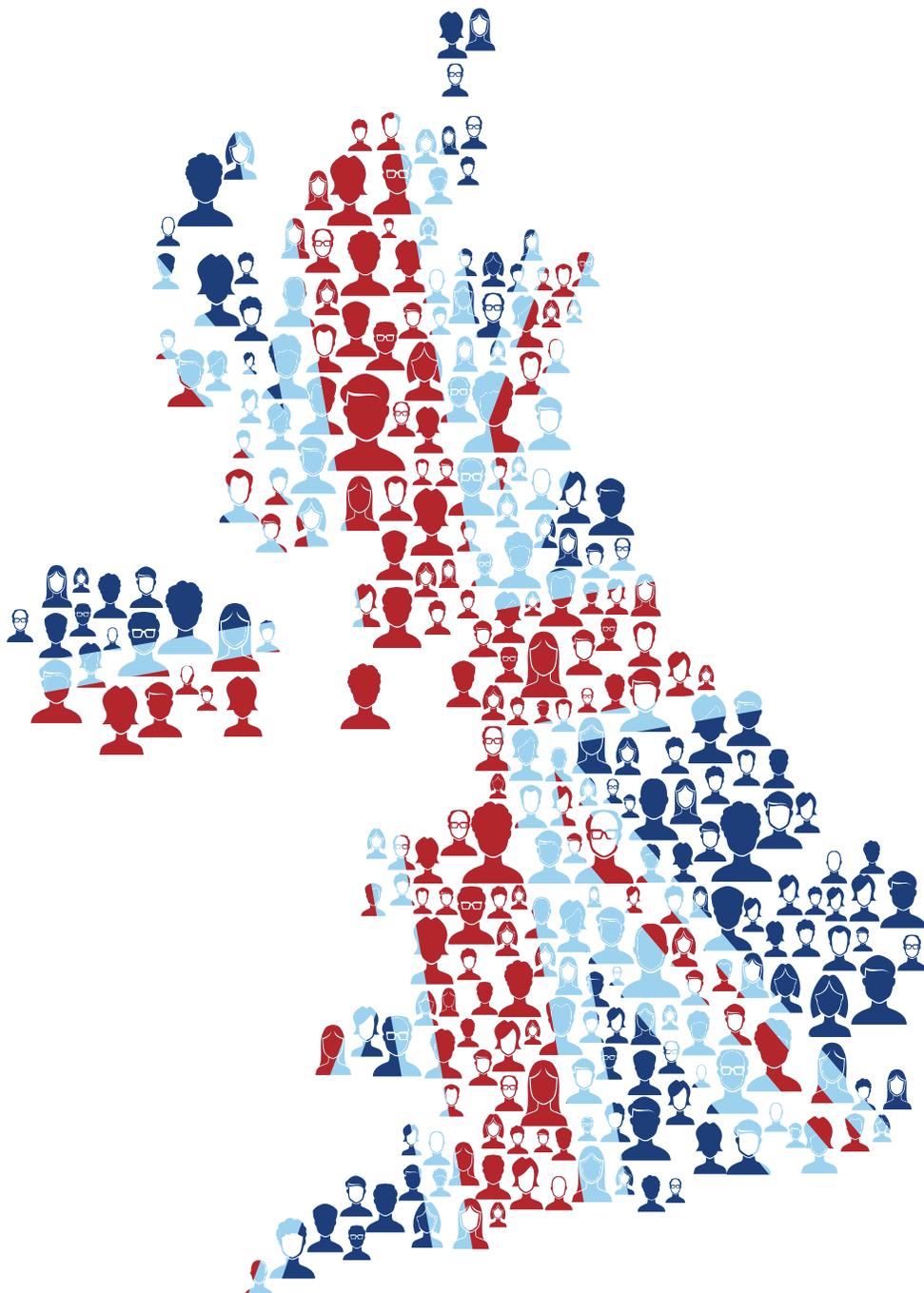




HM Government

Government Communications Plan 2015/16





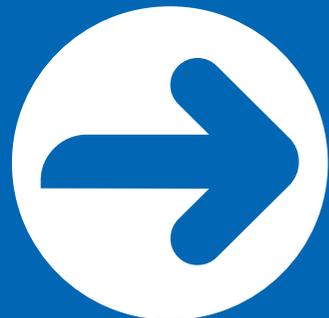
HM Government

Government Communications Plan 2015/16

Contents



Minister for the Cabinet Office, Foreword	1
Executive Summary	3
Directors of Communication, Introduction	5
1. Our priorities in 2015/16	7
The Government narrative	7
On the side of working people	9
Spreading hope and opportunity	10
Bringing the country together	12
Britain in the world	13
Delivering for Britain	15
2. How we work	19
Our audiences	19
Governance and leadership	22
Resources and partnerships	24
GCS values	26
3. Building a world-class communications profession	27
Our aim is to be world-class	27
The GCS improvement programme	28
Communications functional leadership in 2015/16	29
Developing our professional and personal capabilities	29
Delivering a tighter GCS 'single service' operating model	29
Better internal communications and engagement	29
Raising professional standards	30
Increasing public service co-operation	30
Developing a Government-to-Government communications service	30
4. How we deliver value	31
What we do	31
Communicating successfully in 2014/15	32
Snapshot of GCS in 2014/15	41
Awards and recognition 2014/15	43



Foreword



Foreword by Rt Hon Matthew Hancock MP, Minister for the Cabinet Office, Paymaster General and Chairman of the Government Communication Service Board.

Five years ago, the Government committed to turn around the UK's economy. It wasn't easy. But working together, we took the tough steps necessary to reduce the UK's deficit by more than half and secure our recovery.

Now we need to work just as hard to build the stronger, brighter future our country deserves. World-class Government communications is an important tool to help us realise that potential.

We've already reduced Government spending on communications by half a billion pounds a year, but at the same time increased the effectiveness and capability of government communicators. It's a strong start, but we need to go further.

This plan sets out the communications approach we need to take to make that happen: focusing on Government priorities, promoting success, driving reform, strengthening our skills and digital capabilities and collaborating more closely together.

The focus of our effort is to ensure that every part of Britain benefits from the growing economy and that everyone who works hard gets the chance to succeed: supporting working people, spreading hope and opportunity, bringing the country together and securing Britain's place in the world.

Every pound we save makes our economy more secure; every efficiency frees up more to support society's needs; and every successful reform enables us to help more of our most vulnerable people and break down barriers to social mobility. These savings and reforms apply to Government communications too.

The continued strengthening of the Government Communication Service is central to delivering this, both as a functional leader and as a modern communications service working around the clock and around the world.

A handwritten signature in black ink, appearing to read 'Matthew Hancock'. The signature is fluid and cursive, with a long horizontal flourish extending to the right.

The Rt Hon Matthew Hancock MP
Minister for the Cabinet Office



Executive Summary

On the side of working people	
Spreading hope and opportunity	
Bringing the country together	
Britain in the world	
Delivering for Britain	



This is the GCS Government Communications Plan 2015/16.

It sets out the communications campaigns and programmes that will promote the Government's priorities in the year ahead and the Government Communication Service's (GCS) approach to improving the professional practice of communicators across Government.

As **Chapter 1** shows, this plan will guide and drive our work. The Government's **One Nation narrative** and its commitment to **helping working people, spreading hope and opportunity, bringing our country together** and **securing Britain's place in the world** must be at the heart of everything we do.

Alongside these core themes is the necessary business of public service information from helping to increase blood donations to improving road safety, as covered in **delivering for Britain**.

In total, **this plan details almost 80 communication campaigns** covering the whole range of Government's work. Total spending on Government communications is estimated to be around £263 million in 2015/16. We are focused on making them as cost-effective as possible. We have already reduced Government spending on communications, and total audited savings during the last Parliament amounted to £1 billion.

This plan issues a clear call to action that all of our communications with the public should be clear, helpful, professional and always evaluated to ensure value for money.

It outlines the standards by which Government communicators must produce, measure and track implementation of their communications every month and quarter, reporting on progress to Ministers and sharing successes and lessons learnt between our teams.

In addition, this plan marks a move away from department silos and towards a more unified, cross-departmental approach to deliver better value for taxpayers. **Chapter 2 identifies six core audiences for campaigns across Government:** families, young people, working age people, older people, businesses and international audiences. It also explains the governance of the GCS and reinforces the importance of our values.

The success of the GCS begins and ends with our people. In **Chapter 3, this plan describes next steps for the GCS improvement programme** to increase the effectiveness and capability of Government communicators in 2015/6.

Finally, in **Chapter 4, the plan reflects on what we achieved together last year**, communicating on a wide range of global and national issues such as tackling Ebola and helping people save money on their energy bills. It highlights the success of long-running campaigns such as the GREAT Britain campaign and showcases the awards communication teams working across Government and Arms Length Bodies won in the last 12 months.

The GCS is committed to build on these achievements, using this plan to explain to the UK public what their Government can do to help improve their lives and opportunities and deliver even higher professional standards across public service communications.

A full copy of this plan is available online at: <https://communication.cabinetoffice.gov.uk/government-comms-plan/>

Introduction from Directors of Communication



This fourth annual Government Communications plan sets out the main communications campaigns we will deliver as a profession in 2015/16 for the new Government.

The plan is written for an audience of Government communicators, but it also provides clarity about our work for partners and stakeholders of the Government Communication Service (GCS).

At the heart of the plan is the Government's One Nation narrative, which gives us a clear focus for the year ahead. As communicators, we need to demonstrate how our work furthers the four main themes within the narrative: helping working people, spreading hope and opportunity, bringing the country together and Britain in the world.

Effective communication also performs an essential role right across Government in every department and public body, just as it does in any organisation or service. So our plan is clear about the work we do to ensure that, every day, we deliver world-class campaigns to save and enrich people's lives.

Over the last year, we've seen the best of our work recognised across the world, with over 80 national and international awards. That success gives us the foundation to reach even higher and further this year and in the years to come.

To get there we have an ambitious improvement programme that will continue to improve our leadership and skills at all levels, commitment to innovation, digital expertise, internal communications and focus on behaviour change, insight and evaluation. Taken together, these will increase the quality and cost effectiveness of all we do.

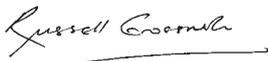
To be effective, we need the GCS to work even more closely together as a single service. This year, that means collaborating on the four themes in the narrative, focusing on our joint audiences and sharing our resources and experience wherever possible.

Whatever your grade, experience or job, as communications professionals we all have a role to play in helping Britain to succeed. Please read this plan, understand how your work contributes and do what you can to make our communications the very best they can be.

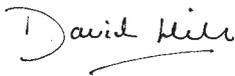
The Directors of Communication from the following departments have agreed this plan.



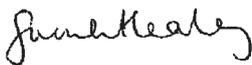
Alex Aiken
Executive Director of
Government Communications



Russell Grossman
Department for Business,
Innovation and Skills



David Hill
Department for Communities
and Local Government



Sarah Healey
Department for Culture,
Media and Sport



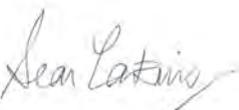
Paul Kissack
Department for Education



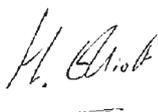
Carl News
Ministry of Defence



Rae Stewart
Department of Energy
and Climate Change



Sean Larkins
Department for Environment,
Food and Rural Affairs



Hugh Elliott
Foreign and Commonwealth
Office



Sam Lister
Department of Health



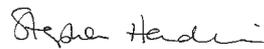
Simon Wren
Home Office



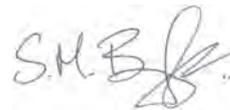
James Helm
Department for International
Development



Pam Teare
Ministry of Justice



Stephen Hardwick
Her Majesty's Revenue
and Customs



Simon Baugh
Department for Transport



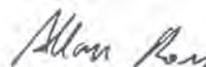
Conrad Smewing
Her Majesty's Treasury



Richard Caseby
Department for Work
and Pensions



Mark Larmour
Northern Ireland Office



Allan Ross
Wales Office



Flavia Paterson
Scotland Office

1. Our priorities in 2015/16



One United Kingdom

This Government narrative sets out the four main themes of the Government's work.

We are a one nation Government acting in the interests of the whole country. We will ensure that every part of Britain benefits from a growing economy and that everyone who works hard gets the opportunities they need to succeed.

On the side of working people



Finish our long-term economic plan so we provide security for working people at every stage of their lives. That includes the dignity of a job, the security of a pay cheque, the chance of a home of their own and a decent, well-earned retirement.

In the last five years we've taken the tough choices to drive down our borrowing, make our business taxes competitive and reform welfare. We will continue to move to a higher wage, lower tax and lower welfare society, building a more productive Britain and giving families the security of well-paid work.

Britain deserves a pay rise, so we will establish a new national living wage, compulsory as of next April, expected to reach £9 an hour by 2020. This will benefit 6 million workers, and boost pay for those on the Minimum Wage by £5,200 by 2020.

We will help create two million more jobs and three million more apprenticeships.

We will continue to raise the personal tax allowance, guarantee a five-year tax lock and offer 30 hours of free childcare a week for three and four year-olds to support working families.

We will build thousands more homes and extend the Right to Buy to Housing Association tenants. And our pension reforms will give those ready to retire the security and independence to plan for their future.

Spreading hope and opportunity



We will build a truly compassionate society with security and opportunity at its heart, helping those who have the least.

We want every child to receive the best education possible. If a school is coasting or failing, we will step in, turning it into an Academy. We will also open 500 more Free Schools.

Our welfare reforms will help more people into work and reduce the household benefit cap to £23,000 in London and £20,000 in the rest of the UK. And we will continue to increase investment in our NHS to help your family stay healthy and make it a truly seven-day service equipped to meet future challenges.

Bringing the country together



Whether it's through closing the economic gap between the North and South or tackling head on the big questions about our identity and union, we are determined to unite our country as one.

We will build a Northern Powerhouse and give our cities more control over transport, housing, skills and healthcare with elected metro mayors. We will devolve more power within our family of nations to Scotland, Wales and Northern Ireland and introduce English Votes for English Laws to ensure a fair deal for every part of the UK.

And we will hold a EU Referendum to allow the British people to decide if Britain should be in or out of the European Union.

Britain in the world



As a global leader, we will ensure Britain is a major player on the world stage – keeping our people safe, promoting prosperity and projecting our values.

Britain has always been resolute in the defence of liberty and the promotion of stability around the world. And under this government it will always remain so. We have guaranteed a real increase in the defence budget every year and defence spending will meet the NATO pledge of two per cent of our national income for the rest of this decade.

Britain plays a leading role in the world whether it's by saving lives in the Mediterranean, training the Iraqi army, Afghan officers or flying patrolling missions over the Baltic. Britain leads in providing humanitarian assistance in response to typhoons, tsunamis or earthquakes or medical emergencies such as Ebola.

We will tackle extremism and defeat those who threaten our country, remaining at the forefront of the NATO alliance and maintaining our world-class armed services with the equipment and capabilities needed to deliver security for Britain in an unstable world.

Because prosperity around the world helps create security at home, we will continue to strengthen our relationships with global partners, including China and India, working to solve the big economic, humanitarian and security challenges of our age.

On the side of working people



“It means giving everyone in our country a chance – so no matter where you’re from, you have the opportunity to make the most of your life.”

The Prime Minister,
David Cameron, May 2015

The Government’s long-term economic plan gives working people a chance to get on, offering them security and opportunity at every stage of their lives.

Government communicators will continue to support the delivery of that plan – explaining and promoting through a variety of channels, including targeted digital activity, how Government is helping to boost growth, inspiring confidence in Britain’s economy and ensuring that everyone who works hard has the chance to get on in life.

Earning a decent living

Together, we will encourage UK businesses to create two million new jobs leading to full employment and promote enterprise to ensure that if someone has a great business idea they can realise their ambitions.

The **Department for Business, Innovation and Skills (BIS)** and its partners will continue to boost the public’s perceptions, awareness and attitudes towards learning while you earn: enabling more young people to get the skills they need, with three million more Apprenticeships.

The **Department for Work and Pensions (DWP)** will engage with companies to help the long-term unemployed and those with talent and potential, but the least advantage when applying for jobs, get back into work.

We will explain and secure support for the Government’s plans to make the trade unions process fit for the twenty first century and give employers greater flexibility.

Helping your family

The **Department for Communities and Local Government (DCLG)** will raise awareness of the Government’s plans to extend the Right to Buy scheme to more Housing Association tenants and champion the building of thousands more affordable homes.

To support working families, **DWP** and the **Department for Education (DfE)** will publicise the Government’s increased offer of 30 hours free childcare a week for three and four year-olds.

The **Department of Energy and Climate Change (DECC)** will help consumers get a better energy deal, as well as promoting energy efficiency to keep bills low and tackle fuel poverty.

Putting money back in your pocket

We will inform the public about **HM Treasury’s (HMT)** plans to increase the 40 pence tax threshold, introduce a tax lock and, by 2020, raise the personal allowance to £12,500 and establish a new national living wage.

HM Revenue and Customs (HMRC) will promote its work to reduce tax avoidance, evasion, fraud and organised crime.

Investing in your future

This Government will continue to push the economic case for investment in Britain's infrastructure. This includes increasing public awareness and support for Government funding the biggest rail modernisation programme since Victorian times, the most extensive improvements to our roads since the 1970s and a landmark future decision on a new runway in the South East.

We will promote the savings that our commuter rail fares cap will bring for the life of this Parliament.

The **Department for Culture, Media and Sport (DCMS)** will build on its work to increase public take up of superfast broadband.

Enjoying a more secure retirement

This Government will empower more people to save for the retirement they want with communications to support the introduction of the new single tier pension and use of pensioner benefits such as free bus passes, and State Pension Top Up.

We will also positively influence micro and small businesses to sign up for workplace pensions. **HMT** will communicate the benefits for families of raising the Inheritance Tax threshold to £1 million.

Spreading hope and opportunity



“My government will legislate in the interests of everyone in our country...helping working people get on, supporting aspiration, giving new opportunities to the most disadvantaged...”

The Queen's Speech, May 2015

Across communication channels, we will publicise and explain our Government's work to help more people secure the better future they want. We will inform and inspire people to make the most of their talents, get the skills they need to realise their full potential and seize the opportunities available to progress.

Ensuring opportunity and aspiration for all

As we move towards full employment, the **Department for Work and Pensions (DWP)** will provide practical information and support to help more people with disabilities to join the workforce.

The **Ministry of Justice (MoJ)** will encourage more offenders to participate in schemes to develop their skills and boost their employability.

Our whole Government will provide targeted information and help to those most in need or at risk, giving them the chance to rebuild their lives and get on. This includes using communications to promote social mobility and support integrated communities through our country.

Department for Communities and Local Government (DCLG) will continue to promote the Troubled Families programme and its innovative approach to reforming services for vulnerable people.

The **Government Equalities Office (GEO)** will build on its work to maximise women's contribution to the economy. This includes increasing transparency to help close the gender pay gap and encouraging more women to take up roles in public life and pursue careers in science, technology, engineering and mathematics.

Departments across Government will use communications to help improve opportunities for black and minority ethnic (BME) people to progress across society. This includes increasing the numbers of BME students going to university, workers in employment, apprentices, police officers and successful entrepreneurs.

Empowering our young people

We want our young people to have the ambition, knowledge and skills they need to succeed in the future. The **Department for Education (DfE)** will engage and work with teachers, parents and other essential stakeholders to make sure that more children receive the best possible education, raising standards across the board and empowering communities to establish more Free Schools – so families have more choice.

The **Department for Business, Innovation and Skills (BIS), DfE, the Skills Funding Agency (SFA), Cabinet Office (CO), DWP and the Ministry of Defence (MOD)** will encourage and empower more young people to succeed. This includes increasing their awareness and access to good quality employment, work experience, traineeships, further and higher education and exciting opportunities such as the National Citizen Service and the Cadet Forces.

MOD will also continue to increase awareness and understanding of the breadth of career opportunities available in our Armed Forces, so we recruit outstanding young people to serve our country.

Reforming welfare

DWP will increase public understanding of our welfare reforms such as the new benefit caps, roll out of Universal Credit and changes to housing benefit, reinforcing the message that work always pays, helping everyone benefit from the dignity of a job and ensuring that those most affected by our reforms are informed and prepared.

Creating a healthier Britain

As we work towards an ever safer, more transparent and responsive NHS, the **Department of Health (DH)** and its partners will explain and enable our vision of a seven-day health service with stronger out of hospital care, and champion patient power through greater openness across the health and care system.

Our campaigns will work to encourage healthier living and tackle issues such as obesity and diabetes, drive up standards of safety and reduce stigma in mental health. We will support the Government's commitment to the NHS's five-year improvement plan, promoting high quality, efficient care now and for future generations. We will also support efforts to raise standards through digital technology and will champion research and innovation to keep the NHS at the forefront of medical science.

Improving social justice

Together, we will continue our vital work to eliminate violence against women and girls. The **Home Office (HO)** will raise awareness of the mandatory reporting of female genital mutilation (FGM) and with the **GEO** will help young people to identify the differences between consent and coercion within relationships.

MoJ will explain the need for the Government's court reform programme.

Bringing the country together



“I want to bring our country together, our United Kingdom together... one United Kingdom.”

The Prime Minister,
David Cameron, May 2015

We are a family of nations and, across Government, we will work in partnership with the **Scotland Office, Wales Office and Northern Ireland Office** to reach out and engage with people living in every corner of the United Kingdom.

Together, we will explain and promote the benefits of the union, increasing the understanding and confidence of our key audience groups in England, Scotland, Wales and Northern Ireland that the UK Government is working to make their lives better.

Strengthening our communities. Having pride in those who serve

We will demonstrate how the Government is working to keep all of our people safe – building stronger communities, improving social cohesion and protecting you and your family by tackling all forms of extremism.

The **Department for Communities and Local Government (DCLG)** will continue to encourage the use of Community Rights that enable individuals and communities to take more control over their local area, including what happens to local amenities, how local services are delivered and how new development is planned.

The **Home Office (HO)** will continue to influence and persuade police officers, police staff, the public and stakeholders to support and deliver police reform. We will communicate how we are reducing bureaucracy, improving local accountability, transparency and scrutiny and giving the men and women who serve in our police forces the discretion and freedom to keep our society safe.

HO will use communications to support Government's objective of controlling immigration, ensuring people do not illegally remain or enter the UK. We will support the new Immigration Bill by reiterating how we are removing access to services for those who have no right to be here.

The **Ministry of Defence (MOD)**, with other departments, will work hard to ensure that our servicemen and women, past and present, feel valued by government and society. This includes activities to promote the Armed Forces Covenant and strengthen public recognition of the importance of our Armed Forces at a national and local level with events such as Armed Forces Day and VJ Day.

MOD, with the **Department for Culture, Media and Sport (DCMS)** and **DCLG**, will commemorate the centenary of World War One and other important national occasions including Remembrance.

Building a union for the twenty-first century

In all our communications, we will show how our one nation Government is building a union for the twenty first century. We will increase awareness and understanding that we are delivering on our promises to devolve more powers to Scotland and Wales and create a Northern Ireland where politics works.

We will also explain how this Government is addressing the issue of English votes on England-only matters and communicate the impact that this work will have on people's daily lives throughout the UK.

Securing real change in our relationship with Europe

The public wants to see a real change in our relationship with Europe. In the coming months, we will provide communications support to the renegotiation of our country's ties with the EU to secure the best deal possible for the UK and plan for the EU Referendum by the end of 2017.

Making government work better for you

Cabinet Office (CO) will continue to strengthen public and employee buy-in to our programme of Civil Service Reform, working across Whitehall departments to improve services and value for money. Departments who engage directly with the public will maintain their relentless focus on cutting unnecessary red tape, educating people on the importance and benefits of this work.

Closing the gap between North and South

Working in collaboration, we will publicise our work to boost growth and make sure every part of our country prospers. We will engage with national, regional and local partners to create a Northern Powerhouse that can compete with the world's leading cities and close the gap between North and South.

The **Department for Transport (DfT)** will inform and strengthen public support for its high speed rail programme and consult on the next stage of the High Speed 2 programme.

DCLG will carry on its campaign to devolve more powers and budgets to local communities across our country, including through metro mayors and devolution deals. It will promote the opportunities that Enterprise Zones and coastal communities provide for rebalancing the economy and the important role Local Enterprise Partnerships play in driving forward local growth.

Britain in the world



“We will ensure Britain is a major player on the world stage, using diplomacy to protect your interests, uphold British values and tackle threats to your security and prosperity.”

The Prime Minister,
David Cameron, May 2015

Our Government will keep the British people informed about the vital work we do in their name across the globe to promote our prosperity, protect our security and project our values in a complex, unstable world. We will use our global diplomatic network to promote the rules-based international system in support of these goals.

Across Government, our communication activities will support Britain's role as a world leader, working both bilaterally and through multilateral organisations such as NATO, the EU, the UN and the Commonwealth to help tackle some of the biggest global problems of our age. This includes our work to combat climate change, leading international efforts to get a global deal.

Departments working to deliver this strategy will include the **Foreign and Commonwealth Office, Ministry of Defence, Department of Health, Department of Energy and Climate Change, Home Office, Department for International Development** and the **Department for Business, Innovation and Skills**.

Security

We will work to address the evolving threats of terrorism and extremism, combating ISIL's narrative and discrediting its violent ideology in Iraq, Syria and the broader region as appropriate. We will work to build support for an inclusive political solution in Syria and for the government of Iraq's programme for political reform. In the UK, we will inform and reassure the public, as we work with our allies to drive back, dismantle and destroy ISIL and what it stands for, showing how our actions keep us more secure here in the UK.

In parallel we will continue to support the government of Afghanistan in its fight against terrorism, and generate understanding and recognition for the UK's role in supporting the national dialogue and political process in Libya.

We will ensure that the British people understand the work of the Armed Forces, diplomatic missions and development staff and others to make our world safer, including preventing migrant deaths in the Mediterranean and supporting emerging priorities across the Middle East and North and West Africa.

We will work to combat the impact of disinformation by Russia in Eastern Europe, build demand for pro-EU reform in Ukraine, increase support in EU/NATO states for Ukraine and ensure that the UK public is fully informed of the UK's stance.

We will explain to the public the role of NATO and the part the UK plays in ensuring that it protects our NATO allies, including in the Baltics and Eastern Europe.

We will provide practical information, essential advice and vital support in times of crisis to Britons travelling or living abroad. We will plan and refine communications responses in the event of any future pandemic or other emerging global health emergencies.

We will ensure that our work on important consular issues such as forced marriage and parental child abduction is understood and valued.

Prosperity

Our work to secure stability abroad helps increase prosperity at home, through trade and inward investment. Working together, we will build on the success of our popular GREAT Britain campaign, promoting the UK as the place to do business, visit or study.

In particular, this year, we will focus on helping more British businesses to increase their trade abroad – generating jobs and prosperity for all. We will deliver an effective campaign on EU/US free trade to support this.

We will demonstrate the impact that defence spending on equipment and infrastructure has in supporting vital skills and industry expertise.

We will renew and promote our work to support, develop and protect Britain's Overseas Territories, ensuring they and their people can thrive in the future.

Values

We will promote British values and the rules-based international system through the full range of our communication activity. The UK is recognised as a world leader in international development, and we are shaping the new sustainable development goals to be agreed this year.

Through our influence, investment and communications, we will keep working to create a world that, over time, is healthier, more stable and increasingly prosperous to end aid dependency through greater trade and jobs.

As part of this work, we will continue to take a lead in humanitarian and disaster relief, educating and reassuring the UK public, protecting Britain and helping countries tackle major emergencies that put their stability at risk.

We will drive campaigns mobilising support for implementing international commitments to provide opportunity and equality for girls and women, ending female genital mutilation and combatting child, early and forced marriage, and to eliminate sexual violence in conflict across the globe.

Delivering for Britain



“We will finish the job of turning the economy around and doing what I call the bread and butter of good government... offering people the security they need to get on in their lives.”

The Prime Minister,
David Cameron, June 2015

Effective communication performs an essential role in Government just as it does in any organisation or service. In addition to our priority campaigns, a lot of what we do is focused on ensuring that, every day, the business of Government continues to run smoothly and our people stay healthy, safe and well. The role of communication can be summarised through four essential outcomes of our work:



Changes in behaviours that benefit individuals and society



Operational effectiveness of public services



Reputation of the UK and responding in times of crisis



Explanation of the Government's policies and programmes

Here is a snapshot of the essential Government communications support we'll be delivering this year. Britain simply wouldn't work without it.

Changes in behaviours that benefit individuals and society

Our communications have a vital role in encouraging people to make positive changes and to make them safer as a result. For example, in 2015/16:

- The **Department for Communities and Local Government (DCLG)** in partnership with England's fire and rescue authorities, as well as a number of other commercial and not-for-profit partners, will work to make more households safer from accidental fire in the home through our Fire Kills campaign. By persuading householders to test their smoke alarms regularly and adopt other fire safe behaviour the campaign has helped reduce deaths and injuries significantly over the last few years and we are determined to see this trend continue using behavioural insights.
- **Department for Transport (DfT)** will aim to influence behaviour to help reduce the number of people killed and injured on our roads every year through the THINK! Road Safety campaign. Our drink drive campaign will reinforce the social unacceptability of drink driving. Our drug drive campaign will increase the perceived risks of getting caught and our speed on country roads campaign will encourage drivers to take bends on rural roads more slowly.
- **Highways England** will promote safer driving on our highways to achieve year-on-year reductions in casualties and a 40% overall reduction by 2020.
- **Network Rail** will improve passengers' journeys by providing more timely information on forthcoming maintenance works.

- **NHS Blood and Transplant (NHSBT)** will use their campaigns to increase the number of people open to blood donation, encouraging people to register and donate so that hospitals in England and North Wales have access to over 1.7 million units of blood and 250,000 units of platelets a year for patients needing life-saving emergency care, operations and cancer treatments. It will also campaign to increase the number of people on the Organ Donor Register, specifically people who are from Black and Minority Ethnic (BAME) groups, older and lower socio-economic groups.
- **Public Health England (PHE)** will continue their Ageing Well programme to encourage older people to engage with their health, with a focus on driving early diagnosis among the over 50s through campaigns to reduce avoidable, premature mortality.
- The **Department of Energy and Climate Change (DECC)**, with Smart Energy GB, will raise awareness and promote smart meters so that every home and business in the country has a smart meter by 2020. **DECC** will also promote the benefits of energy efficiency and raise awareness of Britain's long-term commitment to low carbon technologies. **DECC** will increase public understanding about the importance of having safe and secure energy supplies.
- **DfT** and the **Department for Business, Innovation and Skills (BIS)** will work together to promote the uptake of ultra low emissions vehicles to help achieve the Government's aim for every car and van to be zero emissions by 2050.

Operational effectiveness of public services

Our communications also make a major contribution to the ongoing operation and efficiency of essential services. For example, in 2015/16:

- **Department for Education (DfE)** will continue their successful campaign to recruit 35,000 new entrants annually to teacher training. The focus will be on encouraging more people to train in priority subjects: physics, maths, chemistry, languages, geography, design and technology and computing. The campaign will also target potential candidates for early years training places, which remain a government priority.
- **HM Revenue and Customs (HMRC)** will make it easier for people to get their tax right and make it harder for the dishonest minority to cheat the system, by introducing new digital services and exploiting data to crack down on tax evasion, avoidance, fraud and organised crime. HMRC will also help people to get the correct tax credits and child benefit payments, reducing the levels of overpayments, fraud and debt. Their campaigns will ensure that more customers renew online and on time and are aware of the consequences of non-compliance.
- The **Department for Work and Pensions (DWP)** will continue their campaign to get even more people saving into a workplace pension and encourage people to save more in order to achieve security and dignity in retirement. And **the Pensions Regulator** will ensure that employers are aware of and comply with their responsibilities under the scheme.
- **National Savings and Investments (NS&I)** will raise awareness of Premium Bonds, including the increase to the Premium Bonds maximum holding limit from £40,000 to £50,000 as announced in the March 2014 Budget, plus promote and increase usage of **NS&I's** secure digital channels.

- The **Department of Health (DH), PHE and NHS England** will continue their campaign to reduce demand on the NHS by promoting appropriate use of NHS services by ensuring people take up their free flu vaccine and use NHS services wisely.

Reputation of the UK and responding in times of crisis

Communications also helps to advance our domestic and international reputation, publicise our civic values and resource our Government's ability to respond to unexpected events. For example, in 2015/16:

- **Ministry of Defence (MOD)** will maintain their campaigns to recruit and retain sufficient, capable and motivated people across the Royal Navy, Army and RAF regular forces and reserves. Their plans will aim to make it easier for the right quality of applicants to start their recruitment journey; help high quality applicants move along their recruitment journey; and encourage the right people to complete the final steps to application. The Government will also promote the aims and benefits of the Armed Forces Covenant, helping the public to understand their role and increase awareness and understanding of the nation's commitment to service personnel, veterans and their families.
- The **Foreign and Commonwealth Office's (FCO)** "Know Before You Go" campaign will continue to help protect British travellers by encouraging positive behaviour change, such as taking out travel insurance before they go abroad, and improve their knowledge of consular services if they need assistance while out of the country.

- The **Environment Agency** will increase public awareness and understanding of flood and coastal erosion risk and empower more people to take simple precautions to prevent their homes, business and communities being damaged by flooding.
- The **Department for Environment, Food and Rural Affairs (DEFRA)** will also raise awareness of animal and plant diseases and pests to maintain healthy animals and plants and sustainable forests, and increase understanding among farmers and livestock keepers of the benefits of taking measures to improve on farm biosecurity as a way of reducing the risk of tuberculosis (TB) outbreaks.
- **DEFRA** will limit the spread of invasive species in the UK by encouraging water sport enthusiasts and water users to check, clean and dry their equipment and highlighting the threats posed to British biodiversity by invasive aquatic plants.

Explanation of the Government's policies and programmes

Communications often needs to work hand in hand with the Government policy programmes to ensure members of the public understand changes that benefit and protect them. For example, in 2015/16:

- The **Home Office (HO)** will educate and inform small and medium-size enterprises (SMEs) and individuals to adopt safer online behaviours, such as using three random words to form a secure password, installing and using security software on all devices and downloading software and app updates as soon as they appear.
- **DEFRA** will raise awareness of plans to introduce a 5 pence charge for single use plastic carrier bags, due to come into effect in October 2015 and reduce the use of these bags to help protect the environment.

- **DEFRA** will also ensure more dog owners understand and comply with the mandatory obligation for all dogs to be microchipped by 2016, helping to promote animal welfare and reduce the cost to the taxpayer of dealing with stray dogs.
- The **Nuclear Decommissioning Authority (NDA)** will help to make sure that local communities and key stakeholders understand the decommissioning programme and that public confidence is maintained in nuclear as a source of energy.
- **DH** will raise the level of public understanding of how social care funding works and encourage more people to plan financially to meet future care costs in old age.

We will continue to apply the CORE principles in all of our communications in 2015/16.

2. How we work



Our audiences

Understanding our audiences is essential to our communications having an impact. By finding out more about our audiences' attitudes, habits and preferences, we can help ensure our communications are suitable, relevant and meaningful.

One of our ambitions for 2015/16 is to align all Government communication activity more consistently by target audience. This means knowing more about who we are communicating with – and when – across departments. It also demands we become more consistent in the methods and techniques we use to reach these audiences. The benefits of us working in this way include:

- **Building an evidence base** of what techniques we know work best with different audiences.
- **Sharing valuable insight** about these audiences across different government departments.
- **Replicating communication approaches** we know work with audiences across different campaigns.
- **Better scheduling** for when we communicate with audiences throughout the year to help avoid duplication.
- **Saving money** by commissioning fewer, cross-cutting studies to understand audience habits.

What we're doing

We have already established a **new, dedicated audience insight function** to support this work in the Government Communication Service. This team will help commission audience research for new Government campaigns, monitor important trends across the communications industry that impact upon our work and help to share best practice on current audience insight across the GCS profession.

We are also creating a **cross-government insight network** to enable government insight professionals to share knowledge and ideas for communicating with specific audiences. The network will also identify ways in which departments can collaborate more closely on 2015/16 campaigns.

Evaluating our communications

Government communicators are expected to demonstrate the impact of everything they do – evaluating their work and ensuring that their campaigns, media relations and other activities are as effective as possible.

This is done by applying the GCS performance measurement framework which highlights the need for communications objectives to be aligned to strategic priorities, contain a mix of input, output, outtake and outcome metrics and comprise a mix of both financial and non-financial data. Evaluation of large-scale campaigns is carried out on a regular basis to monitor the impact, allowing communicators to continually refine what they do.

What we know

Most government campaigns are aiming to reach **one of six** audience groups.

As Government communicators, we know that the ways in which these audiences consume information are changing, and recent GCS studies of young people, older people and small businesses found:

- New technologies and a more fragmented media landscape are giving these audiences more control over when and how they access content. As a result, we need to work harder to break through the noise and engage with these groups.
- There are greater time pressures and competing demands on our audiences than ever before, meaning our communications have to be as relevant and engaging as possible.
- Societal factors like longer life expectancy, changing family make-up, household structure and shifts in traditional life 'stage' now demand more sophisticated segmentations of our audiences.



Our communications need to reflect and keep pace with this revolution, for example:



More people in the UK now read news on their PC or personal mobile than in print, while 85% of people get their news from television.



YouTube has a greater monthly reach among 15 to 34 years olds than terrestrial or Freeview channels like ITV, Channel 4 or E4. Younger people also listen to less live radio than adults.



Over two-thirds of UK adults now own a Smartphone. Smartphone ownership is in fact now growing most quickly among the over 55s.



Close to nine out of ten UK adults are able to go online anywhere (often via their smartphone), compared to six in ten UK adults in 2005.



Nearly three quarters (72%) of internet users now have a social media profile, compared to 22% in 2007. 81% of this audience uses social media at least once a day, up from 30% in 2007.



The most marked increase in social media usage over the last eight years has been among 35 to 44 year olds, a 68% increase from 12% in 2007 to 80% today.

In line with this, the GCS **7 Trends in Leading-edge Communications report**, produced with Ipsos MORI and Google, has highlighted several specific communication challenges for us to address in 2015/16:

1. Integrating our communications to work seamlessly across offline and online channels.
2. Using the power of storytelling to create an engaging, emotional connection with audiences.
3. Ensuring our content is relevant, personalised and delivered at the right time to maximise interest.
4. Creating shareable, 'snackable' content to encourage audiences to re-transmit campaign content.
5. Harnessing the influence of digital influencers, such as online vloggers, to build trust and reach.
6. Building emotional connections with our audiences to maximise the impact of our campaigns.
7. Communicating a clear social purpose in our Government messaging for audiences to identify with.

Together, we need to be more aware and monitor which audience groups we are all communicating with in 2015/16 and ensure that our campaigns collectively deliver as much cut-through, consistency and value as possible.

For more information, please contact insight@cabinetoffice.gov.uk

Governance and leadership

The Government Communication Service (GCS) Board

The GCS Board oversees the work of the GCS. It comprises Ministers, senior members of the GCS community and two non-executive Directors, with private sector communications experience, and is chaired by the Minister for the Cabinet Office.

The GCS Board meets four times a year. Collectively, it identifies and agrees high-level objectives; approves the annual Government communication plan; challenges performance and activity against the plan and Government narrative; advises departments and the wider Government community including Arms Length Bodies (ALBs) and agencies; mediates, where necessary, on cross-Government communication issues; and provides assurance to Cabinet that the GCS is delivering against its objectives and targets.

This includes ensuring that the GCS designs and implements a comprehensive annual Government communication plan, which contributes to the delivery of the Government's policy priorities and operates in line with best practice – able to respond appropriately to risks and crises and deliver its communications in an effective and efficient way.

The Directors of Communication Group

Every four weeks, senior leaders from across the GCS meet as part of the Directors of Communication (DoCs) Group. The Group is chaired by the Executive Director of Government Communications.

Together, they set the direction of Government communications, using intelligence and analysis to plan for the future; make recommendations to the GCS Board; capture and consider ideas from Government communicators and other stakeholders; contribute to and finalise the annual Government communication plan; and ensure Government communicators work together efficiently, supporting delivery of the GCS Plan, policy priorities and the effective use of communications resources across Government.

Providing visible leadership to the Government communications profession, the DoCs agree and strengthen professional skills in the GCS – championing professional development and cultivating talent management. The group also provides feedback and communicates actions for delivery to the Heads of Media, Communications, Internal Communications and Digital and other stakeholders across Government, Arms Length Bodies and our partners.

Our senior leaders

The GCS aims to create an environment in which every Government communicator can build on their skills and realise their full potential, delivering the best communications possible. And every senior leader has a responsibility to encourage great performance, provide visible leadership and direction and nurture talent and creativity in their teams and our organisation as a whole.

The Civil Service Leadership Statement reinforces this point, requiring our leaders to be inspiring about our work and its future; confident in our engagement and empowering our teams to deliver. In addition to this, the GCS Leadership Conference identified that every GCS Leader should develop and embody eight core behaviours:

- **Ask yourself** “What do you need?” and “What have you done for your profession”.
- **Remember** we are stronger together – one team of Government communicators.
- **Stop** what isn’t working.
- **Be empowered**, take risks and have the courage of your convictions.
- **Help** embed capability where it is lacking.
- **Share** your stories of best practices, savings and success.
- **Listen** to your internal and external audiences. Know what makes them tick.
- **Show** your work, evaluate results and evidence the impact.

Our people

We are Government communicators working in support of 17 ministerial departments and over 300 agencies and public bodies. Together, we aim to deliver world-class communications across a range of disciplines.

As an organisation, we are committed to promoting equality and diversity across the GCS to ensure that we fully reflect, understand and represent the needs and experiences of the public we serve.

And we will continue to ensure transparent, open recruitment processes, accessibility and inclusivity to attract, retain and support the best talent for the job, regardless of background or circumstance.

Resources and partnerships

We know that working with partners helps us to increase the reach and impact of our communications more cost effectively and, in 2015/16, we are committed to strengthen these collaborations even further.

- Other public bodies and partners such as Local Enterprise Partnerships will be an important means of reaching targeted audience groups, such as specific professions, stakeholder groups and representative bodies.
- As well as a vital audience in themselves, businesses and trade bodies will continue to be a key intermediary in communicating our messages widely across the UK.
- Local authorities will remain a vital delivery partner in communicating our messages regionally and locally and helping us to customise our content.

Below are some examples of the innovative work that communications professionals across the GCS delivered last year with our partners.

Delivering our activities at greater scale

Before the **GREAT Britain** campaign, which brings together the international growth promotion activities of Government departments and organisations, there was no consistent approach to country branding or promoting the UK overseas. Instead, UK Government organisations promoted the UK using their own brands, logos and names.

As of March 2015, GREAT had 202 private sector partners and 164 high-profile individuals endorsing the brand, attracting £68 million in sponsorship including both cash and benefits in kind, alongside the Government's own £113.5 million GREAT campaign investment.

Make our campaign budgets go further

The Department for Culture, Media and Sport (DCMS) has found partners vital in extending the reach of the **Superfast Broadband campaign**. The campaign aimed to increase awareness of the benefits and availability of superfast broadband and encourage small and medium size enterprises to take up the Connection Voucher Scheme.

By working with BT and Virgin, DCMS were able to extend the media reach of campaign, with Virgin directly referencing the Government campaign in its marketing. DCMS's partnership with the British Chambers of Commerce helped them to publicise the campaign to over 92,000 businesses at no cost and DCMS's provision of materials for local authorities to use in promoting superfast broadband were well received, with over 600 downloads of the toolkit assets.

Sharing costs and saving money

Match funding arrangements with our partners can help increase our collective spend on Government communications. For example, the Department for Transport's **Go Ultra Low** campaign exists to help motorists understand the benefits, cost savings and capabilities of the wide range of ultra low emission vehicles (ULEVs) on the market, in order to increase purchase consideration and ultimately sales of ULEVs.

The collaborative campaign is the first of its kind, bringing together a consortium of seven leading vehicle manufacturers (Audi, BMW, Mitsubishi, Nissan, Renault, Toyota, and Volkswagen) who each contributed £250,000, match funding the Government's contribution for a total campaign of £3.5 million.

The campaign has been successful in increasing public acceptance and reducing misconceptions of ULEVs – 50% of campaign recognisers said the campaign has changed the way they think about ULEVs and 54% said they would now consider buying an ultra low emission vehicle.

The campaign is also helping establish the UK as a world leader in ULEVs – between 2013 and 2014 there has been a 304% year-on-year increase in low emission vehicle sales, demonstrating the Government is well on its way to achieving its vision that almost every car and van in the UK will be an ultra low emission vehicle by 2050.

Having a greater impact with our target audiences

Partnering with organisations and channels regularly used by our target audiences can help our messages have greater salience.

Sham marriages (or marriages of convenience) and sham civil partnerships – where the marriage or civil partnership is contracted for immigration advantage by a couple that are not in a genuine relationship – pose a significant threat to UK immigration control. The Home Office (HO) estimates 4,000 to 10,000 applications a year to stay in the UK are made on the basis of a sham marriage or civil partnership.

HO's **Sham Marriage campaign** wanted to increase awareness among registrars of their duty under the 2014 Immigration Act to report suspected such marriages. By partnering with wedding industry providers and faith groups, and providing content for them to use and adapt in their magazines and newsletters, HO were able to deliver this activity at low cost and reach audiences with a vested interest they might not have otherwise had contact with.

Information in wedding magazines reached close to a million people and helped contribute to over 2,000 reports of suspected sham cases between July and December 2014 – up by over 80% compared to the same period the year before (1,099 reports).

Tapping into local knowledge and expertise

Local engagement and partnership work can help our messages to have better resonance. In communicating its **Universal Credit programme**, Department for Work and Pensions (DWP) partnered with the Local Authority Communication Network (LACN) to help explain how the local roll-out will work and answer specific questions local council teams might have.

To date, around 50 local authorities have attended the monthly LACN to share good practice, with numbers continuing to increase. Evaluation in March 2015 showed over 90% found the local Universal Credit resources provided helpful, more than 80% found the meetings themselves helpful and nearly two-thirds agreed or strongly agreed that they felt more confident about communicating Universal Credit to others as a result.

GCS values

The GCS operates as part of a modern, diverse and open Civil Service: working hard to explain, promote and deliver the UK Government's policies and programmes.

We're always looking for the most cost-effective and innovative ways to do that job well. But no matter how much our technologies, processes or people may change, one thing remains constant: our commitment to uphold the values of the Civil Service in everything we do.

That means that, at all times, we work with: integrity, putting the obligations of the public service above personal interests; **honesty**, being truthful and open; **objectivity**, basing advice and decisions on rigorous analysis of the evidence **and impartiality**, acting according solely to the merits of each case and serving Governments of different political parties equally well.

For more detailed guidance, please read:

- **The Civil Service Code** – which sets out the standards of behaviour expected of all civil servants; and
- **Government Communication Service Propriety Guidance** – which defines how civil servants can properly and productively present the Government's policies and programmes.

These are available online here: <https://gcn.civilservice.gov.uk/guidance/propriety-and-standards/>

At the most basic level, the following principles should be applied, regardless of the discipline, to every piece of Government communication:

- The communication should be relevant to Government responsibilities.
- The communication should be objective and explanatory, not biased or polemical.
- The communication should not be – or liable to be – misrepresented as being party political.
- The communication should be conducted in an economic and appropriate way, and should be able to justify the costs as expenditure of public funds.

3. Building a world-class communications profession



Our aim is to be world-class

The goal of the Government Communication Service (GCS) is to set world-class standards in public service communication, supporting Ministers' priorities, improving people's lives and enabling the efficient and effective operation of our public services.

We will achieve this by building a more skilled, unified and productive profession – one that is always seeking to innovate and adopt global best practice. And we will measure our progress and commit relentlessly to evaluation, accountability and improvement.

Our principles for best practice

The principles that drive our work are:

- Communicators should act as leaders – confident, inspiring and empowering.
- Our communications will be audience-focused and leverage customer insight.
- Digital and, in particular, social will be at the heart of our content.
- Our communications will not only transmit key messages, but also generate a two-way conversation with our audiences.
- We will strive to increase our productivity and work to be ever more cost effective.

Radical solutions for increasing excellence and productivity

More than ever before, Ministers are asking us to secure maximum value for the taxpayers' money in everything we do. This demands even stricter prioritisation of our communications budgets; better management of external suppliers; sharing our collective insight and expertise; using data and digital channels in more sophisticated ways and ensuring the rigorous application of our evaluation findings.

To this end, GCS is taking a longer-term look at its operating model to ensure the flexible and efficient deployment of resources. Our focus is on freeing up the movement of communicators and resources to where demand is greatest, expanding shared services to derive greater efficiencies, securing the right mix of grades and skills and ensuring less variation in quality and professional standards.

Work to address these questions, which will also involve aligning Whitehall departments and Arms Length Bodies' communication operations much more closely, is an essential part of the GCS improvement programme.

GCS improvement programme

The GCS improvement programme has been key to reforming our profession: to maximise the impact of our communications; promote the highest possible professional standards; pioneer and share best practice in internal and external communications; increase collaboration and coordination; improve business planning and eradicate inefficient and unnecessary spend.

Digital leadership

Nowhere are the possibilities and importance of this work more apparent than in digital communications. Due to the speed of technological innovation and growth globally, change is increasingly becoming the new normal. These themes are summarised in **'Communications Futures'**, a GCS paper published in July 2015.

It is important that we make the most of these opportunities, setting our own terms and rules and leading the field.

To do that, as a profession, we need to:

- Build digital capability in a planned and measurable way.
- Be creative. Try lots of new things, but have a plan when you try them. Make it easy to measure your success. Exploit your successes and fail fast – don't be afraid to stop doing things when something isn't working out.
- If you're using social media, have a strategy for growth and plan to get there. Having an online presence is just the beginning, not the end of the process. You should be setting and checking your progress against growth key performance indicators.
- Collaborate. We need to make the most of our talent. Press and digital teams should be fully integrated across departments, with all Government communicators working towards becoming digital natives.
- Standardise digital processes. From content planning to campaigns, we should continuously be developing templates that allow us to generate content quickly and make changes to what we do based on the lessons we learn.
- Use the digital automation of processes to drive savings and where possible reinvest these resources in new ways of communicating.
- Have a go and innovate. Free and cheap off the shelf tools compete for our attention in a very competitive market.

Communications functional leadership in 2015/16

In 2015/16, phase three of the GCS improvement programme will help us to ensure we strengthen the profession at an individual, organisational and profession-wide basis.

1. Developing our professional and personal capabilities

Functional leadership brings with it the obligation to invest in our people, our processes and our organisational culture, raise standards, maximise our skills and recruit and retain the best talent.

In addition to the in-house development support available in departments and executive agencies, through **Aspire**, we will provide bespoke training, learning opportunities and a programme of interactive events, alongside embedding the leadership statement in the wider GCS community to produce exceptional leaders.

This includes sessions ranging from beginner workshops to advanced-level master classes covering leadership, strategic communications, digital skills, evaluation, internal communications and other essential competencies for modern communicators.

Our **Early Talent Programme** is a two-year development opportunity for high potential employees, from AIO to SIO level, to develop their skills and behaviours in preparation for reaching Grade 7.

And **Inspire** is a two-year competitive programme open to people in G6, G7 and SCS1 grades. Successful applicants must demonstrate existing strong performance and considerable potential for future senior leadership roles.

The project will include a new strand on diversity with the aim to promote the positives of diversity to the GCS. It will also build on the centralised recruitment programme already in place, including fast-stream recruitment, to ensure that GCS can benefit from a greater breadth of incoming talent.

2. Delivering a tighter GCS 'single service' operating model

The project will ensure that GCS is able to put in place a more productive, effective and innovative Government communications capability by delivering a 'single service' operating model for the profession that raises standards and provides tighter governance. More direct controls would oversee a spending cap (trialled as a shadow cap in 2015/16).

The project would also initiate the implementation of the 'Modern communications operating model', the creation of smaller, better structured and more agile communications teams. These will have the skills and capabilities needed to deal with the demands of citizens, Ministers and the changing communications context while increasingly resource-constrained.

3. Better internal communications and engagement

Every organisation needs engaged, committed and productive staff to thrive. And, in the GCS and wider Civil Service, we have a duty to produce the innovative, insightful and measurable internal communications that help create this.

Over the last two years, the GCS Internal Communications Excellence Project has focused on boosting our internal communications (IC) capabilities across departments and agencies, both within practitioners and line leaders.

This includes the launch of the **IC Space** <http://communication.cabinetoffice.gov.uk/ic-space/>, an award-winning online resource for internal communications professionals across Government and the Internal Communications Standard Operating Model to ensure everyone is working to a set of common standards and operating principles.

This work is ongoing: with the rollout of a set of common job descriptions and evaluation methods, endorsed with the personal encouragement of Directors and Heads of Communications.

The professional development team is also working towards a future where every Government Communications professional will gain experience of working in Internal Communications – broadening their expertise and career options.

We have already established a five-stage career map for internal communications, and are currently delivering new training courses with the Institute of Internal Communications and other professional associations.

4. Raising professional standards

The project will ensure that ‘business as usual’ professional standards are improved. This includes: more integrated, multi-skilled teams (e.g. media relations and social); better evaluation (less outputs focused); better use of insight; and more relevant, stand-out content. The strand will also build on the challenges outlined under ‘digital leadership’, above.

5. Increasing public service co-operation

We will identify where further improvements and cost savings can be made across local and central Government, as well as agencies such as NHS bodies. In future, this may extend to other public sector teams.

Together, we will recommend measurable ways to improve cross-Government working. This includes mapping GCS deployment across the UK, with the potential to create comms-hubs for departments and agencies; delivering more joint campaigns and evaluation, considering proposals to share locations and services like training and reduce costs; and reporting on the progress of regional and national communications against the goals set by the capability reviews of the Wales Office, Scotland Office, Northern Ireland Office and regional communications practice.

Developing a Government-to-Government communication service

Building on the professional improvement work, we are beginning to develop a Government-to-Government communications advisory service. Our ambition is to build our reputation as a world-leader in Government communications and deliver a surplus to Government as part of the drive towards greater cost-effectiveness. This work will also enable us to attract, develop and retain the best communications talent across the GCS. We will start this programme on a pilot-basis.

4. How we deliver value



What we do

The Government Communication Service (GCS) provides world-class, cost-effective public communications.

Communications is one of the five main levers, alongside legislation, regulation, taxation and spending, that Government has to create change. Government communications professionals play a key role in:

- Changing behaviour, for example, by nudging people to lead healthy, safe lives and take up Government digital services.
- Operational effectiveness of Government, such as informing people about public services like accessing NHS care.
- Reputation of the UK and responding in times of crisis, including promoting UK interests internationally.
- Explaining Government policies and programmes to promote understanding of the Government's priorities and clarify legal or statutory requirements.

We're proud of the job we do, but never complacent – with a relentless focus on developing our skills and expertise across the full range of communication disciplines, driving innovation and ensuring value for money. This is how we create value as both a 24/7 global communications service and the professional body for communications professionals in the UK Government.

Communicating successfully in 2014/15

The Power to Switch

Department for Energy and Climate Change (DECC)



Our objective: To help increase the number of households switching energy supplier and saving money.

Our approach: This five-week major advertising-led campaign focussed on promoting the financial benefits of switching and addressing people's perceived barriers to changing suppliers.

The team used modelling to define the optimal budget and channel mix, amplifying the campaign's impact through owned and earned channels. All campaign content drove visits to 'BeAnEnergyShopper.com', where people could find and click through to Ofgem-accredited Price Comparison Websites (PCWs), and was linked by #powertoswitch on Twitter.

The £4.7 million paid-for campaign aimed to reach 98% of the target audience, with TV, posters, radio, press, digital display and biddable advertising and online activity.

The Secretary of State officially launched the campaign, with support from energy suppliers, comparison websites, personal finance and consumer advice organisations and DECC social media. The publication of a Competitions and Markets Authority report on bills in launch week, headlining the available savings from switching, also helped to build media interest and momentum.

What we achieved: Public awareness of the campaign (55%) was much higher than previous DECC campaigns (15%), and search volumes for switching-related terms showed a sharp increase. In total, more than 370,000 people visited the Energy Shopper page, driven by digital display and biddable media. Over 42,000 of these visitors then clicked through to an accredited PCW, with non-accredited sites also receiving increased visits.

Data provided by six Ofgem accredited PCWs reported that, compared to the same period in the previous year, 80% more households switched supplier during the campaign. The average value per dual fuel switch increased by 60% to £312 and total consumer savings increased by £25 million – giving a Return On Investment of at least £5 in consumer savings for every £1 invested.

Tackling Modern Slavery

Home Office (HO)



Our objective: To raise awareness that slavery exists in the UK, educate the public about the different types of slavery and its victims and encourage reporting via a new helpline and website.

Our approach: TV was used to drive awareness among the general public, supported by multi-channel national press partnerships that enabled the team to provide more in-depth long form content to educate people about this complex issue. Digital channels drove traffic to a new website, with case studies to encourage empathy, engagement and ultimately action.

The team also targeted Small and Medium Enterprises (SMEs) in key sectors, advising them of their responsibilities to background check employees and look out for signs of exploitation.

Campaign materials included factsheets and posters to help people identify those at risk and take action to help protect them; a short film, booklet and infographic produced for the wider public to illustrate the nature of modern slavery, highlight those most at risk and advertise the helpline number; and a wallet card for front-line professionals to give to the public and provide contacts for further support.

What we achieved: As a result of the campaign, the team achieved a 16% rise in the number of people to 74% who had heard of the term 'Modern Slavery' by the end of this campaign. Public awareness of the existence of modern slavery also rose by 11% to 61%, with 67% of these people understanding that anyone can be a victim and 64% recognising that we all need to be vigilant.

Crucially, there was a 5% rise in the number of respondents who said that they would report possible cases of modern slavery (at 67%).

Ebola

Department of Health, Public Health England, NHS England, Department for International Development, Cabinet Office and Ministry of Defence



Our objective: To reassure the public about the low risk of Ebola transmission, inform NHS staff about what to do in the event of a case and build popular support for the UK's work to help tackle Ebola in West Africa.

Our approach: The team ran an integrated public information campaign, a workforce communications plan to inform and reassure NHS staff and a major digital and media PR push to minimise public concern. This included a 'white coat' media strategy, which used leading clinicians as influential spokespeople. Information leaflets and posters were distributed to hospitals and GP surgeries, alongside up-to-the-minute Ebola content on NHS Choices and GOV.UK. High impact digital content, such as 'Medics Behind the Mask', built support for UK volunteers in Sierra Leone.

What we achieved: A 19% point decrease in the proportion of people believing Ebola was a significant or moderate threat to the UK. While the Pauline Cafferkey case triggered an immediate rise of 8% points, within 24 hours, this fell back quickly.

The 'Medics Behind the Mask' campaign generated a 5% point rise in the proportion of people believing the Government was doing enough to support international efforts.

More than 90% of key clinical staff said they were confident about how to respond to a potential Ebola case and reassure the public. 80% of NHS staff felt confident that the local system would be able to respond quickly and effectively to a suspected Ebola case.

The team also recently won two awards for their work – the International Association for the Measurement and Evaluation of Communications' (AMEC) Platinum Award, Grand Prix for most effective PR consultancy/in-house communications team 2015 and the AMEC Gold Award for best campaign in the public sector 2015.

AMEC Chief Executive Officer, Barry Leggetter said, "Excellent and commendable efforts by GCS in making measurement and evaluation mainstream in the UK and beyond, as well as in its overall contribution to AMEC."

Work in Sierra Leone: Simultaneously, the Ministry of Defence was working with the authorities and health workers in Sierra Leone on public health campaigns to change behaviour and prevent the spread of Ebola across West Africa.

This included messaging to educate the public about the causes of Ebola, how they could best avoid transmission and the proper burial procedures to follow, as well as advice on treatment and targeted efforts to shift people's perceptions about Ebola and reduce the stigmatisation of victims and survivors.

The team also promoted the work of Britain's Armed Forces to build and run several Ebola treatment and training centres throughout the country to strengthen public support and encourage health workers from Sierra Leone and the rest of the world to volunteer to join the fight to defeat Ebola.

Over the last six months alone, this work has helped to support the large decline in transmission rates in Sierra Leone (from around 500 to five cases a week).

The GREAT Britain Campaign

Cabinet Office/No.10, UK Trade and Investment, Foreign and Commonwealth Office, VisitBritain and British Council



Our objective: To deliver increased levels of trade, investment, tourism and high-quality students coming to the UK, leading to a measurable economic impact of at least £1 billion over three to five years and the creation of over 10,000 direct jobs for the UK economy.

Our approach: GREAT unifies the international growth promotion efforts of 17 Government departments and organisations under a single, high-quality and powerful brand. The campaign is focused on 13 priority markets, with a range of pan-market activities, and runs in 144 countries worldwide. GREAT is used in all relevant overseas promotional activity carried out by Government bodies.

There are up to 100 GREAT events and programmes taking place every month around the world, from trade missions covering key sectors to tourism campaigns and education events in key markets.

The campaign draws on partnerships with businesses and high profile individuals to multiply its impact and reach new audiences. GREAT is also increasingly digital by default with engaged worldwide social communities of around four million likes and followers across every aspect of the campaign

What we achieved: GREAT has achieved a confirmed economic return of over £1.2 billion from its activities since 2012, and is currently delivering a further estimated £500 million. The National Audit Office recently commended GREAT in their report “Exploiting the UK brand overseas”. In addition to a direct economic impact, GREAT has changed target customer behaviour in key overseas markets, increasing audience intention to trade, invest, study in or visit the UK by between 10% to 16%. Private sector support for the campaign is estimated to be worth £68 million to date.

First Stop: Family Mediation

Ministry of Justice (MoJ)

Mediation is about making practical arrangements for you and your children if you're separating or divorcing.

family mediation council

Did you know mediation:

- Is quicker and cheaper than going to court
- Is less stressful for children
- Could be free if you're eligible for Legal Aid

FIRST STOP: FAMILY MEDIATION

For more information and to get in touch with a local accredited mediator please contact the Family Mediation Council.

Images used with permission of Protocol IT Ltd 2014

Our objective: To increase use of family mediation by improving awareness and understanding of the benefits, the legal requirements to consider it before court and the availability of legal aid for those who are eligible.

Our approach: MoJ targeted those most likely to be thinking about divorce or separation and delivered positive messages on family mediation being a practical way to sort out child arrangements, money and property.

The team launched a low cost online-digital advert and sponsorship campaign using Google Key Word Search, Google Display Network (GDN) ads, sponsored discussion and survey on Mumsnet and a multi-media unit to raise awareness and signpost people to detailed information on how to access mediation locally.

MoJ delivered in-house social, consumer and regional communications to reach a wider audience and secured case studies that added a human touch to the campaign. Materials included images that represented the diverse audience, developed in partnership with behavioural insight experts and mediators, short videos and infographics. They also created a resource page on GOV.UK to allow practitioners to get involved and promote mediation. All campaign activity focused on driving traffic to the Family Mediation Council (FMC) website, which contained a 'find a mediator' tool.

What we achieved: A 340% increase in hits to the FMC website, 45% increase to 'find a mediator' page views and a 54% increase to the page containing legal aid information.

Our advertising targeting men resulted in 101,000 video views of the 45-second length video, representing 335 hours viewing time.

The activity targeting women achieved higher than average engagement and 67% of those surveyed said they knew more about family mediation after seeing the campaign and 29% reported that they had taken action and spoken to a friend or family member about mediation (increasing to 44% of respondents with young children).

The team succeeded in getting The Archers radio drama to do a story on family mediation and ITV to promote our ads on their Coronation Street website when mediation was featured on the soap. Statistics show that there were increases for mediation assessments and mediation starts, from 3,255 to 3,854 and 1,753 to 2,336 respectively, compared to the same time last year.

Disability Confident

Department for Work and Pensions (DWP)



Our objective: To engage employers as Disability Confident partners, amplifying key messages through their channels to support an increase in the disability employment rate.

Our approach: DWP's low-cost campaign sought to help employers discover the value and talent disabled people can bring to business. Making the best use of campaign partners' passion, goodwill, resources and channels – the aim was to build on the Disability Confident employer movement. Stakeholder engagement was invaluable to its success.

Grass roots and cross-party involvement was built via the support of Members of Parliament (MPs) who took the campaign into their constituencies. The team developed a sector-based approach – bringing partners on board to encourage workplace change and story sharing.

An events programme created media hooks, generated rich campaign content, celebrated existing partners and recruited new ones. The team used their knowledge and expertise of regional disability employment specialists and Jobcentre Plus staff to target employers with key messages.

What we achieved: DWP secured 367 campaign partners of which 68 now provide active campaign support including: CIPR, Airbus, Fujitsu UK, National Grid, Barclays and Sainsbury's.

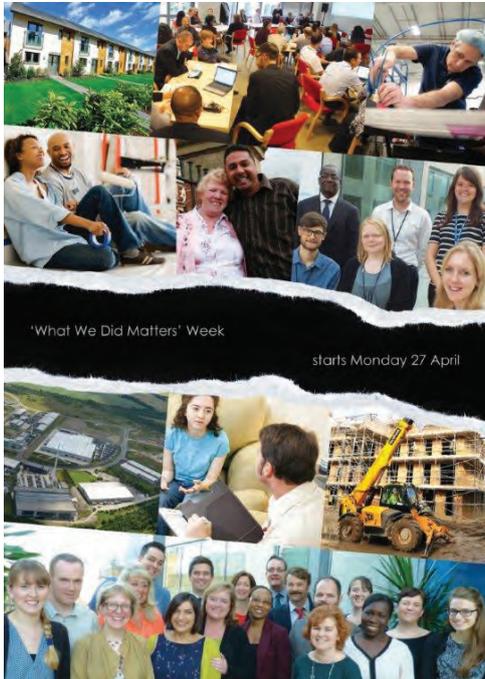
Digital communications made #disabilityconfident the top trend on Twitter UK at 13.5 million (offering 53 million opportunities to see DWP messages at an average amplification rate of 1:7) – initiating a new debate on inclusive employment.

The team generated 75 new leads from events and referrals and worked with the CIPR to share campaign media through their network. DWP also ran 13 cross-party MP events, achieving positive regional media coverage. 68% of event attendees stated they would promote the campaign within their organisation.

Over two thirds of people surveyed said the campaign had helped increase their understanding of the employment barriers disabled people can face. The campaign won two Civil Service awards in 2014, including the Civil Service Diversity and Equality award, and ranks as one of Government's most effective low cost campaigns. It has positively impacted the labour market with 3.2 million disabled people now in work.

Building A Better Department

Department for Communities and Local Government (DCLG)



Our objective: 2014 was a year of substantial change for DCLG including moves to a new IT system, HQ and pay structure.

To support this, the internal communications team developed a 'Building a Better Department' campaign to help colleagues understand how and why things were changing and what it would mean for them.

Our approach: The team developed a single narrative bringing together the change story with the newly launched DCLG core narrative to explain what was happening, how it would benefit colleagues and help the Department better deliver on its priorities and support the communities it serves.

The narrative formed the backbone to team discussions. Leaders were kept fully briefed and were equipped with the information needed to support staff and set the context for what was happening and why.

The team used a variety of channels to distribute and reinforce key messages such as events, e-letters, regular news updates, videos and dedicated microsites, ensuring that all content was open and honest.

The process involved a two-way conversation with colleagues who were encouraged to make their voices heard – for example, by participating in delivery groups for different elements of the change programme.

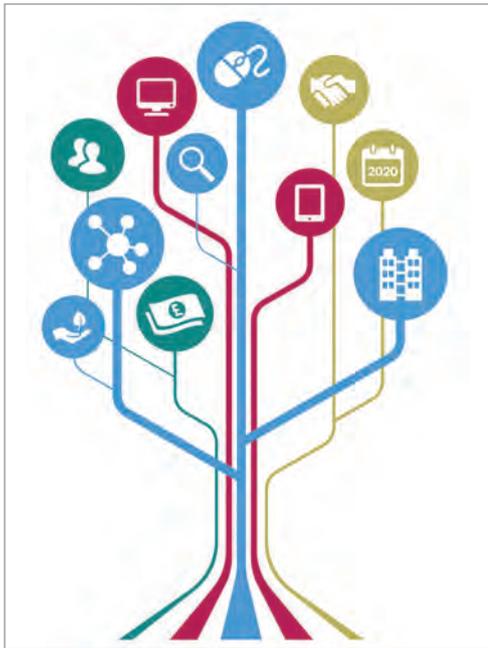
DCLG encouraged staff to participate in a programme of visits around the country to understand the impact of the department's policies out in the community and appreciate that what they do matters.

All messages and channels were monitored and evaluated with changes made according to staff responses.

What we achieved: There was a 20% increase in the number of colleagues who responded positively to the question 'I feel that change is well managed' to 49%; a 9% increase in the number of people who said they felt proud when they said they worked for DCLG to 41% and a 5% increase in the number of colleagues who responded positively to the question 'DCLG keeps me well informed' to 65%.

Building Our Future

HM Revenue and Customs (HMRC)



Our objective: By 2020, HMRC will be smaller, more highly-skilled, more digital and based in fewer, larger regional centres. New technology and new ways of working will change how HMRC serves its customers and tackles tax avoidance and evasion.

HMRC's executive leadership was aware that its workforce did not believe that it had, or could, communicate a clear vision of the future. It therefore set the objective to create a compelling narrative and include, involve and invest in its 60,000 people to ensure that they understand why, how and what changes are happening and the part they have to play.

Our approach: HMRC's HR and Internal and Change Communications teams jointly created the 'Building our Future' programme as a way to engage HMRC's people in the transformation process. In the past, employees have criticised the department for not communicating change early enough. This time, the team set out to involve people in HMRC's plans from the beginning and give them the opportunity to help shape the future and voice their opinions.

During 2014/15, the team ran 1,400 face-to-face events for HMRC leaders and the wider workforce across the UK in two phases. Each phase focused on updating staff and deepening their understanding of the work taking place, including modernising customer services, IT, future workplaces and data-led tax compliance.

Everyone can contribute to discussions about the issues raised and how they might be affected. These events are supplemented by a dedicated intranet site, where staff can join forum discussions, read and comment on blogs and see videos and animations.

What we achieved: In phase one, 54,000 leaders and employees attended 692 events and logged 27,600 feedback responses and 289 ideas and suggestions. HMRC used employee feedback to shape the content of phase two, during which 50,000 people attended another 723 events, logging 23,150 feedback responses and 492 ideas and suggestions.

This had a positive impact on staff engagement with HMRC's transformation: the proportion of employees who agree that Building our Future helps them understand how HMRC is changing has increased from 69% to 79%; and the proportion of employees who believe that HMRC's senior leadership has a clear vision for the future also increased by 4%.

Snapshot of GCS in 2014/15

Our 2014/15 annual government communications spend was close to half our spend in 2009/10 (47% decrease). We have also reduced our total communications headcount by a third since 2009/10.

Functional leadership

 **105**
improvement actions
agreed by Phase 1 and 2
of the GCS Improvement
Programme

GCS

DESIGN02
The GCS Design Centre

Provides creative design, print and publication services across Government. It works with communication, policy, operations and corporate services teams to deliver high quality, low cost results.

Over 1800 projects delivered
Saving over £775,000

Trust

2.2 point increase
in the public's 'Trust'
in Government, from
62.4 in Q4 2013/14 to
64.6 in Q4 2014/15.



Engagement

 **GOV.UK**

 **550,000**
video views
The Prime Minister's Ramadan 2015 video message reached 3 million people and generated 550,000 video views.

1 billion
Visits to
GOV.UK

 **10 million**
reach with social media
So far in 2015, Government social media campaigns have had a potential reach of over 10 million.

Evaluation

 **80**

More than 80 Evaluation Champions across Whitehall and ALBs

 **42**

Organisations with evaluation dashboards

 **80**

Over 80 Marketing and Communications Awards won

GCS mentoring scheme

 **95**

Matches with Mentors

"I am really happy with the mentor that has been chosen for me. She is brilliant, very helpful and provides great advice."

Inspire programme

"The Inspire course has been absolutely fantastic and definitely a career highlight."

40

Total places offered



Professional development



Total course places offered

2,288



Overall attendee satisfaction

95%



As opposed to private sector average of £400

Aspire training programme 2014/15

- Course places offered **2,288**
- Cost per place **£75** against private sector average of **£400**

"It was great fun – and very inspiring! All of the GCS courses I've been on have been of a very high quality."

Awards and Recognition 2014/15

Cabinet Office/No.10, UK Trade and Investment, Foreign and Commonwealth Office, the Department for Business, Innovation and Skills, VisitBritain and British Council – The GREAT Britain campaign

Winner, CIM Excellence in Marketing Award (Hotels & Leisure) 2014.

Silver, MTR Advertising Best of the Best Awards (Hong Kong) 2014.

Winner, MTR Advertising Best of the Best Awards (Hong Kong) 2014 (Education UK).

Commended, Drum Marketing Awards 2014 for Global Brand Strategy.

Highly Commended, PR Week Global Awards 2014.

Gold, Public Sector Communications Excellence Awards, Business is GREAT.

Best in Class, Social Media in Travel & Tourism Awards 2014.

Winner, Conde Nast Traveller Readers Choice Awards (Middle East) for favourite country for leisure travel international.

Finalist, Drum Marketing Awards 2015 for integrated strategy.

Winner, 8th International Tourism Film Festival 2015 (Tourfilm Riga 2015) for commercials and short spots, Sounds of GREAT Britain.

Winner, Cannes Gold Lion 2015, Travel, Tourism and Leisure for use of digital platforms, GREAT Chinese Names for Great Britain.

Winner, Cannes Silver Lion 2015 for use of co-creation and user generated content, GREAT Chinese Names for Great Britain.

Defence Science and Technology Laboratory – Recruitment Campaign with Penna Plc

Winner, Public Service People Managers' Association (PPMA) Award for social media recruitment campaign of the year.

Department for Communities and Local Government – Fire Kills

Silver, IPA Effectiveness Awards 2014, fire safety.

Department for Culture, Media and Sport – First World War Campaign Strategy

Citation, Professor Anne Gregory's book 'Public Relations Campaign – A strategic approach'.

Department for Environment, Food and Rural Affairs

AMEC Platinum Award, Grand Prix for social analytics and its use in horizon scanning 2014.

AMEC Gold Award for best use of social media measurement 2014.





Department of Health – Antimicrobial resistance campaign

Communique Award, Advocate of the Year awarded to Dame Sally Davies, Chief Medical Officer, for promoting the need for global action on antimicrobial resistance.

Department of Health, Department for International Development, Cabinet Office, NHS England and Public Health England – Communications Response to the Ebola crisis

AMEC Platinum Award, Grand Prix for most effective PR consultancy or in-house communications team 2015.

AMEC Gold Award for best campaign in the public sector 2015.



Department of Health, NHS England, Public Health England and the Royal Free Hospital – Ebola Health Communications

Winner, CIPR Excellence Award 2015 for issues and crisis management.

“This entry was selected as the defining health story of 2014 which demonstrated partnership and collaboration on a significant scale. ... The team demonstrated a clear strategy with well selected tactics in developing the approach, well prepared and trained/exercised teams which resulted in an excellent example of how to manage such an issue.”

Department for International Development – Communications response to Typhoon Haiyan in the Philippines

Finalist, PR Week Awards 2014.

Gold, Public Sector Communications Excellence Award 2014.

Department for International Development – Communications response to the Ebola crisis in Sierra Leone

Shortlisted, CIPR Excellence Award 2015 for issues and crisis management.

Department for Work and Pensions

Winner, CIPR Inside Story Awards 2014 for best change communication programme, Universal Credit.

Winner, Civil Service Diversity and Equality Awards 2014 for excellence in service or business delivery, Disability Confident.

Winner, Civil Service Awards 2014 for equality and diversity, Disability Confident.

Winner, News Awards 2015 for commercial advertising initiative of the year, Auto Enrolment campaign.

Shortlisted, Marketing Week Data Storytelling Awards 2015 for best use of customer insight, New State Pension campaign.

Finalist, UK Public Sector Communications Awards for low budget campaign of the year.

Winner, European Young Communicator of the Year 2015, #notjustforboys campaign.

Winner, CIM Northern Awards 2015 for public sector campaign of the year, Disability Confident.

Driver and Vehicle Licensing Agency – Silliest Excuses Campaign

Silver, Public Sector Communications Excellence Award 2014.



Driver and Vehicle Licensing Agency – Communication Team

Comms2point0 Unaward 2014 for best communication team.



“Recognition for being prepared to challenge, look beyond the norm, drive a culture change and new ways of working across the team.”

Driver and Vehicle Standards Agency – Moving On



Designer Award Winner, GovDelivery Outreach and Impact Awards 2014

“The dedication, ingenuity, and creativity shown by all of the award winners are truly outstanding.”

The Environment Agency – Flooding Communications

Commended, UK Social Media Communications Awards 2014 for best use of social media in a crisis.

Silver, North West CIPR Pride Awards 2014 for best community engagement.



The Environment Agency – Online transition to GOV.UK

Highly Commended, Project Excellence Award 2015 for best practice.

Food Standards Agency – Food Safety Week

Winner, Civil Service Awards 2014 for communications.

Winner, UK Social Media Awards 2014 for best public sector campaign.



Winner, UK Social Media Awards 2014 for low budget campaign.

Winner, Comms 2.0 Awards 2015 for best low costs campaign.

Food Standards Agency – Don't Wash Raw Chicken

Winner, CorpComms Awards 2014 for best communications by a public sector organisation.

Health Education England – Come back to Nursing campaign

Finalist, Healthcare People Management Awards 2015, HSJ's best strategic recruitment.

Finalist, UK Public Sector Communications Awards 2015 for best low cost campaign.

Winner, UK Public Sector Communications Awards 2015 for best social media campaign.

Health Education England – NHS Careers, Step into the NHS Schools' campaign

Finalist, UK Public Sector Communications Awards 2015 for best low cost campaign.

Finalist, UK Public Sector Communications Awards 2015 for best use of evaluation or research.

Health and Safety Executive

Gold, Institute of Promotional Marketing Awards 2015 for best use of innovation, Beware Asbestos campaign safety kits.



Winner, UK Public Sector Communications Awards 2015 for insight, Every Job Beware/Asbestos Behaviour Change campaign.

HM Revenue and Customs – Corporate Communications and Corporate Finance: Annual Report and Accounts.

Winner, NAO/PwC Building Public Trust Award 2014 for excellence in reporting in the Public Sector.

“An engaging and highly readable document, with strong use of graphics and case studies...a balanced, accessible and understandable communication on HMRC’s organisational performance.”

Home Office – This is Abuse Campaign with Hollyoaks

Gold, Media Week Awards 2014 for best campaign relaunch.

Silver, Media Week Awards 2014 for best media idea: media owner.

Silver, Media Week Awards 2014 for best media idea: media agency.

Silver, Media Week Awards 2014 for best large collaboration.

Winner, Campaign Media Award 2014 for best public sector or charity campaign.

Finalist, Thinkbox TV Planning Awards 2015 for best TV sponsorship or content.

Ministry of Justice – Break the Silence Campaign

Gold, Public Sector Communications Excellence Awards 2014.

Public Health England

AMEC Silver Award for best campaign in the public sector 2015.

Public Health England – Change4life Campaign

Gold, Institute of Promotional Marketing Award for partnership marketing, Change4life 10 minute shake up.

Gold, Institute of Promotional Marketing Award for trial and awareness, Change4life Smart Swaps.

Silver, Institute of Promotional Marketing Award for not for profit/charity/public sector, Change4life Smart Swaps.

Bronze, Institute of Promotional Marketing Award for not for profit/charity/public sector, Change4life 10 Minute shake up.

Silver, Fresh Awards 2014 for media collaboration project, Change4life Be food smart.

Silver, Integrated Marketing Communications Council for cause or charity/non for profit marketing, Change4life.

Silver, IPA Best of Health Award for integrated idea, Change4life sugar swaps.

Commendation, Marketing Agencies Association Worldwide Award, Change4life Be food smart.

Gold, IVCA Clarion Award, Change4life be food smart.

Public Health England – Smokefree

Winner, BUPA Healthy Lives 2014, Smokefree SMS quitting tool pilot.

Silver, British Arrow 2014, Smokefree mutations.

Winner, Campaign Media Awards, Stoptober launch.

Winner, CIM Excellence Awards for social marketing, Stoptober.

Silver, Creative Circle Awards for best poster, Smoke free health harms.

Gold, Government Communications Service, Be clear on cancer.

Gold, Integrated Marketing Communications Council for cause or charity/non for profit marketing, Stoptober.

Gold, IPA Best of Health Awards for integrated idea, Be clear on cancer.

Silver, IPA Effectiveness Awards, Be clear on cancer.

Gold, Marketing Agencies Association Worldwide Award, Stoptober.

Bronze, DMA Award, Smokefree SMS quitting tool pilot.

Winner, Quality on Oncology Award for prevention and early diagnosis, Be clear on cancer.

NHS Blood and Transplant

Winner, Best Media Relations Award 2014 for best public health campaign, Know Blood, Give Blood.

Winner, Midlands Media Awards 2014 for newspaper campaign of the year, Save a Life Campaign.



Winner, National Outsourcing Association Professional Awards 2015 for excellence in supplier management, Donor Portal.

Winner, 66th Olivier Memorial Award for outstanding contribution to Transfusion Medicine.

Finalist, Institute for Continuous Improvement in Public Services Award 2015 for personal development.

Finalist, Institute for Continuous Improvement in Public Services Award 2015 for customer focus.

AMEC Gold Award for best campaign in the not for profit sector 2015, The Greatest Team in the World (with Red Consultancy).

Winner, Public Sector Communications Awards 2015 for internal communications campaign of the year.

Winner, Public Sector Communications Awards 2015 for integrated communications campaign of the year.

Winner, Public Sector Communications Awards 2015 for website of the year.

The Skills Funding Agency in partnership with the Ministry of Defence, Made by Apprentices 1914 to 2014

Gold, Worldfest Film Festival 2015 for recruiting/career guidance.

Finalist, New York Film Festival 2015 for corporate social responsibility.



This communications plan
was designed by **DESIGN102**

DESIGN102 provides creative design, print
and publication services across Government.

To find out how we can help you deliver
exceptional communications contact us:
design102@justice.gsi.gov.uk



Follow us on twitter: **@GCS_DESIGN102**



Find us on the GCS website: **www.gcn.civilservice.gov.uk**

OGL

© Crown copyright 2015

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit nationalarchives.gov.uk/doc/open-government-licence/version/3 or write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: psi@nationalarchives.gsi.gov.uk Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.

Any enquiries regarding this publication should be sent to us at: sara.halliday@cabinetoffice.gov.uk