This includes our proposed budget split between different activities (creative, partnerships and PR) and an overview of costs per staff member. Imagery would be sourced via image libraries such as Getty Images and iStock, or via securing a photographer, in consultation with Defra Group Communications. An allowance for such production costs, including assumption of 5-year usage, has been made here.

Summary of costs

Deliverables

Partnerships

- Ongoing management of 5 existing partners, plus up to 2 new partners (including activation and evaluation)
- Implementing updated strategy to reach local partners and engaging them in key moments via Angling Trust

PR

- Summer 2021 spike - PR toolkit for partners; promotion of 4 events; art installation across 4 different locations (assuming locations can be negotiated FOC via Local Authorities; costs based on art installation being similar to large mobile outdoor executions)
- Spring 2022 spike - Influencer campaign including photographer, 4-6 influencers, overseeing social posts (not including any direct payment to influencers)
- Briefing packs for all spokespeople; securing minimum of 5 x case studies
- Press office activity: media materials, media monitoring, evaluation

Main campaign creative (assuming two rounds of amends) - for the purposes of this budget we have assumed the set of deliverables below.

'Always on' assets to support acquisition using existing look and feel:

- 6 x social assets (animated and static)
- 6 x versions resized for owned channels (animated and static)
- 3 x ads to support programmatic targeting

National Fishing Month assets to support acquisition with a bespoke look and feel, keeping in line with existing 'A licence to chill' brand guidelines; deliverables based on one piece of new content each week across the month:

- 4 x social assets (animated and static)
- 4 x versions resized for owned channels (animated and static)
- 2 x ads to support programmatic targeting

'Always on' assets to support retention, assuming two pieces of content for each of the four content pillars identified in the pitch response (educate the next generation, improve where we wish, create better habitats, help others):

- 8 x social assets for paid (animated)
- 8 x versions for owned and partner channels (animated and static)

Plus 4 x versions for digital display ads

Additional assets for EA's owned channels

- 3 x licence reveal social assets (animated)

Assets to support partnership activation

- 3 x partner toolkits ('always on' to support acquisition and retention, and for National Fishing Month) - to include A4 and A3 poster (easy print, web and print versions), key messages, web banners (MPU, leaderboard, skyscraper, email signature), and social assets, creating a pdf to 'house' this standard set of assets (re-sized from assets created for paid media).

Usage - 5 years

Cost breakdown	Day rate	Creative	Partnerships	PR	Total cost	Total days
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Costs do not currently include additional assets to support other themes/audiences referenced in our pitch response e.g. work with the Mental Health Foundation or BAME community groups. On appointment, we would be pleased to work with Defra Group Communications to agree the final scope of work and develop the cost estimate accordingly.