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OVERVIEW OF THE AUTHORITY

- 1.1 The Defence Infrastructure Organisation (DIO) is the estate expert for Defence, supporting the Armed Forces to enable military capability by planning, building, maintaining, and servicing land and infrastructure. We are responsible for enabling Defence people to live, work, train and deploy at home and overseas.
- 1.2 DIO works across all levels of government, collaborating with other departments on the delivery of major projects. Our stakeholders include the general public, suppliers, local and regional authorities, the press/media and NGOs including those in the public, private and voluntary sectors. Key stakeholders also include senior staff within government and the wider civil service.
- 1.3 The Ministry of Defence (MOD) owns over 800,000 hectares of land worldwide, including at-sea locations. This is managed by the Defence Infrastructure Organisation (DIO), which is a fundamental enabler of military operations and supports nearly a quarter of a million military and civilian personnel to live, work, train and deploy.

BACKGROUND TO YOUR REQUIREMENT

- 1.4 Incursions (the accessing of MOD land when and where it is not safe to do so) on the training estate are increasing and changes in UK legislation mean the onus is now on the MOD to ensure the safety of everyone using its land, even those accessing it illegally. There is a statutory requirement on DIO under the Occupants Liability Act to ensure the public are safe when visiting the training estate. Fundamental to this is the promotion of firing times, access routes and localised on-site safety measures.
- 1.5 The number and type of incursions mean DIO is currently carrying a huge corporate manslaughter risk and there are huge financial and reputational risks to the business. There have been several near-misses already and it's only a matter of time before someone is seriously injured or even killed. DIO needs to be able to reasonably demonstrate that it is doing all it can to ensure the public access MOD land safely.
- 1.6 As well as the threat to the public, incursions can cause other significant costs to Defence. Hundreds of training exercises are suspended each year due to interruptions by the public. This also puts the safety of Armed Forces personnel who are training at risk.
- 1.7 The need to inform the public of the very real risks when accessing the training estate needs to be balanced against the right of the public to access large areas of the estate. Variables including recent Covid-lockdowns have subsequently seen the number of people exploring the estate increase as the

public explore what is on their doorstep, maximising outdoor activity within the boundaries of lockdown restrictions.

- 1.8 In 2020 and 2021, DIO ran a **successful pilot campaign** targeting audiences in Salisbury and Aldershot, home to extensive MOD training estates. The campaign was called 'Respect the Range' and was framed around **reciprocation of respect between the army and the public**, acknowledging each's need and desire to use the land. The campaign was promoted via paid-for media including print, radio and digital (social media) advertising. The campaign was supported through no-cost channels including owned social media and partnerships with external bodies.
- 1.9 To date our campaign audiences have been defined by YouGov research conducted in 2019 that allowed us to identify seven key audience profiles:
- = **URBAN EXPLORER.** Predominantly younger people who ignore warning signs/flags. They actively look for ways to access restricted areas without getting caught
 - = **THRILL CHASER.** Mostly younger males who go into restricted areas as a form of 'adventure'. They are aware of the risks and thrive on them, often ignoring 'danger of death' signs
 - = **ACCESS ACTIVIST.** Mostly older generations who stray into restricted areas as they believe it is public land and they have a right to be there
 - = **RISK DENIER.** Mostly males of mixed age. **They live locally and regularly stray into restricted areas. Refute that there is any real risk to their safety**
 - = **OCCASIONAL RULE BREAKER.** Recreational users of all ages. Occasionally go into restricted areas out of interest but aware of dangers and usually stick to public access areas.
 - = **NATURE SEEKER.** Mixed ages and demographic profile. Drawn to the estate due to their interest in nature. Aware of the dangers and risks and carefully consider when to stray into restricted areas
 - = **FLAG FOLLOWERS.** Predominantly female. Use permitted areas of the estate for recreational activities. Aware of dangers and stick to areas they know are safe. Any inappropriate access is usually by accident or through a lack of information.
- 1.10 For the purpose of the campaign strategy, the seven audience profilers were further defined as three key groups:
- = **Good Behaviour.** Those who understand and do follow the estate guidelines and access restrictions. We aim to reinforce their behaviour and highlight their approach to land use to other audiences
 - = **Risk Deniers.** Members of the public who are aware of the risk to personal safety when accessing the estate, but who **perceive the risk to be low** and as such use the estate in **increasingly dangerous ways**
 - = **Deliberately Dangerous.** Individuals and groups who are aware of the dangers and restrictions but non the less will ignore all risks, often causing damage to the estate and posing a greater danger to other members of the public and our training. **These groups are often more organised and travel greater distances to access specific areas of MOD land that best suit their recreational activities.**

- 1.11 Further research will be required to add in-depth knowledge of the audience's motivations in the new UK locations. Whilst the campaign has previously targeted local communities, the new locations pose additional challenges. For example, coastal training estates pose different risks to the public who are made up not just of local communities, but also visitors from further afield (Tourists). The socio-political factors in Germany mean that audience behaviours are likely to be different to UK audiences

YOUR REQUIREMENT

- 1.12 To further develop and implement a behavioural change campaign (in line with the GCS behavioural change and COM-B models) that results in a reduction in the number of incursions (individuals straying into restricted areas), and near-miss incursions, on the UK Defence Training Estate and Overseas Training Estate, thus **reducing the liability risk to the MOD**, reducing the instances of training being interrupted or stopped, and reducing the individual health, safety and well-being risk(s) to members of the public.
- 1.13 To increase the public's awareness of safety concerns when accessing the estate, **specifically increasing the number or people who associate higher levels of risk/danger when on the estate**. This will be set against new and existing response rates conducted via YouGov research with targets agreed with the Provider.
- 1.14 To build upon the existing Respect the Range campaign and ensure a visually engaging, effective and bespoke concept continues to educate and inform varying audiences across several UK sites. Whilst the overarching campaign will adhere to a consistent look and feel, **each UK site will require nuanced messages**, different to the pilot campaign e.g. coastal locations and high density urban population areas will require different calls to action compared to the existing campaign in Salisbury Plain and Aldershot.
- 1.15 DIO will work with the appointed Provider to identify the exact timings that the campaign will run, however in the UK it is expected that the paid-for elements of the campaign will coincide with the school summer holidays (July/Aug/Sept).
- 1.16 To adapt and deliver the Respect the Range campaign in an Overseas Training Site (Germany) ensuring that channels, messaging and language are relevant to the international audience(s).
- 1.17 To design and implement a communications strategy/plan that incorporates traditional and new media channels, ensuring visibility, reach and engagement measured against sector KPIs. Learnings must be taken from the previous campaign with channels selected based on effectiveness and ROI **(digital targets to be agreed with Provider)**
- 1.18 The campaign must take advantage of and develop existing no-cost communication channels including owned social media, and partnerships with audience-relevant local, regional and national organisations. To date this has included partnerships with organisations including but not exclusive of British Cycling, The Kennel Club and the Ramblers Society.
- 1.19 The Provider will be required to produce a media plan and work with OmniGov, the centrally contracted MOD media purchasing organisation, to identify what opportunities are available to best meet the campaigns objectives
- 1.20 The Provider will be required to produce campaign assets including but not exclusive of Images, Audio, Video and supporting documentation e.g. Partner Toolkit

- 1.21 The Provider will be required to advise on PR activity that complements the work of DIO's External Relations team
- 1.22 The Provider will be required to have knowledge of, and act upon, the opportunities to include social influencers and 'celebrity' endorsements to support the campaign
- 1.23 The Provider will work with DIO to implement campaign milestones and ensure ongoing evaluation of all campaign activity
- 1.24 The Provider shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service
- 1.25 The Provider will be expected to ensure a continuity plan for the campaign in the event of further Covid restrictions being brought into Law.
- 1.26 The Provider will be expected to form a positive, transparent, and proactive working relationship with DIO that builds upon the strengths each organisation brings to the project.
- 1.27 The Provider must ensure that any materials produced by DIO and/or MOD, and all communications between the Provider and DIO, are treated in the strictest confidence and are not to be circulated outside of the Provider's organisation. The work we carry out will be classified as 'Official' requiring a level of sensitivity at all times.

BASE LOCATION

- 1.28 DIO's head quarters is based at DMS Whittington, Staffordshire. The Corporate Communications team work via a hybrid of office and remote locations.
- 1.29 The areas in the UK that will be the target of the campaign (with top level context) are outlined below:
 - = **Salisbury Plain and Aldershot.** We will continue our activity in Salisbury and Aldershot to build upon the initial work undertaken in 2020/21. Despite post-campaign data showing an increase in the number of respondents saying they're aware of, and follow the access rules (85% and 95% respectively), both sites continue to suffer incursions from dog walkers, cyclists and political activists who oppose bylaw changes in Aldershot.
 - = **Lulworth (399 Sea Incursions. 25 near-miss incursions).** Lulworth is one of the three key armoured live firing ranges in the UK and is situated on the South Coast. The range complex is the principal range for all gunnery courses at the Armoured Centre and Armoured Trials from the Armoured Trials and Development Unit (ATDU) at Bovington. The complex consist of a firing range and tank manoeuvre area and is surrounded to the south by the sea which has a coastal path running along the cliffs and importantly is in the Range Danger Area (RDA) and Sea Danger Area (SDA). As an Area of Outstanding Natural Beauty it is a popular destination for the public. Land incursions have generally been attributed to the public accessing the RDA to get to the beach and walkers not seeing/ignoring the range flags or signs. Sea incursions can mostly be attributed to pleasure boats, kayakers or dinghies entering the SDA. All of these incursions impact on public safety and require training to be stopped until it is safe to continue.
 - = **Fort George (272 sea incursions).** Fort George Sea Danger Area (FG SDA) in north east Scotland sits on the Moray Firth to the east of Inverness and is designated on the published Maritime Practice & Exercise Areas (PEXA) charts. Incursions are caused by pleasure / leisure craft, small yachts, canoes

etc. Despite monthly firing notices being promulgated and all other routine control measures in place, namely Red Flags flying and the existence of By Laws, civilians continue to access the SDA with impunity which results in ranges having to stop firing. Anything up to half a days firing can be lost during the holiday seasons / summer. It should be noted the civilians in some cases travel a long distance in order to use the ranges so there is a financial and environmental impact to delayed and re-scheduled training. (NB – training times already at a premium due to commercial shipping use of the Moray Firth).

- = **Lydd and Hythe (777 incursions).** The coastal range complexes of Lydd and Hythe are situated on the South East coast of Kent with large sea danger areas facing one of the busiest shipping channels in the world. Both range complexes are situated next to busy towns. In addition, Hythe Ranges is situated next to a major holiday park to the West and Lydd Ranges is situated next to Camber beach, a major holiday destination which has an active airport to the East. In order to maintain a safe place, the sea danger area is monitored by range safety craft and radar when the ranges are active. In addition, there are manned lookouts situated at each end of the Ranges when the Ranges are live to ensure that incursions do not take place. Range staff ensure that the Ranges are clear before firing takes place at the start of the day. Incursions are mostly caused by the public accessing the beach often ignoring staff, red flags and signage before continuing to the RDA. At sea incursions consist of leisure activities including but not limited to canoes, wind surfers, kite surfers, all of which are difficult to detect on radar. Yachts, jet skis, motorboats, fishing craft are generally picked up by the radar however the one range safety boat at each site is reliant on radar or lookouts to guide it to a potential incursion.

- = **Holbeach And Donna Knook.** Holbeach and Donna Knook are designated Air Weapons Ranges (AWR) on the East coast in Lincolnshire which are managed by UK DTE on behalf of the RAF. Both sites have issues with incursions which has impacted on our ability to provide a safe training area.

Donna Knook – the primary issues relate to holiday makers at the neighbouring holiday camps who access the large stretch of open sand. There is an immediate and unpredictable danger to the public as UXO moves under the sand appearing/disappearing with the tide. Sea incursions are caused by canoes, wind surfers, kite surfers, who encroach on the SDA. In addition from mid Oct – mid December the site is a huge attraction for naturalists who visit to see the thousands of seal pups.

Holbeach – Many people come from neighbouring campsites and local villages to watch the RAF planes. Land incursions are often the result of local children trying to access range targets. The nature of the land is a salt marsh and is attractive to wildfowling and whelkers (people who dig for whelks). As well as presenting a danger during live firing, any access to the salt marshes also puts the public at risk from UXO washed up by the tide.

1.30 In Germany the campaign will be targeting:

- = **Sennelager.** The Training Area at Sennelager is surrounded by towns/villages and has a road that runs through the middle, similar to Catterick in the UK. Expectation management of the local community will be key in the roll out of this campaign – we understand that respect for their own military, and those from overseas nations is not as high as it is in the UK. There are also political sensitivities regarding the role of Germany's armed forces, with debates and votes on the future of the German Army expected in the near future.

In addition, the local community have been expecting greater access to/through the estate as UK activity in the immediate area had been reducing over the past few years. However, a change in Army Training means that training activity in Sennelager is due to significantly increase and access for the public will not be increased as anticipated. There is a risk to the local community who seek to access areas of the Training Estate that are not assured to be clean of Unexploded Ordnance (UXO), during periods when Training Exercises are being prepared, conducted or when the Training Area is being repaired and maintained following an Exercise. It is vital that we are able to communicate to the local community to ensure that we continue to operate as responsible partners in Germany and retain our consent to train. DIO are not the Head of Establishment (HoE) for the Training Area and a Public Safety Campaign will help support the HoE exercise his responsibilities.

STAFF VETTING, EXPERIENCE AND QUALIFICATIONS

- 1.31 The Provider will have experience of delivering campaigns in both the UK and European markets
- 1.32 Please note that any visits to MOD facilities will require Provider staff to be security checked and accompanied at all times whilst on site. Photo ID will be required by Provider staff upon arrival to any MOD site.

KEY MILESTONES

- 1.33 The potential provider should note the following project milestones that the Authority will measure the quality of delivery against. The Authority will work with the provider to further explore these deadlines:

Milestone 1: Draft strategy and Media Plan to be presented for comment and approval

Timeframe: Within four weeks of contract award

Milestone 2: Draft design assets (Print/Digital et al) to be presented for comment and approval

Timeframe: Within 8 weeks of contract award

Milestone 3: Campaign to launch

Timeframe: The latest the campaign must launch is the 30th July 2022

AUTHORITY'S RESPONSIBILITIES

- 1.34 DIO will provide a key POC within its Marketing and Campaigns team to act as the daily conduit between Authority and Provider

- 1.35 DIO is committed to sustainability and ensuring its work mitigates the impact of climate change. As part of our commitment to Government sustainability targets, all outputs for the campaign should consider the potential impact on sustainability goals

REPORTING

- 1.36 The Provider will be expected to appoint an account manager who will act as our point of contact for all initial communications and enquiries. In addition to BAU activities and communications, we expect weekly scheduled communications to act as ongoing project reference points. This will enable us to quickly identify and act upon any challenges / opportunities together
- 1.37 The Provider will be expected to attend and actively participate in monthly project board meetings that include a wider range of DIO/DTE/MOD stakeholders.

DEFINITIONS AND ACRONYMS

DIO	Defence Infrastructure Organisation
MOD	Ministry of Defence
DTE	Defence Training Estate
Range	Area of the training estate dedicated to live firing exercises
RDA	Range Danger Area
SDA	Sea Danger Area
Training Estate	Area(s) of the MOD estate dedicated to military training operations
RTR	Respect the Range
RAF	Royal Air Force
AWR	Air Weapons Range
UXO	Unexploded Ordnance e.g. grenades