



HM Government

# Government Communications Plan

2013/14

# Government Communications Plan 2013/14

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## Foreword by Rt Hon Francis Maude MP, Minister for the Cabinet Office and Paymaster General

Government communicators work hard every day to enable British people to make choices about their careers, lives and welfare. They support business with information and advice and play a vital role in keeping people safe. And they have a key role in communicating the Government's priorities.

The Government's objective is to equip the UK to succeed in a global race, to build a stronger economy and a fairer society and to help people who aspire to work hard and get on.

The Coalition was formed in the national interest at a time of real economic danger. The most urgent job was to restore stability in our public finances and confidence in the British economy. The Government has made significant progress in reversing the unprecedented rise in borrowing and the deficit has been reduced by a third over three years. The action we have already taken has helped to keep interest rates at near record lows, helping families and business. Although times are still tough, one and a quarter million private sector jobs have been created and employment is at near record levels, exceeding the pre-crisis peak.

The Government is committed to supporting those who work hard and get on. Unless we help these people and businesses we won't be able to compete in the global race, where success will go to those who deliver open, competitive economies. And to succeed we need to harness the aspirations of people across the UK, encourage social mobility and reform public services so they support aspiration and enterprise to boost, rather than undermine, Britain's competitiveness.

Within each of these fundamental objectives of the Coalition, there is a pivotal role for communications and communicators. We know what we want to achieve; the work you deliver is essential to us achieving it.

The first Communications Plan for Government, published in 2012, set out the goal to ensure that government communication is high quality and delivers outstanding value for money for the taxpayer. As we now publish this second annual plan, it is clear that good progress has already been made. Since the last General Election the Cabinet Office Efficiency and Reform Group Spending Control for Advertising, Marketing and Communications has saved more than £40 million for the taxpayer. A consistent HM Government identity, developed in house, has been introduced that will save unnecessary spending on logos and make it easier for the

public to recognise government organisations and hold them to account. So far 24 ministerial government department websites have been moved to a single online domain, GOV.UK. And the operating models outlined in the Civil Service Reform Plan are being adopted through the hub structure to increase the effectiveness and efficiency of the communications machine.

Over the year ahead the priority will be to deliver even more effective and efficient communications. Spending on communications will remain much lower than it was in 2009/10. Integration of the communication hubs will deliver further gains in operational efficiency. Better education and development opportunities will be made available to communications staff, with nearly double the number of training places available in critical areas such as evaluation and procurement to ensure maximum value and return on investment for the taxpayer.

A handwritten signature in black ink, which appears to read 'Francis Maude'.

**Rt Hon Francis Maude MP**

Minister for the Cabinet Office and Paymaster General

June 2013

## Introduction

This is the second Government Communications Plan. It is designed to help government communicators understand what activities we will undertake in 2013/14, and how the government communications landscape will evolve. It is the route through which we will deliver an exceptional standard of government communication, demonstrably effective and efficient, and delivered by skilled staff.

It provides an overview of the communication activities of every department, covering information provision, operational communications to support the way government runs, and campaign delivery. It looks at overall spend and priorities, how our success will be measured and how changes to delivery structures can help to increase our efficiency and effectiveness.

It also details how we will continue to deliver our vision and sets out our priorities for the year – based on three main areas:

- providing information about the economic strategy of the Government, from tax changes to measures which publicise how businesses are being supported to grow – like the GREAT Britain campaign, which is designed to deliver additional exports and boost tourism to the UK;
- communicating initiatives that improve the ability of people to succeed and thrive, such as the introduction of Universal Credit and new benefit arrangements; and
- supporting the Government's programme to improve public services.

In addition, it explains how we will continue to deliver more efficient and effective communications, as we strive to make the communication profession in government an exemplar of Civil Service Reform.

The plan highlights the diversity and scale of the work of government communicators, by including a summary of each department's proposed communication activities for 2013/14. These have been provided by the relevant departments, in conjunction with their appropriate arm's-length bodies. Partners to the communications community, including the Government Procurement Service and the Government Digital Service, have also outlined their plans to support government communication activities. Therefore, while the plan has been co-ordinated by the Government Communication Centre, it has many contributors.

But like all plans, it is just a starting point, and relies on government communicators for its delivery. Throughout this plan, there are directions to further information and recommendations on how communicators can make best use of the resources available. These appear in boxes with the heading 'What you can do'.

This plan is the combined output of communications teams across government. In developing it, the Cabinet Office has worked closely with senior communicators in every department; the priorities and goals described in the plan are shared by all. But achieving these goals involves all 1,910 communications staff across central government, and professional colleagues in agencies, local government and the wider public sector. We therefore urge you to read the plan, to help understand the wider context of your work, and more importantly see how what you do and how you do it can deliver the ambitious goals we have set.

**The leaders of government communications from the following departments have developed and agreed this plan.**

	Alex Aiken Executive Director of Government Communications June 2013		Hugh Elliott Foreign and Commonwealth Office
	Russell Grossman Department for Business, Innovation and Skills		Sam Lister Department of Health
	George Eykyn Department for Communities and Local Government		Simon Wren Home Office
	Jon Zeff Department for Culture, Media and Sport		James Helm Department for International Development
	Stephen Jolly Ministry of Defence		Pam Teare Ministry of Justice
	Gabriel Milland Department for Education		Stephen Hardwick Her Majesty's Revenue and Customs
	Paul Dee Department of Energy and Climate Change		Vickie Sheriff Department for Transport
	Kim Worts Department for Environment, Food and Rural Affairs		Jonathan Black Her Majesty's Treasury
			John Shield Department for Work and Pensions



## Summary

In the coming year, government communicators will be expected to deliver communications that are exceptional. We will need to demonstrate that our work contributes to successful policy implementation and at the same time that it represents excellent value for money for the taxpayer. In response to this challenge, this communications plan explains how we will deliver more efficient and effective communication for government in 2013/14.

There are many policy and operational areas where government has a responsibility to communicate with the public. This plan identifies the six primary functions of government communication, demonstrating the diversity and importance of our remit: to fulfil a specific legal or statutory requirement; to help the public understand the Government's programme, including specific activities and priorities; to influence attitudes and behaviours for the benefit of individuals or the wider public; to enable the effective operation of services to the citizen; to inform and support the public in times of crisis and to enhance the reputation of the UK.

While our aim is to deliver exceptional communications, we must scrutinise spend rigorously and deliver the best possible value for every taxpayer's pound. To do this, we outline eight shared priority actions for government communications as a whole: continuing to develop communication hubs; continuing to embed the ambitions of the Civil Service Reform Plan; optimising expenditure by operating the Cabinet Office Efficiency and Reform Group (ERG) Spending Control for Advertising, Marketing and Communications; agreeing government communication priorities and allocating resource accordingly; publishing communication plans for each central government department; ensuring that all communication activity is properly evaluated; strengthening the Government Communication Network (GCN); and implementing buying frameworks.

The total value of proactive communication activities proposed by departments for 2013/14 is £236,952,002. This will be deployed across a range of communication priorities, including public health behaviour change programmes, attracting Regular and Reserve recruits to Britain's Armed Forces, and raising awareness and understanding of workplace pensions. Central government departments are employing 1,910 communicators grouped around seven communication hubs.

The Government Communication Centre is at the heart of delivering efficient and effective communications. It includes the Shared Communications Service and the Government Procurement Service, which leverage government's buying power centrally. It also administers the ERG Spending Control for Advertising, Marketing and Communications, which in 2012/13 saved £40 million for the taxpayer. Improved guidance for submissions to the Spending Control will be provided in 2013/14.

Each government department has prioritised its communication activities, which allows us to outline around 100 key activities and show how they link to the Government's communication narrative for the coming year. These include the First World War commemorations, the London 2012 sporting legacy, and the presidency of the G8, as well as a number of long-running and successful initiatives such as THINK! and Change4Life.

It will be essential that we improve the way communications are evaluated across the whole of government so that we can enhance the value of what we do and deliver. To facilitate this, a range of guidance, tools, training and support will be made available to communicators in 2013/14. More broadly, GCN will help us to implement the recommendations from the Communications Capability Review programme and roll out new communication competencies, the Aspire training programme and an expanded mentoring scheme.

Although government communicators are being challenged to deliver as well as procure, there will continue to be instances where we need to draw on the expertise of our world leading advertising and marketing industries. We will do this with the support of our framework agencies, via the Agile Route to Market and through our wider partners in industry.

# 1. Our purpose: what government communication is for

Effective communication is essential to the successful delivery of government policies and services. It plays an important role in helping to deliver public benefit, working together with policy and operational areas of government.

There are also many areas where government has a responsibility to communicate with the public, and the way we do so directly influences the public response. The six primary functions of government communication are:

1. **To fulfil a specific legal or statutory requirement** to provide public information about the operation of government, such as public consultations, or notifications of changes to government services. For example, for High Speed Rail, as with all infrastructure projects, there is a legal obligation to consult with all those who are, or could be, affected to help them understand what is proposed and why, and to help government understand their concerns regarding the human, economic and environmental impact. Engaging in this way helps to generate consensus, and reduce challenge and risk of delay. The Department for Transport (DfT) and its partners are using a range of communication activities, including events, online forums and clear plans and maps, to keep audiences – local planning authorities, businesses and the public – informed.
2. **To help the public understand the Government's programme, including specific activities and priorities.** The Department for Communities and Local Government (DCLG) is using a range of communication approaches to raise awareness of new government plans on Right to Buy for social housing tenants. For example, it is providing information and engaging in discussion through the media, working with relevant external organisations and delivering more detailed resources through digital channels.
3. **To influence attitudes and behaviours for the benefit of individuals or the wider public.** This is particularly relevant around issues of public health, safety and national security. The Department of Health's (DH's) stroke awareness campaign, Act FAST, aims to raise awareness of the signs of stroke, and to encourage people to call 999 immediately so that those experiencing stroke can be seen within three hours of onset. This reflects research that shows that patients who receive medical attention within three hours of the onset of stroke experience better outcomes than those for whom medical attention is delayed. The campaign has been highly successful: following high-profile advertising in 2011/12, a survey found that 94% of adults could correctly describe FAST stroke symptoms and 92% stated that they would dial 999 if they saw the signs. Analysis shows

that since its launch the campaign has saved the NHS £162.5 million – equivalent to £15 for every £1 spent.

4. **To enable the effective operation of services to the citizen.** Communications can increase take-up of a service or programme, encourage compliance with specific requirements of a service, support service users or aid staff recruitment. The annual campaign by Her Majesty's Revenue and Customs (HMRC) to remind people to submit their Self Assessment tax return on time is an important part of its operation. The campaign combines a wide range of approaches, including both paid-for and free channels, to reach the target audience and prompt them to action. The campaign has a direct impact on tax compliance, and evaluation has shown that it delivers a substantial return on investment.
5. **To inform and support the public in times of crisis.** In key front-line operations, government communicators provide the vital link between the incident response and explaining to the public whether they are at risk and what they should do. For many months of the year the Environment Agency deals with more than 20 flood alerts at any one time. During actual floods it works through the 24-hour cycle with local and social media channels to inform communities and individuals about what they should do immediately to protect themselves and their families. At a national level, the Department for Environment, Food and Rural Affairs (Defra) often uses its incident teams to get accurate information to the public during animal and food crises.
6. **To enhance the reputation of the UK.** One of the major cross-government campaigns for 2013/14 is the GREAT campaign to promote British trade, tourism and culture. This is an example of our work to project the economic offer, values and policy priorities of the Government on a global scale, helping to make the world safer and more democratic but also securing UK jobs and influence.

## 2. Our strategy: exceptional communications that are effective and efficient

It is precisely because communication is so important to both every-day government operations and the delivery of policy priorities that the quality of our work matters.

We must continue to be focused on delivering exceptional communications that contribute to successful policy implementation, while at the same time meeting our responsibility to ensure that we scrutinise spend rigorously. That way, we get the best possible value out of every taxpayer's pound.

### Our shared priorities

To deliver exceptional communications that are both efficient and effective, the Government Communication Centre, together with departmental Directors of Communications and other key stakeholders, have agreed the following priority actions for government communications as a whole:

1. **Continuing to develop communication hubs** as a means of efficiently organising our communication operations, spend and people. A report on the future operating model for government communications will be published in the autumn.
2. **Continuing to embed the ambitions of the Civil Service Reform Plan** through the Government Communication Centre, Government Procurement Service (GPS) and Government Digital Service (GDS). This includes the new competencies for communicators.
3. **Optimising expenditure by operating the Cabinet Office Efficiency and Reform Group (ERG) Spending Control for Advertising, Marketing and Communications** so that we invest in communication only where:
  - the Government has a legal duty to provide people with information, such as changes to legislation or public services;
  - marketing and advertising are critical to the effective running of the Government; and
  - there is robust evidence that marketing and advertising deliver measurable outcomes that meet government objectives.

4. **Agreeing government communication priorities and allocating resource accordingly** to ensure that the most important government policies have sufficient focus and support. This plan is an integral factor, as is the new regular cycle of Director of Communications meetings that will review the progress of this plan, agree new initiatives and co-ordinate work.
5. **Publishing communication plans for each central government department** to facilitate greater collaboration and synergy across departments. In turn this will lead to clearer and better co-ordinated messages to our audiences. Again, this is an action that this plan helps to deliver.
6. **Ensuring that all communication activity is properly evaluated**, that learning is captured, that good practice is replicated and that future activities eliminate inefficient and unnecessary spend.
7. **Strengthening the Government Communication Network (GCN)** to pioneer and share best practice and professional standards and to increase collaboration and co-ordination across government and our partners.
8. **Implementing buying frameworks** that help government to gain best value in procuring communications services, and maintaining dialogue with representatives of the marketing and PR industry.

### 3. Our people and resources: communicating efficiently

Given the importance of communications to achieving government goals, it is clearly essential that we have the resources to communicate effectively – both in terms of people and budget. Recent years have seen reductions in both, challenging us to become more efficient; this year will be no exception.

The total value of the proactive external communication activities proposed by departments and their arm's-length bodies (ALBs) for 2013/14 (as at April 2013) is £236,952,002. This will be deployed across a range of communication priorities, including public health behaviour change programmes, attracting Regular and Reserve recruits to Britain's Armed Forces, and raising awareness and understanding of workplace pensions. This compares with a proposed spend of £284,822,000 in 2012/13. We expect that some additional activities will develop during the year in response to new policy priorities, and further budget will be allocated where necessary. To put this total spend in a broader context, reported spend through the Central Office of Information (COI) in 2009/10 was £532 million.

In the future, we will be able to gain a more accurate picture of total spend, using the new framework agreements for buying communications services that are currently being set up by GPS. Under these frameworks, spend figures will be collected every month and so can provide a new baseline to measure future spend. However, they will not be directly comparable with previous COI figures.

#### **Staff figures**

As of 1 April 2013, the core government departments (excluding the Scotland Office, Wales Office and Northern Ireland Office) employed 1,910 professional communications staff. In addition, at least 1,394 professional communications staff are employed by ALBs and other non-ministerial organisations.\* Government departments are currently grouped into communication hubs to produce joint activity and streamline resource. We intend to develop these further in 2013/14; please see Appendix A for the current hub structure.

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\* This total is not directly comparable with figures from 2012/13 as different ALBs and non-ministerial organisations have provided information this year compared with last.

### Total proposed communications spend by hub 2013/14 (£236,952,002)

£58,676,808

£21,201,000

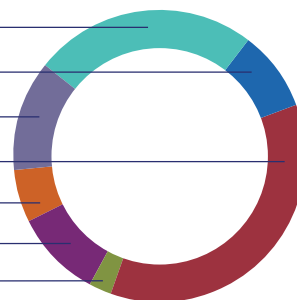
£28,863,870

£85,743,824

£13,539,500

£23,050,000

£5,877,000



DH

DWP, HMRC\*

BIS, HM Treasury, DCMS

HO, MOJ

CO, DfE

FCO, DFID, MOD

DCLG, Defra, DECC

### Communications staff by hub 2013 (3,304)

18%

23%

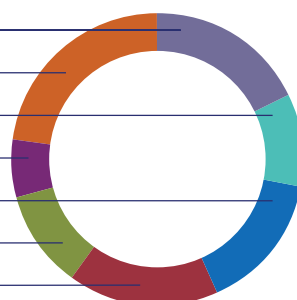
10%

6%

15%

11%

17%



DCLG, Defra, DECC

DH

DWP, HMRC\*

BIS, HM Treasury, DCMS

HO, MOJ

CO, DfE

FCO, DFID, MOD

\*HMRC is not a ministerial department but is treated as such for hub purposes

Note: the figures in these charts are not comparable with those in the 2012 plan as varying data has been submitted by departments and ALBs.



## 4. Our structure: embedding Civil Service Reform

Government communications have been extensively restructured over recent years following successive reviews, including:

- the 2010 review of government communications, which set out the need for strengthened central co-ordination and greater efficiency and value for money;
- the 2011 report of the Public Expenditure (Efficiency and Reform) sub-Committee, which highlighted the essential skills and capabilities that government communications should provide; and
- the Civil Service Reform Plan, launched in June 2012, which has at its core a vision of a Civil Service that is not only smaller but pacier, more innovative, less hierarchical and focused on outcomes, not processes.

Responding to these recommendations has led to widespread changes in the government communications landscape. Communication hubs have been set up to facilitate joint working and enable multiple departments or bodies to collaborate on campaigns to the same target audiences. Several core services have been established under the aegis of the Government Communication Centre, including the Shared Communications Service. GDS is fully operational and new procurement frameworks are being set up through GPS.

Government communications will continue to change in response to the need to find the best way to deliver effective and efficient communications. We are actively considering ways to strengthen the profession, introduce more rigorous business planning and pool resources where this makes sense. Changes will reflect the needs of departments and the drive of Civil Service Reform to deliver a more highly skilled, digital and united civil service.

### **Making an impact: the benefits of reform in 2012/13**

- The Government Communication Centre led on the roll-out of a consistent visual identity for government, now used by 24 ministerial departments.
- The Shared Communications Service secured more than £1.5 million of free TV and radio airtime for DfT's THINK! campaign and DCLG's Fire Kills public information messages. It also secured the NHS Blood Donation TV filler on the BBC after the London 2012 Olympic Games opening ceremony, with an audience of around 12 million viewers.
- GDS worked with 24 ministerial departments to transition all content from their departmental websites to GOV.UK.
- The new Creative Services framework leverage the Government's buying power and are estimated to deliver up to £3 million worth of savings per annum.

### **Communication hubs**

Government communications are delivered through seven proactive communication hubs, which draw together the expertise of communicators based in multiple departments and ALBs which often target the same audiences. The hubs are beginning to deliver benefits, reducing duplication and bringing organisations together to improve the quality of communication.

For example, the Health hub is developing an overarching communications plan for DH and its numerous ALBs. The hub structure is also facilitating the rapid adoption of successful techniques: the Department for Work and Pensions (DWP) now uses HMRC's highly effective performance and evaluation methodologies.

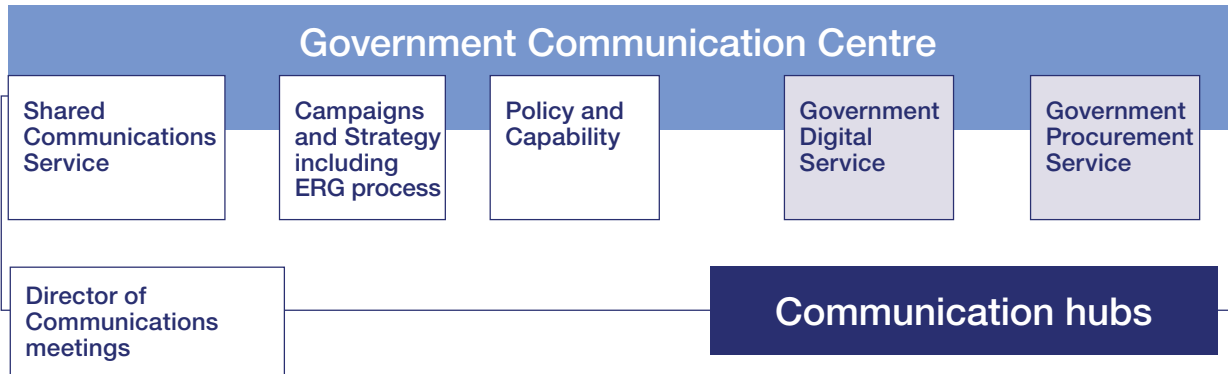
However, there is more work to be done to realise the hub structure's full potential. Therefore, in 2013/14, the focus will be on collectively identifying and formalising improvements to how departments contribute to a more effective operating model across all government communication.

### **What you can do**

1. Make sure you're up to date with the context for change: read the Civil Service Reform Plan and see the latest developments at <http://my.civilservice.gov.uk/reform/>
2. If you're not sure which hub your organisation is in, see Appendix A.
3. Find out more about the wider communication activities and priorities of both your organisation and the other organisations in your hub – then look for ways to align your communication activities with theirs.
4. Use channels such as the GCN Community to make contact with colleagues you can help, or those who could help you, at <https://gcn.civilservice.gov.uk/>

## The Government Communication Centre

The Government Communication Centre, part of the Cabinet Office, is the strategic centre for proactive government communication. Its remit is to work with communication hubs and departments to ensure that communication activity represents good value to the taxpayer, to help align that activity to government priorities and to help address common issues facing the government communication community.



### In 2013/14, the Government Communication Centre will:

- lead on the development and implementation of priority campaigns and activities;
- work collaboratively with departments on communication activities that are a high priority for government;
- lead on projects that help to embed the communication hub structure, its governance and effective operation; and
- administer the Cabinet Office ERG Spending Control for Advertising, Marketing and Communications.

## The Shared Communications Service

The Shared Communications Service is part of the Government Communication Centre. It uses the combined buying power of government to provide departments and organisations with better value services.

### In 2013/14, the Shared Communications Service will:

- offer departments and other organisations support around early stage communications planning, media planning and media buying – including how to work with M4C, the buying agency for all of the Government's paid-for media;
- work with GPS to support the management of the M4C contract and independently audit M4C's domestic and international media buying performance;
- provide advice and support on evaluation, including how to plan, conduct or commission evaluation projects;
- market and distribute TV and radio public information messages (fillers) on health, welfare and safety to digital, terrestrial and outdoor media channels;
- provide a 24-hour, 7-days-a-week media monitoring and briefing service to all government departments and organisations; and

- provide regional press office support to government departments and organisations in the regions through the Regional News Network, and via the Regional Researchers providing intelligence, briefing and media monitoring to support regional visits made by senior ministers.

### Government Procurement Service

GPS is responsible for delivering centralised procurement savings across the UK public sector. To do so, it is putting in place centralised buying arrangements – such as frameworks – to service the communication needs of central and local government, the health sector and the wider public sector. It is an executive agency of the Cabinet Office.

#### In 2013/14, GPS will:

- work with the Government Communication Centre and departments to ensure that all commercial arrangements support the overall delivery of the Government's communications requirements;
- deliver the framework for Communications: Strategy, Planning and Related Services;
- undertake a full review of government spend on events; and
- replace the legacy Media Buying framework.

### Government Digital Service

GDS is tasked with transforming government digital services. Established in response to Martha Lane Fox's report, *Directgov 2010 and beyond: revolution not evolution*, its core purpose is to ensure that the Government offers world-class digital products that meet people's needs. It sits within the Cabinet Office, and owns GOV.UK.

#### In 2013/14, GDS will:

- work with agencies and ALBs to transition content from their own websites to GOV.UK;
- set up a blogging platform on GOV.UK for all departments to share;
- support campaigns such as Workplace Pensions and Sort My Tax by creating communication campaign landing pages on GOV.UK, providing shorter campaign URLs such as gov.uk/greendeal, identifying opportunities for promotional navigation on the GOV.UK homepage and 'transaction done' pages, and developing evaluation reports about campaign activity on GOV.UK;
- continue to work closely with the Government Communication Centre on the Cabinet Office ERG Spending Control for Advertising, Marketing and Communications to assess exemption requests that have a significant digital component; and
- continue to work with departments on the Government Digital Strategy and the transformation of the 25 exemplar services as outlined in action 5 of the strategy.

### **What you can do**

1. If you need any advice on the ERG Spending Control for Advertising, Marketing and Communications, get in touch with the Government Communication Centre: [Marketing.Freeze@cabinet-office.gsi.gov.uk](mailto:Marketing.Freeze@cabinet-office.gsi.gov.uk)
2. Contact the Shared Communications Service for advice and support on media planning and buying, evaluation, fillers, media monitoring, regional press offices and regional research: [wendy.proctor@co.gsi.gov.uk](mailto:wendy.proctor@co.gsi.gov.uk)
3. Start using the new frameworks as soon as possible. Talk to your internal procurement team or contact GPS directly on 0345 410 2222.
4. Make use of GOV.UK for campaign activity; contact GDS about campaign landing pages, URLs and promotional navigation opportunities: [pmo@digital.cabinet-office.gov.uk](mailto:pmo@digital.cabinet-office.gov.uk)

## 5. Our parameters: the Cabinet Office ERG Spending Control for Advertising, Marketing and Communications

Together with long-term structural reform programmes, the Cabinet Office ERG Spending Controls are a core component of the Government's work to reduce public spending and tackle the fiscal deficit – and they apply to communications as much as to any other area.

The specific purpose of the Spending Control for Advertising, Marketing and Communications is to ensure that only essential communication activity is undertaken, but it also means that our expenditure is more transparent and better co-ordinated.

By applying the ERG Spending Control for Advertising, Marketing and Communications to more than 150 different departmental communications campaigns, the Government Communication Centre generated more than £40 million in efficiency savings in 2012/13 alone. The Control will remain in force during 2013/14, meaning that, in line with the established principles, expenditure on communication will only be permitted where:

- the Government has a legal duty to provide people with information, such as changes to legislation or public services;
- marketing and advertising are critical to the effective running of the Government; and
- there is robust evidence that marketing and advertising deliver measurable outcomes that meet government objectives.

The Government Communication Centre is responsible for the administration of the Spending Control for Advertising, Marketing and Communications and in 2013/14 will:

- continue to work with departments to support the delivery of better outcomes and greater savings;
- provide increased support on priority projects, engaging earlier with departments to offer timely and constructive guidance, input and challenge;
- develop a new exemption application form and guidance, which aids a more strategic approach to communication development, and clarify what information is required to gain exemption; and
- work with the central ERG in the Cabinet Office to improve internal processes and communication about the Spending Control.

### **What you can do**

1. Use the new ERG form and guidance on the GCN website.
2. Familiarise yourself with Cabinet Office and departmental guidance relating to Spending Controls  
[www.gov.uk/government/publications/cabinet-office-controls-guidance-version-3-1](http://www.gov.uk/government/publications/cabinet-office-controls-guidance-version-3-1)
3. If you think you may need an exemption, get in touch with the Government Communication Centre as early as possible: [Marketing.Freeze@cabinet-office.gsi.gov.uk](mailto:Marketing.Freeze@cabinet-office.gsi.gov.uk)

## 6. Our priorities: the main focal areas of government communication in 2013/14

Because government communications underpin such a broad range of operational activities and policies, it is vital that we are clear – collectively – where our priorities lie.

By doing so, we can allocate resources accordingly, reduce the risk of overlap and be clearer about how individual policy activities build towards our overall Government narrative.

The Government's objective is to equip the UK to succeed in the global race, to secure a stronger economy and a fairer society and to help people who aspire to work hard and get on. This requires tough decisions to deal with the deficit and support a stronger, more balanced economy.

The table below provides examples of communication projects planned by government for 2013/14. Each project links to one or more of the narrative themes for 2013/14. A complete summary of the priority communication activities identified by departments and their ALBs is contained in section 11 of this plan.

### Communication projects

Supporting and promoting the Government's Industrial Strategy

Leading the small- and medium-sized enterprise (SME) cross-government strategy

Increasing SME take-up of UK Trade & Investment (UKTI) services

Attracting more high-quality foreign direct investment

Promoting schemes and services that boost enterprise and manufacturing

Encouraging the UK's research and innovation base

Driving skills, talent and money into a wider range of technologies

Promoting the take-up of education, training schemes and information services

Promoting academic and vocational routes equally

Promoting Britain overseas with the GREAT Britain brand

Supporting the work of the National Security Council and Secretariat



Supporting the work of ERG
Promoting social action and community empowerment programmes (including National Citizen Service, London 2012 sporting legacy)
Raising awareness of the new community rights delivered through the Localism Act 2011
Delivering the Fire Kills campaign
Attracting Regular and Reserve recruits to Britain's Armed Forces
Introducing the new traineeship programme to business and young people and expanding the Apprenticeship programme
Recruiting and training new teachers
Increasing awareness of flood defences
Promoting visits to the UK's forests and Kew Gardens
Increasing the number of blood donors and consent rates for organ donation
Delivering behaviour change programmes that encourage people to eat more healthily, be more physically active and stop smoking
Encouraging people with signs and symptoms of cancer or dementia to visit their GP
Preventing abuse and rape in teen relationships
Promoting the 101 phone number and police.uk data
Promoting visa services to encourage visitors who benefit the UK
Encouraging customers in Self Assessment to file and pay on time
Encouraging Tax Credits recipients to act early, accurately and on time
Raising awareness of how PAYE is being transformed
Encouraging current and potential tax evaders to come forward voluntarily
Supporting SMEs to pay the right tax
Raising awareness of the changes for customers paying the High Income Child Benefit charge
Raising awareness of investment in and the completion of major transport infrastructure projects
Continuing to consult on proposals for High Speed Two
Continuing to communicate the benefits of the rail reform programme
Promoting opportunities for private sector investment in the transport industry
Continuing to improve road safety through the THINK! campaign
Continuing to promote the sale of ultra-low emission vehicles
Raising awareness of investment in local transport schemes
Raising awareness of the ATOL holiday protection scheme
Ensuring that passengers are forewarned about changes and disruption caused by the Thameslink Programme
Promoting sales of Premium Bonds and other products
Preparing for the continued delivery of welfare reforms, including the new Universal Credit and Personal Independence Payments
Further increasing awareness of workplace pensions, state pensions and saving for retirement
Encouraging engagement with the Work Programme and take-up of the Youth Contract
Encouraging more parents to pay child maintenance regularly and on time

### **What you can do**

1. Find out more about the wider communication activities and priorities of both your organisation and the other organisations in your hub – then look for ways to align your communication activities with theirs.
2. Use channels such as the GCN Community to make contact with colleagues you can help, or those who could help you, at <https://gcn.civilservice.gov.uk/>
3. Ensure that the key messages for your project support the overall narrative for government.

## 7. Our success: focusing on evaluation

Evaluation is an integral part of effective communications. It helps to demonstrate the value of what we do to our policy colleagues, ministers and the wider world and enables us to improve the effectiveness and efficiency of our future communication activity. By sharing our learning with colleagues, we will also enable them to improve the standards of their work.

It is therefore essential that we improve the way we evaluate communications across the whole of government.

The ongoing Communications Capability Review programme has highlighted that current standards of evaluation vary. In some instances, evaluation is robust and methodical: best practice examples can be found in some of our larger campaigns such as Be Clear on Cancer, dashboards developed by HMRC and DWP to monitor overall performance against communication and business objectives, and the standardised approaches to evaluating digital activity being developed by GDS and HMRC. However, there are also examples to be found of poor evaluation, or where evaluation simply is not undertaken.

On one level, this is understandable – even if not acceptable. Until recently, there was an overall lack of clarity about the standards expected, and little guidance on how to evaluate effectively with limited time, resource and budget. That has now changed, and the recently published GCN guide *Evaluating Government Communication Activity* sets out the fundamental principles and processes that all organisations should follow to ensure that they meet the required evaluation standards.

### **Evaluation: the essentials**

Each government communication activity is expected to have an evaluation plan that sets out:

- clearly defined communication objectives, which link to overall policy or business objectives;
- a range of performance metrics covering outputs, out-takes and outcomes that can be used to measure how effectively an activity has performed against these objectives;
- the data sources that will be used for each of these performance metrics, and an acknowledgement of any known or expected gaps in the available data; and
- how and when the results will be shared and in what format.

GCN and the Shared Communications Service are both developing a range of further guidance, tools, training and support to help improve evaluation, including standard form templates, dashboards and suggested performance metrics. A cross-government evaluation steering group will continue to facilitate the sharing of best practice.

### What you can do

1. If you have not yet read the GCN guide *Evaluating Government Communication Activity*, take a look at it at <https://gcn.civilservice.gov.uk/guidance/evaluation/>
2. Make sure that every one of your projects has an evaluation plan. If you want advice on whether your plan meets the standards required, get in touch with the evaluation team within the Shared Communications Service: [ERGevaluation@co.gsi.gov.uk](mailto:ERGevaluation@co.gsi.gov.uk)
3. Keep an eye open for evaluation courses on the GCN website at <https://gcn.civilservice.gov.uk/professional-development-2/upcoming-courses/>
4. Get involved with the Cross-Government Evaluation Group to learn from, and share, best practice. To find out more, contact: [ERGevaluation@co.gsi.gov.uk](mailto:ERGevaluation@co.gsi.gov.uk)

## 8. Our community: strengthening GCN

In 2011, the Public Expenditure (Efficiency and Reform) sub-Committee re-set the parameters for what government communicators are expected to do.

The Committee report stated that government communicators should:

- deliver, not just procure;
- use digital channels wherever appropriate;
- use owned and earned media before paid-for media;
- work more in partnership; and
- ensure value for money through effective evaluation.

In other words, government communicators need to be highly skilled across a range of communication disciplines. This in turn places increased focus on targeted learning and development to help embed new skills and best practice. GCN is at the heart of delivering this development.

In 2013/14, GCN's professional development team will deliver an ambitious agenda that aims to enable significant improvements in efficiency, effectiveness and collaboration across government and the wider public sector. It will drive down professional development costs to departments and ALBs, and will continue to focus on increasing the skills available within government, as set out in the new Government Communication Professional Competency Framework (see Appendix C). The total number of learning opportunities available will increase from 1,100 to almost 3,000, and GCN will also:

- complete the Communications Capability Review programme of central government departments by November 2013, and then start a new programme among key ALBs in 2014;
- deliver government-wide conferences on key findings from these reviews, building on our emerging centres of excellence (see Appendix B);
- ensure that the new government communication professional competencies are integrated with performance management and reflected in individual job descriptions, promotion opportunities and professional development plans across government;

- launch Aspire, a new programme of professional development that will provide more than 1,600 training places focused on priority issues, including digital, evaluation, procurement and low-cost campaigning;
- update the current core curriculum, and then outsource delivery so that the costs to each department and ALBs are reduced;
- run a programme of events linked to key performance priorities;
- develop a talent management programme and consider options for more co-ordinated recruitment across government;
- deliver the second phase of a government-wide mentoring programme; and
- develop a secondment programme to help share skills across central government, the wider public sector and the voluntary and private sectors.

In general, we will seek to develop more e-learning and action learning opportunities across all of these programmes, and ensure that all training is assessed in line with the Kirkpatrick Model for evaluating training programmes.

#### **What you can do**

1. Join GCN: register to receive regular news and alerts and sign up for events at <https://gcn.civilservice.gov.uk/>
2. Learn the new professional competencies and use them for recruitment and selection, performance management, personal development plans and career development. Find out more at <https://gcn.civilservice.gov.uk/competency-framework/>
3. Register for an Aspire training session at <https://gcn.civilservice.gov.uk/professional-development-2/upcoming-courses/>
4. Consider becoming a mentor or mentee. Find out more at <https://gcn.civilservice.gov.uk/professional-development-2/mentoring/>

## 9. Our industry: working with our partners

Although government communicators are being challenged to deliver as well as procure, there remain many instances where we need to draw on the expertise of the UK's world leading advertising and marketing industry. However, it is important that we do so strategically, gaining best value from the suppliers we engage.

### **Communication procurement frameworks**

GPS has been tasked with reviewing and revising all existing communication procurement frameworks – some of which were set before the publication of the Public Contracts Regulations 2006.

This process is well under way:

- The framework for Communications: Creative Solutions, Execution and Related Services (RM988) has now been awarded.
- The framework for Communications: Strategy and Planning (RM1011) will be awarded in 2013.

Both are fully compliant with EU requirements and will be supported by clear and concise guidance.

As well as completing the award of this second framework, in 2013 GPS will provide support, guidance and tools to embed the frameworks in everyday practice. GCN will provide training on procurement processes and working with agencies. Specific modules planned include 'How to brief an agency', 'Accessing framework agencies' and 'Getting the most out of agency relationships'. All training will be accompanied by guidance on the GCN website.

The new frameworks deliver a number of benefits to government:

- By replacing nine frameworks, the management spend is reduced – delivering an estimated saving of up to £3 million per annum.
- A reduced supply base makes it easier to work strategically with suppliers – who are now managed just once on behalf of the whole of government.

- Fourteen of the 27 suppliers on the Communications: Creative Solutions, Execution and Related Services Framework are SMEs – directly in line with the Government's ambition to support the SME sector.
- Comprehensive management information will be collected every month for the Communications: Creative Solutions, Execution and Related Services Framework. This will provide greater transparency around what services government is procuring to help identify opportunities for future savings.
- There will be a standardised pricing model to support regular benchmarking and delivery of continuous improvement and value for money throughout the framework term.

### **The Agile Route to Market**

The Agile Route to Market provides customers with a route to market for low-value communications work (with an aggregated value below the OJEU threshold). It provides easy access to suppliers, including small agencies and sole traders, reducing the cost and time burden on suppliers when competing for government business. It is not a framework arrangement.

### **Our partners**

*Planning and Delivering Effective Communications Partnership Strategies* is guidance recently published by GCN. It will help to expand the scale and range of the activities that departments can undertake with appropriate partners on campaigns such as Change4Life, Fire Kills or the THINK! campaign. The new guidance advises that:

- government departments no longer have to match funding from partners – meaning that they can carry out work majority-funded by external organisations;
- departments will now be able to work exclusively with partners and sponsors – the new guidance recommends that granting exclusivity should be carefully considered, but allows for more flexibility; and
- departments should develop a more practical way of dealing with proactive approaches.

### **Learning from industry**

Our suppliers and partners will play an important role in sharing best practice from outside government to help build skills among government communicators. During 2013/14, GCN will host topical speaker events on a monthly basis, briefings from media owners will be extended to the communications community, and government communicators will continue to be represented at industry and trade boards and working groups.



### What you can do

1. Familiarise yourself with the new procurement guidance and register for training at the GPS website at <http://gps.cabinetoffice.gov.uk/>
2. Make GPS aware of your upcoming procurement requirements as early as possible to help plan the workload. Contact: [CommsCategoryTeam@gps.gsi.gov.uk](mailto:CommsCategoryTeam@gps.gsi.gov.uk)
3. Make sure that your department is represented at the supplier induction events – to register your interest, contact: [CommsCategoryTeam@gps.gsi.gov.uk](mailto:CommsCategoryTeam@gps.gsi.gov.uk)
4. Look out for information about speaker events on the GCN website at <https://gcn.civilservice.gov.uk/>
5. For Agile Route to Market specialist service areas, visit [gps.cabinetoffice.gov.uk/i-am-buyer/categories/communications/agile-route-market](http://gps.cabinetoffice.gov.uk/i-am-buyer/categories/communications/agile-route-market)
6. Read the new standards and guidance *Planning and Delivering Effective Communications Partnership Strategies* at <https://gcn.civilservice.gov.uk/guidance/official-guidance/partnership-guidance/>

## 10. Our standards: professionalism and propriety

One reason why we are respected by our peers across the Civil Service and in the communications industry is that we are known for doing our work objectively and without political bias.

It is vital that we continue to do so, and follow the two fundamental sets of guidance that underpin government communications:

- the Civil Service Code, which sets out the standards of behaviour expected of all civil servants; and
- the section ‘Guidance on Government Communications’ in *Propriety Guidance*, which defines how civil servants can present the policies and programmes of the government of the day properly and effectively.

At its core, this latter guidance has two basic principles that have been applied to government communications by successive administrations:

- Communications should:
  - be relevant to government responsibilities;
  - be objective and explanatory, not biased or polemical;
  - not be – or liable to be – misrepresented as being party political;
  - be conducted in an economic and appropriate way; and
  - be able to justify the costs as expenditure of public funds.
- Publicly funded government communications cannot be used primarily or solely to meet party political objectives. However, it is recognised that the governing party may derive incidental benefit from activities carried out by the Government.

Prior to local, general or European elections or referenda, there are additional issues which must be considered; specific election guidance is published by the Cabinet Office.

The Ministerial Code requires ministers to uphold the impartiality of the Civil Service. They must not ask civil servants to act in any way that conflicts with the Civil Service Code. Ministers must ensure that public resources are not used to support publicity for party political purposes.

### **What you can do**

If you have any concerns over issues of propriety, consult *Propriety Guidance* at <https://gcn.civilservice.gov.uk/guidance/propriety-and-standards/> and discuss the issue with senior managers. If you need further advice in confidence, you can contact: [gcn.propriety@cabinet-office.gsi.gov.uk](mailto:gcn.propriety@cabinet-office.gsi.gov.uk)

## 11. Our activities in 2013/14: summaries of communication plans for departments and their ALBs

To provide an overview of government communication activity for 2013/14, each department has submitted a summary of its proposed communication plan for the year.

- Department for Business, Innovation and Skills (BIS)
- Cabinet Office (CO)
- Department for Communities and Local Government (DCLG)
- Department for Culture, Media and Sport (DCMS)
- Ministry of Defence (MOD)
- Department for Education (DfE)
- Department of Energy and Climate Change (DECC)
- Department for Environment, Food and Rural Affairs (Defra)
- Foreign and Commonwealth Office (FCO)
- Department of Health (DH)
- Home Office (HO)
- Department for International Development (DFID)
- Ministry of Justice (MOJ)
- Her Majesty's Revenue and Customs (HMRC)
- Department for Transport (DfT)
- Her Majesty's Treasury (HM Treasury)
- Department for Work and Pensions (DWP).



## Department for Business Innovation & Skills

The Department for Business, Innovation and Skills works across government, including through its 49 ALBs, and with the private sector to build a more dynamic and competitive economy. Together they ensure that the Government's policies on higher education, research and innovation, skills, enterprise, trade and markets all support long-term growth.

BIS and its partners will support and advise UK-based businesses, especially SMEs, to help stimulate economic growth and grow public confidence in the Government's initiatives. BIS's Industrial Strategy is the flagship, whole of government economic policy, with a long-term approach to how government supports business.

BIS and its partners will also target young people, directly and via parents, adults both in and out of work, employers, educational institutions and research bodies, and address skills shortages. UKTI will support more SMEs to start or expand exporting and it will aim to attract more high-quality investment projects.

### Communication activities in 2013/14

The **priority communication activities** for BIS and its partners in 2013/14 are to:

- support and promote the Government's Industrial Strategy, embedding the growth narrative, reinforcing the whole of government approach and increasing the range and quality of business partnering in promoting the products of industrial strategy;
- lead, with CO and Number 10, on the creation of a cross-government strategy for all marketing to SMEs, ensuring that the strategy is embedded in all departments' relevant activities;
- increase SME awareness and take-up of UKTI services assisted by a pilot of the GREAT Britain-branded UK campaign, which will extend nationally if successful;
- attract more high-quality foreign direct investment, using the GREAT Britain brand as a lever;
- promote schemes and services designed to boost enterprise and manufacturing by firms with high growth potential, such as the Manufacturing Advisory Service and Growth Accelerators;
- encourage the UK's research and innovation base, and gain inward investment for UK companies;
- drive skills, talent and money into a broader range of technologies and increase awareness, aiming to get young people into science, technology, engineering and mathematics careers;
- encourage take-up of education, training schemes and information services that will help to create the skills that employers need now and in the future;
- promote equally the academic and vocational routes for those at the start of their working lives, including the value of degree-level study and the work-based Apprenticeship Programme; and
- provide joint leadership (UKTI/FCO) of the GREAT Britain campaign and collaborate with Defra, DfE and DH on promoting Britain overseas, working with Number 10, Visit England, Visit Britain and the British Council to ensure that the GREAT Britain brand is promoted consistently.

### 2012/13 highlights

- The 'Make it in Great Britain' campaign to promote manufacturing brought 40,000 visitors to a Science Museum exhibition during the Olympics, with £1.1 million of private sector support.
- The second higher education Student Finance Tour to schools contributed to an increase (from 42% to 89%) in students' understanding of the financial help available to them; 98% of teachers said the tour made a difference to them communicating the facts about higher education.
- The National Apprenticeship Service increased employer leads through digital and phone by 56%, reduced the cost of generating employer leads through targeted marketing from £122 to £42 a head, and generated a 31% increase in the number of Apprenticeship vacancies posted.
- From its launch in January 2012, the 'Business in You' website had 452,345 visitors with 863,009 page views. 'Business in You' now has 19,000 subscribers to its monthly newsletter and has referred nearly 29,000 visits to the 'Mentorsme' website (30% of all referrals).
- UKTI ran the British Business Embassy events during the Olympics, hosting more than 4,000 executives, representing over half of FTSE 100 companies, and directly helping around 3,000 organisations.



## Cabinet Office

The external audiences for CO communications range from the general public to specific segments, with a strong emphasis on young people. There is also considerable activity aimed at front-line public sector staff, central and local government, business, education and academia, and the voluntary, community and social enterprise sector.

### Communication activities in 2013/14

The **priority communication activities** for CO in 2013/14 are to:

- deliver effective communications for the Prime Minister and Deputy Prime Minister on government policy priorities through media, digital, planning and campaigns;
- deliver effective communications across government by co-ordinating the work of departments around the main themes of the Government, with a particular focus on growth, enterprise and aspiration, including delivery of the GREAT Britain campaign;
- support the work of the National Security Council and the National Security Secretariat, including keeping the UK safe in cyberspace, responding to civil emergencies, establishing stability in Afghanistan and communicating on issues such as the conflict in Syria and the threat from the Iranian nuclear programme;
- support ERG in achieving efficiencies, savings and reforms on behalf of UK taxpayers and transform the way public services are delivered;
- support the Civil Service Reform Plan to create exceptional civil servants through effective staff engagement communications; and
- promote social action and support community empowerment programmes, including the National Citizen Service and creating a lasting sporting legacy from the London 2012 Olympic and Paralympic Games.

### 2012/13 highlights

- In the 12 months since its launch, the GREAT Britain brand has made a major impact globally, generating at least 5.7 billion opportunities to see, £85 million of advertising value equivalent and more than £5.5 million of free advertising. GREAT Britain has also attracted the active endorsement of several iconic private sector partners and the committed involvement of world-renowned UK celebrities.
- Civil Service Reform (CSR): We have put in place structures to raise awareness and understanding of this broad agenda among 420,000 civil servants – including a new CSR identity under which all activity is brigaded, an interactive web portal aimed at informing civil servants about progress on reform, and fortnightly all-staff updates signposting useful sources of information. This has all been informed by staff research and insight and conducted in-house to maximise efficiency.
- The Open Data agenda was extended to mainstream media with front-page national coverage and successful Francis Maude-led launch events for the Open Data White Paper, the Open Data Institute and UK leadership of the Open Government Partnership, along with successful social media Q&As, including with Jeremy Heywood.



## Department for Communities and Local Government

DCLG communication activity is central to delivering on the aims of putting citizens and neighbourhoods in control; delivering local economic growth and jobs; getting better outcomes for less from public services; and supporting aspiration and integration.

DCLG key audiences are council tax payers, social housing tenants, aspiring homeowners, businesses and people active in community groups. We directly target households about key policies through paid-for campaigns such as Fire Kills, Right to Buy and Help to Buy. We work closely with our delivery partners, including local authorities, housebuilders, mortgage lenders, retailers and other businesses, to amplify both message and reach.

### Communication activities in 2013/14

The **priority communication activities** for DCLG in 2013/14 are as follows.

#### Putting citizens and neighbourhoods in control

- Raise awareness of the new community rights delivered through the Localism Act 2011 by actively mobilising and supporting community groups and showing the impact these powers are having on the ground.
- Promote the shift from a top-down to a locally led planning process and demonstrate how government is making planning more accessible to local residents.

#### Delivering local economic growth and jobs

- Demonstrate the impact that the Government's local growth agenda is having by marking the progress of Local Enterprise Partnerships, high street regeneration, planning reform and the shift to give councils a greater stake in their local economy.
- Enable England's 24 Enterprise Zones to market their offer effectively and exploit all appropriate channels of communication.
- Promote the European Regional Development Fund programme to stimulate local economies, drive business growth and create jobs.
- The Homes and Communities Agency will take forward the public land release programme to stimulate development.

#### Getting better outcomes for less from public services

- Continue to position the Government strategically on the side of the taxpayer by focusing on efficiency and innovation in spending and services.
- Build on the positive coverage of the Troubled Families programme, continuing to highlight progress that shows how families' lives are being turned around as a result of the programme, with particular focus on women's, consumer, regional, digital and social media.

#### Supporting aspiration and integration

- Reinforce government's aspiration message in our plans to deliver more homes, support first-time buyers and increase fairness in social housing.
- Ensure that eligible social housing tenants are able to make informed choices about whether to buy their homes under the reinvigorated Right to Buy scheme that offers increased discounts.

#### 2012/13 highlights

- Strategic media activity on the council tax freeze, advocating that greater transparency and efficiency in local government will deliver better outcomes for less, and showing that government is on the side of the taxpayer.
- For the value-for-money Fire Kills campaign, an online video was produced at no cost to the taxpayer and a major retailer provided in-store branding. Both the Fire Kills and Right to Buy campaigns exploited low-cost social media such as Facebook, Pinterest, Twitter and Tumblr.



## Department for Culture Media & Sport

Working with its partner and advisory bodies, DCMS will: target women, minority groups and businesses with information on policies to promote equality and growth; encourage culture and heritage bodies to help boost our reputation abroad, support our creative industries and tourism sectors, and raise additional funding through private giving; encourage public participation in London 2012 sporting legacy projects, support the delivery of elite sporting success and attraction of major sporting events to the UK; and ensure public and business awareness of the Government's role in transforming broadband and initiatives boosting the digital and creative economies. Working with retail and leisure partners, Visit Britain and Visit England, DCMS will target international and domestic holidaymakers to increase tourist numbers and spend.

### Communication activities in 2013/14

The **priority communication activities** for DCMS and its partner bodies in 2013/14 are to:

- increase understanding of government policies that promote growth in the digital and creative industries – in particular to ensure that the public understand the role of the Government in transforming broadband;
- highlight the role of our cultural and heritage sectors in supporting growth in our creative industries and tourism sectors, and encourage them to increase their income through fundraising and philanthropic support;
- use the GREAT Britain brand to promote Britain overseas to encourage incremental tourist visits, and at home to increase expenditure on domestic tourism, supported by tactical offers from partners;
- promote key strands of the London 2012 sporting legacy to encourage take-up of the legacy programme to be delivered by – among others – Sport England and UK Sport;
- promote the programme of First World War commemorative events, working in conjunction with partners and advisory bodies;
- increase understanding of the policies put in place to enable women to contribute towards economic growth; and
- increase understanding of the full range of policies that exist to promote equality, increasing the confidence of relevant groups and influencing wider public attitudes.

Working with:

- the Number 10 campaign team, BIS, FCO and UKTI, Visit Britain and Visit England, DCMS will ensure that the GREAT Britain brand is consistently promoted across markets and sectors;
- BIS and DCMS will maximise the economic benefit from its programmes to support women's contribution to growth, and the growth of our digital and creative economies;
- DfE, DCLG, CO and MOD, DCMS will ensure that the First World War commemorative events are promoted consistently across the country; and
- DfE, DCLG, DH and CO, DCMS will ensure that we have a lasting sporting legacy from London 2012.

### 2012/13 highlights

- Delivering all DCMS press and PR activity in-house to maximise cost efficiencies, while continuing to reduce staff costs.
- Attracting £18 million of partner funding (through cash and marketing collateral) and no-cost support from a range of high-profile celebrities to help promote the GREAT Britain brand internationally.
- Integrating Visit England campaigns with local tourism promotions to increase the impact of marketing activity, and securing support from a wide range of partners, including a 20.12%-off offer to increase take-up.





Ministry  
of Defence

MOD activities target opinion formers, the media and the general public (including potential recruits and their gatekeepers), the UK's Armed Forces and defence civilians, defence suppliers and veteran organisations.

#### Communication activities in 2013/14

The **priority communication activities** for MOD in 2013/14 are to:

- promote understanding of the role and presence of British Armed Forces in the Middle East, Afghanistan, Mali and Permanent Joint Operating Bases (Cyprus, the Falkland Islands, Gibraltar, British Indian Ocean), alongside FCO and DFID;
- inform the public about the defence transformation programme, including important messages about equipment and materiel;
- promote public awareness and understanding of the Armed Forces through dedicated awareness days, remembrance ceremonies, public award events and outreach activity, including support to education;
- use communication, including marketing, to continue to attract Regular and Reserve recruits to Britain's Armed Forces through paid-for and not paid-for channels, with particular emphasis on Reserves in support of Future Reserves 2020; and
- communicate with industry and suppliers about defence and security services and products, and support the government growth agenda.

#### 2012/13 highlights

- MOD is continuing to reduce its communications headcount, from 697 in 2010 to 604 on 31 March 2012, with the headcount set to reduce to 519 by 31 March 2015.
- MOD is continuing to modernise and improve the cost efficiency of its traditional recruitment marketing model to include, for example, increased use of social media, greater digitisation, and exploring partnership and sponsorship arrangements with media outlets.
- MOD is continuing to expand its social media strategy, which is now in greater use by the Afghanistan Media Operations Cell, using social media to deliver its Armed Forces messaging and MOD's Permanent Secretary establishing a blog to communicate with staff.



## Department for Education

The external target audiences of DfE activities are young people, their parents and the wider public. There is also a need to communicate with members of the Teachers' Pension Scheme and a wide range of external partners, including local authorities, delivery partners, and the schools and children's workforces.

### Communication activities in 2013/14

The **priority communication activities** for DfE in 2013/14 are to:

- maintain the momentum behind the academies programme to tackle failing schools head on, and promote a new generation of free schools in response to parental demand;
- help people to understand the changes to the National Curriculum and principal qualifications in order to restore confidence in the rigour of the exam system; and
- deliver childcare reforms which ensure that early education is of the highest quality, staff are better paid and qualified, and childcare is affordable to parents.

DfE will also:

- introduce the new traineeship programme to businesses and young people who might benefit, and show how the Apprenticeship Programme continues to expand beyond the 1 million starts during this Parliament, working in collaboration with BIS;
- recruit 20,000 new teachers into the profession, support School Direct in training 9,500 new teachers and support Teach First in training 2,000 exceptional graduates each year by 2015/16, working in collaboration with the National College for Teaching and Leadership; and
- encourage pension scheme members to actively manage their pensions online via the Teachers' Pensions website.

Working with local authorities, DfE will:

- promote a new adoption gateway and show how the Government has removed unnecessary bureaucracy surrounding the adoption process.

Working with MOJ, DfE will:

- create effective communication to show that a child benefits from the care of both parents, where it is safe, as part of delivering reform in family law to reduce delays in care proceedings.

### 2012/13 highlights

- DfE has curbed spending on all communication activity and brought the central costs of communication down from £54 million in 2009/10 to less than £1 million in 2012/13.
- Over the same period, the Teaching Agency has reduced costs on marketing activity by some 40%, from £14.5 million to £8.8 million.



## Department of Energy & Climate Change

The key external audiences for DECC's communication activity are the public; the media – national, regional and investor in particular; stakeholders who are active communicators in our field so we can increase reach, bring greater clarity to the messages faced by the public and reduce cost/build cost effectiveness; other governments and national and international non-governmental organisations; business and community leaders; and key audiences for the Green Deal Policy – authorised Green Deal participants, local authorities, social housing providers, domestic property owners, tenants and landlords.

### Communication activities in 2013/14

The **priority communication activities** for DECC in 2013/14 are to:

- support the Government's economic confidence-building agenda, showing the investment and job benefits of DECC's aims – energy is the largest sector of infrastructure investment in the UK:
  - we are focusing this around the Energy Bill and energy market reform;
  - we are making maximum use of not paid-for channels in our approach;
  - we have a strong focus on national public, regional and specialist/investor audiences to build maximum confidence;
- support consumers to access best value from their energy suppliers and to manage their energy use – the cheapest fuel is the fuel we don't use:
  - we are making maximum use of not paid-for channels in our approach;
  - we are working closely with energy companies, consumer groups and other intermediaries;
- further promote the Green Deal initiative, following its launch in January 2013:
  - this is our key paid-for campaign, completing roll-out of media adverts, social media activity, advertorials and other promotional activity with an initial budget of £2.9 million;
  - following evaluation we plan to bid for a second stage of the campaign through 2013/14; and
- make the case for global and European action on climate change:
  - we are making maximum use of not paid-for channels in our approach, including working more closely with the scientific community.

We are also running pilot public information programmes to make business and community leaders and the public aware of the long-term changes required in our energy system:

- We are making maximum use of low-cost and not paid-for channels in our approach.
- We are working closely with partners, including local authorities, industry bodies, energy companies, consumer groups and other intermediaries, to maximise reach and minimise costs.

### 2012/13 highlights

- Big Energy Saving Week and other consumer-facing campaign activity jointly with energy companies and Citizens Advice.
- DECC was one of the first departments to move its web presence to GOV.UK. Once the transition of microsites is complete, DECC will save the cost of using an external web agency.
- The Nuclear Decommissioning Authority has saved £71,000 by reducing the number of stakeholder meetings, doing more PR and design work in-house and publishing online.
- These savings build on the 38% headcount and 95% spend reductions achieved in 2010–12.



## Department for Environment Food & Rural Affairs

Defra communicates with a wide range of audiences, such as farmers, vets, conservationists, landowners and managers, walkers, all parts of the rural community, including people living in flood risk areas, and agricultural, horticultural, business and environmental stakeholder groups.

### Communication activities in 2013/14

The **priority communication activities** for Defra in 2013/14 are to:

- help to increase exports and competitiveness in the food chain by raising awareness of the opportunities and services available from government;
- communicate the training and support available to businesses to help the roll-out of rural broadband;
- raise awareness of improvements to flood defences and encourage people to be better informed and prepared for flooding; and
- provide essential information to farmers on the Common Agricultural Policy, Catchment Sensitive Farming, Environmental Stewardship and other issues.

Defra will also:

- increase public awareness of the plight of wild tigers, elephants, orangutans and rhinoceroses, encouraging the public to take action to reduce the threat of extinction;
- raise awareness of the link between river health and water use, and the need to protect and improve waterways and use water wisely, encouraging custodianship of the water environment;
- Promote animal and plant health to prevent disease, by communicating with businesses, landowners, farmers and visitors to parks and the countryside; and
- promote visits to the UK's forests and Kew Gardens as a visitor attraction.

Working with BIS, Defra will:

- help to improve rural competitiveness and skills by stimulating take-up of skills and knowledge opportunities, raising the profile of the activities and successes of Rural Growth Networks.

### 2012/13 highlights

- Defra's Spending Controls Panel realised savings of £760,000 (as of 18 January 2013) through better prioritisation of work and delivering in-house efficiencies.
- The Environment Agency instituted a new media monitoring, distribution and evaluation service, saving more than £126,300 (approximately 50% on previous expenditure).
- Defra has instituted a Farmer Information Group to co-ordinate and realise efficiencies in communicating with farmers, and now has a combined events and mailing plan.
- The Environment Agency has used the Flood Warning Widget to syndicate flood warning messages on local, hyper-local and national websites. This drove more than 1 million visits from people to check their flood risk in the first month.
- The Forestry Commission has harnessed public engagement in tree health and encouraged reporting of sightings of potentially Chalara fraxinea-diseased trees via a University of East Anglia Ashtag app, customer helplines, non-governmental organisation partners and their website. The Ashtag had more than 3,000 downloads, and the Chalara webpage received 200,000 hits in six weeks.
- A cross-network shift-working system was put in place during the height of the horsemeat scandal, instituting new ways of working and testing network flexibility.



## Foreign & Commonwealth Office

FCO activities target foreign decision-makers, and in many cases the wider public worldwide, in support of the foreign policy goals of security and prosperity. Its consular communications, targeted at UK nationals travelling abroad, are covered in the DH summary. FCO maintains a network of more than 270 posts in 171 foreign countries. Responsibility for communication activity in those posts is heavily devolved. FCO's major ALBs (the BBC World Service, the British Council and Wilton Park) are in whole or in part communication organisations, but are managerially and editorially independent of government.

### Communication activities in 2013/14

The **priority communication activities** for FCO in 2013/14 include using communication to:

- amplify support for political and economic reform in the Middle East and North Africa, and help the people of the region to build more open and accountable societies;
- contribute to international efforts to persuade the Afghan people and their neighbours that Afghanistan is on the path to a stable, secure and more prosperous future;
- promote the UK as a destination for foreign trade, investment and tourism; and
- shift international opinion to help end the culture of impunity for wartime rape, and do more to help survivors.

Working with BIS and DH, FCO will also:

- deliver international communications related to the overarching GREAT Britain campaign; and
- deliver health-related consular campaigns.

### 2012/13 highlights

- FCO led the Government's overseas promotion of the London 2012 Olympics and Paralympics values and ideals, reaching 2 billion people around the world.
- Successful launch of FCO digital strategy and transition of 200 post and other websites onto the GOV.UK platform as one of the pilot departments.
- FCO led on the GREAT Britain campaign overseas, exploring partnership opportunities to offset expenditure, generating an estimated £600 million of business for the UK.
- FCO continues to implement its social media strategy, with six of its seven ministers on Twitter and the Foreign Secretary's account having 143,000 followers.
- Diplomatic Excellence, FCO's key reform and modernisation agenda, has recently won an Inspiration for Government award from the Institute for Government and also a Highly Commended award for Best Internal International Campaign from the Chartered Institute of Public Relations (March 2013).



## Department of Health

DH and its partner organisations work together to build and maintain public confidence in the health and care system, protect people's health, and promote health and wellbeing.

### Communication activities in 2013/14

The **priority communication activities** for the DH hub in 2013/14 are as follows:

#### Improving people's experience of care

- Show how the health and care system is responding to the Francis Inquiry into the Mid Staffordshire NHS Foundation Trust by improving standards of care.
- Build confidence among patients and the public that the health and care system will listen and respond to their feedback, including through the Friends and Family Test.
- Improve confidence in a safe, transparent and accountable health system through more effective regulation and better information about the quality of services.

#### Improving the performance of the health and care system

- Demonstrate how the health and care system is improving primary and community care.
- Support health and care staff to deliver better, more integrated, care and support.
- Show advances in care, support and awareness of dementia and long-term conditions.
- Demonstrate how technology and innovation improve the quality and efficiency of health and care, including championing UK strengths in life sciences, such as genomic medicine.
- Show how we are removing NHS barriers to growth and innovation.
- Shine a light on poor performance and highlight best practice, such as through the work of the Chief Inspector of Hospitals.
- Increase the number of blood donors and consent rates for organ donation.
- Raise awareness of egg and sperm donation, donor conceived information services and the risks associated with multiple births.

#### Preventing poor health

- Show how we will reduce premature mortality by improving prevention, diagnosis and treatment of the top five killer conditions.

- Deliver behaviour change programmes that encourage people to eat more healthily, be more physically active and stop smoking.

- Encourage people with signs and symptoms of cancer or dementia to visit their GP.

DH works with partners across government, including HO (on the Frank service), DWP (on supporting older people), DfE (on support for families with young children and school nursing) and FCO (on health advice for travellers).

### 2012/13 highlights

- The Government's initial response to the Francis Inquiry into the Mid Staffordshire NHS Foundation Trust, involving 14 organisations across the health and care system.
- Engaging people in improvements to care and support services and system-wide implementation of the Health and Social Care Act.
- Not paid-for campaigns on care and nursing, reducing premature mortality, dementia, long-term conditions and technology.
- Major paid-for public health campaigns, including: the Stoptober social stop smoking challenge (275,000 smokers signed up) and Health Harms TV campaign (213,000 Quit Kits requested, 4 million views of the Mutations advert on DH's YouTube channel); Be Clear on Cancer, which generated significant increases in urgent GP referrals (42% for bowel, 30% for lung), early diagnosis and treatment; and more than 750,000 downloads of the Change4Life Food Smart Meal Mixer mobile app.
- Leadership of health system emergency communications planning around the London 2012 Olympic and Paralympic Games.
- Supporting the safe supply of blood and organs and boosting organ donation rate.
- Restructuring of DH Comms (from a headcount of 155 FTE to 89 FTE); £3 million saved on print expenditure by producing digital-only publications and reducing print runs; and £2 million saved by consolidating our call centre contracts.



## Home Office

HO communication activity supports our departmental aims to cut crime, reduce immigration and prevent terrorism. Key target audiences are the police, neighbourhood groups, young people, international students, voluntary and community groups, the travel sector, travellers to and from the UK, employers, individuals vulnerable to extremist ideologies and high net worth migrants.

### Communication activities in 2013/14

The **priority communication activities** for HO in 2013/14 are as follows:

- **Cutting crime: key partners MOJ, DH, National Crime Agency**
  - Communications will support the organised crime strategy by ensuring that partners, business and the public know how to protect themselves from organised crime.
  - Behaviour change campaigns will help to prevent abuse and rape in teen relationships, and signpost those in need to drugs advice.
  - Promotion of the 101 phone number and police.uk data will help to ensure that the public understand how to report non-emergency crimes, and how to hold the police, and police and crime commissioners (PCCs), to account.
- **Reducing immigration: key partners FCO, GREAT Britain, Visit Britain**
  - Communication plans will support the government growth agenda by promoting our visa services to encourage visitors who benefit the UK.
  - Positive visa messaging will be balanced with tough enforcement campaigns to deter and prevent individuals and goods that would harm the national interest from entering the UK.
- **Preventing terrorism: key partners FCO, DFID, DCLG**
  - Provision of communication products to delivery partners will help them to provide balanced messages and alternative views to vulnerable communities.

### 2012/13 highlights

- The 'Insight' team launched an internal State of the Nation report – a quarterly review and analysis of externally published polls and surveys linked to crime, immigration and terrorism. This valuable insight pack is used department wide to inform planning, at zero cost to the business.
- A bespoke, scaled-up press office function was created during summer 2012 to manage proactive and reactive Olympics and Paralympics related HO news.
- HO supported the introduction of PCCs and the first ever PCC elections through an integrated campaign of marketing and no-cost communication activity – increasing awareness of PCCs to 83% (from 34% pre-campaign).
- HO communication teams collectively achieved a range of cost savings by negotiating lower costs and additional free services, delivering in-house rather than outsourcing, doing things differently and re-using existing assets. Total estimated savings for 2012/13 amount to c.£850,000.





## Department for International Development

DFID activities engage a wide range of audiences in the UK and internationally, showing the life-changing results which well-targeted UK support is achieving and making the case for development.

### Communication activities in 2013/14

The **priority communication activities** for DFID in 2013/14 are to:

- support the UK's presidency of the G8 and the outcomes of the G8 events led by Number 10, CO and DFID;
- demonstrate and build support for DFID's work to ensure voice, choice and control for girls and women;
- increase international support for ending female genital mutilation;
- encourage economic development in the world's poorest countries, to accelerate growth and to end aid dependency through jobs; and
- demonstrate that the UK is leading the response to humanitarian emergencies and helping countries to be better prepared.

### 2012/13 highlights

- DFID's Facebook campaign to rally public support to end violence against women and girls ahead of a key UN meeting had 45,000 signatories – against a target of 10,000.
- The London Summit on Family Planning in July 2012 received wide coverage across broadcast, print and online channels. The hashtag #FPsummit trended on Twitter on the day of the summit, with 14 million Twitter users reached and more than 14,500 Twitter mentions.
- DFID tweets about the Global Hunger Summit in August 2012, hosted by Number 10, reached more than 4 million accounts and were re-tweeted by celebrities and non-governmental organisations.
- Partnerships with, for example, the Bill & Melinda Gates Foundation, ONE, Save the Children and UNICEF to extend the reach of audiences for communications globally and in the UK.
- Amplification of messages using social media. For example, messages for the November 2012 Open Up! conference reached more than 4 million Twitter accounts and 70% of delegates said they would be likely to invest.
- Increased DFID's Facebook following by 117% to 34,500 and increased its Twitter following by 96% to 80,000.
- A new 'UK aid – from the British people' logo featuring the Union flag was produced with support from FCO at no cost, saving more than £100,000.
- Saved £35,000 by bringing its publications, previously produced externally, in-house and sharing publications resource with MOJ.
- Increased use of partnerships with the private sector and non-governmental organisations to deliver international conference events, saving in excess of £100,000 on hosting costs.





Ministry  
of Justice

MOJ communication directly supports the departmental goal of building a more effective, less costly and more responsive justice system.

### Communication activities in 2013/14

The **priority communication activities** for MOJ in 2013/14 are to engage and inform staff, stakeholders, the media and the public about reforms across seven priority areas:

- driving down re-offending, turning around the lives of offenders, and protecting the public by transforming rehabilitation;
- transforming youth custody to improve justice outcomes and drive down the cost, placing education at the heart of detention to make sure that young offenders are equipped for a life away from crime;
- restoring credibility in the legal aid system, keeping it focused on those cases that require it, while introducing an ambitious system of competition in the way we procure legal aid;
- improving the effectiveness of the courts, and delivering a more effective and efficient criminal justice system that puts the needs of victims first;
- maintaining the current capacity in the prison system, while making prison more cost effective;
- continuing to advance civil liberties and reform the law through improvements to criminal law, a reformed human rights framework and an independent and diverse judiciary; and
- delivering the wider Transforming Justice agenda, including organisational reform and restructuring, and delivering Civil Service Reform.

MOJ will also:

- seek to establish a government 'Design Centre of Excellence', enabling delivery of low-cost design services to other government departments.

### 2012/13 highlights

- Engaging staff, practitioners and stakeholders across the justice system, ensuring that they understand the vision for Transforming Justice.
- Crime mapping on police.uk is now more in line with what audiences want; is open and transparent; empowers local communities; and shows justice being done. New additions to the website include conviction and sentencing information. It has achieved 50 million visits.
- Increasing awareness of the most appropriate way to access and interact with the justice system and challenging the belief that justice outcomes have to be delivered in court.
- Successful consultation launches on youth custody and Transforming Rehabilitation supported by integrated communication activity.
- Championing victims, including launching the consultation on the Victims' Code.
- An internal insight study leading to changes in internal communication delivery and channel rationalisation (including ceasing publication of the hard-copy 'Insight' magazine).
- Delivering an end-to-end integrated corporate communication team with in-house capability in design and digital (saving MOJ considerable cost when compared with outsourcing).
- Increased use of digital channels – with monthly visits to the MOJ website of more than 1.8 million and an increase in followers of the corporate Twitter account from 16,700 to 55,000 over the year.



HMRC's paid-for communications are aimed at ensuring that tax revenues are collected when due and that benefits are paid to those entitled to them. Marketing spend is mainly on promoting the timely filing of Self Assessment returns and the renewal of Tax Credits awards, and encouraging the disclosure of undeclared income. Other marketing highlights policy initiatives (the High Income Child Benefit charge and Real Time Information), help for employers and graduate recruitment.

### Communication activities in 2013/14

The **priority communication activities** for HMRC in 2013/14 are to:

- support its operational objectives in raising revenue and paying out benefits;
- support the reputation of HMRC as a capable and effective organisation, in order to promote customers' timely and voluntary compliance with their tax obligations;
- continue paid-for marketing activities, including:
  - encouraging customers in Self Assessment to file and pay on time;
  - encouraging Tax Credits recipients to act early and accurately and to renew on time;
  - raising awareness of how PAYE is being transformed through Real Time Information, explaining to employers what they need to do and prompting them to act;
  - encouraging current and potential tax evaders to come forward voluntarily, including a number of smaller campaigns targeting specific professions or trades;
  - digital channels to support SMEs to pay the right tax;
  - raising awareness of the changes for customers paying the High Income Child Benefit charge, ensuring that they are aware of what they need to do, when and how; and
  - changing the perception of organisations promoting aggressive tax avoidance schemes and discouraging individuals and businesses from entering into relationships with them.

HMRC will also:

- inform existing enquiry centre users of the changes to services, and broader audiences of the channels available to them, especially those who need enhanced support;
- communicate with individuals and businesses about Budget announcements that affect them;
- make agents aware of changes that will enable them to continue to act for their clients; and
- promote the Tax Professional Development Programme and encourage people to apply for it.

Working with DWP, HMRC will:

- develop guidance for HMRC staff on how to help customers finalise their Tax Credits award and then apply Universal Credit.

Working with BIS, CO, HM Treasury and DWP, HMRC will:

- create a more effective channel for communicating with SMEs and for promoting reliefs.

### 2012/13 highlights

- A new campaign against tax evasion aimed to change the perception that it is low risk.
- The Self Assessment campaign used no-cost digital media which was fully integrated with the wider campaign. It was a record year for tax returns received on time and online filing.
- The successful Tax Credits campaign delivered significant cost savings in media buying.



## Department for Transport

Communications are focused on how government is shaping and supporting transport so that it is playing a vital part in being a driver for economic growth today and in the future. Target audiences are transport users, including drivers, public transport users, cyclists and pedestrians; those who are affected by or who benefit directly from transport infrastructure projects; investors and business groups; opinion formers, including the media; local authorities; and transport sector stakeholders.

### Communication activities in 2013/14

The **priority communication activities** for DfT in 2013/14 are to:

- raise awareness of investment in and the completion of major transport infrastructure projects and the benefits they will bring to people and the economy, both nationally and regionally;
- continue to consult residents, national and local business, local authorities and enterprise partnerships and other key stakeholders on proposals for HS2 and set out the wider economic benefits of the project;
- continue to communicate the benefits to passengers of the current programme of rail reform;
- promote opportunities for private sector investment in the transport industry to UK and international business audiences, and explain the benefits to transport users;
- continue to influence behaviour of road users through the long-running THINK! road safety campaign, focusing on issues such as drink driving, motorcycle safety and child road safety;
- continue to promote the sale of ultra-low emission vehicles in key market segments, including fleets, thereby generating significant 'early adopter' industrial benefits for UK plc and helping to meet environmental objectives;
- raise awareness of investment in local transport schemes and initiatives and explain the benefits to local transport users;
- raise awareness of the ATOL holiday protection scheme and the protections it provides to holidaymakers; and
- ensure that passengers are appropriately forewarned of changes and disruption caused by the Thameslink Programme and adapt their travel behaviour as necessary and where possible.

DfT will also:

- inform local audiences of changes to roads, including direction of travel, closures, speed limits, stop signs, etc.; and

- raise awareness and increase actions to reduce fuel use for fleets, supporting the Government's wider carbon reduction targets.

Working with HM Treasury, DfT will:

- consult on how to encourage private investment in our strategic road network with motorists and other interested parties, secure responses that identify the specific impacts and enable the Government to reach an informed decision.

Working with CO, DfT will:

- alert drivers to the steps they should take in severe weather, such as ensuring that their vehicles are roadworthy, they have emergency travel kits in their vehicles, they drive according to conditions and use weather related traffic and travel information to make informed decisions.

### 2012/13 highlights

- Announcing the HS2 phase two proposals – West Midlands to Leeds and Manchester – by explaining the proposed route to affected residents and stakeholders and outlining the potential benefits to the UK economy.
- The THINK! road safety campaign has enhanced the use of Video on Demand by inserting interactive questions, made greater use of owned channels such as Highways Agency variable message signs, and used Driving Standards Agency channels to reach young drivers and examiners.
- The '£50,000 pint', the THINK! PR campaign focusing on the economic consequences of drink driving, caught the media's attention, achieving 98% coverage in targeted media.
- Building and promoting a new digital road safety comparison site that maps road collisions and accidents by local authority, so informing local road users and local authorities.
- A review of DfT's corporate website, CMS solution and hosting platform resulted in a move to an open-source solution and cloud hosting with a forecast saving of £262,000 for 2012/13.



HM Treasury

HM Treasury has lead responsibility for developing economic policy and shaping the economic narrative, maintaining market and public confidence in the Government's fiscal and monetary economic strategy. The public, the financial industry and business in general are key audiences.

#### Communication activities in 2013/14

The **priority communication activities** for HM Treasury in 2013/14 are to:

- ensure that the Government's economic, fiscal and financial strategy is effectively communicated, and that the Spending Round is effectively communicated as part of that;
- continue to communicate the Government's commitment to a competitive corporate tax system, while ensuring that tax which is owed is paid;
- ensure that the Government's reforms of the wider tax and benefit system are seen as fair;
- ensure that the implementation of the Government's financial system reforms is clearly communicated and so build confidence in a strengthened financial regulation system among the markets, media and the public; and
- working with National Savings and Investments (NS&I), promote sales of Premium Bonds and other products to be released during the year to ensure that net financing requirement targets are met.

#### 2012/13 highlights

- The Budget and Autumn Statement saw more than 1 million visits to the HM Treasury website, helping to drive an overall 10% increase in visits for 2012. The deployment of an enhanced Twitter strategy more than doubled numbers of followers to 70,000.
- Having embedded 2010/11 headcount reductions of 40% this year, HM Treasury merged its digital and press teams into one fully integrated communications delivery model, allowing it to operate more efficiently and increasing the quality and quantity of outputs.
- NS&I used paid-for communication activity to increase the sales of Premium Bonds through direct channels, helping to ensure that it hit net financing requirement targets set by HM Treasury.



## Department for Work & Pensions

DWP's communications audiences are working-age individuals in employment or claiming benefits, pensioners, disabled people, separated parents and the wider public. DWP also communicates with employers, organisations and individuals that support claimants, and local authorities.

### Communication activities in 2013/14

The **priority communication activities** for DWP in 2013/14, working with HMRC, are to:

- prepare claimants, staff and organisations for the continued delivery of welfare reforms, including the new Universal Credit and Personal Independence Payments, explaining how these benefits will address claimants' needs, the changes they will bring and any actions required;
- further increase awareness and understanding of workplace pensions, state pensions and saving for retirement, and encourage employers to meet their automatic enrolment responsibilities;
- encourage employers and jobseekers to continue to engage with the Work Programme and drive employer take-up of the Youth Contract; and
- working with MOJ and DfE, encourage more parents to pay child maintenance regularly and on time, and prepare Child Support Agency clients for charging and case closure.

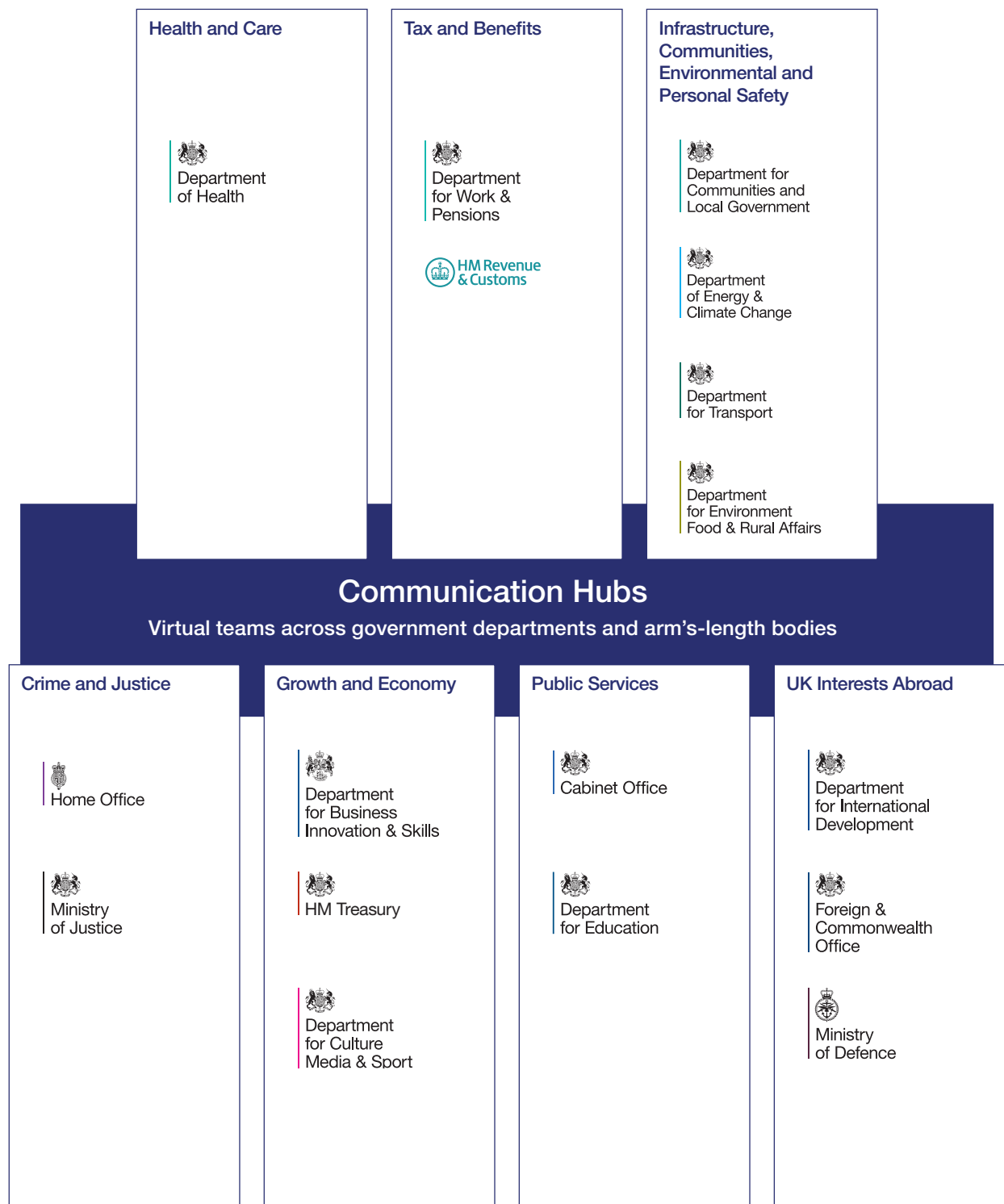
DWP will also:

- increase awareness of the Access to Work programme and promote activities which challenge negative attitudes towards disabled people, including the Disability Employment Conference;
- increase awareness of Universal Jobmatch among existing and new claimants and employers;
- promote the New Enterprise Allowance scheme and other employment initiatives; and
- work with HMRC to publicise the consequences of committing fraud or error and the high likelihood of being caught.

### 2012/13 highlights

- Successfully supported the difficult passage of welfare reform regulations and the Welfare Benefits Up-rating Bill, and engendered public support for the changes.
- Secured high-profile industry leaders and employees to give their time free of charge to endorse workplace pensions, helping to enable free media coverage with an audience reach of 21 million.
- The launch phase of the Workplace Pensions paid-for campaign engendered awareness of the change in 71% of adults and 98% of large- and medium-sized employers who will be affected first.
- Transferred much of government's most accessed information from Directgov to GOV.UK.
- Enlisted stakeholders, advisers and partners to promote child maintenance to parents, and delivered messages aimed at 'normalising' behaviour via partners at no cost.
- Established networks with three main partners and more than 600 stakeholders to communicate Access to Work messages to customers at no cost.
- Established direct relationships with 23 trade bodies to enhance DWP's route to employers on getting young people into work.
- Created a new Engagement and Partnership function, which delivers effective relationships that support and amplify DWP messages externally at no cost.
- Developed a free proactive social media campaign to challenge negative attitudes to disability.
- Reduced its headcount to 183 from its target of 205; its communications spending bids by 33%; and its public information budget by 32%. DWP aims for a further 15% reduction in 2013/14.

## Appendix A: Communication hubs



## Appendix B: Centres of excellence

Over the past year 10 departments have been reviewed as part of the Communications Capability Review programme. The programme invites three independent reviewers to examine the communications work of each department. Through this process we have identified the following 'centres of excellence' for government communications.

### **DfT: Work with regional press and broadcasters**

DfT has demonstrated excellence in its work with regional newspapers and broadcasters in support of communication about transport improvements. It has improved its relationships with regional outlets and journalists. It has worked with policy colleagues to ensure that regional facts and figures are produced. This has meant that tailored information is available for media in different parts of the country. Ministers have met editors and allocated time for interviews. DfT has seen dramatic increases in quantity, quality and positivity of coverage as a result of this approach.

*For more information contact: Peter Wilson, DfT, 020 7944 3394*

### **HMRC: Developing an organisation-wide strategic framework for communications**

HMRC developed a pioneering communications framework for its Executive Team. The framework states the purpose of communications at the Department, and a number of important principles for working between communications teams and the Department. HMRC identified its operational and business priorities and agreed specific communications objectives for each before producing a 12-month rolling plan showing all the key activities against these priorities. This has resulted in a more consistent and coherent communications plan, which has the support of senior stakeholders.

*For more information contact: Gavin Jefferies, HMRC, 020 7147 3178*



### **DfE: Innovative use of social media in stakeholder consultation**

DfE engaged with teachers through social media as part of their consultation on the new National Curriculum for England. It developed a range of creative ideas, including short podcasts and films to direct teachers to relevant subject content, tweeting in Spanish and German to engage foreign language teachers, and setting grammar and maths quizzes on Facebook. It scheduled posts and tweets for the golden hours of 6–8pm on weekdays and 1–4pm on Sundays when teachers are most active on social media. The consultation will close shortly, but click-through rates are high and many peer-to-peer sites are referring web traffic to the DfE site rather than major news sites.

*For more information contact: Lizzy Bell, DfE, 020 7227 5172*

### **Defra: A social analytics approach to horizon scanning, insight and incident response**

Defra has developed a horizon scanning and planning function which builds a short- and medium-term view of events which will impact on Defra. It uses social analytics to act as an early warning of emerging issues (anti-badger culling demonstrations, public farmer protests) that affect the Department by reporting on social network discussions and hot topics in real time so that the communications team can respond quickly.

Insight from this scanning has enabled effective low-cost, high-impact campaigns, for example more than 24 million followers across communities and stakeholders on a day-long forestry tweetathon, and an innovative take on ministerial announcements with #chipmydog#. This approach has informed Defra's engagement with stakeholders, enabled better planning and, crucially, has increased the capability of their incident response team to ensure that the right information (floods, horsemeat, disease outbreaks) is delivered to targeted audiences quickly and effectively. The need to prevent public panic during incidents and emergencies (food shortages, flood evacuations) is high on Defra's agenda, and so their social media monitoring has been crafted to meet exacting standards.

*For more information contact: Elayne Phillips, Defra, [Elayne.Phillips@defra.gsi.gov.uk](mailto:Elayne.Phillips@defra.gsi.gov.uk)*

### **BIS: Reaching new audiences through digital channels**

The digital team at BIS supported a policy team to conduct a series of reviews with different commercial sectors by providing a platform to gather online responses from the public, a Twitter profile, and a blog to promote and discuss each review. They trained the policy team in how to manage and update these channels and moderate responses. This successfully extended the reach of the activity to more than 200 new respondents.

*For more information contact: Marilyn Booth, BIS, <http://discuss.bis.gov.uk/focusonenforcement/>*

### **HMRC and DWP: A new level of transparent evaluation**

HMRC and DWP have created 'evaluation dashboards' which incorporate a number of sources for key performance indicators (KPIs) which are updated and reviewed monthly by their communications directors. They also developed new performance management frameworks which ensure that current and future activities have clear SMART (specific, measurable, achievable, realistic and timebound) objectives aligned to the factors underpinning each KPI or strategy.

*For more information contact: Paul Njoku, HMRC, [paul.njoku@co.gsi.gov.uk](mailto:paul.njoku@co.gsi.gov.uk)*



### **DWP: Engaging internal communications**

DWP has developed a range of internal tools to communicate about welfare and Civil Service reforms. The Change & You intranet site received more than 10,000 hits in its first week. Senior managers have held 115 face-to-face events across the country, reaching 4,300 people. Post-event evaluation has shown that 90% of participants have undertaken or will shortly undertake their commitment from the event, and managers say there is greater engagement between teams about new ways in which reform can be delivered.

*For more information contact: Sian Jones, DWP, [sian.jones5@dwp.gsi.gov.uk](mailto:sian.jones5@dwp.gsi.gov.uk)*

### **National Security Council (NSC): Afghanistan communications network**

NSC has further developed the cross-government Afghanistan communications network. This civilian and military network performs a wide range of tasks, including media management, stakeholder engagement, digital content creation and evaluation, to ensure consistency of messaging and purpose to communications around the UK's 10-year presence in Afghanistan. In 2012/13 a new communications strategy was agreed by MOD, FCO and DFID, which included making the Afghan audience a stronger focus of the Government's activity between now and 2015.

*For more information contact: Kirsteen Rowlands, CO, [Kirsteen.Rowlands@cabinet-office.x.gsi.gov.uk](mailto:Kirsteen.Rowlands@cabinet-office.x.gsi.gov.uk)*

### **DH: Engaging the public directly in policy-making**

In a first for government, DH published the draft Care and Support Bill in a digital format, which allowed people from outside Whitehall to comment, contribute directly to the Bill and hold the Government to account for its policies. Users could leave public comments against each clause, which in turn triggered discussion threads. Hundreds of comments – some complimentary, some challenging – were posted on the site, helping the team working on the Bill to create better care and support legislation.

*For more information contact: Stephen Hale, DH, [stephen.hale@dh.gsi.gov.uk](mailto:stephen.hale@dh.gsi.gov.uk)*

### **DH: Communications alignment**

DH led the communications across the health and care system on the Government's response to the Francis Inquiry into the Mid Staffordshire NHS Foundation Trust, and an unprecedented level of partnership working across the Public Health hub during a period of intense scrutiny. The team brought together communications colleagues from ALBs over a nine-month period to build plans and resolve challenges. The approach was replicated for the Government's initial response to the Francis Inquiry in March 2013, which was signed by 14 organisations across the system.

*For more information contact: Michael Carden, DH, [michael.carden@dh.gsi.gov.uk](mailto:michael.carden@dh.gsi.gov.uk)*

### **DFID: A successful online pledge campaign**

DFID recently launched an online pledge campaign to rally public support, ahead of a critical international meeting, which called on the UN to take action to end violence against girls and women. The Facebook campaign allowed the team to reach large audiences with clear messages and a call to action to get involved. DFID mobilised a wide range of charities, other government departments – including No 10 and the FCO – and high profile figures and celebrities to take part and sign up to the pledge. The campaign was promoted on DFID's other social media channels, and it helped to position the UK government as a leader in delivering rights for girls and women. The original target was to achieve 10,000 pledges. By the time the UN meeting concluded with a successful outcome, the number of people who signed the pledge had exceeded 45,000.

*For more information contact: James Helm, DFID, [J-helm@dfid.gov.uk](mailto:J-helm@dfid.gov.uk)*

## Appendix C: The Government Communication Professional Competency Framework



The professional competency framework for communicators is designed for all communicators in government up to, and including, Grade 6. The framework is designed to help government communicators to broaden the range of skills they have and to make integrated working easier.

The competencies can be used for:

- recruitment and selection;
- performance management;
- personal development plans; and
- career development.

The competencies in the framework have been structured around the four stages of a strategic planning process – Insight, Ideas, Implementation and Impact – and should be used in conjunction with the Civil Service Competency Framework.

For each competency, we have identified core skills and knowledge applicable to all communicators. The framework then includes specialist skills and knowledge specific to four communication disciplines:

- campaign and marketing;
- press and media;
- digital; and
- internal communications.

Further guidance on the Government Communication Professional Competency Framework is available on the GCN website at <https://gcn.civilservice.gov.uk/wp-content/uploads/2013/03/Professional-Communication-Competency-Framework1.pdf>

## Appendix D:

### Contact telephone numbers for departments

BIS	020 7215 3234
CO	020 7276 1234
DCLG	030 3444 1201
DCMS	020 7211 2210
MoD	020 7218 7907
DfE	020 7783 8300
DECC	030 0068 5224
DEFRA	020 7238 6094
FCO	020 7008 3100
DH	020 7210 5478
HO	020 7035 3535
DFID	020 7023 0600
MoJ	020 3334 3536
HMRC	020 7147 2327
DfT	020 7944 3021
HMT	020 7270 5238
DWP	020 3267 5144