



UK Government

HALVE INFLATION

GROW THE ECONOMY

REDUCE DEBT

CUT WAITING LISTS

STOP THE BOATS

**UK GOVERNMENT COMMUNICATION PLAN
2023/24**

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INTRODUCTION



Simon Baugh, Chief Executive, Government Communication Service and **HMG Directors of Communications**

The Government Communication Service (GCS) is full of brilliant communications professionals working across departments, agencies and arm's-length bodies (ALBs). People work in GCS because what we do matters. We explain the policies of the government of the day. We provide clarity at times of crisis. We help people access support. We change behaviour for the public good.

The past year has shown the huge impact we can make when we work together to deliver world-class, modern communications. We have countered disinformation and reassured the UK public and our partners of our unwavering support for the Ukrainian people in the face of Russian aggression. We have helped people across the UK understand and access the support available with the cost of living. And teams across government came together to plan and deliver communications to support a fitting commemoration of the life and legacy of Her Majesty Queen Elizabeth II.

In the year ahead, government communications will play a central role in helping to deliver the Prime Minister's priorities and vision for building a better future. Alongside legislation, regulation and taxation, communication is one of the four main levers the government has to affect change.

But communication itself is changing fast. New technology is rapidly creating opportunities and challenges and it is crucial that our profession continues to embrace innovation and continuous improvement, while maintaining the highest ethical standards.

This annual, cross-government plan sets out the areas where we must focus our efforts. By uniting our profession under these key themes, we can deliver more effective communications and campaigns, work across organisational boundaries to innovate and embrace the opportunities presented by new technology, and speak to our audiences with one voice.



THE PRIME MINISTER'S PRIORITIES

"The people's priorities are our priorities. We promise to:

- 1. Halve inflation** this year to ease the cost of living and give people financial security.
- 2. Grow the economy**, creating better-paid jobs and opportunity right across the country.
- 3. Reduce debt** so that we can secure the future of public services.
- 4. Cut waiting lists** so people will get the care they need more quickly.
- 5. Stop the boats** so if you come to the country illegally, you're detained and swiftly removed.

"These are not the limits of our ambitions. Delivering these five promises will give people peace of mind today and provide the foundation for our plans to build a better future for our children and grandchildren.

A more innovative economy - Innovation will be at the heart of everything we do. As well as investing in R&D, we must seize the opportunities of Brexit, and support those who can to move back to work.

Stronger communities - We will restore optimism, hope, and pride in the UK with reinvigorated towns and high streets as well as safer streets. That means stopping violence against women and girls, reducing reoffending, beating addiction, and tackling anti-social behaviour.

World-class education - No matter where they grow up, we want to give every child the highest standard of education and we'll work with the sector to require children to study some form of maths up to the age of 18. We'll also invest in people so that they have the skills they need to navigate a changing world.

NHS built around patients - The NHS will always be free at the point of use. But we want an NHS where patients are in control, with as much choice as possible. So we'll give patients more information and data, allowing them to make more informed choices and hold their services to account. There will no longer be unwarranted variation in performance between trusts.

Supporting families - Family matters, and we will support parents and families as they navigate the demands of modern life."

THE ECONOMY

To support the Prime Minister's promises and the priorities set out at the Spring Budget 2023, we will use the full suite of communication levers across government to maximise economic growth for all parts of the UK.

Through a dedicated, cross-government Directors of Communication steering group, we will take a collaborative approach to our economic communications - delivering a clear, consistent and compelling narrative, and proactively engaging stakeholders and media outlets in order to increase consumer and business confidence in the UK economy.

We will drive inward investment and increase demand for UK goods and services among international buyers. We will encourage businesses across the UK to sell overseas through our export campaigns, highlighting the benefits and support available, and promoting government-backed trade finance. The new [Help to Grow website](#) provides a one-stop shop for new and established UK businesses, bringing together advice, guidance, services and support from across government to start and grow your business.

There are almost nine million economically inactive people in the UK¹, many of them highly skilled, and at the same time, there are over a million unfilled vacancies across the country². The Spring Budget prioritised labour market reforms to encourage people back into work, so we will help to boost the UK workforce by showcasing the benefits of returning to work, providing tailored communications to address the varied reasons why audiences may have left the workforce, and offering support and advice on how to get back into the labour market.

We will continue to support the delivery of Levelling Up commitments, ensuring communities across the UK are aware of projects and funding in their local area - from regenerating town centres and high streets, to upgrading local transport and investments in cultural and heritage assets.

A targeted, business-facing campaign will engage SMEs in areas receiving Levelling Up funding. Using local case studies to showcase how this funding will support economic growth, we will encourage small businesses to invest in projects in their area and grow their business. We will also seek to boost local engagement with the arts and culture, helping to restore a sense of community and stimulate localised growth in the cultural sector.

1- <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/bulletins/jobsandvacanciesintheuk/february2023>

2- <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/bulletins/jobsandvacanciesintheuk/february2023>



OUR
PRIORITIES **1**

**HALVE
INFLATION**

OUR
PRIORITIES **3**

**REDUCE
DEBT**

World-class education

The 'Skills for Life' campaign will encourage people at any stage of life to take up the education and training they need to improve their skills, get a job and succeed in work.

We will help to tackle skills gaps by promoting training and careers in priority sectors, such as digital and cyber. Activity will seek to address immediate skills gaps, as well as building a pipeline of the skilled workers employers need for the economy to thrive in the long-term. We will also deliver tailored communications to engage groups that are currently underrepresented in these industries.

Our teacher recruitment campaigns will support the recruitment and retention of high-quality teaching staff in schools and the further education (FE) sector. This year, we will develop a new strategic and creative platform for our school teacher campaign, based on the latest insights into our target audience's emotional barriers and drivers. We will also continue to engage with the existing teacher workforce, promoting training and measures to reduce workload, such as better technology.

To support FE teacher recruitment, the 'Share your Skills' campaign will run across paid, owned and earned channels, targeting industry professionals in priority sectors. It will highlight the value of their industry skills and the unique benefits of a career in FE teaching - including the ability to work part-time alongside their profession, with no teaching qualification required to get started.

Skills for Life brings together policies from across departments, helping audiences to understand the full range of skills offers available (including apprenticeships, T Levels and Skills Bootcamps) and to make an informed choice.

HM Government

MEASURED BY

- Increase in consumer and business confidence.
- Increase in individuals and employers accessing training, including through flexible provision, leading to better labour market outcomes.
- Increase in individuals and employers developing the skills needed for priority sectors.
- Increased consideration of a career in teaching (school and FE).
- Increase in awareness of government export support among UK businesses and intention to start exporting.

The digital future is your future too

OUR PRIORITIES 2
GROW THE ECONOMY

GET THE JUMP
SKILLS FOR LIFE

CUTTING WAITING LISTS AND SUPPORTING OUR NHS

Our health communications and campaign programme will help ensure people get the care they need more quickly.

'Help Us Help You' campaigns will encourage people to access the NHS in the right way at the right time - managing demand on the NHS and helping to cut waiting lists, while addressing backlogs and encouraging earlier diagnosis. Our communications will encourage efficient and effective use of primary care, pharmacy, and NHS 111 services, including increasing confidence and use of digital routes to access care such as the NHS App. At the same time, we will continue to ensure people access the care they need by promoting action on the signs and symptoms of cancer and heart attacks.

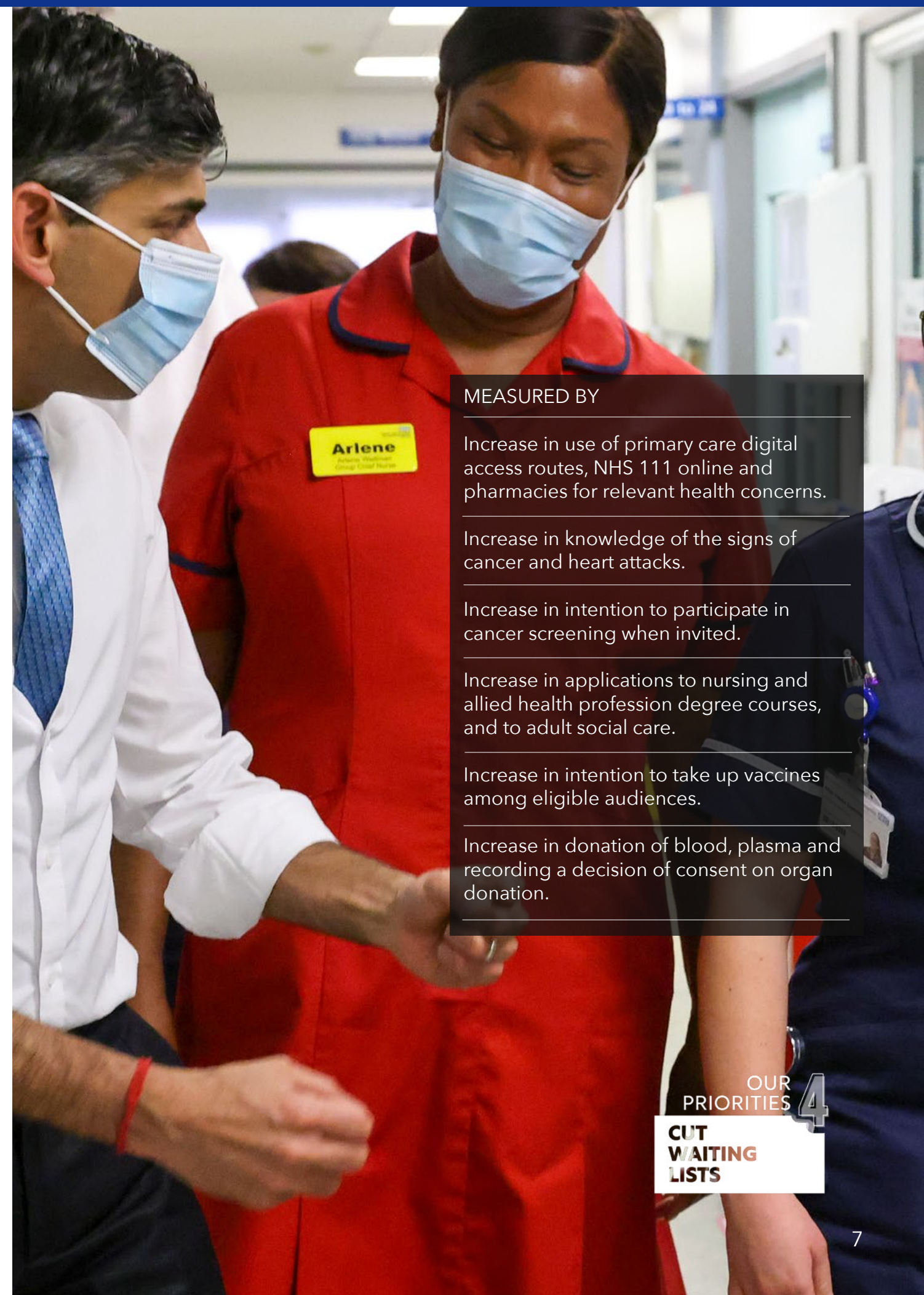
Our donation campaigns will also continue to generate critical supplies of blood, plasma, and organs to support the NHS and patients.

The NHS's greatest strength is its people and the 'We are the NHS' campaign will tell the real-life stories of people working in the NHS, to show how fulfilling, rewarding and varied a career in health care is. The national 'Made with Care' campaign will also help to address the growing demand for adult social care by harnessing the voices of care ambassadors to motivate new candidates with the right values to apply.

Childhood vaccination programmes have ensured diseases, such as polio and diphtheria, have practically been

eradicated in the UK. We will launch an innovative geo-targeted pilot to parents and carers to address falling uptake rates. By promoting the crucial benefits of childhood vaccination and the risks of not taking up the offer, we will ensure parents and carers feel empowered and motivated to give their children the full course of their routine vaccinations. We'll also build on recent flu and COVID-19 vaccination campaigns to maintain high levels of take-up among eligible groups, highlighting the benefits of vaccines and their importance in protecting our own health and the health of those around us.

'Better Health' is a well-established programme, delivering evidence-based interventions that change health behaviours at scale. In the year ahead, we'll launch a new campaign to address excess deaths from cardiovascular disease by prompting lapsed patients with high blood pressure to re-engage with their treatment. We'll also continue to help people across the UK live longer, healthier lives by taking small steps which can protect their own physical and mental health and give their children the best start in life.



MEASURED BY

Increase in use of primary care digital access routes, NHS 111 online and pharmacies for relevant health concerns.

Increase in knowledge of the signs of cancer and heart attacks.

Increase in intention to participate in cancer screening when invited.

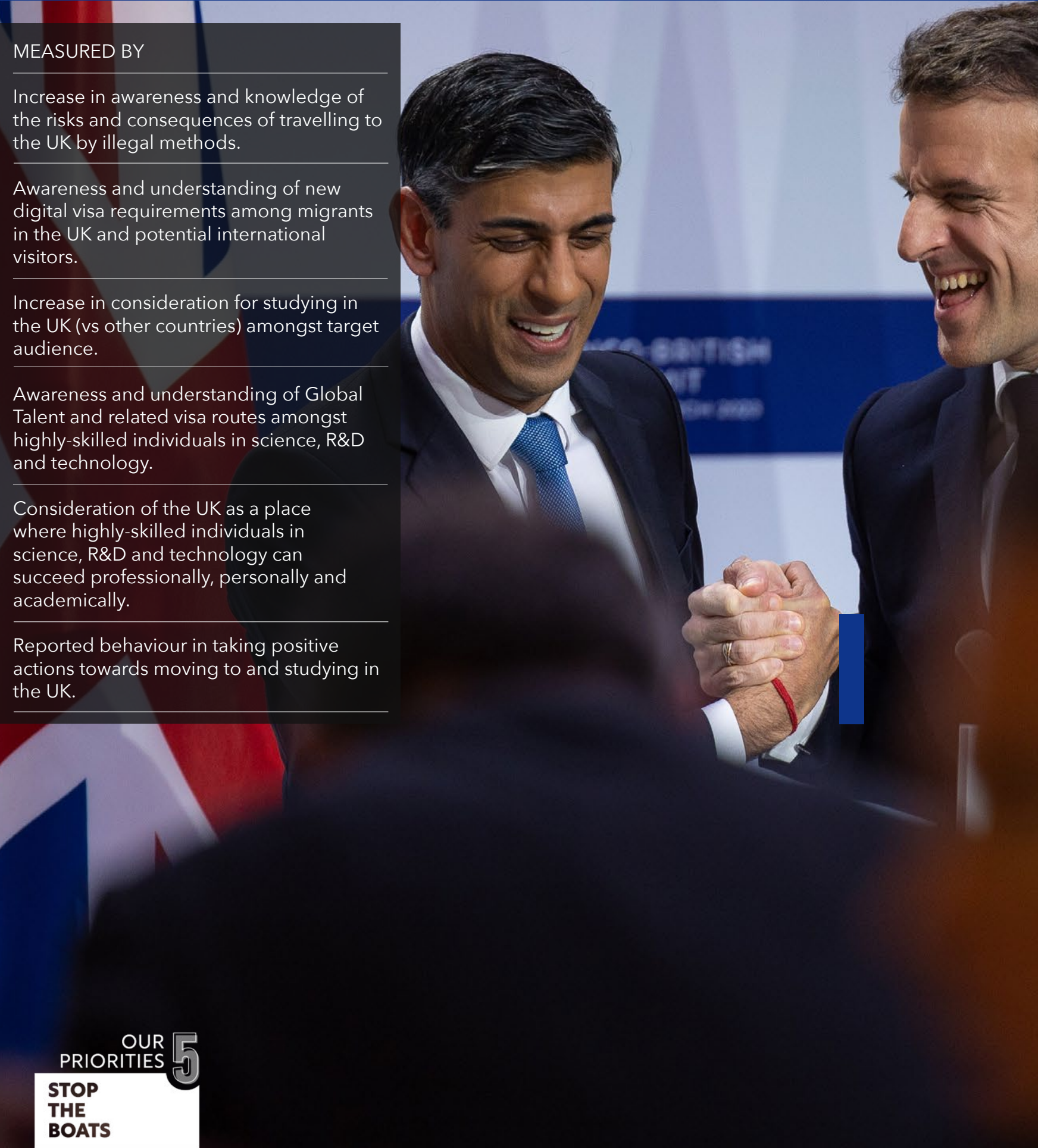
Increase in applications to nursing and allied health profession degree courses, and to adult social care.

Increase in intention to take up vaccines among eligible audiences.

Increase in donation of blood, plasma and recording a decision of consent on organ donation.

OUR
PRIORITIES **4**

**CUT
WAITING
LISTS**



- MEASURED BY
- Increase in awareness and knowledge of the risks and consequences of travelling to the UK by illegal methods.
 - Awareness and understanding of new digital visa requirements among migrants in the UK and potential international visitors.
 - Increase in consideration for studying in the UK (vs other countries) amongst target audience.
 - Awareness and understanding of Global Talent and related visa routes amongst highly-skilled individuals in science, R&D and technology.
 - Consideration of the UK as a place where highly-skilled individuals in science, R&D and technology can succeed professionally, personally and academically.
 - Reported behaviour in taking positive actions towards moving to and studying in the UK.

STOP THE BOATS

To help deliver on the Prime Minister’s promise to stop small boats, we will work as part of a whole-system approach to deter those seeking to travel to the UK through dangerous or illegal methods.

By collaborating with international partners and delivering a mix of PR, community engagement and targeted multilingual digital campaigns, we will counter messaging from organised criminal gangs and ensure potential irregular migrants understand the dangers of crossing, the consequences of illegal entry and the potential for failure. We will also provide information on the safe and legal migration routes available, as well as the support for individuals using those routes.

More broadly, the UK border and immigration system is being transformed and digitised by 2025 to benefit customers, the economy, and border security. Our communications will help to build confidence and trust that the system is orderly, controlled, flexible and supports the economy. To support the introduction of an Electronic Travel Authorisation (ETA) scheme and the roll out of eVisas, we will use owned and earned channels to reach target audiences in the UK and abroad, working closely with key stakeholders such as travel carriers. Highly-targeted paid media will then be used at critical points to amplify the reach of messaging, and ensure individuals understand the actions required.

The 'Study UK' campaign will continue to recruit international students to our world-class universities, using a combination of digital advertising and direct engagement and events.

We will attract top science and tech talent from across the globe with the hyper-targeted, digital 'GREAT Talent' marketing campaign. Based on audience insight, our communications will showcase the UK as an attractive destination to work and live, as well as the government’s work to create the right environment for innovation. We will also promote the visa routes available to highly-skilled individuals in science, R&D and technology, including the Global Talent visa.

SUPPORTING FAMILIES

Through a cross-government approach to communications, we will connect parents, families and households with the support they need.

The 'Help for Households' campaign will continue to help vulnerable families and individuals access the wide range of government support available to help them with the cost of living, including information on the recently announced expansion in childcare offers.

Our dedicated campaign website brings together over 40 schemes from 8 departments and has already received over 14m visits. Over half (56%) of the UK population recognise the Help for Household brand, and awareness of cost of living support schemes has exceeded the campaign's 85% awareness target - demonstrating the impact that communications can achieve by working together and speaking to the public with one voice.

In the year ahead, the campaign will continue to ensure people are aware of and understand the support they are eligible for - from help with childcare costs, to cost of living support payments and Pension Credit. In order to reach audiences across all four corners of the UK, we'll leverage an effective mix of broadcast and targeted advertising, while also maximising opportunities for low and no cost communications via partnerships, owned and earned channels.

The 'National Living and Minimum Wage' campaign will make sure businesses and employees are aware of the increases coming into effect on 1 April 2023. And we'll help eligible workers get the pay rises they are entitled to by encouraging them to check their payslips and to take action if they are underpaid. We'll also promote the free, impartial guidance offered through the MoneyHelper service, helping everyone to manage their money better.

We will drive behaviour change among both consumers and businesses, persuading them to adopt energy efficient behaviours. We'll provide quick and easy tips that everyone can use to help to cut their energy bills in the short term, as well as encouraging businesses and households that can afford it to consider investments which will reduce their energy usage in the longer-term.

We will also support those living in social housing, empowering tenants to complain to their landlord, and then to the Housing Ombudsman if issues are not resolved. Targeted marketing, partnerships and local engagement activity will seek to reach tenants, while wider media and stakeholder work



MEASURED BY

Increased awareness of the government's cost of living support.

Increase in take-up of government support schemes among those who are eligible.

Awareness of the National Living and Minimum Wage rates among employers and eligible workers.

Intention to and actual take-up of energy efficient behaviours.

The Energy Reduction campaign has successfully garnered support from consumer groups, energy suppliers and business leaders, in order to increase its reach among target audiences. Partnerships with private sector companies have also led to in-kind advertising opportunities, including through Uber's app and Sky's website, as well as BT digital posters.

STRONGER COMMUNITIES

We will use communications to help build stronger communities and make sure people feel pride in the places they call home.

To mark the 25th anniversary of the Belfast (Good Friday) Agreement, we will invite people across the UK to reflect on the impact that this historic shared achievement has made, as well as the ongoing benefits it provides, for all who live here.

We will bring communities together in celebration of the Coronation of His Majesty The King and Her Majesty The Queen Consort. By promoting the weekend of special events and encouraging everyone to get involved, we will help the nation and Commonwealth to celebrate this unique and historic occasion.

Our recruitment marketing campaign for the National Citizen Service (NCS) programme will reach young people and their influencers across the UK, with a focus on disadvantaged areas. The campaign will drive awareness and build consideration of the range of NCS experiences and activities on offer for 16 and 17 year olds, helping to expand their horizons and strengthen social cohesion.

Safer streets

We will help to tackle crime and support the government's action plan to crack down on anti-social behaviour. A targeted campaign will raise awareness of the different forms that anti-social behaviour takes and how to report it, while demonstrating the holistic approach being taken across government and with local services and police to stamp it out. A new cross-government campaign will address the rising threat of cyber crime and fraud, equipping people with the knowledge and tools to keep their household and businesses secure.

'Enough.' is the government's landmark campaign to tackle violence against women and girls (VAWG). It uses cutting-edge behavioural science, robust audience insight, attention-grabbing branding and extensive stakeholder collaboration to pursue a whole-society approach, designed to deliver a generational shift in attitudes and behaviours. In 2023/24, the campaign will continue to challenge perpetrators and help establish healthy attitudes and behaviours around VAWG.

MEASURED BY

Number of NCS registrations.

Increase in the number of SMEs intending to take action to invest or grow their business as a result of the Levelling Up campaign.

Increase in understanding of how to safely challenge VAWG and in confidence to act.
Increase in awareness of government initiatives to tackle crime.

Increase in awareness about what constitutes ASB and how to report it.

Increased usage of cyber protective measures among individuals and businesses (such as use of the Cyber Action Plan and two-step verification).

COMMUNICATING INTERNATIONALLY

Working as one government through our network of Missions, we will build the partnerships of the future and unlock tangible opportunities for shared prosperity and security.

We will expand our engagement with international partners and deliver a tailored, compelling narrative to international audiences. We will show, rather than tell, that the UK is the best place in the world to invest and to start and grow a business, as well as to visit, work and study.

We will continue to show our support and to stand with the people of Ukraine in their fight against Russian aggression. We will proudly promote the UK's leading role in helping Ukraine defend itself, making the case for our values of freedom, the rule of law and democracy. Supporting the update to the Integrated Review, we'll continue to build resilience at home and overseas against interference by our adversaries.

GREAT Britain & Northern Ireland (GREAT) is the UK government's flagship marketing and branding platform to promote the best of the UK globally. GREAT provides a high-quality, professionally delivered brand that has been used by 22 government departments and ALBs to build the UK's reputation in the intensely-competitive markets of international trade, investment, tourism, education and talent. Under the GREAT umbrella, we will deliver international campaigns and events which showcase the full breadth of what the UK has to offer - from our history, culture and values, to our world-class strengths in technology, R&D and innovation.

In 2023/24, the GREAT 'Global Trade' campaign will continue to drive inward investment, showcasing the UK as an innovative economy and an attractive destination for high-value investment across sectors, including research and development (R&D). The campaign's multi-channel strategy will leverage direct in-market engagement with senior business decision makers, thought-leadership pieces, digital advertising and events to attract foreign companies in key target markets.

We will also support UK businesses to take full advantage of international trade opportunities. GREAT will promote the UK as a leading source of high quality and innovative goods and services among potential overseas buyers, while our 'Made in the UK, Sold to the World' campaign will showcase the benefits of selling overseas.

The GREAT tourism campaign, 'Welcome to Another Side of Britain', will bolster our tourism industry by attracting international visitors. Working alongside commercial partners, the campaign will engage prospective tourists in key markets, encouraging them to see a different side of Britain and embrace the full range of unexpected, diverse and dynamic experiences on offer.

MEASURED BY

Increase in the number of qualified foreign direct investment (FDI) project leads.

Increased consideration of and favourability towards the UK among international target audiences (trade, investment, tourism).

Return on investment attributable to GREAT campaigns.

Increase in awareness of government export support among UK businesses and intention to start exporting.

Sign-ups to the UK Export Academy programme.

SAN DIEGO, CA

PUBLIC SECTOR RECRUITMENT

We will encourage people to start and continue their careers in the public sector through insight-driven and inspirational campaigns - from nurses and adult social care workers, to school and further education teachers.

Our campaigns will help to recruit thousands of staff across the prison and probation services, using a localised, targeted approach to build consideration and drive applications. We'll also encourage people across the country to become magistrates and play an important role in our family and criminal courts.

We will continue to attract talented and ambitious people to join our armed forces, captivating their interest by showcasing the specialisms, training and opportunities available as part of a life in the Royal Navy, British Army and Royal Air Force. And we will support local police forces to maintain the 20,000 uplift in police officers.

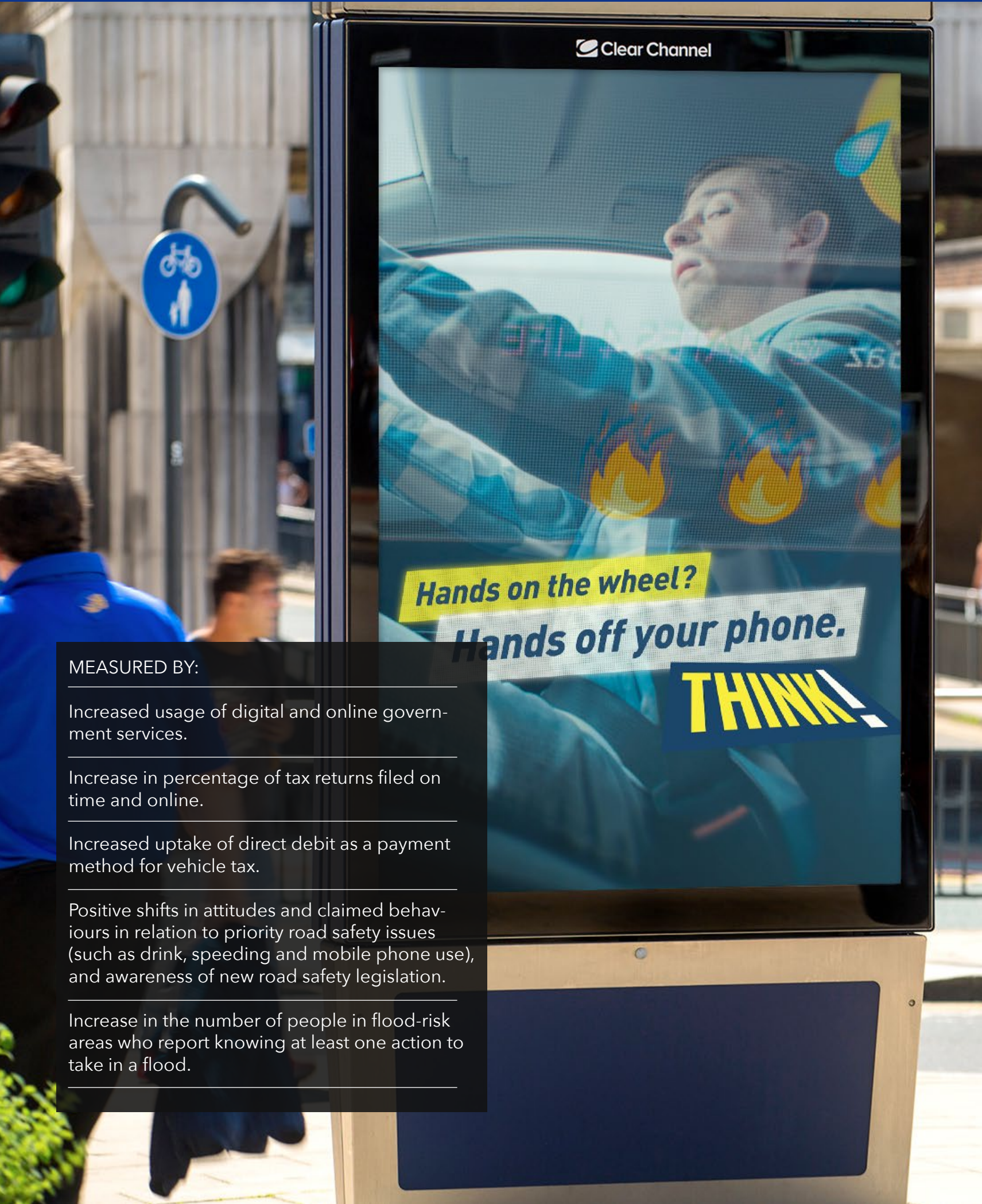
MEASURED BY

Increase in consideration of public sector careers among relevant target audiences.

Increase in expressions of interest, applications and recruits.

The Royal Navy recruitment campaign has established a memorable brand that keeps the Royal Navy top of mind as a career choice; 61% of the target audience are aware of the Made In The Royal Navy slogan.

The 'Get into Teaching' marketing campaign has a core brand purpose of 'shaping lives' and a brand promise of 'a profession that's life changing and full of life'. The campaign's strong brand identity is used across the teacher recruitment lifecycle, supporting Initial Teacher Training recruitment and also raising the status and improve perceptions of the profession.



- MEASURED BY:
- Increased usage of digital and online government services.
 - Increase in percentage of tax returns filed on time and online.
 - Increased uptake of direct debit as a payment method for vehicle tax.
 - Positive shifts in attitudes and claimed behaviours in relation to priority road safety issues (such as drink, speeding and mobile phone use), and awareness of new road safety legislation.
 - Increase in the number of people in flood-risk areas who report knowing at least one action to take in a flood.

PUBLIC SERVICES

We will encourage people to start and continue their careers in the public sector through insight-driven and inspirational campaigns that showcase how these roles make a difference to people's lives - from nurses and adult social care workers, to school and further education teachers.

We will promote the wide range of digital and online services available across government - from claiming Tax Credits to renewing a driving licence - in order to help people complete their transactions easily and quickly online.

Through targeted communications, we will help individuals and businesses to understand and comply with their tax responsibilities - from nudging audiences ahead of the 31 January deadline for filing their Self Assessment tax return, to helping people to identify the signs of tax avoidance and to report it, or get help leaving a scheme. We will also increase awareness of the consequences of vehicle tax evasion, encouraging drivers to tax their vehicle and promoting the option to pay with direct debit over 12 monthly instalments.

We will promote new environmental land management schemes and grants, encouraging farmers and land managers to prepare for and enrol into the schemes, which will support farm productivity, while also enhancing our natural environment.

We will deliver essential and life-saving messaging to keep people safe. The THINK! campaign uses positive social norming to discourage behaviours that contribute to the number of people killed and seriously injured on our roads. Campaign messages and channels will be driven by the latest data and audience insight, with an innovative creative and media strategy to ensure cut-through and engagement. The 'Flood Action' campaign will target communities in flood-risk areas, helping them to prepare for and understand the actions to take if flooding should occur.

The Civil Service is made up of 450,000 people working in a huge variety of roles, but all united in our mission to deliver outstanding public services. Internal communications play a crucial role in supporting this important work by ensuring colleagues across departments and ALBs have the knowledge and skills they need to deliver their work and to fulfil the ambition of a skilled, innovative and ambitious Civil Service equipped for the future.

GCS STRATEGY: PERFORMANCE WITH PURPOSE

The [GCS Strategy](#) was published in May 2022, setting out our ambitions for a major functional change programme built around three pillars: collaboration; innovation; and great people. The Strategy listed 30 specific commitments to be delivered by the end of 2025. To date, we have delivered half of these commitments and are on track to deliver all those remaining by the 2025 deadline. Our focus for the next year includes:

Next-level partnerships and collaboration

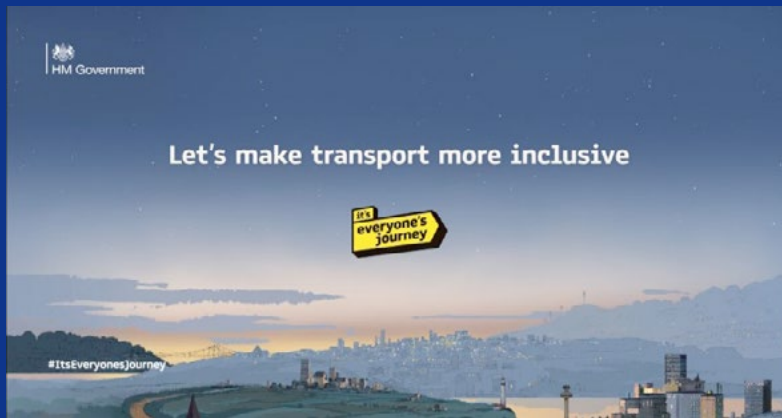
Government communication works best when we are focussed on the needs of citizens, rather than the internal structures of government. Campaigns like Help for Households, GREAT and Skills for Life bring together multiple departments and other public bodies to make it easier for our audiences to access the full range of support available to them. Over the next year, we will continue to join up our campaigns so that we speak with one voice. We will also work with GOV.UK to expand the channels and platforms by which people can access government information and services, and create more two-way and personalised communications. Finally, we will pilot new ways of working with external partners and influencers to reach a broader range of audiences than government can alone.

World-leaders in new communications technology

Communication is changing fast with technology providing new opportunities to reach citizens. The central challenge for GCS is how to harness these changes for the public good. The effective and ethical use of new tools and data can help us to rapidly create quality content, delivering more relevant, interesting and engaging communications which are responsive to citizens' needs. Our new GCS Innovation Hub will lead on identifying, testing and scaling the most promising technological innovation, including greater use of AI. Departments are encouraged to invest 10% of their campaign budgets in 2023/24 to support innovative projects from which we can learn. We will also launch the next round of Project Spark, a "Dragon's Den-style" programme to encourage and support ideas for innovation across GCS. Finally, we will publish a new GCS Innovation & Data Strategy by the end of 2023, which will consider how we use insight, data, applied AI, and speech technology to interact with the public in new ways.

Enhancing skills and performance

People join GCS to make a positive difference to people's lives and new technology is creating new opportunities for us to do that. GCS is made up of brilliant communication experts with a diverse range of skills and experiences. Our new Enhanced Capability Project will give GCS members the tools to further develop their skills and knowledge by taking advantage of the latest communications practices and techniques. We will equip people for the future and provide a clear pathway for GCS members to achieve their aspirations. The ultimate goal is to help GCS members make even more of a difference to people's lives while enhancing the standing of UK government communicators and ensuring our skills and talents are world-leading, recognised and valued.



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