



Media Operations

Joint Warfare Publication 3-45

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JOINT WARFARE PUBLICATION 3-45

MEDIA OPERATIONS

Joint Warfare Publication 3-45 (JWP 3-45) dated November 2001,
is promulgated as directed by the Chiefs of Staff

A handwritten signature in black ink, appearing to be 'Mick', with a stylized mark above it.

Director General Joint Doctrine and Concepts

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The Joint Doctrine and Concepts Centre,
MOD Shrivenham,
SWINDON
Wilts SN6 8RF

Telephone number: 01793 787216/7
Facsimile number: 01793 787232
E-mail: doctrine@jdcc.mod.uk

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Distribution of JWPs is managed by DSDC(L), Llangennech, Llanelli, Carmarthenshire, SA14 8YP. Requests for issue of this publication, or amendments to its distribution should be referred to DSDC(L).

Telephone number: 01554 822368
Facsimile number: 01554 822350

PREFACE

SCOPE

1. **Purpose.** The purpose of JWP 3-45 is to provide guidance for commanders and staff involved in the delivery of Media Operations (Media Ops) on UK operations. Since any Service personnel involved on operations may be required to act as a spokesperson and represent the UK in front of the media, it is relevant to a wide audience.
2. **Context.** The principal conduit for communication between the Government and the wider public is through the media. Within the MOD, Media Ops is delivered both at the strategic level through the Director General Corporate Communication (DGCC) and at the operational and tactical level through the Joint Task Force Headquarters (JTFHQ). The political dimension of Media Ops raises its profile as a military capability.
3. **Structure.** Chapter 1 sets out the philosophy and context of Media Ops. This includes the relationship between Media Ops and Info Ops, set in the context of wider co-ordinated government activity. It covers the enduring principles and unique aspects of Media Ops, including detail about the characteristics of the media and the audiences engaged by the military. Chapter 2 sets out the mechanisms for the planning and conduct of Media Ops. This includes the external relationships that the MOD has with Other Government Departments (OGDs) and Non-Governmental Organisations (NGOs). It concentrates on the delivery of Media Ops at the strategic level, before focussing on the part PJHQ plays in the delivery of Media Ops at the operational and tactical level in the Joint Operations Area (JOA). It does not delve into the process of Media Handling or the working arrangements established with the media, which are covered comprehensively in JSP 512 and The Green Book.

LINKAGES

4. **Allied and Single-Service.** MC 457 is the endorsed NATO policy on P Info, which links closely to UK Media Ops doctrine. JWP 0-10 – ‘*UK Doctrine for Joint and Multinational Operations*’ (UKOPSDOC), contains a section about Media Ops in Chapter 6, Operational Level Planning Considerations. JWP 3-00 – ‘*Joint Operations*’, which is the capstone document for the operational level planning and conduct of campaigns also contains a section on Media Ops. JWP 3-45 is subordinate to these and explains the subject in greater detail. There are no single Service doctrinal publications solely concerned with the delivery of Media Ops on operations.
5. **Peacetime Procedures.** The procedures in JWP 3-45 are consistent with more detailed provisions directing Media Handling, which are contained in JSP 512.

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MEDIA OPERATIONS

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JOINT WARFARE PUBLICATIONS

The successful prosecution of joint operations requires a clearly understood doctrine that is acceptable to all nations and Services concerned. It is UK policy that national doctrine should be consistent with NATO doctrine and, by implication, its terminology and procedures (other than those exceptional circumstances when the UK has elected not to ratify NATO doctrine). Notwithstanding, the requirement exists to develop national doctrine to address those areas not adequately covered, or at all, by NATO doctrine, and to influence the development of NATO doctrine. This is met by the development of a hierarchy of Joint Warfare Publications (JWPs).

As a general rule, JWPs of principal interest to Joint Force Commanders/ National Contingent Commanders and their staffs are situated 'above the line' in the hierarchy; while more detailed operational and tactical doctrine including Joint Tactics, Techniques and Procedures (JTTPs) are positioned below.

Joint Doctrine Pamphlets (JDPs) are published as necessary to meet those occasions when a particular aspect of joint doctrine needs to be agreed, usually in a foreshortened timescale, either in association with a planned exercise or operation, or to enable another aspect of doctrinal work to be developed. This will often occur when a more comprehensive 'parent' publication is under development, but normally well in advance of its planned publication.

The Joint Doctrine Development Process and associated hierarchy of JWPs are explained in DCI JS 117/00.

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CHAPTER 1 - PHILOSOPHY AND CONTEXT

‘Fundamentally, public opinion wins wars.’¹

‘The reporting of the very clinical nature of modern weapon systems and their effects on the bunkers and buildings in Baghdad led the public, especially the American public, to lose touch with the reality of War; a grim, ghastly and bloody affair.’²

SECTION I - DEFINITION

101. Joint Warfare Publication 0-01.1 defines Media Ops as:

‘That line of activity developed to ensure timely, accurate, and effective provision of Public Information (P Info) and implementation of Public Relations (PR) policy within the operational environment, whilst maintaining Operational Security (OPSEC)’³.

102. Media Ops are always based on absolute and demonstrable truth, directed from the highest level but conducted at the lowest appropriate level, consistent with the maintenance of a proactive approach and rapid reaction. The aim of Media Ops is to promote widespread understanding and support for our military operations while maintaining OPSEC.

SECTION II – INTEGRATED APPROACH

103. The military do not operate in isolation, they operate within a political context and are but one aspect of the UK response to a situation. As well as involving the MOD, this may also include the Foreign and Commonwealth Office (FCO), Department of Trade and Industry (DTI), Department for International Development (DfID) and Other Government Departments (OGDs), agencies and Non-Governmental Organisations (NGOs). While the Joint Task Force Commander (JTFC) is responsible for the planning and execution of the media operation within his overall campaign plan in the Joint Operations Area (JOA), he carries out his responsibilities within the bounds set at the grand strategic level and expressed in Chief of Defence Staff’s (CDS) and Chief of Joint Operations’ (CJO) Directives.

104. To be effective, the Government must act in a co-ordinated fashion, ensuring that all participants are working to the same objectives. This is achieved through an Information Campaign, portrayed in Figure 1.1. This is guided by the Cabinet Office,

¹ General Dwight Eisenhower, 1948.

² Major General Patrick Cordingley, *‘In The Eye Of The Storm’*, Hodder & Stoughton, 1996.

³ JWP 0-01.1. This is further interpreted as the planning, deployment and conduct of operations that engage the media in all its forms in order to maintain public support, thereby enhancing freedom of manoeuvre for commanders at all levels.

providing strategic objectives and implemented by a Cross-Government Implementation Group, co-ordinating the actions of individual departments in support of the Strategic Objectives. Media Ops are but one aspect of the Information Campaign. The Information Campaign is defined as:

*Co-ordinated information output of all Government activity undertaken to influence decision-makers in support of policy objectives, while protecting one's own decision-makers.*⁴

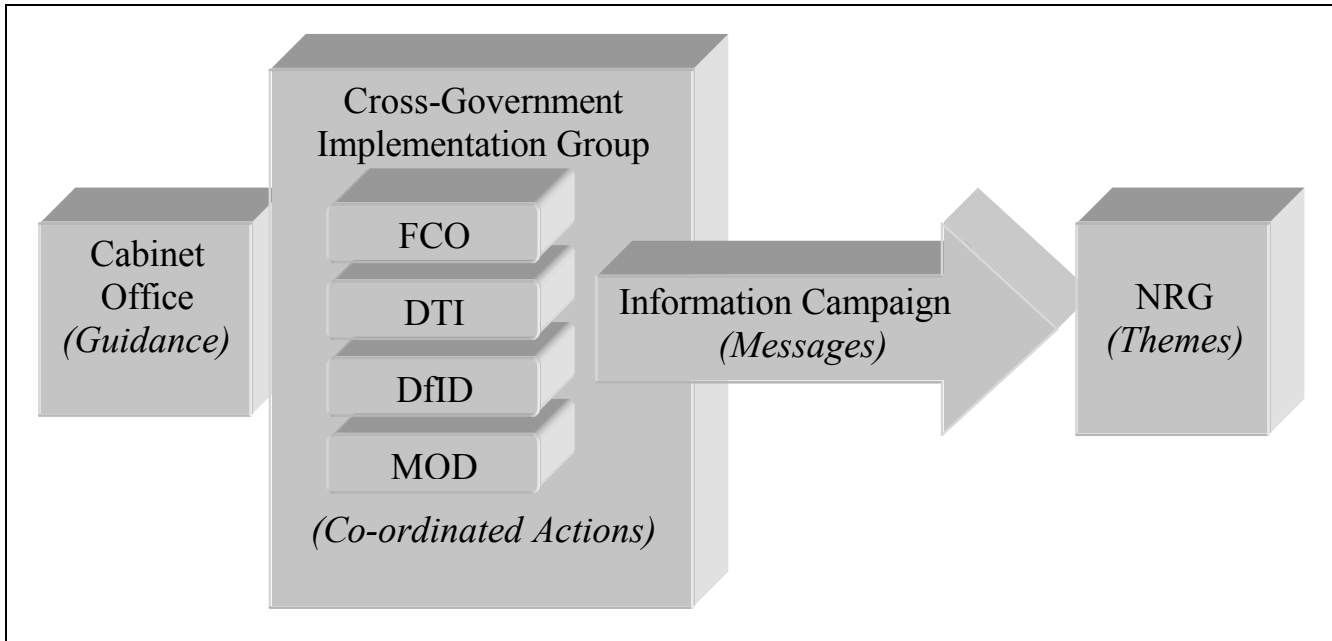


Figure 1.1 – UK Information Campaign

105. The MOD contribution to the Information Campaign comprises the co-ordination of Media Ops with Info Ops⁵ through the News Release Group (NRG). During a crisis, the NRG meets regularly under the chairmanship of the Director General Operational Policy (DG Op Pol). This group determines the broad themes and messages for the foreseeable future and the best way to present these. It also reviews the impact of the ongoing Information Campaign. Both the Permanent Joint Headquarters (PJHQ) and NATO, if involved, are represented at these meetings.

106. Media Ops are not a subordinate sub-set of Info Ops but are closely related activity. Media Ops and Info Ops staff must have clear visibility of each other's plans and operations to generate synergy. However, they must be seen to be separate and distinct, to avoid giving the false impression that the media are being manipulated, deceived or used for misinformation purposes.

⁴ DTIO Policy Paper dated 22 Feb 01

⁵ See JWP 0-10, Chapter 6. Info Ops is defined as: actions undertaken to influence an adversary or potential adversary in support of political and military objectives by undermining his will, cohesion and decision-making ability, including his information based processes and systems while protecting one's own decision makers and decision-making processes.

107. Most military campaigns will be conducted under the umbrella of a formal alliance, such as NATO⁶, in partnership or in coalition. In these cases, not only is it imperative to maintain a common media line at national level, but also it is equally important to ensure cohesion and to present a unified international front, in order to underline allied intent. Recent campaigns have highlighted the need to harmonise key media messages and themes to counter the media's tendency to expose differences and to exploit these for news purposes.

108. The machinery to enable the effective conduct of Media Ops across coalitions and alliances may not always be in place from the outset and will need to be established as an early priority. In cases when the UK does not hold the appointment of JTFCC, the National Contingent Commander (NCC) and his staff will have a key role to play in the conduct of the Information Campaign and the UK aspects of any multinational force P Info/Media Ops plan.

SECTION III – PRINCIPLES

109. Media Ops are a key facet of any operation and require close personal engagement by commanders and senior staff. However, any Service personnel who encounter the media on operations should be aware of the principles of Media Ops and should be trained to ensure their success.

110. **The End-State.** Media Ops should focus on the desired end-state.⁷ Accordingly, they form an integral part of the military campaign plan, to achieve and sustain domination of the integrated battlespace. The main effort of Media Ops is to communicate the principal themes and messages in pursuit of the end-state, whilst remaining sensitive to the media focus and areas of interest.

111. **The Truth.** All communication with the media must be honest, transparent and accurate. Commanders and staffs should ensure the integrity of the information which they pass to the media. Information should be withheld only when disclosure would adversely affect OPSEC, force safety or individual privacy. Deliberately misleading the media must be avoided, no matter how tempting or tactically advantageous it may seem.

112. **Credibility.** Media Ops staff should be credible both with the military and the media. Media Ops staff must not be double hatted as Info Ops/PSYOPS⁸ staff. As Media Ops and Info Ops are related activities, working to coherent themes, the two activities should be co-ordinated to ensure coherence and to mitigate differences.

⁶ NATO terminology for the Media Ops capability is included in the Glossary.

⁷ That state of affairs which needs to be achieved at the end of the campaign, which should be established prior to execution.

⁸ See JWP 0-01.1; PSYOPS are planned psychological activities designed to influence attitudes and behaviour affecting the achievement of political and military objectives.

Media Ops staff should be candid and avoid jargon and should treat all media in an even-handed way.

113. **Security.** Statements issued to the media must not provide information that may be valuable to an adversary. Information should not be classified or otherwise withheld purely to protect the Force from criticism or embarrassment. In some cases it may be necessary to seek media co-operation in not reporting a particular event for OPSEC reasons. When releasing information, Media Ops staff should use their judgement to balance the requirement for openness with the dangers of putting at risk Service personnel.

114. **Timeliness.** The globalisation of communications and the accelerating demand for information have turned newsgathering by the media into an unrelenting, 24-hour activity.⁹ Accordingly, commanders and their staff should expect the international media to be ever present on operations and should be prepared to engage with them, 24 hours a day. Media Ops staffs have to be swift and responsive to breaking news and require the mechanisms to verify, correct and rebut stories and to pass newsworthy information to all levels of command as soon as possible. Adverse news should be passed as early as is consistent with OPSEC and the care and welfare of Service personnel and their families.

115. **Preparation.** The conduct of Media Ops cannot be carried out suddenly, after an operation begins. It involves building relationships within the Media Ops organisation and consultation between commanders, media staff and journalists, undertaking training and conducting exercises so that those involved are fully prepared prior to deployment. Strong relationships are required to cope with the inevitable tensions that occur on operations.

SECTION IV – WIDER CONTEXT

116. **Public Support.** Military operations undertaken by a democracy in pursuit of the national interest depend on public support for their success. Commanders at all levels should contribute to the building and sustainment of public support through positive engagement and effective media handling, for a number of related reasons:

- a. Public support enhances the armed forces' freedom of action.
- b. Public support for the armed forces and the role of defence in foreign and security policy is essential if coherent and viable force structures are to be sustained.

⁹ The so called 'tyranny of real time' - Nick Gowing, *Real Time Television Coverage Of Armed Conflicts And Diplomatic Crises: Does It Pressure Or Distort Foreign Policy Decisions?* John F Kennedy School, Harvard University, 1994.

- c. Public support may assist in maintaining cohesion between allies and may reinforce commitment of wavering or politically fragile coalition members.
- d. A positive image of military operations supports the wider case for resources.
- e. Positive media coverage of deployed military operations sustains morale and promotes an image of the armed forces as relevant, professional, and valued by the Nation and offering excellent career opportunities.

117. **Media Presence.** Media interest in military operations is usually intense and cannot be avoided. The media are ubiquitous and highly mobile. While they can, of course, be denied access to military bases, installations, vessels, aircraft and vehicles, they cannot be ignored or excluded from the operational environment, especially on land. An understanding of the characteristics of the media is important for everyone involved in military operations. These are described in Section V and Annex 1A.

118. **Public Perceptions.** The ingrained public perceptions and expectations of the military tend to be derived from out of date and ill informed sources such as black and white war movies and television dramas. However, perceptions can also be susceptible to short-term influence, shaped by the media. For the purposes of Media Ops, there are a number of categories of audience, each of which may have a different perception of the military. These are described in Section V and Annex 1B.

119. **Adversary's Perceptions.** While maintaining public support for own force and allied operations, it is equally important to ensure that any adversary is clear about our commitment, the rectitude and legitimacy of our actions and our overwhelming determination to prevail. This should be co-ordinated by the News Release Group (NRG) and planned in partnership with Info Ops staff.

SECTION V - FACTORS

120. **Diversity.** In order to work successfully with the media, the MOD and the military should understand the key characteristics of the media – both in terms of philosophy and outlook. The media consist of many elements, each with different requirements and agendas. Some journalists naturally support the military while others are openly hostile. It is important to appreciate the range and diversity of the media with which the MOD and the military must engage. A review of the general and specific characteristics of the media is set out at Annex 1A.

121. **Audiences.** The primary purpose of Media Ops is to communicate information to an audience. In this sense, the media are only a means to an end. Different audiences require different approaches. In the broadest terms, audiences

may be loosely divided into three categories: external, internal and adversary. The external audience embraces key decision makers, the public of coalition member states and neutrals. The internal audience is particularly important and includes MOD and Service personnel, their families and friends. The adversary audience includes opposition force personnel, their families and friends, the adversary's civilian population and their allies. A review of the different types of audience is set out at Annex 1B.

122. **Resources.** Media Ops are an integral component of Crisis Management (CM). As the principal influence on public opinion, the media are able to make a significant impact on the direction of a crisis. Indeed, media reporting may precipitate military intervention in the first place. Thus, the proper resourcing of Media Ops can do much to influence the successful outcome of a crisis.

123. **Rebuttal.** In military operations it must be assumed that adversaries and warring factions will mount Info Ops, in order to undermine public support for the UK military operation. They will attempt to affect the morale and cohesion of friendly forces. The Internet now offers a particularly effective medium for the rapid dissemination of adversarial propaganda. Media Ops staff must establish effective and credible rebuttal procedures to counter the effects of adversarial media messages. Ideally, these procedures should ensure rebuttal is available in a timely manner.

124. **Accreditation.** In order to obtain official co-operation, media correspondents may be offered accreditation from MOD. Media accreditation procedures are set out in The Green Book.¹⁰ Each correspondent selected will be invited to undergo a process, including the issue of identity cards, indemnity procedures, agreement to copy clearance and security review procedures. They will be required to undertake to abide by the conditions set by MOD/NATO. Accreditation provides facilities for travel, accommodation and briefings, but it is very important not to alienate the section of the media that has not agreed to conform to conventions and who might otherwise turn their attention to the negative aspects of the campaign. Local correspondents may be granted 'registered' status, allowing access to briefings only.

125. **Media Independence.** There will be correspondents, both national and international, who will wish to work independently throughout the operational area, equipped with their own mobile satellite communications facilities and transport. These correspondents may frequently cross the front line and be reporting on the activities of both sides in real time. The dangers of this are clear and the extent to which this is likely to be a problem will be dependent upon: the JOA (in terms of accessibility); the degree of potential interest in the conflict; and the intensity of the violence.

¹⁰ The Green Book provides the basis of agreement between the media and MOD as to how co-operation will take place during operations.

126. **Control of Information.** It is possible that the media may place pressure on Service personnel to provide information directly to them, bypassing the chain of command. Evolving technology and the spread of mobile telephones and the Internet make control of information an essential element of planning by commanders and their Media Ops staff. Otherwise, operations may be compromised and casualty information released before the Next of Kin are informed.

127. **Internal Mechanisms.** The divisions between strategic, operational and tactical levels are becoming increasingly blurred in current operations. Minor tactical events can escalate in importance in a media spotlight. Clear command and control structures, well-understood areas of delegated responsibility and effective military media relations are required to overcome these potential areas of friction.

128. **Positive Engagement.** A key role of Media Ops is to explain in clear, unambiguous terms the military perspective of the operation. Warfighting is the most complex and uncertain of human activities. What may seem obvious to the military, may seem confusing, or even arcane to many members of the public and the media. The Media Ops plan should contain clear objectives, list target audiences and the means by which audiences are to be reached. Decisive action will mitigate the longer-term effects of adverse news and place events in the wider context.

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ANNEX 1A - CHARACTERISTICS OF THE MEDIA

‘It was only when I saw (Argentinean) officers peering curiously at me from their vehicles that I realised that my efforts to look civilian were defeated by my face, still blackened with camouflage cream’¹

SECTION 1 - GENERAL CHARACTERISTICS

1A1. **The Media's Perspective.** The media’s perception of a situation or event is likely to be different from that of the military. The majority of the news media are involved in commercial or quasi-commercial competition for audiences. Therefore, their primary motivation is to produce newsworthy coverage, and to produce it fast. Commanders should be particularly wary of assuming, even in times of conflict, that any media are automatically ‘on side’. They may appear to be sympathetic, but their bottom line is the production of information, which is commercially attractive.

1A2. **Limited Knowledge.** Outside a very small and dwindling band of specialist defence correspondents, media understanding of the armed forces is limited and shallow. The media sees the military chain of command as an irrelevance to them. Journalists work direct to their editors and do not come under military control. It is important to be aware of their limited level of knowledge and so explain issues simply and clearly without being patronising. What may strike the military as unremarkable, may be surprising or even opaque to many in the media.

1A3. **Rebuttal.** The media are inherently suspicious – particularly of Government spokespeople. Nothing sells like a good conspiracy theory. Bad news stories can develop a life of their own, which can swiftly outpace any attempt to control them. Untruth and rumour can generate their own legitimacy simply through repetition. It is vital for the Media Ops staff to generate the capability to quickly rebut and correct stories both at the strategic level and in-theatre.

1A4. **24 Hour Coverage.** The development of 24-hour rolling news services, such as CNN, Sky News and BBC 24, and new media, including the Internet, has increased the demand for news. The rise of computer based, digitised technology enables near real-time communication, unrestricted by language, national boundaries or time zones.

1A5. **Deadlines.** In general, the media are under pressure to meet tight deadlines. They work very quickly. Their over-riding imperative is to be first with the news. The breaking story is all-important; sometimes this is at the expense of quality, depth and accuracy. The media are well equipped with broadband, high-speed communications, which are increasingly capable of providing ‘live’ reporting, direct from a Joint Operations Area (JOA), independent of military support.

¹ Max Hastings on the last day of the Falklands War 1982.

1A6. **Visual Imagery.** The media seek a visual component to all stories. Dramatic TV footage frequently determines whether a story is given airtime or not. The availability of striking photographs will often determine how and where a newspaper story is covered. In terms of catching attention and shaping perception, a picture can be a defining image.

1A7. **Initiative.** The media tend to take risks and break rules, in order to catch the 'best' image of an event. This may bring them into direct conflict with the military on the ground and so the Media Ops staff should endeavour to maintain the initiative by generating a constant flow of positive newsworthy material to meet the media's search for stories and images. Information vacuums should be avoided as they tend to hand over the initiative to the media, which may lead to the highlighting of negative aspects of the campaign.

SECTION II - SPECIFIC CHARACTERISTICS

1A8. Different sections of the media have different, and quite specific characteristics. These characteristics affect their reporting, their interests and how the military should best deal with them.

1A9. **Broadcast media.** For the purposes of this publication, the broadcast media is divided into: television; radio and online media.

1A10. **Television.** In the UK, 70% of the population watch the news on television. This seems likely to increase as digital TV becomes more accessible, giving rise to more exposure and demand for 24 hour news networks. Digitised technology has radically altered TV newsgathering (known as Electronic News Gathering (ENG)). An individual journalist can broadcast, via satellite, direct from a JOA, with no dependency on the military for communication. Beyond this, news documentaries and dramas make a significant impact on the longer-term perception of the military in the minds of the wider public. In order to gain a lead in the never-ending competition for ratings, increasingly TV news is less concerned with factual reporting and more about entertainment.

1A11. **Radio.** More than TV, radio is opinion forming and agenda setting. The influence of the BBC World Service current affairs and news programmes should not be underestimated. In the developing world, radio is often the primary source of news and information. Local radio is an excellent way of developing relationships between deployed service personnel and the local public in their home areas.

1A12. **Online Media.** Increasingly, the Internet is becoming a major source of news. Engagement with online media has become important, particularly as adversaries seek to dominate this medium. It should always be remembered that the Internet is uncontrolled and access is open to anyone with a terminal and telephone line.

1A13. **Print media.** For the purposes of this publication, the print media is divided into: national broadsheet; tabloid and regional media.

1A14. **Broad Sheet Newspapers.** In the UK, the broadsheet press is less widely read than the tabloids. However, broadsheets are more likely to influence principal decision-makers and opinion formers. For this reason, their content will include considerable commentary as well as factual news reporting.

1A15. **Tabloid Newspapers.** The tabloid press is widely read by the majority of the UK population. Dramatic headlines and short, pithy pieces are more likely to affect wider perceptions than longer, considered pieces in the broadsheets.

1A16. **Regional Media.** Some 35% of the UK population take a local newspaper and 65% watch the regional TV news. Regional media is an excellent means of making connections between the wider population and individual Service personnel. The single member of a ship's company deployed on operations, whose parents live locally, may make more impact than the national coverage of a distant war, fought for complex reasons.

1A17. **International Media.** International media are less likely to be supportive when UK forces are deployed than the UK domestic media. They are also more likely to portray the UK military as a stereotype. They are less likely to be as sympathetic as the UK domestic media in a time of real crisis.

1A18. **Agencies.** The raw information for much media coverage is provided by international news agencies, such as Reuters, the Press Association, Associated Press and Agence France-Presse. They all maintain sophisticated global operations. Their representatives may not have the profile or reputation of others amongst their media colleagues, but their reporting and their photographs can still affect operations. Agency reporting, both for print and broadcast, tends to focus on hard facts leaving interpretation to their customers i.e. the rest of the media.

1A19. **Adversary Media.** In regimes where a government exercises direct control of the media, the propensity to engage in propaganda and deception is high. All traditional forms of media are used, but recent experience has demonstrated the value of on-line media for the dissemination of propaganda, due to its ability to exceed the geographic range of traditional forms of information transmission. Objective engagement with the media of an adversary will always be a challenge for Media Ops.

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ANNEX 1B – AUDIENCES

‘During the Air operations over Serbia in Spring 1999, newspaper circulation increased in the early days of the operation by some 15%’¹

SECTION I - EXTERNAL AUDIENCES

1B1. **The Home Audience.** The UK population is usually the primary audience. It comprises a number of overlapping sub-sets of audiences including: opinion formers, the business community, educationalists, environmentalists, the public sector, ethnic and religious groups. The people who make up these categories all have different perceptions of the armed forces. The most influential target audience for Media Ops to address is the limited group of so-called ‘opinion formers’. These people are disproportionately influential on the direction of government and public thinking, and policy development. This group comprises: politicians and statesmen, members of think tanks and professional bodies, special political advisers, newspaper columnists, academics, defence analysts and public figures (such as the media personalities who increasingly voice opinions on current affairs issues).

1B2. **The Coalition Audience.** Operations are likely to be conducted in coalition with Allies and Partners. Success may well depend on continuing political support among ‘friendly’ audiences abroad. They should be considered during campaign planning.

1B3. **The Wider Audience.** The ubiquity of modern media means that groups within the ‘wider’ audience are likely to have access to many of the same sources of news and information as the ‘home’ audiences, via Satellite and Internet. This will also be true of neutral third parties (such as refugees), who may be relevant to an operation. In many cases, these audiences may well turn first to western media as reliable sources of information. It is thus important to consider the message that will be transmitted to them.

SECTION II - INTERNAL AUDIENCES

1B4. **The Service Audience.** On operations, many Service personnel become avid news watchers/listeners, tuning in to Satellite TV, BBC World Service and the Internet. Much of their knowledge of the wider operation in which they are involved, develops from the information put across by the general media, rather than through the chain of command. Media Ops staff should be sensitive to the effects of the media coverage on the Service personnel in the Joint Operations Area (JOA).

¹ Group Captain Peter Gray, *‘Air Power in the Modern World’*.

1B5. **The Dependant Audience.** A critical sub-set of the ‘home’ audience is the dependant audience, which consists of families, service personnel and civil servants. Even though they may not be involved directly in an operation, they are likely to be more knowledgeable and affected by events, than the general home population. Families are a key audience for Media Ops. They have a direct effect on the morale of the deployed force. While the chain of command will attempt to keep dependants fully involved, the reality is that TV news and the print media are likely to be the primary source of information for many Service families.

SECTION III - ADVERSE AUDIENCES

1B6. **The Adversary.** Modern media present remarkable opportunities to convey messages directly to the armed forces and population of an adversary. The Media Ops plan should support the Information Campaign.² The messages transmitted by Media Ops must tell the truth and be congruent with the messages that Info Ops transmits. The technical characteristics of modern broadcast media mean that there are aspects of Media Ops which need to be co-ordinated with Info Ops.

1B7. **The Adversary’s Allies.** The adversary is likely to have a number of different allies. These could be traditional supporters through established treaties, religion, similar ethnicity, shared values, or other links. Alternatively, they could be allies of convenience. These might support the adversary due to their traditional opposition to the UK or specific members of any coalition of which the UK is part, or they may support the adversary due to their sponsorship of programs of international terrorism.

² See Chapter 1, Section II.

CHAPTER 2 – PLANNING AND CONDUCT

‘I was well aware that the only time during the whole of this campaign my superiors had been deeply upset with me was because of what they had read the Press said I had said’¹

SECTION I - DEPARTMENT LEVEL

201. MOD activities are set within the context of the Cross Government Information Campaign.² Within the MOD, the focus for handling all crises is the Defence Crisis Management Organisation (DCMO), comprising both the Defence Crisis Management Centre (DCMC), under the direction of the Deputy Chief of Defence Staff (Commitments) (DCDS(C)) and the Permanent Joint Headquarters (PJHQ), commanded by the Chief Joint Operations (CJO). The Director General Corporate Communication (DGCC) is represented in the DCMC at meetings of the Current Operations Group (COG) by the Director News (D News).

202. Media Ops are directed at the strategic level through the News Release Group (NRG). This provides the link between the joint operation and what is said about it, both at national level and in the Joint Operations Area (JOA). Within the MOD, Media Ops are conducted by DGCC, who is supported by D News, the single-service Directors of Corporate Communication (DCC) and the Director of Corporate Communications Services (DCCS).

203. At the outset of a military campaign, the main media effort is likely to be delivered at the strategic level, in London (MOD and PJHQ), other capitals and alliance HQs. Concurrently, the media may be established in theatre prior to the deployment of forces, in which case there will be a dual focus of media interest. When force deployment commences, media facilities will be required with the component level of command, at Forward Mounting Bases (FMB), Forward Operating Bases (FOB), Deployment Operating Bases (DOB), airheads, ports of embarkation and with any deployed maritime component.

204. As the emphasis shifts to the deployment of a Task Force, the media focus is likely to move with it. In anticipation of this and as part of the Strategic Estimate³ process, DGCC staff and PJHQ will need to agree the Media Ops requirement for augmentation of Media Ops staffs. The command state of these assets should be included in the CDS Directive to the Joint Commander. It is important that all these elements deploy as early as possible to enable rapid engagement with the media in the

¹ Admiral Sir John Woodward, *‘One Hundred Days’*, Harper Collins, 1992.

² See Chapter 1, Section II

³ See JWP 0-10, Chapter 7.

likely JOA. The generic delivery of the UK Media Ops capability is shown in Figure 2.1 and explained in greater detail below.

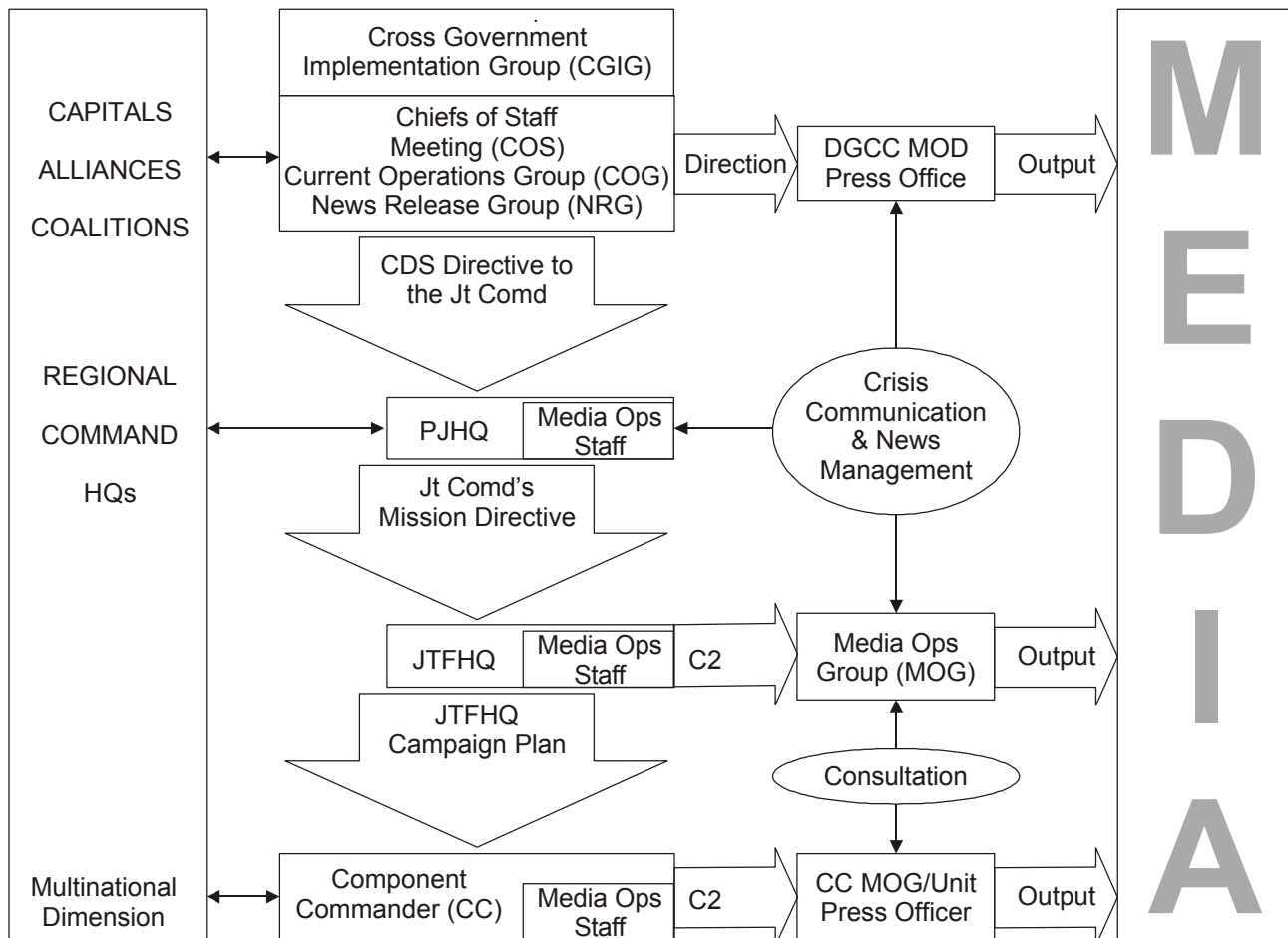


Figure 2.1 - Generic Delivery of UK Media Ops Capability⁴

205. The policy and plan for the conduct of Media Ops, formulated during the campaign planning process, should be in accordance with the overall Information Campaign and should be approved by Ministers. Direction on the conduct of Media Ops is included in the CDS Directive to the Joint Commander⁵ and the Joint Commander's Mission Directive⁶ to the Joint Task Force Commander/National Contingent Commander (JTFC/NCC), in the campaign plan and in any directives and orders issued to component commanders.

206. Release of information to the media is co-ordinated by D News through the Defence Press Office (DPO), supported by the DCCs and the Media Ops Branch

⁴ Although the diagram shows DGCC, MOG and Unit Press Officers as the deliverers of output, anyone involved in the operation may be required to deliver the Media Ops capability, or act as spokesperson for the Armed Forces. CDS Directive to the Jt Comd is produced as one of the outcomes of the Strategic Estimate process. The multinational dimension may add an extra degree of complexity at all levels to the delivery of Media Ops.

⁵ See JWP 0-10 Annex 5C.

⁶ See JWP 0-10 Annex 5D.

within PJHQ. D News is responsible for informing the chain of command when information is being released at a strategic level, while PJHQ co-ordinates information release at the operational and tactical levels. Authority for release is vested at the appropriate level of command. Authority for release of cockpit imagery and protectively marked material to the media remains the responsibility of the Chief of Defence Intelligence (CDI). Pressure for early release will always be tempered by the requirements of OPSEC. Ultimately, decisions on the release of sensitive information may have to be referred to Ministerial level by the NRG.

207. Throughout an operation, the DCCs are responsible for keeping their single Service chains of command informed and for working with D News to communicate those aspects of the operation which have particular single Service significance within the framework of the overall Information Campaign.

208. Within DGCC, the DCCS⁷ is responsible for supporting activities for MOD's Media Ops, including the provision of the MOD's primary web site (www.mod.uk) and the individual single Service web sites, which provide the MOD's primary presence on the worldwide web. Additionally, DCCS maintains an in-house intranet daily news service, 'MOD Online' and provides the technical support to press conferences held in MOD Headquarters.

209. As the operation develops, D News establishes an Operation Press Desk (OPD), either inside the DPO or the DCMC. This is manned 24-hours a day and takes on responsibility for handling all strategic level media enquiries in London. Through the OPD, D News will conduct the news management of events as they occur during a campaign. Issues that he will focus on from the outset include the following:

- a. The Information Campaign.
- b. Cross-departmental co-ordination.
- c. DGCC representation in the DCMC and at the COG.
- d. Representation at, and direction from the NRG.
- e. The development of the Media Ops annex to CDS's Directive, in conjunction with PJHQ.
- f. Requirement for press conferences and other facilities.
- g. Monitoring, verification, rebuttal and analysis.
- h. Requirements for media pooling.

⁷ DCCS is also responsible for Media Ops training.

- i. Information release mechanism.

210. Once an operation is underway, the range of activities that are likely to be undertaken by the OPD include the following:

- a. First line response to all media enquiries to MOD.
- b. Liaison with Other Government Departments (OGDs) and Alliance Press Offices.
- c. Liaison with the National Health Service (NHS) on news release when casualties are treated in NHS hospitals to prevent inadvertent release of sensitive information.
- d. Guidance to PJHQ on media lines of enquiry and emerging themes.
- e. Requests to PJHQ and elsewhere within MOD for information.
- f. Maintenance of lines to take developed by the relevant regional Secretariat.
- g. Assistance with MOD-level media facilities in the UK.
- h. Release of strategic level information to PJHQ for dissemination through the chain of command.
- i. Release of press conference and background briefing summaries to the chain of command.
- j. Liaison with regional and internal communication branches.

211. Concurrently, DGCC establishes a crisis planning team within his Communication Planning Unit (CPU). This maintains the operational Forward Planning Grid (FPG), which sets out the Media Ops strategy in line with NRG direction and the lines to take, developed by the relevant Secretariat.

212. The CPU also carries out extensive media monitoring, to evaluate the effectiveness of the media strategy, to assess the public perception of the campaign, to gauge the accuracy of media reporting and to track other areas in which the media show interest. This work is co-ordinated with D News and the DCCs to ensure harmonisation of the overall media operation and the development of rebuttal material.

213. At all stages, careful co-ordination of contact between the media, the MOD and the military is vital. Accordingly, on matters of political or strategic importance, and to facilitate effective news management, the two principal sources of news and information, D News and the JTFC may communicate directly while keeping PJHQ,

or another designated HQ, and the chain of command fully informed. Specific instances, when this may be required, include:

- a. Events which require an immediate political response.
- b. Incidents which are likely to require a Minister to make an immediate statement to parliament and/or the media.
- c. Incidents which have resulted in British casualties.
- d. Incidents which have caused significant collateral damage.

214. For the duration of a campaign, the MOD may stage regular press conferences. These will usually have joint political and military representation at the highest level. OGDs will be represented as required. Individual specialists may be present, depending on the theme for the day. Press conferences are usually controlled by DGCC or D News.

215. On a regular basis and in addition to the main press conferences, the MOD will provide background briefings. Under agreed protocols, these cannot be used as direct references, but they allow correspondents greater insight into the reasoning behind certain decisions and events.

SECTION II – PERMANENT JOINT HEADQUARTERS

216. In most circumstances, PJHQ is the command HQ responsible for deployed operations.⁸ Its Media Ops Branch provides the prime link between D News and the deployed Joint Task Force Headquarters (JTFHQ) in the JOA and is responsible for advising the JTFC of the media lines to take as developed at the NRG.

217. The PJHQ Media Ops Branch is also responsible for advising CJO on Media Ops issues. In addition, as a source of information, PJHQ is likely to offer the best view of operational level activities in the JOA. When PJHQ is not involved, the nominated HQ fulfils these functions (eg. HQNI).

218. As the command HQ for all UK participation in non-Article 5 joint and potentially joint operations overseas, PJHQ plays a key part in the media operation. It is responsible for translating the strategic direction of Media Ops into operational direction to the JTFC/NCC and his Media Ops staff in the JOA. It also provides vital feedback on emerging themes, changing areas of media interest and particular initiatives that a commander may wish to pursue.

⁸ Exceptions include NI and some NATO operations. The decision about which command HQ leads an operation is taken at the strategic level.

219. PJHQ bids to MOD for the Media Ops resources using the strategic estimate process. This includes support for fully accredited War Correspondents and Front Line Media Pools (FLMP), and may include other accredited media.

220. The PJHQ Media Ops Branch responsibilities include:

- a. Media Ops input to all Contingency Planning Teams (CPT) and Operations Teams (OT).
- b. Development of the Media Ops annex to CJO's Directive.⁹
- c. Guidance to NRG and DGCC on the JTFC's concept of operations.
- d. Liaison with Info Ops staff through J3 Ops.
- e. Liaison between CJO and DGCC.
- f. Liaison with DGCC to determine requirement for deployed Media Ops support, including the HQ Media Ops staff and Media Ops Group (MOG). Factors to be considered include:
 - (1) Level of media interest in the JOA.
 - (2) Time lines.
 - (3) Readiness and Notice to Move (NTM).
 - (4) Equipment and requirements.
 - (5) Medical requirements.
 - (6) Staffing level and seniority of OC MOG
 - (7) Availability of resources.
 - (8) Briefing and training.
- g. Representation at NRG – usually by video transmission link.
- h. Deployment of additional Media Ops staff and the MOG to the JOA.
- i. Maintenance of communications with deployed Media Ops staff and the MOG, in particular updating them on the themes and messages agreed at NRG.
- j. Response to DPO enquiries.

⁹An outline annex to the Joint Commander's Mission Directive is at Annex A.

- k. Operational and tactical information release, as agreed by the NRG.
- l. Sustainment of Media Ops staff and the MOG in the JOA.
- m. Recovery of Media Ops staff and the MOG from the JOA.
- n. When agreed, JOA movement for accredited correspondents.

SECTION III – JOINT OPERATIONS AREA

221. Within the JOA, there are 2 elements involved in the management of Media Ops:

- a. HQ Media Ops staff.
- b. The MOG, which is part of the JTFHQ and usually comprises the following:
 - (1) The Press Information Centre (PIC).
 - (2) FLMP with their military escorts.
 - (3) Mobile News Teams (MNT).
 - (4) Media Production Team (MPT).

SECTION IV – HEADQUARTERS MEDIA OPS STAFF

222. The in-post Media Ops staff in the JTFHQ is augmented as necessary for the duration of an operation. The Media Ops staffs are always co-located with their commander within the HQ. They are an integral part of the J3 staff, reporting directly to the COS or equivalent. The principal role of the staff is to advise the JTFC on the media as a factor in his planning, including the production of the Media Ops annex to the campaign plan. Other roles include: keeping the JTFC abreast of lines of media enquiry; advising him of the themes and messages being pursued at strategic level; and assisting him in his direct dealings with the media. This includes providing the JTFC's spokesman.

223. Within the JTFHQ, the Media Ops staff carry out an estimate and draw up the media plan, which is likely to include some or all of the following elements:

- a. Media overall aims and objectives and wider contribution to the end state.
- b. Strategic themes and messages – translated to JOA.

- c. National lines of communication.
- d. Profile of the JTFC.
- e. Use of spokesperson.
- f. Media Policy.¹⁰
- g. Monitoring and analysis in the JOA to gauge the accuracy of media reporting and inform the JTFC of the in-theatre public perceptions of the force. This includes the requirement for dedicated media monitoring equipment, with analytical staff.
- h. Requirement for Press Conferences.
- i. Co-ordination with Info Ops through J3 Ops Coord.
- j. Co-ordination and co-operation with MOG, including how, where and when to establish the PIC.
- k. Command and Control (C2).
- l. Lay down ground rules for accredited and registered journalists to ensure, as far as possible, OPSEC.
- m. Pro-active guidelines for media handling,¹¹ which should include the provision of facilities; the procedures for transporting accredited correspondents; information release procedures; and the control and vetting of accredited correspondents and their copy.
- n. Guidelines covering copy, pictures, Electronic News Gathering (ENG), video clips, broadcast radio interviews and internet access.
- o. Media interview technique training for the JTFC/NCC and his staff (when time allows).

224. **The Commander.** Within the JOA, the JTFC is responsible for pursuing the themes and messages developed by the NRG and providing direction for the activities of the MOG. From the outset of an operation, the commander will use his military judgement to balance the pressure to make himself available for press conferences, briefings and one-to-one interviews with the other demands on his time. At an early stage, he must decide the level of exposure he wishes to have and how he wishes to use his spokesperson. To some extent this is a matter of individual style and choice but the following factors should be borne in mind:

¹⁰ NATO Terminology for policy on briefing media - see Glossary.

¹¹ JSP 512, Media Handling Guide is the definitive PR guide for staff in all 3 Services.

- a. There are occasions when the JTFC should make himself available in person to the media.
- b. Preparation for encounters with the media absorbs a preponderance of time.
- c. The JTFC should be wary of over-exposure and the development of a ‘personality cult’. Over-exposure may lead to unwelcome intrusion and deflect from the key themes and messages of the campaign.
- d. The careful use of a spokesperson for routine briefing ensures that the JTFC will make greater impact when he appears.
- e. Use of a spokesperson provides the JTFC with greater freedom of action; it avoids opportunities for the media to question his conduct in adverse circumstances or when he has to make difficult decisions.

225. The JTFC/NCC is responsible for ensuring that his subordinate commanders and his staff comply with the Media Ops plan and P Info⁴ policy. Whilst ensuring that his subordinate commanders and staffs comply with the Media Ops plan, the JTFC/NCC must also ensure that force security is maintained. In particular:

- a. Communiqués and statements issued within the JOA do not provide collateral information, valuable to the adversary.
- b. OPSEC is maintained by implementing a security policy at all levels of media contact.
- c. Security vetting/review policy is implemented at all levels of contact with the media.

226. **Principal Media Ops Staff Officer.** The Principal Media Ops Staff Officer is the JTFC’s main media advisor and Media Ops staff officer. He will be of a rank appropriate to the seniority of the headquarters. He is responsible for advising on the implementation of NRG direction in the JOA, Media Ops planning, advice and briefing. While working closely with the COS and the Info Ops staff, he may have direct right of access to the JTFC. He is required to keep Media Ops at PJHQ informed as to the developments within the JOA in the form of regular SITREPS.

227. **Spokesperson.** The JTFC’s spokesperson should be a trusted confidante. This may or may not be the Principal Media Operations Staff Officer. He/she should be carefully selected for his/her presentational skills, particularly in front of a camera, ability to understand the wider political and legal dimension and a clear understanding

¹² NATO Terminology - see Glossary.

of the JTFC's intent within this context. This is a key role and it is highly desirable that the commander should know and have developed trust in the spokesperson before deployment.

228. **Media Ops Liaison Officer.** In many cases, a Media Ops Liaison Officer (MOLO) may deploy as part of the commander's staff to assist in the Media Ops effort. The MOLO may advise the commander and the military Media Ops staff on the Information Campaign, the lines being taken in London and other urgent media related matters.

229. **Media Ops Staff.** Other Media Ops staff will assist the Principal Media Ops Staff Officer. For most operations, his team will be augmented from either Media Ops trained regular staff or mobilised reservists. The staff carry out a number of key media operations activities including: information gathering; media monitoring and analysis; clearing information for media release; rebuttal in the JOA; briefing; and planning and maintaining close liaison with both the MOG and the chain of command.

SECTION V - MEDIA OPS GROUP

230. The MOG is the task organised Media Ops element, deployed into the JOA to engage with the media directly and contribute to the conduct of Media Ops. The MOG comprises a number of elements, set out below.

231. **The Commander of the Media Ops Group.** The commander of the MOG (known as OC MOG) is likely to be of a rank and service appropriate to the size, function and complexity of the media operation. He is responsible for the organisation and day-to-day running of the PIC and all the teams that work from it. He is responsible for establishing close co-operation and co-ordination between the deployed HQ and the MOG. He is also responsible for engaging the media in the JOA and overseeing the liaison and escort teams and the MNTs.

232. **Press Information Centre.** The PIC is responsible for all day-to-day contact with the media in the JOA. It provides the principal interface between the military and the media and, as such, it has a major impact on the success or otherwise of the media operation. It operates under command of the JTFHQ. The location of the PIC will be a compromise between the military considerations and the needs of the media.

233. **Liaison and Escort Team.** The media liaison and escort teams, consisting of Media Liaison Officers (MLOs) are based at the PIC, but are deployed to escort journalists to media facilities.

234. **Mobile News Teams.** Deployed MNTs routinely work from the PIC. Usually they are placed under OPCON of the JTFHQ, for the duration of an operation, with full command being retained by their parent DCC. Their primary task is to provide

material for subsequent dissemination to national, regional and internal media. However, they should also be aware of the need to provide archival material and material for the MPT working within the PIC.

235. **Media Production Team.** The MPT works within the PIC to produce print, imagery, video footage and press packs for the media in the JOA.

236. **Administration Team.** The administration team will work under the direction of OC MOG to ensure that the PIC and other MOG elements run smoothly and efficiently on a 24-hour basis. In particular, it will organise the accreditation or registration of correspondents entering the JOA and maintain its J4 support.

237. **Daily Considerations.** In his daily dealings with the media, OC MOG must consider:

- a. Strategic level themes and messages.
- b. Relationship with the JTFC and his spokesperson, co-ordination and co-operation with the JTFHQ.
- c. Secure communications with the JTFHQ, PJHQ and MOD.
- d. Media centre of gravity in the JOA.
- e. PIC location and frequency of movement. Other alliance force PICs and the requirement for sub-PICs.
- f. Forward Transmission Unit (FTU) facilities, if deployed.
- g. Crisis management consultation.
- h. Periodic media SITREPS up and down the chain of command.
- i. Focus of MNT activity.
- j. Media Production.
- k. Pool handling and administration of accreditation and registration.

SECTION VI – COMPONENT AND UNIT LEVEL

238. The Components represent the front line where journalists will wish to spend a large part of their time. The media are always keen to interview Service personnel at the centre of the action. Component commanders and their staff can play a vital role in the delivery of positive media coverage. They should seek Media Ops advice and consider requesting specific legal advice before commenting to the press.

239. A Component commander should be supported by a dedicated Media Ops coordinator to act as a focal point within his HQ. He should establish a communications link with the MOG/PIC in order to ensure coherence with the Media Ops plan. The commander and his staff should be fully aware of the current Media Policy, themes and lines to take and update personnel as part of their situational awareness. In particular, they should advise on the release of information, while maintaining OPSEC. They should be involved fully in the process of planning media visits to units.

240. At unit level, the Media Ops staffs are likely to consist of the Unit Press Officer (UPO) and the Unit Photographer. The appointment of UPO or Unit Public Relations officer (UPRO) is a key appointment. The individual selected should enjoy the confidence of the CO and the unit, be able to develop an effective rapport with the media, and have the balance and judgement to work effectively within the Media Ops chain of command. It is desirable that those holding this appointment should be formally trained in media handling techniques.¹³

¹³ JSP 512, Media Handling Guide provides definitive guidance for UPOs.

ANNEX 2A - OUTLINE ANNEX TO JOINT COMMANDER'S MISSION DIRECTIVE

TYPICAL MEDIA OPS PLAN

INTRODUCTION

1. **General.** Op XXXXX will continue to attract national and international media scrutiny. Whilst the military activity is attracting less interest, negative coverage is more likely. Perceived lack of improvement in the general situation and other 'tabloid type' stories will attract media attention and require careful news management. DCCs will wish to take maximum single service PR benefit from the operation.
2. **Aim.** Subject at all times to the requirements of OPSEC, and in line with the current News Release Group (NRG) policy, the Op XXXXX Media Ops objectives will be to:
 - a. Support HMG's policy of maintaining a secure environment, in order to allow normality to return to the area.
 - b. Secure positive publicity for UK military activity in support of the mission.
 - c. Underpin UK public support for HMG's policy and actions.
 - d. Display the effectiveness and professionalism of the UK's Armed Forces.
 - e. Present and explain the role of UK forces to in-theatre audiences.
 - f. Co-ordinate News Management with MOD and those deployed on Op XXXXX. in order to avoid misinformation, speculation and unbalanced reporting by the media.

MEDIA POLICY

3. The NRG is responsible for the overall direction of media policy, reporting through MIN(AF) to SofS. It is chaired by DG Op Pol and will oversee the MOD's presentational strategy. DNews implements that policy and PJHQ co-ordinates it with COMBRITFOR.

PRESS PACK

4. The Press Pack contains key messages, themes, lines to take and Q&A briefs. While MOD is responsible for the drafting these documents, PJHQ Media Ops seeks to ensure that the pack is kept informed, up to date and re-issued periodically. COMBRITFOR's staff should seek additional guidance from PJHQ Media Ops if the

Press Pack does not address his issues of concern.

5. All personnel likely to be in contact with the media are to be briefed on the current Lines To Take.

CO-ORDINATION

6. Media Ops staffs are to develop and maintain close and harmonious relationships with other authorities, particularly with Other Government Departments' (OGDs') agencies and NGOs.

7. All incidents of a nature likely to attract press attention must be reported to PJHQ Media Ops staff as soon as practical.

8. News breaking, press facilities, briefings and interviews must be co-ordinated with PJHQ, who in turn co-ordinate responses with DNews.

9. The Media Policy for each phase of the operation will be clearly stated in the Media Ops plan. It will indicate how much effort will be made to advertise military activity to the public.

10. Authority for news announcements lies with DNews. In support of this policy, it is vital for the operational chain of command to be kept informed of all SIGNIFICANT INCIDENTS ahead of, or in time with the announcement.

11. In the case of a downed aircraft, procedures detailed in CDS Directive XX are to be strictly enforced.

12. Names of UK personnel involved in newsworthy incidents are not to be released to the media until authority from PJHQ is granted.

BRIEFINGS, INTERVIEWS, FACILITIES AND ACCESS

13. **Routine Press Briefings.** In line with OPSEC and current NRG policy, Routine Press Briefings are to be encouraged. These briefings should provide as much background information as possible and include details of planned facilities and conferences. They should be held at the Press Information Centre (PIC).

14. **Interviews and Media Facilities.** When authorised, interviews should be confined to matters within the competence of commanders and must avoid policy and political issues. Formal press interviews with one star officers and interviews dealing with sensitive issues, will always require the prior approval of MOD through PJHQ Media Ops Branch.

15. **Carriage Authority.** When media facilities are authorised, media representatives may fly on UK Service aircraft, board HM Ships and RFA and use UK

Service transport in theatre. Subject to operational considerations, requests for transport should be viewed favourably, if likely to promote the activities of UK forces. If appropriate, this facility may be offered on a pooled basis.

16. **Sponsored Visits by UK Journalists.** Sponsored visits of UK journalists to theatre are the responsibility of PJHQ. Units and formations should staff bids for such visits through HQ BRITFOR to PJHQ. Journalists deployed on such schemes should be escorted at all times and receive a full operational brief (in line with current OPSEC and NRG policy) prior to attending any facility.

17. **Security of Journalists.** Journalists will go to extreme lengths to obtain operational footage and often put themselves in life threatening situations. All briefings, where media are present, should include an update of the security situation within the JOA. When full life support is offered to journalists there is an implied responsibility for their safety. Likewise, when Service transport is used to ferry journalists within the JOA, COMBRITFOR is responsible for their security. Security of the PIC is also the responsibility of COMBRITFOR.

18. **Media Pools.**

a. Certain facilities offered to journalists may attract more media interest than can be managed. In these circumstances, the media are to be offered a number of spaces. They may then nominate attendees and arrange for all material to be pooled for those journalists unable to attend. Consideration should be given to an international balance when operating in a multinational environment.

b. In certain situations DNews may task PJHQ to offer full life support to a number of named journalists. This includes: flights, accommodation, special facilities, equipment and full security. An example of this is when journalists accompany a ministerial visit.

MEDIA ORGANISATION

19. MOD policy, the prevailing international political environment and the consequent press interest will dictate the size of our Media Ops presence. The level of media interest may negate the need for a dedicated Media Ops staff. Likewise, an increased media presence may require PJHQ to reinforce Media Ops staff at short notice.

20. The official spokesperson, nominated by COMBRITFOR, should:

a. Be as well informed as possible on all operational matters and in particular the ROE constraints.

- b. Understand the Commander's Intent at all times.
 - c. Be able to articulate the military viewpoint and describe the weapon systems employed on the operation.
 - d. Always have immediate access to secure and insecure communications.
 - e. Be briefed by PJHQ Media Ops prior to providing the press with interviews.
21. Media access to all UK service aspects of the operation is to be through the PIC.

SITREPS

22. In-theatre Media Ops staffs are to provide PJHQ Media Ops with a Media SITREP every XX hours/days.

GLOSSARY OF TERMS AND ABBREVIATIONS

Abbr'n	Para	Term	Remarks
The Green Book	124	Working Arrangements with the Media in Times of Emergency, Tension, Conflict and War	The basis of agreement between the media and MOD as to how co-operation will take place during operations.
APIC	107	Allied Press Information Centre	Normally the NATO PIC.
C2	Fig 2.1	Command and Control	Military relationship.
CDI	206	Chief of Defence Intelligence	Head of MOD Intelligence.
CDS	103, 204, 205, 209	Chief of Defence Staff	Chief military advisor to Government.
CGIG	104	Cross Government Implementation Group	Grand strategic level decision-making group.
CJO	103, 201, 217, 220	Chief of Joint Operations	PJHQ Command Appointment.
CMO	107	Chief Media Operations	NATO term for the principal media operations staff officer.
COG	201, Fig 2.1	Current Operations Group	Military strategic level decision-making.
COS	222, 226	Chief of Staff	Generic military appointment.
CPT	220	Contingency Planning Team	Planning team in PJHQ, supplanted by an OPT as required.
CPU	211, 212	Communications Planning Unit	DGCC's principal planning team.
D News	201, 202, 203, 206, 207, 209, 212, 213, 214	Director of News	Frontline Media Ops Director in MOD.
DCC	202, 206, 207, 212, 234	Director Corporate Communication	Single Service Head of Corporate Communications.
DCCS	202, 208	Director Corporate Communication Services	Responsible for MOD presence on World Wide Web and for Media Ops Training.
DCDS(C)	201	Deputy Chief Defence Staff (Commitments)	Directs the DCMC in MOD.

DCMC	201, 209	Defence Crisis Management Centre	Strategic command centre in MOD responsible for development of operational policy and direction to PJHQ.
DCMO	201	Defence Crisis Management Organisation	Organisation which works in DCMC.
DfID	103, Fig 1.1	Department for International Development	Government department responsible for overseas development and humanitarian aid.
DG Op Pol	105	Director General Operational Policy	Head of the Policy Secretariats and Chairman of NRG.
DGCC	201, 202, 204, 208, 211, 214, 220	Director General Corporate Communication	Head of Media Ops at MOD level and Secretary of State's principal media adviser.
DOB	203	Deployment Operating Base	Base in operational area
DPO	206, 209	Defence Press Office	Frontline media handling in MOD.
DTI	103, Fig 1.1	Department of Trade and Industry	Government department responsible for commerce and business.
DTIO	104	Director Targeting and Info Ops	Member of NRG.
	110	End State	That state of affairs which needs to be achieved at the end of the campaign, which should be established prior to execution.
ENG	1A10, 223	Electronic News Gathering	Principal method of broadcast newsgathering in theatre.
FCO	103, Fig 1.1	Foreign & Commonwealth Office	Government department responsible for foreign policy.
FLMP	219, 221	Front Line Media Pool	Accredited media with special access to forward troops.
FMB	203	Forward Mounting Base	Base in operational area established to support FOB(s).
FOB	2034	Forward Operating Base	Base in operational area established to support tactical operations.
FPG	211	Forward Planning Grid	Planning mechanism used by CPU.
Info Ops	105, 106, 112, 123, 1B6, 220	Information Operations	Military capability covering actions taken to influence decision makers in support of political and military objectives.

	104, 105, 108, 1B6, Fig 1.1, 201, 205, 209, 228	Information Campaign	Co-ordinated information output of all Government activity.
JOA	103, 125, 1A5, 202, 204, 216, 217, 218, 220, 221, 223, 224, 225, 225, 226, 229, 230, 231, 232, 235, 236, 237,	Joint Operations Area	An area of land, sea and airspace, defined by higher authority, in which a designated JTFC plans and conducts military operations to accomplish a specific mission. A Joint Operations Area including its defining parameters, such as time, scope and geographic area, is contingency/mission specific.
JTFC	103, 108, 213, 216, 218, 220, 222, 223, 224, 225, 226, 227, 231, 237	Joint Task Force Commander	The operational commander of a nominated joint force.
JTFHQ	216, 221, 222, 223, 232, 234, 237	Joint Task Force Headquarters	A national, deployable joint headquarters of variable size, commanded at the operational level by the JTFC.
Media Ops	Ubique	Media Operations	Key military capability.
	223, 239	Media Policy	NATO term used to indicate to a commander and his Media Ops staff the level of public profile they are to adopt. It may change in time, space and phase of any operation and comprises of 3 states: Active, Semi-Active and Passive.
MLO	233	Media Liaison Officer	Media escort or handler.
MNT	221, 231, 234, 237	Mobile News Team	Military news gatherers; normally a 3 person team, comprising of a writer, videographer and a photographer.
MOC	107	Media Ops Centre	NATO Media HQ.

MOG	Fig 2.1 220, 221, 223, 224, 229, 230, 231, 236, 237, 239	Media Ops Group	Task organised element deployed to the JOA to conduct Media Ops. The MOG provides the PIC, MNTs, MPT and other elements as required.
MOLO	228	Media Operations Liaison Officer	DGCC representative in JTFHQ.
MPT	221, 234, 235	Media Production Team	Produces media material for dissemination in theatre.
NCC	108, 205, 218, 223, 225	National Contingent Commander	Commander representing national interests at the operational level.
NHS	210	National Health Service	Part of Department of Health, delivering medical support throughout the UK.
NOK	126	Next of Kin	Nominated individual holding relationship with Service personnel.
NGO	103	Non-Governmental Organisation	Shorthand title given to humanitarian aid organisations.
NRG	105, 119, Fig 1.1, 202, 206, Fig 2.1 209, 216, 220, 224, 226	News Release Group	MOD ad hoc meeting. Gives overall direction for conduct of Media Ops throughout chain of command.
NTM	220	Notice to Move	An aspect of Readiness.
OGDs	103, 210, 214	Other Government Departments	Grouping of Departments of State.
OPCON	234	Operational Control	Authority delegated to a commander to direct forces assigned so that the commander may accomplish specific missions or tasks which are usually limited by function, time or location.
OPD	209, 210	Operation Press Desk	MOD organisation.
OPSEC	101, 102, 111, 113, 114, 206, 223, 225, 239	Operational Security	Military capability encompassing all elements of military security

OT	220	Operations Team	PJHQ current operations team.
PIC	221, 223, 231, 232, 234, 235, 236, 237, 239	Press Information Centre	Location where Media Ops are conducted in the JOA.
P Info	101, 107, 108, 225	Public Information	NATO term for Media Ops. Information that is released or published for the primary purpose of keeping the public fully informed, thereby gaining their understanding and support.
PJHQ	105, 123, 201, 203, 204, 206, Fig 2.1, 209, 210, 213, 216, 217, 218, 219, 220, 226, 237	Permanent Joint Headquarters	Integral part of DCMO.
PR	101	Public Relations	The planned and sustained effort to establish and maintain goodwill and mutual understanding between an organisation and its public.
PSYOPS	112	Psychological Operations	PSYOPS (or Information Support in non-warfighting military missions) aims to influence enemy, friendly and neutral attitudes and behaviour affecting the achievement of political and military objectives in crisis and hostile situations.
UPO	240, Fig 2.1	Unit Press Officer	Media Ops officer at unit level.
UPRO	240	Unit Public Relations Officer	Alternative name for UPO.

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