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INTRODUCTION



MINISTERIAL FOREWORD

Foreword by Chris Skidmore MP, Minister for the Constitution

The year ahead provides an historic opportunity to build a truly global Britain. One that is confident on the world stage and open for business. It will see us begin to negotiate a new partnership with the EU and deliver a Brexit deal that works for all parts of the UK. We want to inspire people across the globe to visit, do business, invest and study in the UK, which will ultimately generate jobs and growth.

We will also build a stronger, fairer country at home by strengthening our economy, tackling injustice and promoting opportunity and aspiration. This includes building a more united nation across England, Scotland, Wales and Northern Ireland, working closely with the devolved administrations. Most importantly, we will do everything in our power to keep our country safe.

The Government Communication Service will be crucial in turning this vision into a reality. It will support these priorities through compelling communications that improve and enhance the lives of people living in the UK and abroad. From promoting the UK as a world-class destination for trade and investment, to protecting people against cyber attacks.

We understand the important role of public communications. That is because we have been doing it for a long time. In fact, this year we will be celebrating our centenary.

Our experiences span many critical moments in recent history: from keeping soldiers, press and allies informed about our efforts during the First World War; to our road safety advertising, running since 1964, that has dramatically reduced the number of road deaths; to our recent Change4Life campaign that is educating and encouraging families to adopt healthier lifestyles. All have improved, enhanced and saved the lives of our citizens and this is why we take government communications so seriously.

There are big challenges ahead and the Government Communication Service will no doubt rise to meet them and make the communications history of tomorrow.

A handwritten signature in black ink, appearing to read 'Chris', with a long, sweeping horizontal line underneath.

Chris Skidmore MP

Minister for the Constitution

INTRODUCTION FROM THE DIRECTORS OF COMMUNICATION

This is our sixth annual Government Communications Plan. It outlines what we will collectively deliver as a communications profession to help the Government achieve its priorities in 2017/18.

It provides a focus for the year ahead, challenging every government communicator to deliver exceptional campaigns with the best possible use of public funds. It also explains our work to partners and stakeholders.

Over the coming year, our collective efforts will centre on delivering the Government's priorities. This means building a global Britain and Northern Ireland, keeping our country safe, creating a stronger economy, tackling injustice, ensuring a fairer society through promoting opportunity and aspiration, and strengthening our united nation.

We will also face one of the biggest communication challenges in history – supporting our exit from the EU. The past 100 years of successful government communications will provide a strong foundation and help us rise to meet the challenges that lie ahead.

We must work closer together, across our four nations and as one united profession, to help the Government achieve its priorities. We must also partner with communicators in the public, private and third sectors to increase our reach and the impact of our work.

As always, we remain committed to improving the effectiveness and efficiency of our communications. This is why we have an ongoing improvement programme, to reform our profession and maximise the impact of our communications. This includes making our digital communications more agile and engaging.

We offer our communicators an extensive range of learning and development opportunities to build the professional capability of the Government Communication Service.

Every government communicator has a vital role to play. They should read this document to understand the wider context of their work and how their contributions will help the Government Communication Service meet its ambitious goals.



Directors of Communication from the Government Communication Service

**The Directors of Communication
from the following departments
have agreed this plan:**



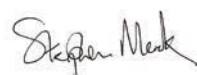
Alex Aiken
Executive Director for
Government Communications



James Roscoe
Cabinet Office



Sam Lister
Department for Business,
Energy and Industrial Strategy



Stephen Meek
Department for Communities
and Local Government



Tracy Lee
Department for Digital, Culture,
Media and Sport



Gemmaine Walsh
Department for Education



Greg Swift
Department for Exiting
the European Union



Carl Newns
Ministry of Defence



Toby Nation
Department for Environment,
Food and Rural Affairs



Helen Bower-Easton
Foreign and Commonwealth Office



Tim Singleton
Department for International
Development



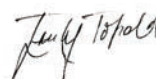
Toby Orr
Department for International Trade



Joanna Millington
Department of Health



Simon Wren
Home Office



Emily Tofield
Ministry of Justice



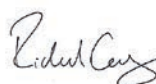
Poli Stuart-Lacey
Her Majesty's Revenue
and Customs



Simon Baugh
Department for Transport



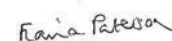
Will Garton
Her Majesty's Treasury



Richard Caseby
Department for Work and Pensions



Eamon Deeny
Northern Ireland Office

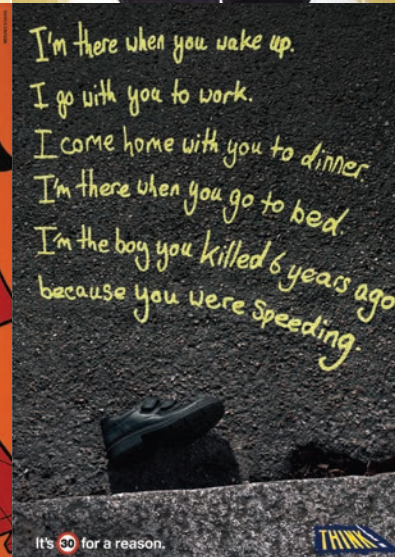
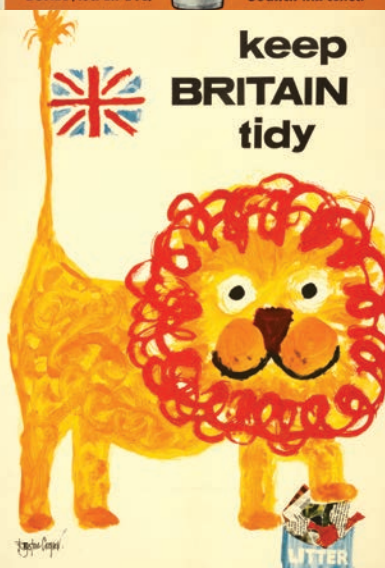
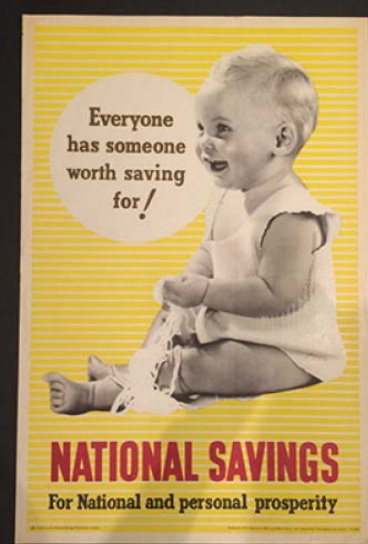


Flavia Paterson
Scotland Office



Allan Ross
Office of the Secretary of State for
Wales

Examples of government advertising, from 1939 to 2016, celebrating the 100th anniversary of government communications.



EXECUTIVE SUMMARY

This Plan has two purposes. It explains the major communication activities we will undertake in 2017/18 to support the Government's priorities. It also explains who we are, how we work, our approach to improving professional practice, and our professional development and talent management programmes.

This Plan will guide and drive our work in the year ahead and progress will be evaluated against it.

Priorities for the year ahead:

This section describes the communications we will undertake to support the Government's priorities, categorised under four themes:

- creating a **global Britain and Northern Ireland** – includes campaigns that explain the Government's preparations to leave the EU, strengthen our bilateral relationships and promote the UK as a world-class destination for trade, investment, education and tourism;
- ensuring a **secure and strong Union** – includes campaigns to support the Union, democracy and security;
- developing a **stronger economy** – includes campaigns that explain plans to build an economy that works for all, deliver a modern Industrial Strategy, support the National Living and Minimum Wage, and promote apprenticeships; and
- building a **fairer society** – includes campaigns to support home ownership, help people understand and save more for their retirement, encourage families to adopt healthier lifestyles, and support public sector recruitment.

Delivering world-class communications:

The success of the Government Communication Service (GCS) depends upon the commitment and talent of the people that work in it. Diversity affects all that we do, from our workforce to the delivery of world-class communications.

This section outlines who we are, how we are governed and the principles, standards and guidance we adhere to.

It also summarises the GCS Improvement Programme, which identifies and implements specific changes to strengthen the profession at an individual, organisational and profession-wide level. Highlights include:

- accelerating the use of our digital communication tools across public services;
- delivering joined-up communications to specific audiences at specific life stages;
- creating best practice guidance for media relations in government;
- improving the way we gather data and use insight to inform our work; and
- understanding better and improving the effectiveness of our digital marketing.

The final part of this section outlines how GCS recruits and develops talent through its extensive learning and development programme. This ensures all GCS members continuously improve their standards and plan their careers.

● RIGHT NOW

YOUR PRODUCT COULD BE LEAVING THE UK FOR GLOBAL MARKETS



HM Government

**EXPORTING
IS
GREAT**
BRITAIN & NORTHERN IRELAND

OUR PRIORITIES IN 2017/18

THE GOVERNMENT'S PRIORITIES FOR 2017/18

The Government will work in the national interest to build a stronger, fairer, safer and more secure country that works for everyone.

We will build a global Britain that is outward-looking and embraces the world, cementing strong relationships with countries around the world. We will negotiate an EU exit agreement that works for all parts of our country and that has the greatest possible public support.

As we do so, we will fulfil our duty to keep the country safe by tackling terrorism, extremism and hatred in all their forms.

We will deliver a more secure UK by taking the tough decisions, as required, to prioritise security and defence. We will also deliver a stronger Union, strengthening the bond between its constituent nations, while supporting national and local devolution.

We will build a strong economy that improves living standards across the UK, creates opportunity and protects vital public services. We will continue to make sure the country lives within its means, while cementing our success over the last seven years in reducing inequality, getting record numbers into work, increasing the wages of the lowest paid and taking some out of paying income tax altogether.

We will build a country where everyone plays by the same rules, ensuring that each individual has a fair chance to go as far as their talent and hard work will take them.



The Prime Minister, Theresa May
February 2017

THE GOVERNMENT'S PRIORITIES FOR 2017/18

**A Global Britain
and Northern
Ireland**

**A Secure and
Strong Union**

**A Stronger
Economy**

**A Fairer
Society**

THE ROLE OF COMMUNICATIONS IN SUPPORTING GOVERNMENT PRIORITIES

Government has five levers at its disposal to achieve its goals: legislation, taxation, regulation, spending and communication.

Effective communication is crucial in successful policy implementation and supporting government priorities. Six key areas where communication plays a significant role are:

- raising awareness of government policies and schemes so the public benefits from them (e.g. explaining the support available to help people buy their own home);
- influencing attitudes and behaviours for the benefit of the individual and the wider public (e.g. behaviour change campaigns to help people stop smoking);
- supporting the effective operation of government services (e.g. reminding people to submit their Self Assessment tax returns on time);
- informing, supporting and reassuring the public in times of crisis (e.g. during a pandemic flu outbreak or major flooding);
- enhancing the reputation of government and the UK at home and abroad (e.g. promoting trade, tourism and culture on the global stage); and
- meeting statutory or legal requirements to provide public information (e.g. running government consultations).



“Our job is to help ministers reach the right audience with the right message at the right time.”

Alex Aiken, Executive Director for Government Communications



“The job of the Communications Team for the UK Mission to the United Nations is to project a confident, outward-looking global Britain and Northern Ireland, showing that the UK is determined to play a global role on the world stage.”

Matt Moody, (second from left), Spokesperson, UK Mission to the United Nations, New York

THE MAJOR CAMPAIGNS THAT WILL SUPPORT THESE PRIORITIES IN 2017/18

A Global Britain and Northern Ireland:

- explaining the Government's preparations for leaving the EU and reassuring citizens and businesses that a deal will be negotiated that works for all;
- promoting the UK as a world-class destination for trade, investment, education and tourism;
- positioning the UK as a global force for good, an economic power, and an open and welcoming nation of people;
- supporting UK businesses to start exporting, helping them increase their exporting ambitions and secure contracts across the world; and
- dissuading potential illegal migrants from entering the UK.

A Secure and Strong Union:

- protecting national security by tackling threats, enhancing alliances and helping to counter extremism;
- raising awareness of cyber security and improving the protection of individuals and businesses to loss online;
- promoting the benefits of the UK Government to those living in England, Scotland, Wales and Northern Ireland; and
- creating a democracy that works for all by ensuring that everyone who is eligible to vote is able, informed and supported to participate.

A Stronger Economy:

- explaining how the Government is building an economy that works for all and reducing the deficit so we can live within our means;
- supporting Britain's modern Industrial Strategy to ensure every part of the UK meets its potential;
- raising awareness of the National Living and Minimum Wage, Childcare Choices and Help to Save schemes to support individuals and families; and
- supporting the drive to recruit three million apprentices by 2020 and promoting youth opportunities such as the National Citizen Service.

A Fairer Society:

- supporting the delivery of one million new homes by 2020 and a further 500,000 by 2022, so that more people can own or rent an affordable home of their own;
- explaining pension and welfare reforms so that people understand how they can benefit from government schemes;
- helping employers recognise, recruit and retain the talent and potential contribution of workers from all kinds of backgrounds;
- supporting recruitment to our police forces, prison service and teaching profession;
- promoting health and wellbeing by improving mental health services and enabling people to make changes that will improve their quality of life; and
- raising awareness of the different types of abuse and where to get support to prevent children and adults becoming victims.



UK aid is at the heart of global Britain, helping to make the world a safer, healthier and more prosperous place. The Department for International Development explains – through compelling human stories – how UK aid saves and improves lives, giving people a future.

Since March 2016, the Global Coalition has used public digital channels to undermine Daesh's propaganda. Its content and articles have been picked up by *The Telegraph*, Al-Monitor, The Associated Press, MSN News, France 24, Al Jazeera and *El País*, enabling the Coalition to show large audiences the reality of life under Daesh.

تم إغلاق 360 ألف
حساب داعشي على تويتر



Over the past year, the Ministry of Defence has delivered events to commemorate, celebrate and inspire a new generation through highlighting the role of the UK armed forces past, present and future. This includes the UN Peacekeeping Ministerial (8 September 2016), Armed Forces Day (25 June 2016) and First World War commemorations such as Jutland100 and Somme100.

1. A GLOBAL BRITAIN AND NORTHERN IRELAND

We will build a global Britain and Northern Ireland that is outward-looking and embraces the world, cementing strong relationships with countries around the globe. We will negotiate an EU exit agreement that works for all parts of our country and that has the greatest possible public support.

We will:

- continue to get on with delivering the right Brexit deal for the UK, forging a deep and special partnership with the EU, while securing the rights of EU citizens who are legally in the country and the rights of British citizens living overseas;
- strengthen our bilateral relationships with old allies and new partners and make Britain a leading advocate for free trade across the world; and
- continue to play a leading role in international efforts to tackle extreme poverty, mass migration and climate change, and to end modern slavery.

The following communications will support these priorities:

Securing a new relationship with the EU and the world

The **Department for Exiting the European Union** will explain the Government's preparations for leaving the EU and achieving a deal that works for the whole of the UK, as we seek a strong new partnership between an independent, self-governing UK and our friends and allies in the EU.

Together with the **Department for Business, Energy and Industrial Strategy**, it will also seek to inform, reassure and influence businesses throughout the exit process.

The **Department for International Trade** will showcase the UK as a great trading nation and make the case for free trade as a driver of prosperity and consumer choice.

It will use the GREAT Britain campaign to promote the UK as a world-class destination for trade, investment, education and tourism. This will maximise both immediate and longer-term economic returns for the UK as well as build a positive profile, reputation and soft power influence. It will do this in partnership with the **Foreign and Commonwealth Office**, the **Department for Digital, Culture, Media and Sport**, VisitBritain, the British Council and 17 other departments or government-related organisations. The GREAT Britain campaign aims to bring prosperity to all parts of the UK.

The **Department for International Trade** will also run the Exporting is GREAT campaign to help UK businesses start exporting and secure business across the world: from high-value contracts, worth tens of millions of pounds, to helping first-time exporters take their first steps to winning business abroad. In addition, an international trade and inward investment campaign will encourage overseas companies to buy British goods and services as well as seeking to maximise investment in the UK.

The **Department for International Trade**, through **UK Export Finance**, will also educate and help UK exporters make the most of export finance and insurance. This will help them win, fulfil and secure more export contracts. Internationally, it will stimulate overseas purchasers to buy from the UK through offers of competitive finance.

The **Foreign and Commonwealth Office**, in collaboration with the **Department for Business, Energy and Industrial Strategy**, the **Department for International Trade** and other government departments, will promote the UK as a global force for good, an economic power and a great place to do business with and from.

In preparation for hosting the 2018 Commonwealth Summit, the **Foreign and Commonwealth Office** will work with departments to reaffirm the shared values of the Commonwealth and re-energise and revitalise its relevance to this and future generations.

Fighting poverty and global challenges

The **Department for International Development**, alongside the **Foreign and Commonwealth Office** and other departments, will promote the UK's world-leading work in defeating poverty overseas, which is in all our interests.

The **Department for International Development** will explain how UK aid is tackling global challenges – such as poverty and disease, mass migration, insecurity and conflict – to build a safer, healthier and more prosperous world for people in developing countries and the UK.

Working with the **Foreign and Commonwealth Office** and the **Department for International Trade**, it will explain how the UK helps create jobs in the world's poorest countries. This tackles a root cause of poverty and migration as well as creating future trading partners.

It will also continue to lead in humanitarian emergencies and communicate how UK aid saves and improves millions of lives across the world. Leading reform of the global aid system, the department will show how this delivers better results for the world's poorest as well as value for UK taxpayers' money.

The **Home Office** will tackle the threat of modern slavery, both in the UK and countries of origin, by informing people of the realities and risks when travelling to the UK for work. This will increase people's ability to identify warning signs and know where to go for help and support. Those involved in trafficking will be targeted through challenging justification narratives and highlighting the consequences. Employers will be reminded of their compliance responsibilities following changes to the Immigration Act 2016.

The **Department for Business, Energy and Industrial Strategy** will build international support for action on climate change and maintain momentum after the Paris agreement.

The **Government Communication Service** deploys expert government communicators overseas to support international projects. This includes sharing knowledge, strengthening strategic communications capability overseas and crisis communications.

Immigration

The **Home Office** will dissuade potential illegal migrants from entering the UK by informing them of the realities and risks. This will help individuals make informed migration decisions and prevent them from becoming victims of trafficking and exploitation. It will also inform over-stayers of their options to return home voluntarily.

It will continue to support legal migration to the UK by promoting the ease and speed of the visa service for those who wish to visit, study or work in the UK.

“The great prize for this country – the opportunity ahead – is to use this moment to build a truly global Britain. A country that reaches out to old friends and new allies alike. A great, global, trading nation. And one of the firmest advocates for free trade anywhere in the world.”

The Prime Minister, Theresa May, January 2017

2. A SECURE AND STRONG UNION

We will deliver a more secure UK by taking the tough decisions, as required, to prioritise security and defence, and tackle terrorism and extremism in all their forms. We will also deliver a stronger Union, strengthening the bond between its constituent nations, while supporting national and local devolution.

We will:

- invest in our defence and national security systems, securing international cooperation to stop the spread of extremism in cyberspace, and renew our nuclear submarines as the ultimate guarantee of our safety;
- deliver a counter-terrorism strategy that gives the police and security services the powers they need to do their jobs, supported by a new Commission for Countering Extremism;
- continue to meet our NATO commitment of spending 2% of GDP on our armed forces, while supporting and protecting those who serve our country;
- take action to increase the UK's resilience during major disasters; and
- strengthen the social, economic and cultural ties between England, Northern Ireland, Scotland and Wales, while continuing our commitment to national and local devolution and the return of devolved government in Northern Ireland.

The following communications will support these priorities:

Security at home and abroad

The **Foreign and Commonwealth Office** – through the Counter-Daesh Communications

Cell and the 70 member Global Coalition – will lead communications to undermine Daesh's propaganda, build resilience to extremist propaganda among vulnerable communities in the Middle East, and promote the positive action of the Global Coalition to support communities in Iraq and Syria liberated from Daesh. Linked to this, the **Ministry of Defence** will highlight the important role our armed forces are undertaking to defeat Daesh in Iraq and Syria.

Working in partnership with other government departments, local authorities and civil society, the **Home Office** will counter extremist ideology in all its forms through the promotion of positive alternatives and the shared values that unite us.

With the UK as a key member of NATO, the **Foreign and Commonwealth Office** and the **Ministry of Defence** will continue to build resilience in Eastern Europe and Central Asia to counter Russian hybrid warfare. This will include promoting plurality and balance in Russian language media, engaging communities vulnerable to Russian propaganda and enabling efforts to expose Russian disinformation.

The **Ministry of Defence** will explain how our membership of NATO helps protect our country, its interests and its allies. It will also describe the role and relevance of our new aircraft carriers, the first of which, HMS Queen Elizabeth, will be delivered in 2017. It will also connect communities across the UK with our armed forces through Armed Forces Day, Remembrance and the Armed Forces Covenant.

The armed forces will run public recruitment campaigns throughout the UK to maintain the overall size of the **Royal Navy**, the **Royal Marines**, the **Army** and the **Royal Air Force**. This is required to maintain operational capability and protect UK interests at home and abroad.

The **Department for Digital, Culture, Media and Sport** will continue to lead commemorations to mark the centenary of the First World War, working closely with the **Ministry of Defence**. This includes commemorations to mark the Passchendaele centenary in Belgium on 31 July 2017.

The **Royal Air Force** will use the RAF100 centenary to explain to a new generation of

young people – including potential recruits and associated gatekeepers – the importance of the Royal Air Force to the nation and the breadth of career opportunities it offers. It will also demonstrate the vital role that the RAF has played in the defence of the UK and how it continues to protect our citizens.

The **Home Office** will deliver a targeted communications initiative with young people most affected by knife crime. This will challenge the perception that knife possession increases safety. It will provide positive alternatives to a life of crime. It will also work with partners to increase reporting of hate crime from victims and witnesses, reassure vulnerable communities that action is being taken and in turn deter perpetrators.

The Government launched the **National Cyber Security Centre** in February 2017 to reduce the cyber security risk to the UK by improving its cyber security and cyber resilience. To support this, the **Home Office** will raise awareness of cyber threats to individuals and businesses and encourage behaviours to keep the UK safer online. Linked to this, the **Department for Digital, Culture, Media and Sport** is promoting the Cyber Essentials scheme to protect UK businesses against common cyber attacks. It aims to increase adoption of the scheme by small and medium-sized businesses and increase the resilience of businesses to cyber attacks.

The **Northern Ireland Office** will challenge acceptance of paramilitary-style assaults to support political stability and the rule of law in Northern Ireland. It will work with partners to reduce the number of incidents and encourage people affected to seek support.

A United Nation

A cross-departmental campaign, working in partnership with the **Scotland, Wales and Northern Ireland Offices**, will help maintain the integrity of the Union by promoting the benefits of the UK Government to those living in England, Scotland, Wales and Northern Ireland. It will also ensure the adoption of UK Government branding for all UK-wide campaigns.

The **Department for Communities and Local Government** will explain next steps in relation to its integration strategy, which encourages people across communities to come together and unite around shared British values.

Democracy that works for everyone

The **Cabinet Office** will build a democracy that works for all by ensuring everyone who is eligible to vote is able, informed and supported to participate.

Opportunity for all

The Civil Service has an aspiration to be the most inclusive employer in the UK. The **Cabinet Office** will use communications to attract the best public servants and ensure the Civil Service represents the society we serve. This includes applications from under-represented groups to the Fast Stream, Fast Track and the wider Civil Service; as well as applications from high-quality, board-ready British BAME (Black, Asian, and minority ethnic) candidates to join public boards; and maintain progress towards gender balance.

Smarter Government

The **Cabinet Office** will outline examples of Government working smarter than ever before, demonstrating how it is making services easier and more effective for citizens, while saving the taxpayer money for reinvestment into vital services. It will also back better procurement across government and the wider public sector which will help small and medium-sized enterprises (SMEs).

Brilliant Civil Service

The **Cabinet Office** will support the ambition to create a brilliant Civil Service. One that helps to keep the UK prosperous and secure, supporting the governments it serves in implementing their commitments and delivering high-quality services for the public. It will focus on improving outcomes, developing effective leaders and skilled people, and making the Civil Service a great and inclusive place to work.

Communicating across the UK – photos (left to right): Secretary of State for Wales, Alun Cairns, at the UK Government Export Summit in Cardiff, March 2017; the GREAT Britain campaign showcases The Giant's Causeway in Northern Ireland; Secretary of State for International Trade, Liam Fox, visiting Midlands Engine Export Champion – Norton Motorcycles – in Derby, March 2017; The Queen opens the National Cyber Security Centre in London in 2017; and the GREAT Britain campaign showcases The Kelpies in Falkirk, Scotland.





I found inner peace when I did
my Tax Return online before

31 Jan



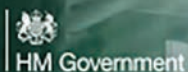
HMRC ran its annual campaign to encourage 11 million Self Assessment customers to do their tax returns before the 31 January deadline. The Inner Peace campaign, which uses marketing, press, social media and direct customer communications, reminds people of the relief they felt after doing their return previously, and encourages them to experience it again. The campaign contributed towards a record 93% (10.3 million) filing on time and 92% (9.5 million) filing online, an increase on 2016.

The National Minimum and Living Wage campaign highlighted the increase in rates on 1 April 2017 and encouraged workers to check their pay and ensure they are receiving the correct levels of remuneration. The campaign website attracted 730,000 visits between 27 February and 21 April 2017.

**THE NATIONAL
MINIMUM AND
LIVING WAGE
WENT UP ON
1 APRIL 2017**



HM Government



**APPRENTICESHIPS
GETTING
PAID
TO LEARN**

Xavier found his apprenticeship at
Lloyds Banking Group. Find yours at
GetInGoFar.gov.uk

The Get In Go Far campaign has shifted attitudes towards apprenticeships by focusing on aspirational, real life stories of apprentices who are succeeding in a range of high-quality roles. The campaign has attracted over two million visitors to its website since launching in May 2016. The campaign supports the Government's commitment to deliver three million apprenticeships by 2020 – there was a record number of apprentices (900,000) last year.

3. A STRONGER ECONOMY

We will build a strong economy that improves living standards across the UK, creates opportunity and protects vital public services. We will continue to make sure the country lives within its means, while cementing our success over the last seven years in reducing inequality, getting record numbers into work, increasing the wages of the lowest paid and taking some out of paying income tax altogether.

We will:

- deliver a modern Industrial Strategy to encourage and support the key sectors of our economy, so that all parts of the UK benefit from economic growth;
- invest in world-leading infrastructure, including digital technology, to unlock growth in our economy and improve the quality of lives across the country;
- help people with everyday costs and bills by tackling unfair practices in consumer markets, including energy and banking; and
- increase the National Minimum and Living Wage so that people who are on the lowest pay see their wages go up as the economy strengthens.

The following communications will support these priorities:

Driving growth across the whole country

HM Treasury will explain how the Government is making good progress in restoring the public finances to health, investing in the future to make the most of the opportunities that lie ahead and helping families with the cost of living by building an economy that works for all.

The Department for Business, Energy and Industrial Strategy will deliver an ambitious, long-term modern Industrial Strategy to ensure every part of the UK meets its potential. It will work with other departments to lead a cross-departmental communications effort, to ensure that all parts of industry, academia, the workforce and consumers are informed about and benefit from the Strategy.

The **Department for Communities and Local Government**, working with other government departments, will support local economic growth in the Northern Powerhouse through a campaign that promotes and highlights the opportunities presented by the northern economy, both nationally and internationally. Linked to this, the **Office of the Secretary of State for Wales** will work with government departments to communicate the benefits of the Northern Powerhouse to people living and working in North Wales.

The **Department for Communities and Local Government** will also work closely with local stakeholders and the **Department for International Trade** to communicate the Midlands Engine as a major UK and European gateway, unlocking the region's potential as a driver of growth for the UK economy.

The **Department for Communities and Local Government**, **HM Treasury**, the **Scotland Office** and the **Office of the Secretary of State for Wales** will highlight how City Deals are strengthening city regions and making a difference to those living in Scotland and Wales.

The **Department for Business, Energy and Industrial Strategy** – working with the Research Councils, Innovate UK and the UK Space Agency – will continue to build the UK's reputation for international collaboration in science, research and innovation. Partnering with the **Department for Transport**, it will generate support for investment in sectors such as autonomous and ultra-low-emission vehicles, space, life sciences and industrial digitalisation.

The **Scotland, Wales and Northern Ireland Offices**, working with the **Department for International Trade**, will promote every part of the UK as a great destination for overseas investment and will support UK companies to sell their products and services to the world.

Cultivating world-leading sectors

The Food is GREAT campaign, run by the **Department for Environment, Food and Rural Affairs**, will support the delivery of the UK Food and Drink International Action Plan 2016-2020, which aims to increase food and drink exports by £2.9 billion by 2020. This will encourage more food and drink companies to export for the first time and current exporters to sell more. It will also work closely with the **Department for International Trade** and VisitBritain to build global demand for UK food and drink among international businesses and consumers.

The **Department for Digital, Culture, Media and Sport** will champion and promote our world-leading creative industries through its #CreateUK campaign. It will also promote the UK's rich arts and culture, both nationally and internationally, including through Hull UK City of Culture 2017 and the Great Exhibition of the North 2018.

HM Treasury working with the **Department for International Trade** will champion the UK's world-leading financial technology (FinTech) sector at home and abroad. It will help increase investment into this sector by highlighting the UK as a great place to set up and run a FinTech firm.

The **Ministry of Justice**, working with the **Department for International Trade**, will promote the UK's world-leading legal services sector to overseas audiences. The 'Legal Services are GREAT' pillar of the GREAT campaign will seek to encourage more international companies to use English law, UK legal firms and courts, while also helping to retain existing market share in established markets.

Developing skills

The **Department for Education** will raise awareness and consideration of apprenticeships among young people as an expected and respected way of gaining skills and getting a job. It will encourage existing employers to expand their apprenticeship programmes, assist new employers to come on board and help three million apprentices to learn while they earn by 2020.

The Year of Engineering is a cross-departmental campaign to promote and celebrate the breadth of UK engineering, attract a more diverse range of young people to the industry and support Britain's modern Industrial Strategy. It will do this by raising the cultural status of and celebrating engineering, positioning it as an aspirational and diverse career.

The **Department for Digital, Culture, Media and Sport** will harness the power of charities and social enterprises to deliver social reform. It wants volunteering to become a habit for life. It will do this through youth programmes such as the National Citizen Service and the #iwill campaign. The **Department for International Development** will explain how young people can get involved in international development and learn new skills by volunteering overseas through the International Citizen Service.

Upgrading infrastructure

HM Treasury will raise awareness of the Government's investment in infrastructure and the vital role it plays in boosting UK productivity, which is crucial to raising living standards.

The **Department for Transport** will continue building support for strengthening Britain's international links, engaging the public, business and local communities in the process of delivering a new runway at Heathrow. This project will support jobs, trade and economic growth across the UK and send a signal to the world that Britain is open for business.

It will also increase awareness of and reduce misconceptions around electric vehicles by promoting their benefits and, ultimately, encouraging motorists to choose ultra-low-emission vehicles.

HS2 Ltd and the **Department for Transport** will build pride and confidence in HS2, the new backbone of Britain's railways. It will create jobs, skills and regeneration, bringing benefits to passengers and non-passengers alike. **HS2 Ltd** will continue to work closely with stakeholders, and communities affected.

The **Department for Digital, Culture, Media and Sport** is delivering the Government's digital strategy – making sure that the benefits of digital are spread throughout the country, that we have the necessary infrastructure, that regulations are agile and benign, and that everyone has the skills they need to be citizens in the digital age and workers in the digital economy.

It will promote the 5G Testbeds and Trials programme to create new test networks supporting UK business innovation in this space.

The **Department for Business, Energy and Industrial Strategy** will explain the benefits of creating an energy system that is reliable, low cost and clean. It will promote the Government's work to reform retail energy markets and lower bills for businesses and consumers. It will also encourage the ongoing roll-out of smart meters and build support for transforming the UK's energy infrastructure.

Helping you and your family

HM Revenue and Customs, HM Treasury and the **Department for Education**, working with the **Department for Work and Pensions**, will build awareness and increase take-up of the Government's offers to help UK working families with the costs of childcare. Childcare Choices brings together the Government's childcare offers into one place for the first time, helping parents make an informed decision when choosing childcare support for their family.

The **Department for Work and Pensions** will increase understanding of Universal Credit and how it helps people find work and progress in their careers.

It will also work with the **Scotland Office** and the Scottish Government to implement and explain significant new welfare powers in Scotland. This will help people understand what the changes mean to their daily lives.

The **Department for Business, Energy and Industrial Strategy** will continue to raise awareness of the National Living and Minimum Wage and the risks of underpayment. This will ensure that low-paid workers across the UK know what they are eligible for and that businesses understand what they must do to comply.

It will also work with Ofgem to explain how changes in the retail energy market will protect consumers as well as support the introduction of proposals to improve consumer markets.

Making public finances work well

HM Treasury will reassure the public and businesses that the UK has a tax system that supports work and enterprise, effectively collects what is due and ensures that those with the broadest shoulders contribute the most.

HM Revenue and Customs will explain the benefits of the Personal Tax Account, a self-service online system to help people manage their tax and finances online. This includes renewing tax credits and encouraging 11 million people to file and pay their Self Assessment tax online and on time. It will also explain and support the phased introduction of Making Tax Digital for Business, which will facilitate digital tax record keeping and quarterly updates for businesses, tax agents and landlords.

National Savings and Investments, one of the largest savings organisations in the UK, will continue to promote its savings products to citizens – and the benefits of its digital channels – to help savers make the most of their money.

HM Treasury and the **Royal Mint** will continue to raise awareness of the new pound coin – introduced on 28 March 2017 – ensuring both the public and businesses are aware the old coin loses its legal tender status in October 2017.

The **Driver and Vehicle Licensing Agency** will inform drivers of the new vehicle tax rates to ensure they pay their tax on time.

OPEN THE DOOR TO OWNING YOUR OWN HOME

With our range of government home-buying schemes

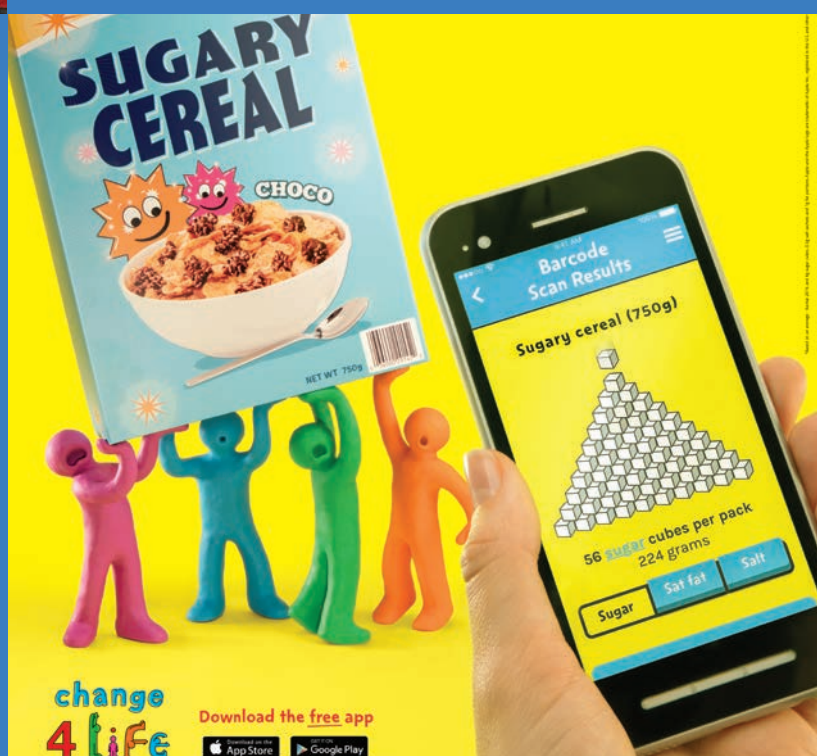
Is now the right time to find out how we could help? We've already opened the door for over 300,000 people like you. Go online to find out if you're eligible, and soon you could be holding the key, crossing the threshold and saying 'This is mine!'

Visit ownyourhome.gov.uk



Many people have given up the dream of owning their own home. The Government's Own Your Home campaign aims to challenge this perception by persuading people that it is a realistic and attainable aspiration. Delivered through multiple channels, the campaign helps nudge people through their path to purchase. Since launching it has helped to increase the number of first time buyers who feel it is realistic to own their own home from 54% to 62%.

The Change4Life 'Be Food Smart' mobile app helps parents make healthier food choices. It scans food labels to reveal the surprising amounts of sugar, saturated fat and salt in everyday food and drink. The app has been downloaded 700,000 times, with 5.3 million successful scans to date.



The Pension Wise campaign encourages those approaching retirement age to take greater responsibility for financial planning through its free guidance service. To prompt action in an under-appreciated subject, the campaign highlighted the relatively unimportant things people are familiar with (such as drinking coffee) and contrasted them with how little they know about their pension options. Appointments, phone calls and web visits to Pension Wise increased year on year, with record numbers of appointments delivered in February and March 2017.

You know your Latte from your Flat White. But do you know your pension options?

Over 50 with a defined contribution (personal or workplace) pension? There's an easy way to get free impartial guidance on the options for your pension pot.

To book a free appointment call 0800 138 3944 or visit pensionwise.gov.uk



4. A FAIRER SOCIETY

We will build a country where everyone plays by the same rules, ensuring that each individual has a fair chance to go as far as their talent and hard work will take them.

We will:

- give every child a good school place and access to a world-class technical education system, giving them the skills they need to do the jobs of the future;
- protect UK workers' rights as we leave the EU;
- tackle the broken market that locks many younger people out of the housing market and support more people to buy or rent an affordable home of their own;
- continue to invest in our health and care system and support its workers;
- give greater rights and support to those experiencing mental health problems so that they can live lives free from discrimination; and
- safeguard victims of domestic violence or abuse by introducing protective orders and ensuring the legal system delivers the justice they deserve.

The following communications will support these priorities:

Improving life chances for all

The **Department for Education** will support the drive for sustainable school improvement and embed rigorous standards, curriculum and assessment.

The **Arts Council's** Artsmark scheme will target young people, encouraging the use of arts as a learning tool across all subjects in the national curriculum.

The **Office of Qualifications and Examinations Regulation**, supported by the **Department for Education**, will explain the reforms to GCSE,

AS and A levels, to ensure the changes are widely understood by its key audiences.

The **Department for Work and Pensions** will explain the continuing roll-out of welfare reforms, such as Universal Credit, and demonstrate how record levels of employment are transforming lives and delivering financial security for families.

It will also promote the new Disability Confident Scheme, to encourage employers to offer more opportunities to disabled people and those with health conditions, as part of the drive to increase the number of disabled people in employment by one million over 10 years.

The **Department for Work and Pensions**, in partnership with the **Ministry of Justice** and the business community, will help employers recognise, recruit and retain the talent and potential contribution of workers from all kinds of backgrounds. This includes offenders and ex-offenders.

The **Government Equalities Office** will continue to tackle the gender pay gap. It will explain new legislation to businesses employing more than 250 people, highlighting the need to audit their payroll and publish their pay gap by April 2018.

The **Equality and Human Rights Commission** will continue to build a high-profile coalition of businesses to lead the way in supporting pregnant women and new mothers in the workplace. The Working Forward coalition will help reduce disadvantage and potentially discriminatory treatment by showcasing best practice and providing helpful advice and tools which seek to change behaviours and improve current practice.

The **Department for Communities and Local Government** will support the delivery of one million new homes by 2020 and a further 500,000 by 2022, so that more people can own or rent an affordable home of their own. It will encourage people to look again at the Government's home ownership schemes and improve safeguards in the private rented sector through increasing tenants' awareness and knowledge of their statutory rights.

Enhancing corporate responsibility and protecting workers' rights

The **Department for Business, Energy and Industrial Strategy** will continue to communicate the outcomes of, and Government response to, the Taylor Review into modern employment practices and the Corporate Governance Green Paper. This will encourage businesses to act responsibly and ensure that the UK's labour market and wider economy works for everyone.

Public service recruitment

The **Ministry of Justice** and **Her Majesty's Prison and Probation Service** will support the recruitment of an additional 2,500 prison officers that the Government announced in November 2016. It will do this by promoting the positive opportunities a career in the prison service offers and the important work prison officers do to turn offenders' lives around.

The **College of Policing** will encourage people from business and management to apply for direct entry to Inspector and Superintendent positions in police forces in England and Wales.

The **National College for Teaching and Leadership** will encourage more people, especially in shortage subjects such as mathematics and physics, to consider teaching. It will do this by promoting teaching as a career option to attract 35,000 new entrants into the profession each year.

Enjoying a secure retirement

The **Department for Work and Pensions** is helping millions of people across the UK understand their pensions and plan for the future with online tools and forecasts. It is encouraging employers to enrol their employees into a workplace pension and expects over 10 million people to be saving or saving more by 2018. Free, impartial guidance – through Pension Wise – will help savers make informed decisions about their pensions.

Creating a healthier society

Public Health England will continue to ensure that every child has the best start in life by improving uptake of healthy behaviours. This includes giving primary school teachers the resources to encourage healthy behaviours in their pupils, supporting families to improve their physical activity and nutrition, improving parenting skills, and child and parent mental health.

Young people will be given advice and support to delay and prevent potentially harmful behaviours through the Rise Above, FRANK and Sexual Health campaigns. **Public Health England** will build resilience in young people to support their mental as well as physical health; provide information and advice about drugs and sexual health; and help prevent young people from engaging in exploratory behaviours in areas such as smoking, drinking alcohol, substance misuse and risky sexual practices.

Public Health England will also improve the health of the adult population through the One You campaign, which addresses seven key unhealthy behaviours (physical inactivity, poor diet, smoking, harmful alcohol consumption, poor sleep, stress and not checking yourself) and encourages millions of adults to reappraise their behaviour and make positive changes (such as stopping smoking and increasing physical activity).

It will also run the Be Clear on Cancer and Act Fast Stroke campaigns to increase people's recognition of the symptoms of serious conditions. This will get more people to spot the signs of cancer or a stroke, leading to earlier diagnosis, treatment and improved outcomes.

It will also reduce public expectations for antibiotics and reduce patient pressure on doctors to prescribe them. Ultimately, this will support healthcare professionals to change behaviour, reducing the inappropriate prescribing of antibiotics.

The **Medicines and Healthcare products Regulatory Agency** will improve awareness of the issues and risks of falsified medicines and medical devices. This will help educate people on how to identify and avoid such products and retailers online, and encourage consumers to report falsified products.

The **NHS Business Services Authority** will increase NHS patients' awareness of their entitlement to obtain help with their healthcare costs and understand the route by which they should apply for exemption or assistance.

The **Health and Safety Executive** will increase understanding of the importance of health and safety in the workplace among employers and employees. This will bring greater and wider ownership of behaviours that will see employers enjoying improved productivity and workers that are healthier and safer.

Ensuring an effective and efficient health and care service

The **Department of Health** will work with partners to raise awareness of the Government's ambitions to improve mental health services and support the effective delivery of the commitments in the cross-departmental green paper through targeted public and practitioner information campaigns.

It will also work with its arm's length bodies to showcase the Government's commitment to improve and modernise health and social care services.

To support efforts to ensure an effective supply of skilled professionals joining the health and care workforce, the **Department of Health** will work with **Health Education England** to deliver targeted recruitment campaigns, where required, and lead a programme of engagement with stakeholders on how to make the NHS and wider care system a great place to work.

To help reduce demand on urgent and emergency care services, **NHS England** will run behaviour change campaigns to alter the way people access services. This includes NHS 111, Stay Well this Winter and Stay Well Self-Care Campaigns.

The **Department of Health** will improve efficiency and financial performance in the NHS by supporting the cost recovery programme to recoup £500 million annually.

The Blood Donation and Organ Donation campaigns, run by **NHS Blood and Transplant**, will recruit sufficient new donors to meet patients needs. It will target those from diverse social backgrounds and Black and Asian communities to have conversations about organ donation and register to give blood.

The **Care Quality Commission** will encourage people to share their experiences of care. This will inform its monitoring of services against defined standards of quality and safety. It will also support people to make informed choices, by giving them knowledge of the standard of care they have a right to expect and encouraging use of the Commission's inspection reports and ratings.

Genomics England will educate the public and healthcare professionals about the 100,000 genomes project, which aims to increase understanding of genomics and related ethical issues.

“ I want us to employ the power of government as a force for good to transform the way we deal with mental health problems right across society, and at every stage of life.”

The Prime Minister, Theresa May, January 2017

Keeping safe and well at home and abroad

Central and local government communicators played a role in the response to the Grenfell Tower disaster. They worked with the command centre to ensure those directly affected got and will continue to get the help and support they need. They also worked to reassure the public that all possible steps are being taken to ensure the safety of other tower blocks. Cross-departmental collaboration will continue this work and support the independent public inquiry.

The **Home Office** will continue to promote essential fire safety messages to the public, with an emphasis on smoke alarm testing, fire prevention and safe escape routes.

The **Department for Education** will break down the barriers that prevent people from reporting suspected child abuse and neglect. It will convey the message that safeguarding children is everyone's responsibility and will help people to recognise signs of abuse and neglect.

The **Home Office** will refresh its Female Genital Mutilation (FGM) prevention campaign to raise awareness among affected communities that FGM is child abuse and illegal. It will dispel the justification myths that the practice is a deeply held cultural or religious tradition.

Supported by the **Government Equalities Office**, the **Home Office** will continue to promote respectful and safe behaviours in relationships, challenge the attitudes and behaviours which cause relationship abuse and signpost where practical support and advice is available.

The **Department for International Development** will explain how its work to end extreme poverty overseas tackles disease and insecurity that could present a threat to the UK.

The **Department for Transport** will reduce the number of road users killed and injured every year. The THINK! Road Safety campaign will encourage safer behaviours including reducing handheld mobile phone use while driving, and deterring drink driving, drug driving or driving too fast for road conditions. It will also work with **Highways England** to extend the THINK! campaign to cover road safety messages across the strategic road network, with an additional focus on motorcycling safety.

The **Foreign and Commonwealth Office** will continue to provide essential information and practical advice to help millions of UK travellers and overseas residents take responsibility for their own safety when abroad. This year it will promote the importance of taking out adequate insurance and being aware of local laws and customs. It will also continue to engage with UK nationals living in the EU as we proceed through the negotiations to leave the EU.

The **Environment Agency** and the **Department for Environment, Food and Rural Affairs** will promote government investment in new flood defences and increase the number of people taking action to protect themselves from flooding.

“ My Government will initiate a full public inquiry into the tragic fire at Grenfell Tower to ascertain the causes, and ensure that the appropriate lessons are learnt. To support victims, my Government will take forward measures to introduce an independent public advocate, who will act for bereaved families after a public disaster and support them at public inquests.”

Queen's Speech, 2017



The National College of Teaching and Leadership needs to recruit 35,000 teachers every year. It developed a full marketing campaign under the banner Your Future | Their Future, to communicate the benefits of a career in teaching. In the first six months, the campaign delivered a 25% increase in visitors to the 'Get Into Teaching' website and an 11% increase in the numbers of people expressing an interest in teaching.

In August 2016, NHS Blood and Transplant followed up its very successful Missing Type Campaign with an international roll-out across 21 countries.

Organisations (such as the Royal Air Force), celebrities and iconic locations removed the letters A, O and B from their signs and mastheads. This created awareness about the need for new, young blood donors.

During the 10 days of the campaign over 60,000 people came forward to start giving blood and the campaign was voted campaign of the year at the prestigious Festival of Media Global Awards held in Rome.



The Travel Aware campaign supports British people travelling and living overseas, encourages positive travel behaviours, and makes people more self-reliant abroad – ultimately reducing the number of preventable consular cases. The Take Your Pic youth campaign, from May to September 2016, led to an 8% reduction in consular staff casework in the holiday resorts of Cyprus, Greece and Spain, compared to the same period in 2015.



DELIVERING
WORLD-CLASS
COMMUNICATIONS

OUR COMMUNITY

The Government Communication Service (GCS) is the professional body for all government communicators. It brings together around 4,000 professionals across 25 ministerial departments, 21 non-ministerial departments and close to 400 agencies and public bodies.

Our remit is to deliver world-class public communications that support the Government's priorities, improve people's lives and ensure the UK is a great place to live, work, study and do business.

OUR GOVERNANCE

We are held to account for the implementation of the annual Government Communications Plan, our profession-specific objectives and best practice standards, through a robust governance process.

The **GCS Board** oversees our performance and advises on cross-departmental issues. It is chaired by the Minister for the Constitution and includes ministers and senior civil servants.

The **Directors of Communication Group** ensures the smooth running of GCS and the efficient use of government resources in delivering the Government Communications Plan. It makes recommendations on the direction, operation and development of the profession to the GCS Board.

Several **heads-of-specialism groups** exist to share best practice and bring together departmental expertise across marketing, media handling, strategic engagement, insight and evaluation, and internal communications.

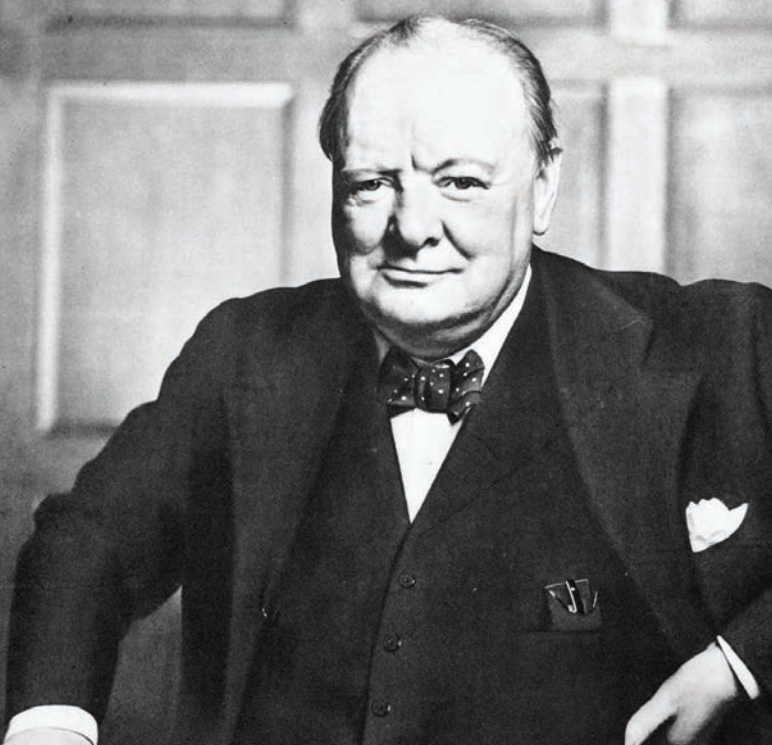
The **Evaluation Council** and **Futures Council** are two stand-alone bodies that bring external perspectives and expertise to key areas of professional practice. The former encourages and interrogates full and proper evaluation of government communications. In 2016/17, it reviewed the evaluation plans of 12 major campaigns. The latter challenges GCS to identify the latest technological innovations, advises on their applicability to communication operations and monitors progress when new technology is adopted.

The **Professional Assurance** process, run by the central campaigns team in No.10 and the Cabinet Office, makes recommendations on the effective and efficient use of resources. It also tracks implementation to ensure the best value for the taxpayer. Spend is approved by the Minister for the Constitution.

Progress of the annual Government Communications Plan is also formally assessed each quarter and the Executive Director for Government Communications visits every main department twice a year to assess standards, reporting progress to the GCS Board.



Government communicators from the marketing heads-of-specialism group



“ To do our work, we all have to read a mass of papers. Nearly all of them are far too long. This wastes time, while energy has to be spent in looking for the essential points. I ask my colleagues and their staffs to see to it that their Reports are shorter ... The aim should be Reports which set out the main points in a series of short, crisp paragraphs. Let's not shrink from using the short expressive phrase, even if it is controversial ... setting out the real points concisely will prove an aid to clearer thinking.”

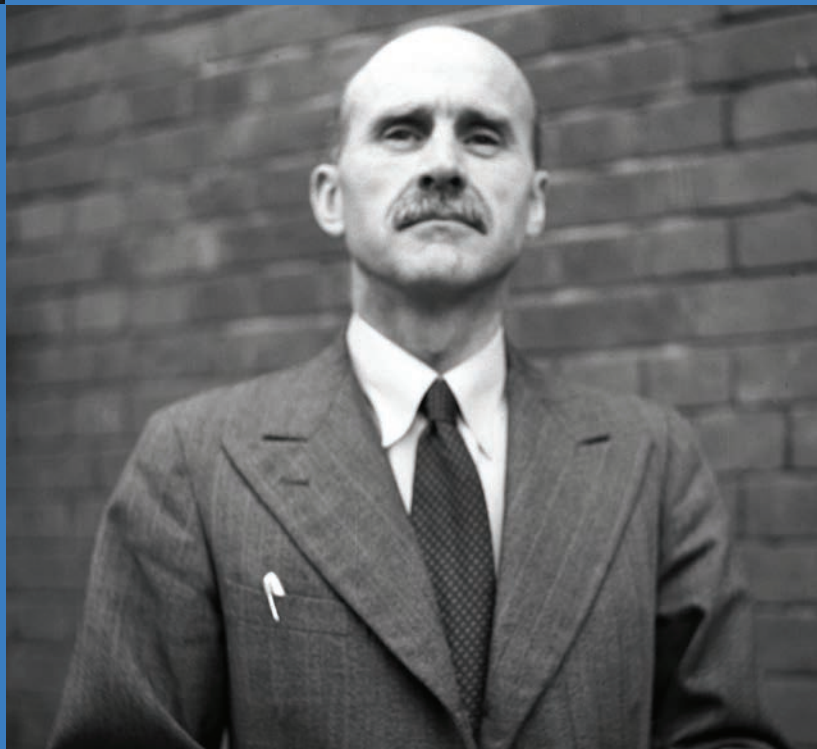
Winston Churchill

Memo to his War Cabinet stressing the need for brevity in reports, 1940

“ Information services ... are a recognition of a certain maturity in a democracy. They testify to a society where facts are essential to the formation of views, where prejudice is to be combatted by reason and where policies should be explained if they are to be understood.”

Sir Kenneth Grubb

Ministry of Information, 1941-46



MEMORANDUM BY MR. JOHN BUCHAN.

(Previous Papers Nos. G.-101, G.-102, and G.-103.)

In this memorandum questions of policy are not touched upon, as they have been fully dealt with in Mr. Donald's report. Nor does it enter into detail with regard to the working of the suggested branches. Its object is to sketch the machinery which, in the opinion of the writer, if properly worked, would carry out the wishes of His Majesty's Government, and get rid of the defects which have hitherto been conspicuous in our publicity and propaganda work.

I.—A Department of Information.

The first essential is that the whole work of publicity and propaganda should be centralised in one Department under a responsible director. At present the work is done by the Foreign Office, the Admiralty, the War Office, and to some small extent by the Home Office.

The new Department should be directly under the Prime Minister.

It would have two main functions—propaganda, or the putting of the Allied case in neutral countries, and the explanation of the British effort in Allied countries, with the object of ensuring a wholesome state of public opinion; and, at the same time, the direction of British opinion when direction is needed.

It is not suggested that there should be any attempt to spoon-feed the British press. Newspapers, as before, will be free to enter into direct relations with the different Government Departments. But the War Cabinet may desire to give a lead to British opinion, either by the confidential disclosure beforehand to responsible editors of some line of policy or coming event, or by the publication of some statement or other. This would naturally be done through the Department of Information.

II.—The Director.

To ensure efficient control it is necessary (a) that the Director of Information should have a completely free hand as to *personnel* and (b) that he should operate upon funds from which payments could be made without unnecessary delays. In all propaganda time is of vital importance.

John Buchan's submission to the War Cabinet proposing the establishment of a Department of Information. This paper was approved at a War Cabinet meeting in February 1917 and signifies the start of a formal, centralised government communication department under one director.

OUR CULTURE, VALUES AND STANDARDS

GCS staff commit to observing the highest standards of communication practice, professional development and ethics.

As the public face of the Civil Service, we demonstrate the core values of the **Civil Service Code** which include:

- integrity – putting the obligations of public service above our own personal interests;
- honesty – being truthful and open;
- objectivity – basing advice and decisions on rigorous analysis of the evidence; and
- impartiality – acting solely according to the merits of the case and serving equally well governments of different political persuasions.

Like all government communicators, we carry out our work objectively and without political bias. This means presenting government policies and programmes properly and effectively. To do this, we adhere to **GCS Propriety guidance**, which states that government communications should be:

- relevant to government responsibilities;
- objective and explanatory, not biased or polemical;
- conducted in an economic and appropriate way, and always a justifiable expenditure of public funds; and
- not liable to being misrepresented as party political.

There is a range of legislation relating to the work of government communicators.

This includes data protection, Welsh language, disability discrimination, freedom of information and copyright.

At the very least, government communicators must:

- conform to the principles of the Data Protection Act;
- deliver information in ways that meet the specific requirements of people with disabilities;
- where appropriate and reasonably practicable, treat the Welsh language as equal with English, and not just as a translation;
- be aware of the Freedom of Information Act;
- for all commissioned material, consider seeking a formal assignment of copyright in favour of the Crown (giving the department rights of ownership over the material); and
- keep up to date on current legislative changes.



GCS PROFESSIONAL STANDARDS

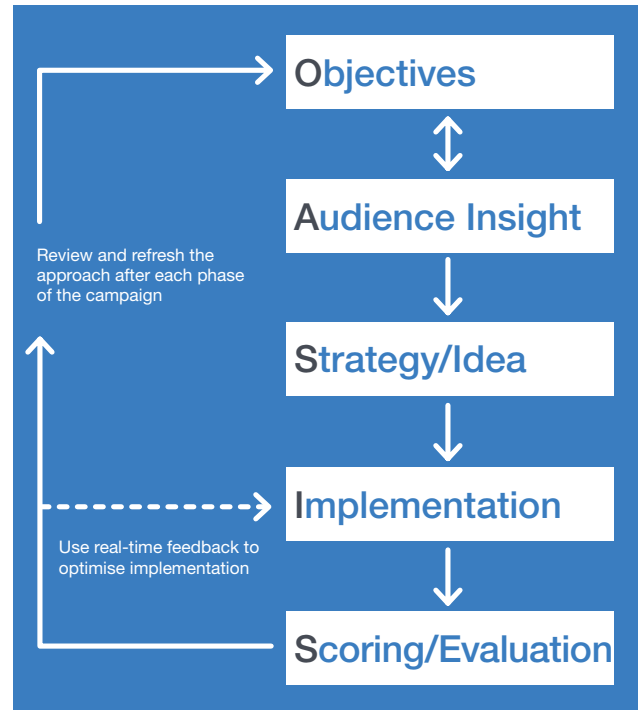
The following standards should, at a minimum, be applied consistently and rigorously across communications teams in all government departments and arm's length bodies:

1. **Ethics:** we will abide by the **Civil Service Code** and observe its values of integrity, honesty, impartiality and objectivity. We will also uphold and actively promote **Civil Service diversity and inclusion policies** and the **GCS Diversity and Inclusion Strategy**.
2. **Skills:** our specialist **GCS Competency Framework** works in conjunction with the broader Civil Service competencies. It sets the standard for individual proficiency by grade. Communicators should use it to demonstrate their ability to use insight, apply creative ideas, implement communications at pace and assess the impact of their work. This framework is used for recruitment and selection, setting performance objectives and career development.
3. **Operating model:** all GCS communication teams should following the principles set out in the **Modern Communications Operating Model (MCOM)**. This means developing skills across strategic communication planning, media and campaigns, strategic engagement and internal communications.
4. **Campaigns:** for rigorous and systematic campaign planning, GCS staff must follow the **OASIS Campaigns Framework**. It outlines five steps to creating an effective campaign: **Objectives**, **Audience Insight**, **Strategy/Ideas**, **Implementation** and **Scoring/Evaluation**.
5. **Digital:** the **GCS Digital Vision** is that government communicators should be confident in using digital technology to gain insight into audiences, develop the best ideas, implement plans and provide maximum impact.
6. **Staff engagement:** GCS standards are set out in **Internal Communications Excellence**, including the **Standard Operating Model** for internal communicators.
7. **Evaluation:** GCS professionals use the **GCS Evaluation Framework** to measure the performance of every campaign.
8. **Leadership:** GCS aims to develop confident, inspiring and empowering leaders. GCS staff should exemplify the **Civil Service Leadership Statement** in their work.
9. **Professional Development:** all communicators continually work to learn and improve their skills, completing at least four pieces of professional development each year.

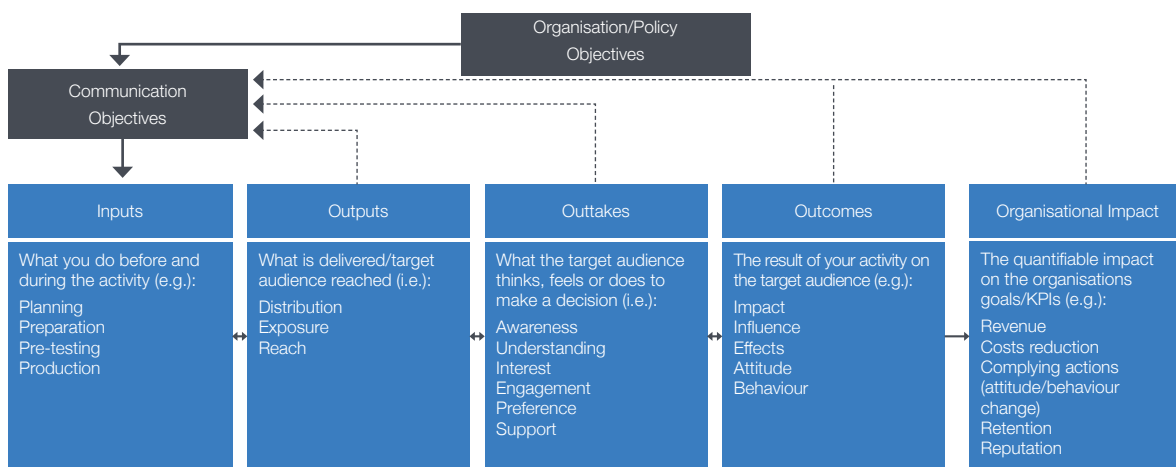
The Modern Communications Operating Model (MCOM) built around the four central core communications disciplines



OASIS Campaigns Framework



GCS Evaluation Framework





“ Being a professional communicator in government is incredibly rewarding. You get to work with talented people on issues which are of national importance and have an impact on people’s lives.”

Umair Ahmad
Department for International Trade



“ My first role was with the GCS Local Team, running Exporting is GREAT, National Living Wage and Voter Registration campaigns across my region. I now have a role at the Ministry of Justice and am using the communication skills I learnt to work at a national level.”

Annisa Whitehall
Ministry of Justice



“ GCS has helped me develop my leadership skills and empower my team to deliver award-winning campaigns.”

Flavia Piggins
Department for Digital, Culture, Media and Sport



“ GCS professionals come from many different backgrounds and work on a wide range of projects. It has made me aware of how many options there are for my own future career path in government.”

Demetri Lowe
Department for Work and Pensions

OUR IMPROVEMENT PROGRAMME

GCS has an ongoing improvement programme to reform our profession and maximise the impact of our communications. Phase four of the programme, which concluded in June 2017, had four project strands:

1. **Single Campaign Approach:** this improved specific areas of GCS campaigning such as:
 - disseminating wider government messages through known and trusted **government campaign brands** – such as THINK!, GREAT, and FRANK – so they have more credibility and impact;
 - joining up campaigns that target audience groups at particular **life stages** – such as school leavers, expectant parents, and those planning retirement;
 - producing guidance on building effective and collaborative **corporate partnerships**; and
 - developing a common approach to recruitment marketing for large-scale government **recruitment campaigns** – such as the armed forces, teachers and prison officers.
2. **Modern Media Operation:** sets out a best practice model for news and media relations in government. It harnesses existing and emerging best practice in proactive and reactive operations, relationship management, content creation, digital and evaluation.
3. **Improving professional capability:** built on the results from the Skills Survey 2016/17 to address skills gaps across the profession.

This included:

- a programme of support and guidance to help teams improve their **internal communications** practices; and

- an extended **GCS learning curriculum**, giving government communicators access to a greater range of learning opportunities, coaching, online learning and webinars.

4. **The GCS Story:** is an initiative that aims to raise standards of professional practice and improve learning for all GCS members, across all government departments, agencies and arm's length bodies. It explains what GCS is, the standards we set and follow, and what our offer is to members. This includes a new GCS curriculum, courses, conferences, events, networking and career development opportunities. This is supported by a new members' handbook which is available to all new and existing members as a guide to working in GCS.

Phase five of the Improvement Programme will commence in November 2017 and cover areas such as improving strategic engagement, reaching digital influencers, reaching international audiences post-Brexit and refreshing the Modern Communications Operating Model for 2018. The exact topics are subject to consultation with GCS staff.

We will also develop the GCS Engage programme. It will combine research and data science to create the tools and capability to ensure our campaigns are driven by and respond to evidence, and improve the efficiency of public services.

To complement this Improvement Programme, we are also changing the way we buy communications support. This will enable GCS staff to work with the best UK creative talent while securing the best possible value for the taxpayer. Our **Campaign Solutions Framework** contains the agencies we will work with as partners to create integrated campaigns. Our **Communication Services Framework** lists the agencies that can provide specific services as part of a campaign or one-off project, such as channel planning, events and specialist PR.

The 27 agencies on the Campaign Solutions Framework are:

- 23red
- Blue State Digital
- Breakthrough
- Creston
- DDB
- Engine
- FCB Inferno
- Four
- Freshwater
- freuds
- George & Dragon
- Grayling
- Havas
- Kindred
- Lucky Generals
- M&C Saatchi
- Manning Gottlieb OMD
- MEC
- Mother
- MSQ
- MullenLowe
- Munro & Forster Communications
- Ogilvy & Mather Group UK
- OLIVER
- OMD UK
- Signal
- Y&R London

More information can be found at:

<https://ccs-agreements.cabinetoffice.gov.uk/contracts/rm3774>

The Communication Services Framework:

We also have 67 agencies on our Communication Services Framework which can be found at:

<http://ccs-agreements.cabinetoffice.gov.uk/contracts/rm3796>

These agencies will help government communicators meet tactical or more niche marketing and communications requirements including:

- Specialist consultancy services
- Events
- Channel strategy and planning
- Public Relations (specialist and regional)
- Proposition development
- Creative development and delivery
- Digital marketing and social media
- Data strategy and management
- Production
- Editorial
- International communications



“ I moved from the private sector to GCS because I wanted to work on campaigns that had a bigger impact beyond improving the bottom line.”

James Bell
Department for Communities and Local Government



“ The learning opportunities I have had access to whilst working in government communications have been unparalleled. Developing staff is a real priority.”

Liz Adelanwa
National Institute for Health and Care Excellence



“ The peer support I have received from colleagues has given me the confidence to tackle challenges I would previously have shied away from.”

Caroline Craig
Home Office



“ GCS professional standards enable colleagues across government to deliver Ministers' and Government's priorities through world-class communications.”

Ceri Martin
Ministry of Defence

OUR PROFESSIONAL DEVELOPMENT AND TALENT MANAGEMENT PROGRAMMES

Improving our diversity and inclusivity

GCS aims to be a profession reflecting a modern UK. We are committed to building a diverse workforce and inclusive workplaces by:

- improving diversity in the Senior Civil Service;
- attracting and retaining people from British BAME (Black, Asian, and minority ethnic) groups, and those from lower socioeconomic backgrounds;
- improving BAME and female representation at all grades; and
- extending career opportunities to our people across all regions of the UK.

Training and development

Our extensive learning and development programme is open to all GCS communicators in government departments and arm's length bodies. GCS members complete at least four professional development activities each year.

The **Aspire programme** is designed to help build skills in strategic communication planning, media and campaigns, strategic engagement and internal communications. It offers training on leadership skills and personal effectiveness. The programme comprises 1,600 courses and is suitable for GCS staff at all grades.

GCS events and Comms Exchange is a programme of over 36 annual speaker and networking events led by GCS practitioners. It allows GCS members to share best practice across the different disciplines of government communication.

The **GCS Mentoring Programme** brings together communication specialists in over 90 mentoring partnerships. Mentors are experienced communication professionals who have agreed to share their skills, knowledge and experience.

GCS staff seek new ideas and opportunities to learn from our **private sector partners** – in external agencies and industry professional bodies – to improve our skills in managing paid-for communications, develop joint thought leadership and tackle issues at the heart of the UK marketing industry, such as digital fraud.

Assessing and addressing our skills gaps

GCS measures capability and performance through its established programme of **Capability Reviews**. These assess the communications function of each government department and arm's length body to identify areas of strength and where improvement is needed.

The GCS **skills survey** enables communicators to self-assess strengths and areas for improvement. It is based on the four skills listed in the Modern Communications Operating Model (MCOM) – strategic communication planning, media and campaigns, strategic engagement and internal communications. Government communicators use the results to develop their annual Professional Development Plans. GCS analyses the survey results to identify profession-wide skills gaps and design the GCS professional development programme accordingly. We aim to improve on our benchmark for 2017, where 56.8% of government communicators (aggregated profession-wide score) assessed themselves to be in the highest categories of capability.

Developing leaders of the future

The development of confident, inspiring and empowering leaders is a priority for GCS, so that communicators are visible, trusted advisors to their ministers and senior executives.

To recruit leaders of the future we will use innovative strategies to attract more diverse candidates into the GCS, including centralised cross-government recruitment campaigns, the first specialist communications apprenticeship programme and a bespoke GCS summer diversity internship programme.

To build a strong talent pipeline for the profession and support individuals with high potential, we also provide two year-long programmes of accelerated learning and development. Both schemes train around 30 to 40 individuals per annum.

- The **Early Talent Programme** uses classes, action learning, coaching and networking, to equip middle-level communicators with the skills to progress to senior positions.
- The **Inspire** senior talent programme takes experienced communicators through academic learning, immersion placements, masterclasses and tailored support. Inspire participants complete a Postgraduate Certificate in Strategic Communications Leadership from the University of Huddersfield.

We also offer a rolling programme – **Future, Engage, Deliver** – of interactive leadership masterclasses. These are designed to help communicators deliver more effectively through better engagement, empowerment and development of their teams.



Government Communication Service apprentices from 2016/17



Government
Communication
Service

Find out more about the Government Communication Service:
<https://gcs.civilservice.gov.uk/>

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Xavier found his apprenticeship at Lloyds Banking Group. Find yours at GetInGoFar.gov.uk

