



HM Government

Government Communications Plan 2014/15





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Contents



1.	Foreword	1
2.	Introduction from Directors of Communication	3
3.	Effective campaigns from 2013/14	5
4.	Our priorities for 2014/15	11
5.	Priority cross-government campaigns	
	A. The economy campaign	13
	B. Fairness and aspiration	15
	C. Britain in the world	17
6.	Strengthening government communications	19
	A. Digital as a core skill	21
	B. Creating excellence in internal communications	22
7.	Maximising our resources	25
8.	Core activity across departments and Arms Length Bodies	29
 Appendices		
A	The Coalition's policy priorities	33
B	The GCS change programme	35
C	Expert exchange	39
D	Values and propriety	45
E	The campaign framework	47
F	Some of the awards won across the GCS in 2013/14	49
G	Government Communication Service Board	51

1. Foreword





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

Next year will be an important year for Government communications. We are relentlessly focused on delivering our long term economic plan to build a better and more financially secure future for Britain.

Our focus over the last four years on providing maximum value for every taxpayer's pound is working. Spending on communications has reduced by 65% since 2009/10, whilst the effectiveness of our campaigns has continued to improve. The Efficiency and Reform Group Spending Controls on advertising and marketing communications saved taxpayers £378 million in 2012/13 alone.

Although value for money remains a priority, where it makes sense for our supplier framework to deliver work we will continue to procure externally. Great efforts have gone in to overhauling this process to improve it for our suppliers as well as Government. 14 out of the 27 suppliers on our Creative Solutions framework are SMEs, in line with our agenda to back smaller businesses.

Last year the launch of the Government Communication Service (GCS) was a significant milestone. The Service will help ensure that professional, focused, effective communications is the standard. But there is more progress to make. Over the year ahead there will be plenty of opportunities for the profession to demonstrate how far it has come and raise standards further.

Building effective partnerships will play an increasingly important role. The way in which we work with external organisations has changed significantly in recent years and will continue to change. By working with community groups, and public and private sector organisations, Government can draw on the voices of trusted intermediaries who are a far more accessible and trusted source of information and offer a more direct understanding of specific communities or local circumstances.

The year ahead will be marked by a number of events and milestones where communications will play a significant role. In August we mark the centenary of the First World War. In September the UK will host the NATO summit – the first time here since Margaret Thatcher welcomed NATO leaders in 1990, as the Cold War ended. And that month people in Scotland will vote in the referendum on the critical issue of remaining part of the UK. Communicators across Government, including many in Scotland, will be working hard to ensure the public are given the information they need to make an informed choice.

While these high profile moments will shape the year ahead and demand the very best of communicators, it is equally important to recognise the vital day-to-day work of the Government Communication Service as it provides a valuable and necessary service to the British public and the effective operation of Government.

Rt Hon Francis Maude
Minister for the Cabinet Office

2. Introduction from Directors of Communication



This is the third annual Government Communication Plan. It sets out our priorities for the year. It means everyone working in, or closely with, government communications knows our collective goals and can hold themselves accountable for achieving exceptional communications.

The Plan sets out how we have strengthened the profession through the launch of the Government Communication Service (GCS) which replaced the Government Communication Network in January 2014. It sets out our approach to increased professionalisation across the GCS and describes how we will fulfil the six core functions of government communications.

In creating this plan we collated inputs from 17 departments and their Arms Length Bodies (ALBs) and came together in planning seminars and workshops to identify common themes and opportunities to collaborate. You will read about our ongoing cross-government campaign on the economy; how our work will support government policies designed to build a fairer society; and some of the key issues that we will deal with over the course of the year ahead. You will also see how our international communications will feed into these wider ambitions.

Better planning and collaboration will help us identify opportunities to communicate clearly what the government set out to do and has delivered. The Government Communication Board will review progress against our priorities. We will look at both what we are achieving and the processes we have in place to support effective delivery of exceptional communications. We will make good use of the Evaluation Council, which brings together experts from industry and the private sector, to seek continued improvement throughout the year.

This year the Plan will not be a standalone document. It will be supported by the individual plans and on going collaboration of all departments and ALBs. The government's priorities are not the limited remit of Whitehall departments; all of us have a part to play. The Plan is one tool to help us improve the approach to communications business planning across the GCS, using our planning framework. Good business planning is an ongoing process.

We would urge you to read the Plan and identify how your work fits into the government's wider priorities. See how the profession is changing and ask yourself what part you can play in realising our ambitions.

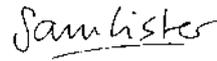
The Directors of Communication from the following departments have agreed this plan.



Alex Aiken
Executive Director of
Government Communications



Hugh Elliott
Foreign and Commonwealth
Office



Sam Lister
Department of Health



Russell Grossman
Department for Business,
Innovation and Skills



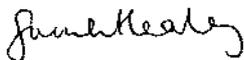
Simon Wren
Home Office



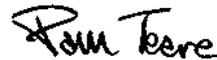
David Hill
Department for Communities
and Local Government



James Helm
Department for International
Development



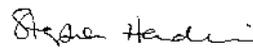
Sarah Healey
Department for Culture,
Media and Sport



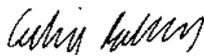
Pam Teare
Ministry of Justice



Stephen Jolly
Ministry of Defence



Stephen Hardwick
Her Majesty's Revenue
and Customs



Gabriel Milland
Department for Education



Vickie Sheriff
Department for Transport



Arthur Leathley
Department of Energy
and Climate Change



Jonathan Black
Her Majesty's Treasury



Rae Stewart
Department for Environment,
Food and Rural Affairs



Richard Caseby
Department for Work
and Pensions

3. Effective campaigns from 2013/14



Effective campaigns

There is a great variety of successful work across the GCS, from internal communications to global events. Below is a selection of campaigns run across government in 2013/14. The GCS website will continue to showcase examples of excellent work throughout the year.

Cross government: GREAT Britain campaign

Our aim: To inspire the world to think and feel differently about Great Britain now and in the future, demonstrating that we are the best nation to visit, invest in, trade with and study in.

What we did: Created a single powerful, high-quality and flexible GREAT Britain brand to promote the UK. The campaign unifies the efforts of the Department for Business, Innovation & Skills (BIS), UK Trade & Investment (UKTI), VisitBritain, Foreign and Commonwealth Office (FCO) and the British Council. We designed campaigns that blitzed target cities with a combination of media that would drive awareness including high-profile events, outdoor advertising (airport and city billboards, trains, elevators), TV, press, online, social media, PR, stunts, celebrity and partner activity – adapting these channels uniquely for each market.

Evidence to show success: GREAT has secured a confirmed economic return of over £500 million from its first year of activities, and is currently delivering a further estimated £600-£800 million in 2013/14. The GREAT brand is being used in 238 (out of 262) diplomatic posts worldwide. The UK moved up one place, to fourth globally, in the 2013 ‘Most Valuable Nation Brands’ report by Brand Finance, driven

by the positive impact of the 2012 Olympics and Paralympics, the Diamond Jubilee and the “hugely successful GREAT campaign”. GREAT has attracted the endorsement of iconic private sector partners with support estimated to be worth at least £17.5 million to date, in addition to the committed involvement of UK celebrities estimated to be worth over £10.5 million.



No cost campaigning: Defra – Dog chipping

Our aim: To ensure the public understood and complied with a change in the law to make microchipping for dogs compulsory by April 2016.

What we did: We used a range of social media activity, including a Google map of places to get microchipping done for free, #ChipMyDog and a Facebook page, encouraging people to share photos of their dogs and stories about being reunited with lost pets because of the information held on microchips. We also filmed a video showing a dog being microchipped, with commentary from a vet and a Dogs Trust rehoming centre manager. We worked with Dogs Trust to get a webpage set up on their website with more information, links to events, and a Q&A.

Evidence to show success: #ChipMyDog has been used over 2,000 times, and re-tweeted by key influencers we had contacted. Enquiries to the database provider doubled and there was a sharp rise in website visits (Defra and partners). There were 65,000 views of the Google map, a number of shares and RTs, queries on social media and case studies of reunification stories. As a direct result of the campaign, the number of dogs getting chipped went up by 312% in 2013.





**Tackling sensitive issues:
MoJ – Male rape support**

Our aim: We aimed to raise the profile of this difficult to report crime, to shatter some of the myths surrounding it and to encourage men who are victims to come forward and get the support they deserve.

What we did: We worked with stakeholders to develop a striking campaign creative and promote the #breakthesilence hashtag.

We used Thunderclap to launch the campaign on social media, and created an infographic showing the statistics related to male rape and sexual violence.

Working with TV soap Hollyoaks, which was running a storyline about male rape, we created a YouTube video of James Sutton, the actor playing the rape victim, and Duncan from Survivors Manchester (himself a survivor) talking about the issue. This broadened

the range of interested media to include, among others, Digital Spy, and Radio One Newsbeat who interviewed Damian Green. James Sutton did broadcast interviews in support of the announcement.



Evidence to show success: Using Thunderclap helped us launch on social media to over 2.5 million people.

All the national media coverage was positive and used either the ministerial quote or mentioned Ministry of Justice. One of the biggest wins was Radio One Newsbeat – who rarely carry interviews from ministers – and has a reach of nearly 11 million people.

**Working in partnership:
DFID – Nutrition for Growth event**

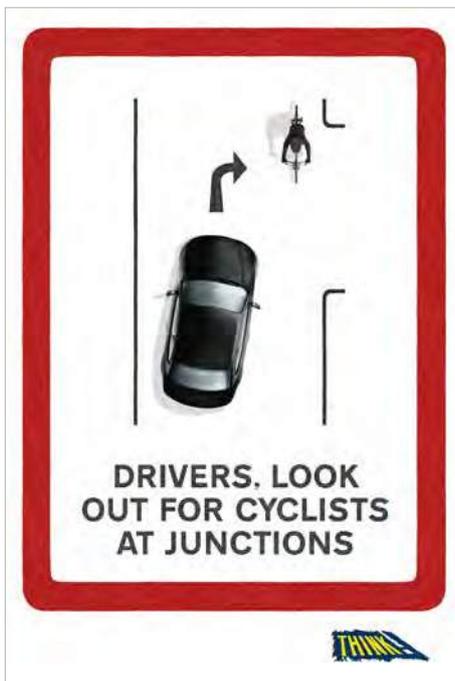
Our aim: To secure commitments from governments, donors and business to transform 500 million lives and boost the economies of 20 of the world's poorest countries by 2020.

What we did: Provided communications support to the Nutrition for Growth event, jointly hosted by the UK government, the Children's Investment Fund Foundation (CIFF) and the government of Brazil in London, June 2013.

Evidence to show success: Donors pledged new commitments of up to £2.7 billion (\$4.15 billion) to tackle under-nutrition up to 2020. Communications outputs included reaching 5 million Twitter accounts through tweets and retweets of content related to the campaign. Three substantial and predominantly supportive pieces were published in national newspapers and online with a reach of 25 million potential readers.



Photography by L.Vidyasagar, ICRISAT



Behaviour change:

THINK! CYCLIST Safety Tips campaign

Our aim: To remind drivers and cyclists of the actions they can take to drive and ride more safely with the aim of reducing the number of cycling casualties on the road.

What we did: Working in partnership with Transport for London (TfL), THINK! extended their Safety Tips campaign to target both cyclists and drivers in five regional cities where cyclist casualties are over represented. We used outdoor media to reach and remind drivers and cyclists at the point of action and when behaviour is more likely to be positively influenced (i.e. when they are driving or cycling).

Evidence to show success: This was THINK!'s first 'paid for' cycling campaign and post-campaign tracking measures highlighted an increase in the number of cyclists saying that they were consciously aware of carrying out safer cycling behaviours (34% to 43%). There was also an increase in the number of drivers who claimed that they too were consciously aware of carrying out driving behaviours that increased cyclist safety (33% to 37%); we hope to build on this directional increase to contribute to a further shift in driver behaviour change.

International reputation:

DH – Dementia

Our aim: To position Britain as a global leader on tackling dementia.

What we did: Launched a campaign of media and PR, extensive online and offline engagement, and a national programme of dementia events and visits, building awareness and support for government action and promoted examples of good practice around the country. This activity, including the G8 Dementia Summit at Lancaster House, helped to support the Prime Minister's ambitions to improve diagnosis, boost new research into dementia, and build dementia-friendly communities through a social movement to recruit 1 million Dementia Friends.

Evidence to show success: Our overall programme evaluation found in excess of 200 million domestic opportunities to see or hear about government action in the last three months of 2013. There were also 20,000 live views of the G8 dementia stream – a first for a G8 event – and extensive international coverage across G8 member nations and beyond. Moving forward, we hope to convert this initial interest into sign-ups to become Dementia Friends through a major campaign in the coming year.



G8 Dementia Summit, Department of Health

**Internal and change communications:
DWP – Communicating change to colleagues**

Our aim: To ensure all our people understood and could confidently explain the size and scope of welfare reform; why Department for Work and Pensions (DWP) needed to reform the welfare system; and were aware of the culture and behaviours needed to deliver organisational transformation.

What we did: Our strategic approach was to treat our 100,000 colleagues as stakeholders in change. We engaged them in organisational and work-related changes we would all face using our full mix of internal channels to deliver innovative and engaging content. Colleagues immediately affected by reform received tailored, specific information allowing them to explain and advocate change to their customers. All our activity was continuously tested using focus groups and our internal social media platform #eartothe ground, encouraging colleagues to engage and shape the work.

Evidence to show success: After the first six months of activity, 95% of colleagues were aware of welfare reform; 92% understood why DWP needed to reform; and 98% were aware of our flagship welfare reform programme Universal Credit. There were also high levels of understanding of how welfare reform would affect individual job roles. The campaign recently won the best change communications programme at the Chartered Institute of Public Relations #insidestory awards 2014.



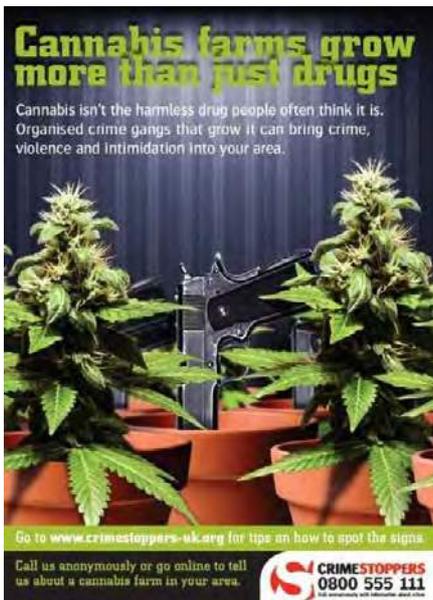
**Intelligent targeting:
Home Office and Crimestoppers**

Our aim: To increase the level of information received on commercial cannabis cultivation and to educate the public that cultivation of cannabis is, in fact, linked to serious and organised crime.

What we did: Used an innovative piece of direct mail in the form of a scratch and sniff postcard. As well as being able to recognise the scent of a cannabis farm, the image of a gun inside a plant pot drove the message that cannabis farms grow more than drugs and can bring crime and violence into your neighbourhood. We were able to target these door drops into 'hot spot' areas using police intelligence to direct the targeting down to post code area. Over 200,000 cards were door dropped.

The campaign cost under £100,000 and was backed up with social media, E-shots, and national and local media.

Evidence to show success: The campaign secured 439 items of media coverage at an international, national and local level. Crimestoppers received 1,649 actionable pieces of information on drugs related offences, a 54% increase. Overall the campaign and operation activity which followed led to 400 arrests, 100 cannabis farms identified and dismantled, 1,000 cannabis plants seized and £2 million of drugs.



Behaviour change:

High Income Child Benefit Charge

Our aim: To ensure that the 1.1 million families affected by the introduction of the High Income Child Benefit Charge understood the impact it would have on them, got the help they needed to make an informed decision on whether to opt-out or not, without feeling the need to call our contact centres or write to us. Equally, HM Revenue & Customs (HMRC) didn't want to worry those who were not affected.

What we did: All communications pointed customers online and provided them with all the help and information they needed. Media, marketing, stakeholder communications and social media ran alongside 800,000 letters, written by

communications teams, prompting recipients to act while informing those without a letter, who were earning more than £50,000 and receiving Child Benefit, to check what to do online.

To keep customers online HMRC developed a click-through guide that customers could navigate through, only seeing information that was relevant to them, helping them quickly to ascertain whether and how they were affected. All these materials were tested with customers to ensure they were accessible and intuitive.

Evidence to show success: Experts estimated that one in ten affected customers would want to stop their Child Benefit payments rather than pay the charge. When the charge went live, one in three customers stopped their payments. HMRC's contact centres had forecast that they would receive 477,000 calls. They received less than half that number, saving HMRC £650,000, while the campaign generated 2.2 million web hits. The reinforcing marketing also worked: HMRC saw 100% uplift in opt-outs during the first week of adverts. The policy will contribute £1.5 billion a year to reducing the deficit.



4. Our priorities for 2014/15



In 2014/15 we will continue to deliver excellent communications aligned to the government's priorities to build a stronger, more competitive economy and a fairer society. Our campaigns will further improve the lives of people and communities in the UK, and support the effective operation of our public services, including via new and improved digital transactions. We will be ready to deliver responsive and informative communications in times of emergency and crises, and we will support efforts to enhance the UK's reputation.

The economy

The cross-government economy campaign will focus on the government's long-term economic plan: reducing the deficit; cutting taxes; jobs, enterprise and infrastructure; capping welfare and reducing immigration; and delivering the best schools and skills for young people. We will also highlight policies to stimulate local growth and provide long-term support for the UK's key industries. The economic campaign will involve communicators right across the GCS from a wide range of departments and ALBs. The campaign will support the government in delivering objectives on trade and tourism; industrial strategy and local growth; supporting businesses; tackling the deficit and reducing taxes; and investing in UK infrastructure.

Fairness and aspiration

In 2014/15 we will bring together communicators across government to explain how government reforms are creating a fairer society for hardworking people and their families, and rewarding those who aspire to work hard and get on. We will focus on government key changes that together show how fairness and aspiration are at the heart of government reforms, from fixing immigration systems, to restoring fairness to the welfare system, ending modern day slavery and transforming our justice system. Working together, we will promote programmes designed to support young people into employment. We will highlight opportunities for them to gain the education and skills they need to succeed, including reforms of the curriculum, the pupil premium and the apprenticeships programme. We will make clear the support for hardworking families such as childcare and flexible working reforms, universal free infant school meals, and policies to help people into home ownership.

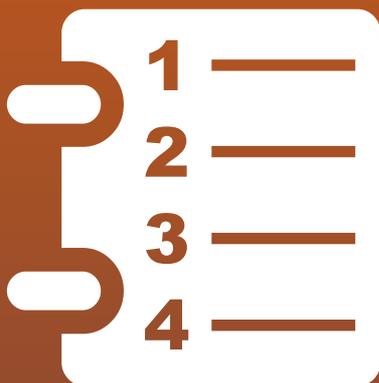
Britain in the world

This year will see the UK playing a significant role on the international stage and navigating some significant domestic events. Our work will focus on building a stronger, safer and more prosperous UK. We will help the UK prosper by supporting investment and exporting as well as continuing efforts to make the EU more competitive and flexible. We will continue to show the humanitarian support the UK provides to countries such as Syria. Our work will support major global events such as the FCO's London summit in June to end sexual violence in conflict and in hosting Britain's allies at the NATO Wales Summit in September. Communicators across government will deliver a range of activities to mark the anniversary of the First World War, notably the commemoration of the start of the war on 4 August.

Strengthening government communications

Alongside our vital work to support these government priorities, 2014/15 will also be another significant year for our profession as we continue our work to improve our capability and our performance through the GCS change programme. We will embed a new continuous professional development approach and continue to deliver record numbers of training courses on our key skills such as evaluation and low-cost campaigning. And we will roll out the programme of capability reviews to key ALBs and implement the conclusions of the GCS digital review. Our focus on driving the best possible value for the taxpayer will continue through the operation of spending controls and by extending our work with partners who can help us achieve our objectives.

5. Priority cross-government campaigns



A. The economy campaign

The government's aim is to build a stronger, more competitive economy. The Coalition was built on a plan to tackle the UK's economic problems and this remains the unifying theme of the government. So communications in support of this aim will be at the heart of our work over the course of 2014/15.

The government's long-term economic plan will act as the core framework for communications.

- **Reducing the deficit** so we deal with our debts, safeguard our economy for the long term and keep mortgage rates low.
- **Cutting income taxes** and freezing fuel duty to help hardworking people be more financially secure.
- **Creating more jobs** by backing small business and enterprise with better infrastructure and lower jobs taxes.
- **Capping welfare and reducing immigration** so our economy delivers for people who want to work hard and play by the rules.
- **Delivering the best schools and skills for young people** so the next generation can succeed in the global race.

Our campaign will bring together communicators across government that are working on these key areas to explain the government's economic policies through a variety of channels, including digital. Working across the following areas, we will create the confidence to get UK businesses to employ, international companies to invest, and help spur growth and economic recovery.

International trade and tourism

- Across government we will continue to use the GREAT Britain brand to improve global perceptions of the UK and deliver increased levels of trade, investment, tourism and high-quality students. This will draw particularly on the work of communicators across BIS, UKTI, FCO, VisitBritain, VisitEngland and the British Council.

- The Home Office will continue to promote visa services in priority overseas trading markets to ensure that the UK welcomes migrants who will contribute to growth.
- DFID will raise awareness of the role of the government in supporting and partnering with initiatives that reduce poverty and boost economic growth in the developing world; engage with UK business on the benefits and opportunities of investing in developing markets; and demonstrate that the government's approach to international development is contributing to economic growth and the creation of jobs.

Industrial strategy and local growth

- BIS will continue to drive cross-government communications to increase the awareness and impact of industrial strategy as a key driver of economic growth for the long term, in partnership with business.
- Department for Communities and Local Government (DCLG) will set out the role and work of Enterprise Zones to help them attract further investment and to demonstrate that they are successfully creating local jobs and helping local economies to grow.
- BIS and Department of Health (DH) will promote British science and innovation, and support targets to increase uptake of public research and development by UK businesses, and increase business and public knowledge and understanding of UK's work on technologies.
- DCLG will also raise awareness of government local growth programmes to show how the government's policies and planning reforms are enabling the transformation of town centres.
- Defra will promote work to create an environment for the GM and agri-technology industries to prosper in the UK.

Support for business

- A cross-government campaign led by BIS, spanning a number of departments and ALBs, will raise awareness of opportunities and

increase take up of the wide range of support available so that ambitious and aspiring small businesses can fulfil their potential and grow the economy.

- HMRC and HM Treasury (HMT) will ensure that eligible employers – including small businesses and charities – are aware of the Employment Allowance, understand the policy and know where to go to find out more information and how to claim.
- Cabinet Office (CO) and major procuring departments will promote opportunities to allow a wider range of UK businesses to bid for government contracts, including through the supply chain.
- BIS and DWP will raise awareness of the government support schemes Start Up Loans and the New Enterprise Allowance for those seeking to start a new business.
- Department for Culture, Media & Sport (DCMS) will promote the economic case to business for women's participation in the workplace and in enterprise to encourage removal of barriers to progress.
- Defra will support work to assist UK food and drink companies with their international growth, and promote British food and drink for buyers and as a career.
- Defra will also deliver communications in support of jobs and growth in rural areas, covering the tourism industry and removal of regulatory barriers to growth.
- The Cabinet Office and Home Office will deliver communications in support of the National Cyber Security Strategy which seeks to make the UK one of the most secure places in the world to do business online.

Investing in infrastructure

- HMT will raise awareness of progress in implementing the National Infrastructure Plan.
- DfT will promote the strategic benefits of government investment in all our transport infrastructure, including the biggest upgrade of our road network for half a century,

record investment in the rail network and the development of more rail capacity and connections with HS2,

- DCMS will raise awareness of the programme of investment in broadband and mobile infrastructure to families and small businesses, and drive take up of £100 million worth of broadband connection vouchers for SMEs.
- Department of Energy & Climate Change (DECC) will provide a platform for investor confidence in energy infrastructure to drive strong investment and growth to create green jobs and secure energy supplies.
- Defra will communicate the government's investment in flood and coastal risk management and the roll out of rural broadband infrastructure.
- DCLG will communicate government action to simplify the planning process and increase the supply of new-builds and bring empty homes back into use.

Tackling the deficit and reducing taxes

- HMT will communicate the government's macro-economic policies, including deficit reduction, designed to maintain confidence.
- HMT will also raise awareness of the government's tax reforms to support growth, investment and job creation by business.
- CO and all spending departments will promote government action to deliver efficiencies, savings and reforms on behalf of UK taxpayers, including the digital transformation of public services – expected to save £1.2 billion by the end of this Parliament.
- DCLG will raise awareness of the package of support including business rate relief the government is providing to High Streets.
- HMRC will highlight work to raise extra revenue by cracking down on evasion, avoidance and fraud.

B. Fairness and aspiration

In 2014/15 we will bring together communicators across government that are working to explain how the government is creating a fairer society for hardworking people and their families and rewarding those who aspire to work hard and get on. This includes activity around the following themes:

Demonstrating how the government is restoring fairness to the welfare system and rewarding those who aspire and want to get on by helping them into work.

DWP will work across a range of programmes to support this, including:

- Supporting the transition to Universal Credit, ensuring claimants understand that work pays, increasing personal responsibility, and encouraging people to maximise their earnings.
- Fraud and error communications will support a £1.4 billion reduction in benefit and tax credit overpayments by March 2015.
- The benefit cap will continue to be publicised through regular statistics, showing how fairness is being restored to the welfare system by ensuring that households on benefits can't claim more than the average working family earns.
- Removal of the spare room subsidy will help those affected understand their options and highlight the fairer approach for the taxpayer, while helping reduce overcrowding in social housing.

Fixing immigration systems to ensure fairness to the taxpayer, and encourage the brightest and best to come to the UK, work hard and support themselves.

- The Home Office's Immigration Bill will make the UK a harder place to live for those who have no right to be here. It will contain measures to stop illegal immigrants working, renting property, getting a driving licence, opening a bank account and accessing healthcare from the NHS.
- DH will focus on Health Tourism, which will change arrangements for charging people from the EEA and other countries accessing the National Health Service (NHS).

Supporting the aspirations of young people to gain the education and skills they need to succeed in employment.

- DfE will communicate curriculum activity which will prepare the workforce and help people understand the headline changes to the national curriculum in order to restore confidence in the rigour of the exam system.
- DfE will continue work around the Pupil Premium which will provide funding for schools to provide extra support and boost the performance of disadvantaged pupils, reducing unfairness.
- BIS and the Skills Funding Agency (SFA) will promote Apprenticeships and Traineeships to young people and employers, and shift perceptions of vocational education being a second choice to higher education.
- The Youth Employment campaign will promote equally the academic and vocational routes for those at the start of their working lives.

Helping families by making childcare more affordable, work more flexible and ensuring our systems support them.

- BIS will lead a campaign to drive uptake of new shared parental leave arrangements that will allow parents to choose the length of maternity or paternity leave that is right for them.
- DfE will continue the Early Years Childcare campaign which will expand access to high-quality early education in particular from low-income households.
- DfE will show how government is supporting families with the roll out of Universal Free Infant School Meals and show how this is helping low income families with household costs and all children improve attainment by being provided with a healthy meal.
- DCLG will continue activity to turn around the lives of 120,000 Troubled Families by 2015.
- DWP will promote the support available for separated families, encouraging people to make informed choices about using the statutory Child Maintenance Service.

Making things fairer for older people by improving social care and reforming pensions.

- DH will continue to raise awareness on how changes introduced in the Care Bill are reforming social care to create a fairer, modern system that promotes people's wellbeing, transforms their experience and protects people from catastrophic care costs.
- HMT and DWP will ensure the public understand the biggest reform of pension taxation in a century, giving pensioners more freedom over their pension pot which will help deliver economic security for pensioners.

Helping hard working people into home ownership.

- HMT and DCLG will promote the Help to Buy schemes to raise awareness and understanding of the schemes, signpost help available and allow potential buyers to make an informed choice.
- DCLG will ensure eligible social housing tenants are aware of the latest changes to the government's Right to Buy scheme and make an informed choice as to whether to apply.

Ending modern day slavery and transforming our justice system.

- Home Office will continue the Modern Day Slavery campaign which will raise awareness and therefore reporting of modern slavery.
- MOJ's Transforming Rehabilitation reforms will communicate the move to provide mandatory supervision and rehabilitation for all offenders leaving prison and show how youth custody will put education and training at its heart, ensuring young offenders have the best opportunity to break the cycle of reoffending.
- MOJ will also communicate legal aid changes to make the system more efficient and focus funding on those who need it most and on those cases that require it.

C. Britain in the world

Our work overseas helps maintain a stronger, safer and more prosperous UK. The Britain in the world campaign brings together the government activities that will be given the highest priority across our international communications towards meeting three goals: security, prosperity and consular assistance.

This campaign will be delivered by officials and communicators in the UK and through the network of diplomatic missions overseas, managed by the FCO, as the principal platform for supporting the government's communication efforts abroad.

SECURITY: Safeguarding the UK's national security and improving human security.

By March 2015 we will have:

- Improved public confidence in **Afghanistan** in the international community's long-term commitment to the country, explained and promoted the UK's continuing support, maintained support in the UK for engagement in Afghanistan, and encouraged the co-operation of allies.
- Generated debate around the future use of military force, deterrence and building stability around the world to increase our national security, including through communications around the **NATO Summit in Wales** (September 2014) and the **First World War centenary**.

Key departments in delivering this work will be: Cabinet Office, FCO, Ministry of Defence (MoD), DCMS, DfID.

- Delivered campaigns addressing violence against **women and children**: mobilising popular and government support for international commitments to **end sexual violence in conflict** (London Global Summit, June 2014), reducing the number of women and children who are affected by this unacceptable abuse of human rights; and rallying a global movement to end female

genital mutilation, and early and forced marriage (Summit, July 2014).

Key departments in delivering this work will be: FCO, DfID.

- Delivered campaigns to sustain awareness and support for efforts on a political settlement for **Syria** and for humanitarian assistance for Syrian citizens and refugees; bolstering the values and reputation of the Syrian opposition; undermining the regime's narrative; reducing part of the impetus behind UK nationals considering fighting in Syria; and generating understanding and recognition for the UK role in supporting the national dialogue and political process in **Libya**.

Key departments in delivering this work will be: FCO, Home Office, DfID, MoD and Cabinet Office.

- Promoted debate to underpin greater stability and better governance in the **EU's neighbourhood**, in particular in the Balkans and Ukraine, and to support more stable relations between **Russia** and Ukraine, and respect for the sovereignty and territorial integrity of all Russia's neighbours.

Key departments in delivering this work will be: FCO, DfID, MoD, Cabinet Office.

PROSPERITY: Building the UK's prosperity by increasing exports and investment, opening markets, and promoting sustainable global growth.

Work in this area is summarised in the economic campaign priority earlier in this plan. Through our communication efforts, by March 2015 we will have:

- Supported delivery of inward **investments and exports** targets in excess of £1 billion working across government and with private sector and other partners, through the GREAT campaign.
- Delivered wider communications work on trade, tourism and investment to promote the UK overseas.

- Delivered a campaign to demonstrate that Britain is open for business and tourism within the context of the government's immigration and security policies and reinforcement of the legacy from the Olympics and Paralympics.

Key departments in delivering this work will be: UKTI, FCO, the British Council, VisitBritain and VisitEngland, Home Office, DCMS, Cabinet Office.

- Capitalised on debate on the improved **conditions for growth**, including through creating awareness of opportunities for new business for Britain, championing innovation and establishing clear messages around climate change and the UK's influence over setting of international greenhouse emissions targets.
- Continued our focus on supporting economic development in the world's poorest countries, with campaigns to end aid dependency through jobs and to agree a new set of ambitious post-2015 development goals to end extreme poverty by 2030.
- Improved understanding of how seemingly harmless crimes are funding organised crime gangs working across international borders, costing the UK more than £24 billion a year, with the aim of disrupting the market place where organised criminals trade, reducing the demand for counterfeit goods, ending modern slavery and tackling sham marriages.

Key departments in delivering this work will be: FCO, BIS, UKTI, DfID, Home Office.

- Campaigned to **reform the EU** so that it becomes more open, competitive, flexible and democratically accountable. We will generate support for the new EU Commission's programme enabling better regulation, the single market, and wider reform. We will have raised greater awareness of the benefits of Free Trade Agreements and communication of our success to the UK public.

Key departments in delivering this work will be: HMT, Cabinet Office, FCO, BIS, Defra.

CONSULAR ASSISTANCE: supporting British nationals around the world

- Supported the delivery of high-quality **consular services** and helped to minimise preventable problems experienced by British nationals through: innovative use of digital channels; a revitalised 'Know Before You Go' campaign; and proactive outreach activity including on forced marriage, parental child abduction and changes to consular services.

Key departments in delivering this work will be: FCO, Home Office.

6. Strengthening government communications



In last year's plan, we prioritised continued efforts to strengthen the Government Communication Network.

Since then, we have undertaken a communications capability review of all major Whitehall departments and two cross-cutting reviews focused on digital and regional communications. The reviews confirmed that government communications are tactically strong and strategically weak, and that while pockets of excellence exist, improvements are needed in a range of areas including strategic planning, policy engagement, professional leadership, digital communication, internal communications and evaluation.

As a result, we increased efforts to develop the skills of everyone working in government communications by delivering more than 2,000 training places; creating 95 mentoring partnerships and running a detailed programme of events with organisations including The Guardian, Google, Sky, Weber Shandwick and WPP. We hosted four summer conferences and our first ever conference programme targeted at internal communicators. And we developed a network of evaluation champions so that departments and ALBs can better demonstrate the impact of their marketing and media activity. Over the year, the number of average monthly visits to the profession's website increased by more than 240%; subscribers to our monthly newsletter reached nearly 6,000 and our Twitter feed attracted more than 2,500 followers. We increased significantly our engagement with the profession and shared tools including a new campaigns framework, advice on using social media and guidance on applying behavioural insights.

The new Government Communication Service (GCS)

On 1 January 2014 we launched the Government Communication Service (GCS) to replace the former Government Communication Network. The GCS is a major step towards creating a more unified, less bureaucratic, more skilled profession. The GCS will support government communicators to embody the Civil Service values and achieve our ambition for exceptional communications. Focusing on 11 areas of reform, the GCS has already introduced a new governance structure overseen by the Minister for the Cabinet Office, Francis Maude; developed the profession's first talent management strategy; improved spending controls; and launched IC Space, an online resource for everyone working within government on internal communications.

The changes we are making to improve government communications have not gone unnoticed. We have hosted delegations from around the world and have briefed Heads of Communications across Europe and as far afield as Australia, New Zealand and Japan.

GCS professional priorities for 2014/15

In 2014/15 we will continue to improve the standards of the government communications profession through the GCS change programme.

We are introducing mandatory skills in digital communication and communications evaluation, setting minimum expected skill levels in internal communication and a Continuing Professional Development (CPD) programme for all government communicators in department's, ALBs and Non-Departmental Public Bodies (NDPBs). We will work closely with the devolved administrations, regulators and other organisations that report direct to Parliament to ensure that they also continue to prioritise professional development. We will continue to run the well-regarded Aspire programme and will provide at least 1,500 more training places, open to all, focused on key skills such as low-cost campaigning and regional campaigning.

We will complete around 30 communications capability reviews of ALBs in 2014/15. This work will add to our evidence base of best practice in public communications and identify areas where improvement is required.

As part of the reform of the profession, in May 2014, GCS will take responsibility for the recruitment of AIOs and IOs into government communications, and ensure that all new entrants have diverse, flexible and high-quality skills. We will pilot a new assessment centre with Ministerial departments and a small number of ALBs before providing it more widely. We will continue the successful mentoring programme and we will implement new terms of engagement for departments and their ALBs to ensure that government communications are better co-ordinated.

Of equal importance will be the creation of the first formal support function for government communications. Based in the Cabinet Office, the new team will support departments to deliver increased efficiency and effectiveness; strip out waste and duplication; ensure that insight and research is better shared; and encourage an atmosphere of innovation across government communications. It will also support departments to set up shared centres of excellence in areas such as behaviour change marketing, design and professional development – again as a way of reducing costs and duplication and raising standards and consistency.

A partnership with The Guardian and LGComms will showcase best practice through a new national awards programme while the communications capability review programme will turn its attention away from Whitehall towards ALBs and NDPBs where a significant amount of communication with the general public is based.

These activities will help deliver GCS's commitment to the Civil Service Reform programme – that government communications will be nothing less than exceptional, and that the profession will deliver at least 10% year-on-year efficiency gains for each of the next three years.

A. Digital as a core skill

Digital capability will be a key theme of the coming year. As was set out by the **Digital Communications Capability Review** which was published in November 2013:

Digital communication in government should be a core skill for all, not a specialist area, by end of 2014. Digital communication skills must include a firm grasp of planning, objective setting and measurement/insights.

This Review will inform much of the activity which is carried out during the year. Without improving the capability of staff and communications teams, it will be difficult to properly improve the quality of the output and outcomes of digital media.

GCS change programme

Integrating digital and social media is a project within the GCS change programme. We will work towards the following actions to improve the way government communicates digitally:

- Undertake a review of departmental digital capabilities and share best practice.
- Develop stronger digital content to create a stronger impact.
- Develop and agree a strategic vision for the use of digital resources within the field of government communication.
- Identify the skills gaps and develop a capability plan for developing digital competence.
- Create an evaluative approach to digital communication that can be applied across the GCS.
- Create an integrated approach for communications using traditional as well as digital media.
- Develop a structure for an integrated communications team
- Reposition specialist digital teams to take on a more innovative, challenging and strategic digital role.

These actions will be allocated to Directors of Communications and implemented across all departments during the year. We would recommend that ALBs also take up the recommendations where possible.

Digital competence and objectives

From April 2014, it will be compulsory for all GCS members in government departments to have a digital-based objective. We will develop guidance for how this could be incorporated for individual objectives.

In addition, for all newly advertised roles, a digital capability competency should be incorporated into the role specification (either from the **Civil Service Capability** or **GCS Competency Framework**).

Digital will remain at the heart of pan-government campaigns. In particular, digital and social media will play a strong role in the ongoing GREAT campaign and our work across government on the economy.

Migration of ALBs to GOV.UK

Apart from those with a specific exemption (e.g. NHS), the remaining ALBs websites will be closed over the first part of the year and transitioned onto the GOV.UK single domain, joining those that have moved already. This will lead to increased efficiencies and a more seamless experience for users who can now see their content on a single website, rather than dozens of separate ones.

This will lead to an increased uptake of those trained to use the GOV.UK publisher which will mean more people subscribing to the **GOV. UK style guide** – which means using clear and consistent language.

Exemplar transactions

The eight big service providing departments are working with the Government Digital Service (GDS) to build new digital by default services. The aim is for the electronic transactional services developed to be so effective and of such a high standard that those accessing them will prefer to use the electronic versions rather than the paper ones they replace. Many of the 25 exemplar transactions will progress into public beta and go live in 2014/15 <https://www.gov.uk/transformation>.

Digital and social media will play an important role in communications around these new digital services. Departments will lead in communicating this, with support and guidance from GDS available.



Vickie Sheriff at the GCN Conference, June 2014

B. Creating excellence in internal communications

The Internal Communications Excellence project (IC Excellence) is focusing on creating excellent practice in internal communications in the Civil Service, leading to significantly improved levels of employee engagement and thus performance, across the Civil Service and its ALBs. When all the IC Excellence strands are complete, later in 2014, we should be much better equipped to create significantly raised levels of employee engagement across government. This should not only raise performance but also the extent to which people create enhanced value for UK business and citizens, and feel more valued in return for doing so.

Our goals:

- A much stronger, clearer leadership for internal communications across government.
- More engaged staff who better understand the connection between their jobs and the government's vision, as a result of a regularly used and consistent narrative about the vision the Civil Service is aiming for, and their role in that.
- Professional government communicators, working in internal communications as part of a portfolio communications career, who are skilled and professional as well as proud to work in government IC, and where non-specialists in these roles are exceptional cases.
- Engaging leaders who increasingly understand the importance of internal communications to their role and in helping their staff to achieve the Civil Service of the future.
- Managers who are better equipped to have regular conversations with their staff – including difficult ones, such as over performance management.

What you will see:

- The 'ICSpace' toolkit will continue to evolve and grow as more internal communicators engage with it, becoming a valuable and effective learning space.

- A 'Line Managers' Toolkit' will go live on Civil Service Learning and as a chapter on the 'ICSpace', becoming a valuable resource for managers.
- Each IC team will have a clearly defined Head of Internal Communications, whose grade is in the upper third of the hierarchy of grades for that organisation and who will be a key counsellor to senior management.
- Every department and ALBs will have an IC team who are full members of the GCS and subject to the same professional rigour as all other communications teams.
- Internal Communications teams will increasingly adopt a clear campaign-based approach, underpinned by the 'Engage For Success' drivers of engagement rather than just 'sending out stuff'.
- Internal communicators will actively support the communication of cross-Government campaigns, including Civil Service Reform.
- There will be a clear career pathway for internal communicators, setting out expectations of skills, and competences at each career stage will be introduced.
- A network of internal communicators across government will mentor and support one another, raising standards and communicating best practice, including an ongoing programme of face-to-face networking and learning opportunities such as conferences, buddying and local hubs.

Your GCS 2014/15 checklist

- ✓ Read the Plan
- ✓ Discuss it in your team and agree how your work fits in
- ✓ Register with GCS online
<https://gcn.civilservice.gov.uk/>
- ✓ Consider your own skills and those of anyone you manage. Is there anything you need to learn or improve to deliver outstanding work?
- ✓ Discuss your Continuous Professional Development (CPD) with your line manager.

Social GCS

Our website

<https://gcn.civilservice.gov.uk/>

Follow us

@ukgovcomms
@commscymru
@theicspace
@gcssouthwest

Tools to help you

GCS online guidance

<https://gcn.civilservice.gov.uk/professional-development-2/>

- Consider the mentoring programme
 - Join an industry professional body
 - See what training or secondment opportunities are available
 - Check the professional competency framework
- ✓ Use the GCS campaign framework to plan your work (objectives, audience/insight, strategy/ideas, implementation, evaluation/impact)
 - ✓ Make sure you have a digital based objective in your 2014/15 performance plan
 - ✓ Consider what you and your team do that others could learn from
 - Put on a Comms Exchange event
 - Draft a blog post for GCS
 - Enter the GCS Awards (look out for details on the GCS website)
 - ✓ Send us your feedback
 - Does the plan give you a better understanding of our collective goals? Do you have ideas for next year?
 - Do you have an idea that could improve the way we work?
 - Email **GCS@cabinet-office.gsi.gov.uk**
 - ✓ And if you need fresh ideas for your work use the 'Expert Exchange' (Appendix A) to contact colleagues across the GCS.

7. Maximising our resources



Providing the very best value for the taxpayer is at the forefront of our communications efforts. Low and no cost campaigns will continue to be the agreed standard for the majority of our activity. Where there is a strong case that external procurement will provide the best value for money outcomes we will work with our suppliers to ensure we give them the opportunity to provide us with the best solution. In 2013/14 we optimised expenditure through the operation of our Spending Controls on Advertising, Marketing and Communications, and reviewed 170 submissions through the Efficiency and Reform Group (ERG) central controls process.

Our work improving our planning processes is working; we are now able to forecast spend more accurately and across more ALBs than ever before. Better use of evaluation means we are building our understanding of what works, giving us the opportunity to invest in campaigns which demonstrably add value, for example the GREAT campaign which has been shown to support tourism and investment.

The total proposed spend on external communications activities for 2014/15 is £289,098,851. This compares to a figure of £236,952,002 forecast in 2013/14. We will report on actual spend against the 2013/14 forecast at the end of the formal audit process in the summer of 2014.

Working with partners

Partnership with community groups, public and private sectors are an essential part of our efforts to deliver campaigns for the public good. They allow the public and communities to help shape and deliver policy and services.

If you work outside of the Civil Service and want to get involved in the work of the GCS or have an idea for a partnership please get in touch.

What can you do as a private sector/charity partner to GCS:

- Be part of our peer network
- Be a capability reviewer
- Sign up to provide services via the agile route to market and compete to be on our frameworks
- Identify secondment opportunities for GCS members
- Help deliver our campaigns.

Contact us at:

GCS@cabinet-office.gsi.gov.uk

Within the proposed spend in 2014/15 we have so far identified approximately 40 potential opportunities for our framework agencies to pitch for. These briefs will be developed and issued via the appropriate lots throughout the course of the year.

We have implemented buying frameworks that help government and work for our suppliers. During 2013/14, a number of legacy frameworks have been renewed, as follows:

- RM988 Creative Solutions, Execution and Related Services consisting of 27 suppliers in five lots: launched in April 2013.
- RM1011 Strategy and Planning consisting of 15 suppliers in two lots: launched in November 2013.
- RM1086 Market Research consisting of eight lots: procurement underway with a planned award date of May 2014.
- RM1049 Event Planning, Delivery and Related Services: procurement underway with a planned award date of May 2014.
- RM1704 Media Buying: OJEU published in March 2014 with an expected award date of September 2014.

The Crown Commercial Service (previously known as the Government Procurement Service) is responsible for all these framework procurements – with the exception of Market Research which is being led by UK Shared Business Services (UKBS).

There is ongoing consultation with government and industry stakeholders on both the framework procurement process and the call-off process to ensure that approach is continuously improved and updated in response to the feedback and evidence received.

In addition to the frameworks, suppliers can be accessed via RM1002 Agile Route to Market and improvements are also being made to the customer journey.

Snapshot of the GCS

Estimated communications spend 2014/15:

£289,098,851

Communications programmes identified:

130 

Engagement



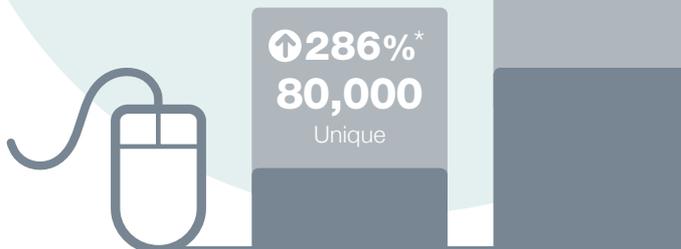
2,355
followers



5,888
subscribers to our fortnightly newsletter

Visits to the GCS website in 2013/14

*Since 2012/13



Evaluation



37

Organisations with evaluation champions



26

Organisations with an evaluation dashboard

Events & Conferences



Reviews:



109 Recommendations

85 Recommendations acted upon

Professional development



97 Aspire courses:

- **35 Evaluation** - 608 places
- **23 Low-cost campaigning** - 337 places
- **10 Procurement and agency management** - 113 places
- **29 Digital communications** - 510 places

20 other courses run

466 staff places offered

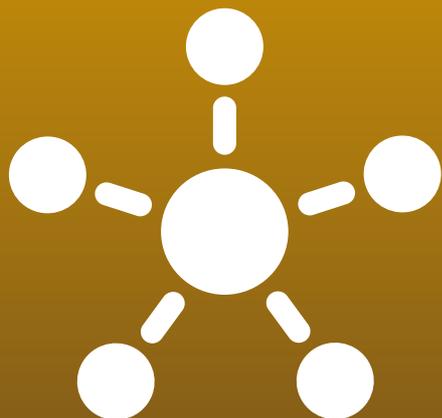


As opposed to private sector average of £500



Participants entirely or mostly met their objectives





8. Core activity across departments and Arms Length Bodies

There are six primary functions of government communications that span the breadth of our work. The core activity set out below for each of the six functions highlights the essential contribution of GCS members, particularly those outside Whitehall in ALBs and Executive Agencies.

As part of our improved planning process we identified 130 different communication programmes across government. We have highlighted our three main priorities earlier on in this plan but there are many other activities that will be undertaken this year that support our six core functions. There are some examples below. This is by no means an exhaustive list and does not seek to replicate or replace an organisation's communications plan but will give an idea of how varied work across these functions will be in 2014/15.

The six primary functions of government communication are:

1. To fulfil a specific legal or statutory requirement

To provide public information about the operation of government, such as public consultations or notifications of changes to government services. Some examples of this work will include:

- **Scottish Referendum** – The Cabinet Office will provide factual information about the issues around Scottish independence and explain the government's position.
- **HS2 consultation** – DfT will engage key audiences affected by HS2 development.
- **Care and support reform** – DH will raise awareness and understanding of what changes introduced in the Care Bill mean for people's care and support and ability to plan for the cost of care in older age.
- **Flood and coastal erosion** – The Environment Agency has a statutory duty to warn and inform of flood and coastal erosion risk and will ensure communities are aware of those risks and equipped with

the right information to be able to prepare and respond to them. DCLG has the responsibility for flood recovery.

- **The new Common Agricultural Policy** – Defra, the Rural Payments Agency, Natural England and the Forestry Commission will explain the new Common Agricultural Policy to farmers and landowners, including how to use the new CAP Delivery IT system and how to make claims for funding.

2. To help the public understand the government's programme

In this final year of the current Parliament, it will be increasingly important both to explain the government's policies and to ensure that the public are aware of the impact of these policies. A focus on implementation will become a theme across our work.

- **Tackling poverty through social justice** – DWP will drive coordinated activity across the government, voluntary and private sectors to put the government's social justice agenda at the heart of its approach to tackling poverty in all its forms.
- **Employing and supporting disabled people** – DWP will work across government to challenge negative attitudes to disability, support disabled people to raise and realise their aspirations, and highlight the benefits of employing disabled people.
- **Transforming legal aid** – The MoJ will continue to set out the government's position on legal aid reform.
- **Diverse energy supply** – DECC is communicating the need and benefits of investing in new clean energy infrastructure, including in renewables, Carbon Capture and Storage, new nuclear, oil and gas power.

3. To encourage changes in behaviour which benefit individuals and the public at large

There are many socially beneficial behaviours that the public sector, working with the private sector and charities, seeks to promote. These include changes that help individuals in their day-to-day lives (e.g. healthy eating), save lives (e.g. road safety) or help the effective running of government (e.g. tax Self Assessment). Using communications to encourage changes in behaviour can also help save significant costs to the taxpayer, such as the savings to the NHS made through helping people to quit smoking. Our approach will be to use a mix of awareness raising, persuasion, practical help and behavioural economics, demonstrating why changes in behaviour are important and making these changes easy for the public to adopt. Examples include:

- **Supporting the public to lead healthier lives** – Public Health England will continue to campaign on important issues, such as:
 - Smokefree campaign, providing direct, practical assistance to help smokers quit
 - Be Clear on Cancer, encouraging the public to speak to their doctor if they display any of the signs of cancer
 - Change4Life campaign, to promote healthy lifestyles, including diet and exercise
 - Start4Life campaign, providing support to new parents to ensure a healthy start for their baby.

- **Recruiting more teachers** – The National College for Teaching and Leadership will encourage the brightest graduates to consider a career in teaching, supporting the government's efforts to build a world class education system.
- **Preventing illness and death from asbestos** – The Health and Safety Executive will promote safer behaviour in those working in environments exposed to asbestos, helping save lives and prevent illness in later life.
- **Fire Kills Campaign** – DCLG will continue to help householders protect themselves and their families from domestic fires by persuading them to test their smoke alarms at least twice a year when they change their clocks.
- **Switching to ultra-low emission vehicles** – The Office for Low Emission Vehicles will work together with the automotive industry to make it easier for car buyers to consider the option of buying an ultra-low emission vehicle.
- **Domestic tourism** – VisitEngland and the Defra will continue to push the benefits of domestic tourism, boosting local economies across the country.
- **Blood and organ donation** – NHS Blood and Transplant will ask the public to support the NHS by giving blood and consenting to organ donation.
- **Preventing violence against women and girls** – The Home Office will continue its work to prevent abusive behaviour in relationships as part of the long running Violence against Women and Girls campaign.

4. To enable the effective operation of services to the citizen

There is an important role in ensuring the take up of a service or programme, encouraging compliance with the requirement of a service, supporting service users or helping to recruit new staff. For the year ahead this will include:

- **Online tax discs** – DVLA will use communications to ensure widespread knowledge of the abolition of the tax disc and take up of their direct debit scheme.
- **Bringing care closer to home** – The Better Care programme will see DH and DCLG promote improved integration of health and care services, 'proactive care' plans for all over-75s and improved access to GP services through the Prime Minister's challenge fund.
- **Student Finance Matters campaign** – The Student Loans Company will continue to encourage students to apply for their loans at the right time, helping to reduce pressure on administrative systems.
- **Tax Self Assessment** – HMRC will continue to maximise the timely and online filing of Self Assessment returns as an important contribution to collecting the revenues the government needs to fund public services.
- **Compassionate care** – DH will continue to set out how the health and care system is responding to the Francis Inquiry into Mid Staffordshire NHS Foundation Trust, building and maintaining public confidence in a safe, compassionate and effective NHS.
- **Increasing customer satisfaction with front-line DWP staff** – DWP will focus on driving up the quality and consistency of operational communications products in order to reduce inefficiency, increase customer service levels, and support behaviour change.

- **Reducing drug and alcohol related disorder** – The Home Office will continue to run messages to warn young people of the dangers of using ‘legal highs’ and work with targeted local areas to reduce alcohol related disorders, in partnership with the National Union of Students (NUS).

5. To inform and support the public in times of crisis

Crisis communications is a critical part of the government’s response to incidents and emergencies. But our work is not limited to responding to emergencies: our activity will also focus on prevention and emergency planning to help stop a crisis from developing or ensure a swift, well-managed response when circumstances are unavoidable.

- **Flooding** – The Environment Agency will continue to ensure that communities at risk or affected by flooding and coastal erosion are aware of those risks and equipped with information to respond to them. The Department for Communities and Local Government and its Chief Fire and Rescue Adviser co-ordinate the fire and rescue service response and the local resilience network, as well as flood recovery work.
- **Animal disease** – The Animal Health and Veterinary Laboratories Agency (AHVLA) and Defra will provide advice to vets, animal keepers and farmers about actions they are required to take to prevent the spread of animal disease, such as bovine TB.
- **Emergency preparedness** – DH will ensure there is capability and capacity across the health and care system to respond to any potential new threats to public health such as a pandemic.

6. To enhance the reputation of the UK

Government communications plays an important role in supporting the reputation of the UK. Our work helps to project the economic offer, values and policy priorities of the government on a global scale, helping to make the world safer and more democratic but also securing UK jobs and influence.

- **GREAT Britain campaign** – The Cabinet Office, BIS, UKTI, VisitEngland, VisitBritain and the British Council and others across government will continue to use the GREAT Britain brand to improve global perceptions of the UK and deliver increased levels of trade, investment, tourism and high-quality students.
- **London Global Law Summit** – The MoJ is a founding partner of the Summit which will showcase Britain’s unrivalled legal expertise to the rest of the world.
- **A global leader in dementia** – DH will continue activity supporting the PM’s Dementia Challenge. This includes the legacy of the G8 dementia summit, supporting the UK in becoming a global leader in dementia research, and setting the standard for early diagnosis, care and support, and community and business awareness.
- **Diplomacy** – FCO and MoD will continue their programme of diplomatic communications.
- **Supporting UK humanitarian responses** – DfID will demonstrate the role of the UK Government in saving lives in emergencies and in building resilience and improving the response to humanitarian crises, for example in Syria and natural disasters.
- **Climate change** – DECC will be communicating the UK’s leading international role in tackling climate change to bring about a low-carbon future.

Appendix A

The Coalition's policy priorities



The Coalition's priorities

The government's long-term plan is to build a stronger, more competitive economy and a fairer society. It includes:

- **Reducing the deficit** so we deal with our debts, safeguard our economy for the long term and keep mortgage rates low.
- **Cutting income taxes** and freezing fuel duty to help hardworking people be more financially secure.
- **Creating more jobs** by backing small business and enterprise with better infrastructure and lower jobs taxes.
- **Capping welfare and reducing immigration** so our economy delivers for people who want to work hard and play by the rules.
- **Delivering the best schools and skills for young people** so the next generation can succeed in the global race.

By sticking to this plan, we will ensure a better and more financially secure future for Britain, for hardworking people and their families.

The government is also helping families by making childcare more affordable and work more flexible. It is stimulating local growth and providing long-term support for the UK's key industries, creating and safeguarding jobs now and for the long term. And it is committed to improving social mobility to create a fairer society where everyone can get ahead in life, regardless of the circumstances of their birth or who they know.

Stronger economy

The government's long-term economic plan is working. The economy is growing, the deficit is falling and more people are in work than ever before. Creating jobs and getting people into employment are central to building a stronger, more resilient economy. This means peace of mind for millions who can now feel more secure about having a steady income and a better future for Britain.

But the job is not done. The Budget set out the next stage of the plan, making it easier to save, easier to export and easier for businesses to invest. The biggest risk now to the recovery would be abandoning the plan that is delivering a better future for Britain.

We want to grow the economy in a balanced way – across all regions and a range of industries. This isn't about short-term investments to create short-term jobs. We are supporting industries with a plan for the future so that the UK remains, and continues as, a leader across our key sectors – from aerospace to green industries.

Our investment in infrastructure projects to improve our roads and rail services, build homes and boost our internet access means that we can create more jobs now and support business growth.

A fairer society that rewards those who aspire to work hard and get on

Because we're getting the public finances back under control, we have been able to help people who work hard by cutting income tax, freezing fuel duty, offering local councils money for a council tax freeze, and expanding tax free childcare.

We are fixing the welfare system so that it pays to work and is fair to the hardworking taxpayers who fund it. The Help to Buy Scheme is helping people into home ownership. It is overwhelmingly benefiting first time buyers, with the vast majority of people buying from outside London and the South East.

We have increased the Basic State Pension by £650, with a 'triple lock' that ensures the state pension goes up by whichever is highest - inflation, wages or 2.5% - so no-one loses out in retirement. And we are the first government ever to bring forward proposals that will see an individual's care costs capped, so no-one will ever need to sell their home in their lifetime to pay for spiralling care bills.

We are backing people who have worked hard, saved hard and done the right thing. The Budget

gives pensioners more freedom over their pension pot with the biggest reform of pension taxation in a century.

We are making sure hardworking people can keep more of what they save. The Budget introduced a new ISA, making saving simpler and more flexible; and abolished the 10p starting rate of tax for savings income, which will benefit 1.5 million low income savers.

We are creating an education system that gives young people who want to work hard the skills they need to get on in life, and have a more secure and better future.

We're creating long-term career opportunities for hardworking and talented people to get on in life. It's not just about creating a short-term fix. Since 2010 we have delivered over 1.5 million more apprenticeships for young people, giving them the chance to develop new skills that will help secure their future.

We are building an immigration system that is fair to British citizens and legitimate migrants, and ensures people come to the UK for the right reasons – to work hard and contribute to our economy and society. We will continue to improve our visa service so it supports economic growth, but maintains the security of our borders.

We have already accelerated the start of new restrictions on migrants' access to benefits so that our welfare system only attracts and supports migrants coming to the UK to work and support themselves.

We are giving disadvantaged children early access to high-quality childcare, and helping them catch up or keep up with their better-off peers through targeted Pupil Premium schools funding. We are also providing free school meals for all children in reception, years 1 and 2 in state-funded schools from September 2014.

Appendix B

The GCS change programme



Reforming the Civil Service

Our programme of government communications reforms are about creating a single government communications profession that, following Civil Service reform principles, is better skilled, less bureaucratic and more unified.

Change will be delivered through 11 projects that improve the efficiency and effectiveness of government communications, implement higher professional standards, improve business planning and deliver more shared services:

- Define and create the Government Communication Service (GCS)
- Ensure mandatory evaluation of all communication activity
- Formalise communications business planning;
- Revise and improve ERG spending controls
- Introduce a new governance structure for the profession
- Create effective group communication structures
- Improve internal communications throughout government
- Review regional government communications;
- Improve the existing communication hubs;
- Develop a government communications corporate centre
- Integrate social media and digital channels within all communications functions, including the press office.

Under the 11 elements of the reform programme we will:

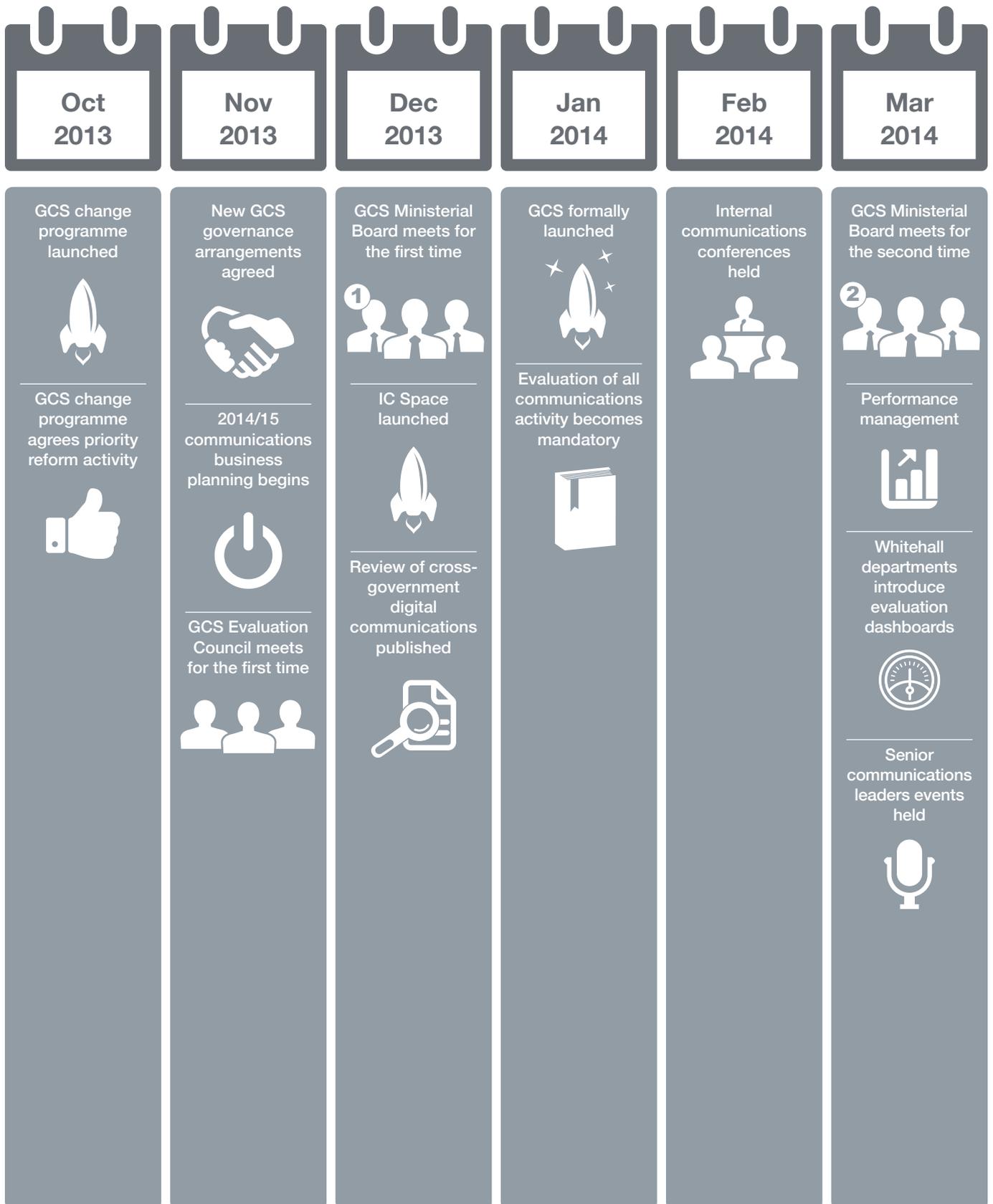
- Establish a new governance structure and Government Communication Board chaired by the Minister for the Cabinet Office. The Board will support government communicators to deliver the government's policy priorities through development, delivery and evaluation of progress against the annual Communications Plan.

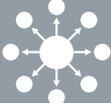
- Bring all communications up to the standard of the best. Our work is consistently respected both inside and outside government but we can still do better. We need to be delivering excellent internal communications, from making better use of regional communications to formalising business planning, and better integration of digital into everything we do.
- Communications will have more weight as a profession and greater standing with established professions such as legal and HR.
- Prioritise professional career development and clear career paths, including a talent management programme and secondment opportunities.
- Encourage collaboration: GCS is about creating a better place to work, and more cross government opportunities for development and innovation to help you deliver exceptional government communications.

Departments will continue to employ their own communications staff as they do now. There will be no 'single employer' but there will be greater emphasis on working in a more joined-up way.

Working better together will reduce duplication and unnecessary waste. It will also mean more focused communication with the public, and fewer contradictory messages or uncoordinated actions.

GCS Key Milestones 2013/2014



Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014
<p>2014/15 Government Communications Annual Plan launched</p>  <p>Compulsory CPD introduced to the government communications profession</p> <p>GCS first talent programme launched</p>  <p>Senior communications leaders events continue</p> <p>Review of cross-government regional communications published</p> 	<p>Cross-government communications co-ordinating centre launched</p>  <p>Aspire 2 training programme launches</p>  <p>Campaign framework relaunched</p>  <p>Guidance on communications and behaviour change revised</p>  <p>IO/AIO recruitment changes</p> 	<p>GCS summer conference</p>  <p>GCS jointly hosts Comms Academy 2014 with LGComms</p>  <p>Public Sector Communications Excellence Award winners announced</p>  <p>Civil Service Live</p> 	<p>GCS summer conference</p>  <p>GCS website moves to GOV.UK</p>  <p>Quarterly Reporting begins</p> 	<p>Future of government regional communications announced</p> 	<p>Scotland referendum</p>  <p>NATO summit</p>  <p>Comms Exchanges</p> 

Appendix C

Expert exchange



Design shared service

► DESIGN102, the GCS Design Centre (MoJ, Home Office and Cabinet Office)

Launched on 1 April, DESIGN102, the GCS Design Centre, provides a full range of creative design, print and publication services across government. They work with communication, policy, operations and corporate services teams to deliver high quality, low cost results.

DESIGN102 brings together design teams from the Ministry of Justice, Home Office and Cabinet Office into a single GCS Design Centre. Based in the MoJ building, 102 Petty France, this exciting venture is part of the new approach to government communications.

DESIGN102 services are available to all government departments and ALBs, via three routes:

Option 1: Pay as you go, paying per hour on a project basis

Option 2: An annual **subscription** to an agreed number of design hours

Option 3: Transfer of existing design teams and budgets to DESIGN102

For more information contact:

Sue Ward, DESIGN102,

sue.ward@justice.gsi.gov.uk

Digital expertise

► Reaching new audiences through digital channels and embedding digital

The digital team at BIS have continued to support a range of policy teams throughout the year to listen and engage online. Individual policy teams have introduced (www.scienceandsociety.blog.gov.uk), or are in the process of introducing blogs and several teams have dedicated listening dashboards. We have focused on embedding digital thinking across the department – running a successful “Digital Fortnight”, and introducing a well-received “digital in open policy making” online guide (<http://bit.ly/bisopm>) and a series of case studies (<http://discuss.bis.gov.uk/bisdigital>) to help share learning and experiences of how digital can help the policy making process.

For more information contact:

Marilyn Booth, marilyn.booth@bis.gsi.gov.uk

► Innovative use of social media in stakeholder consultation

DfE used social media to consult with and engage teachers to help them prepare for implementation of the new national curriculum in England. They developed a range of creative ideas, including short podcasts and films to direct teachers to relevant subject content, hosting expert forum discussions and setting up dedicated Facebook pages. Their estimated digital reach for the consultation was 3.9 million. Related DfE publications quickly became the most popular collection anywhere on GOV.UK, with more than 1 million views so far.

DfE can advise on social media, engagement via Twitter and third party sites, infographics, video and podcast production, user surveys and feedback and social media campaign integration.

For more information contact:

Cait Mellow, cait.mellow@education.gsi.gov.uk

► Social engagement through creative content

DFID recently delivered a social media campaign on girls and women – specifically on issues of female genital mutilation, early and forced marriage and family planning. The campaign, delivered through a wide range of digital channels, was based around a series of highly creative “computer game style” infographics which were designed to engage a young audience and raise awareness of sensitive and emotive issues and how the UK government was responding. The campaign proved to be our most viral ever – achieving a reach of over half a million people on Facebook alone.

For more information contact:

*Marisol Grandon, Head of Digital,
m-grandon@dfid.gov.uk*

Campaign management and marketing

► Social marketing

Public Health England (PHE) has expertise in the design and delivery of public health education and behaviour change programmes to support health system objectives including topics such as obesity, smoking cessation, alcohol and drug misuse, sexual health and teenage pregnancy. This includes the design and implementation of mass participation events such as Stoptober, social movements such as Change4Life and service demand programmes such as Be Clear on Cancer. They have expertise in:

- Motivating and supporting people to make healthy changes
- Applying behavioural science to health issues
- The outcome-based evaluation
- Digital product development
- Database and call centre management.

For more information contact:

Dan Metcalfe, PHE,

dan.metcalfe@phe.gov.uk

► Tools for campaign managers

The Home Office has extensive campaign management and measurement experience. Our small insight team have developed training tools which we use in house to ensure all campaign managers are proficient in communication evaluation and best practice. We have a bank of insight and research along with channel planning expertise for particular audience groups such as young people and parents.

For more information contact:

Caitlin Neale,

caitlin.neale@homeoffice.gsi.gov.uk

► Marketing expertise

The Home Office is in the process of establishing a system that will allow them to share their marketing expertise across government. They are doing this whilst exploring international marketing opportunities for visa messages in the Gulf and in China and for a modern day slavery campaign.

If you want any more information on any Home Office marketing campaigns, or how to tap into their team's expertise, please get in touch.

For more information contact:

Lucy Jewitt, **lucy.jewitt@homeoffice.gsi.gov.uk**

Strategic communications planning and evaluation

► Planning and performance processes

DWP has implemented a new four stage planning process (the Communications Operating Model) which supports professional communications practice from insight through to evaluation, organises and prioritises a complex programme of work, and allocates resource to the right projects at the right time.

Specially-designed tools and templates enable consistent planning, monitoring and transparency of all work, and user-generated intranet pages allow communications colleagues to share best practice. DWP uses its visual evaluation dashboard (or performance hub) to measure, report and analyse effectiveness across its programme of communications.

For more information contact:

Jo Willis, DWP, joanne.willis@dwp.gsi.gov.uk

► Strategic planning system

DFID's strategic communications planning system was praised by the Capability Review as one of the best in government and there was a recommendation to share the approach across government as best practice.

DFID drives campaigns and builds momentum around communications priorities. DfID uses its rigorous forward planning to ensure that it focuses its resources predominantly on the three priorities. They map out key events for communications activity up to a year in advance and agrees them with policy leads and ministers. Communications activities are categorised as bronze, silver or gold depending on the importance to the ministers and the department, the channels used and the level of resourcing.

For more information contact:

Tess Tinker and Lucy Milmo, Head of Corporate Communications, tinker-milmo@dfid.gov.uk

► Developing an organisation-wide strategic framework for communications

HMRC developed a three-year strategy that clearly and concisely sets out how communications supports the department to achieve its business, people and reputation objectives, across nine priority themes. It includes the agreed, specific communications objectives together with a rolling 12-month plan showing the key activities for each theme and objective. The strategy is revised and updated as part of the annual business planning cycle, and in turn shapes the department's strategy and approach. It has resulted in the delivery of consistent and integrated communications to support, for example, HMRC's efforts to tackle tax evasion and avoidance, to successfully introduce new policies such as the High Income Child Benefit Charge, and to improve staff and stakeholder engagement.

For more information contact:

Gavin Jefferies, HMRC 03000 586799

► A new level of visual management and evaluation

HMRC and DWP created 'evaluation dashboards' which incorporate a number of sources for key performance indicators (KPIs) which are updated and reviewed monthly by their communications directors and their teams. Activities designed to achieve each objective, together with the underlying metrics and KPIs, are now grouped under priority themes or campaigns. The information can be viewed in either physical or virtual 'hubs', and is used to identify, discuss and resolve performance issues and track progress towards the achievement of SMART communications objectives.

For more information contact:

Paul Njoku, Cabinet Office,
paul.njoku@cabinet-office.gsi.gov.uk
or Gavin Jefferies, HMRC 03000 586799

➤ Horizon scanning

Defra's horizon scanning and social analytics act as an early warning system for emerging issues, enabling strong evidence for both evaluation and insight in real time. To arrange to visit Defra and see its horizon scanning and social analytics in action, or if you need a speaker in this field for an event please get in touch.

For more information contact:

Elayne Phillips, elayne.phillips@defra.gsi.gov.uk

➤ Creating partnerships that deliver real value

DWP has developed innovative partnerships which use trusted voices to engage audiences on its biggest priorities. The department has: improved access to digital and personal budgeting support (which underpin Universal Credit) through UK Online, Looking Local and the Money Advice Service; involved big business, including Barclays' ATM network, to promote Disability Confident messages at no cost; and developed a paid-for 'super partnership' with Trinity Mirror, Bauer Media and Twitter to build audience engagement with workplace pensions. These partnerships have reached and influenced people at low or no cost, significantly amplifying messages alongside our other communications.

For more information contact:

Alanah Donnell, alanah.donnell@dwp.gsi.gov.uk

➤ Engaging internal communications

DWP is supporting people engagement and performance improvement through three core internal communications campaigns, supported by an evaluation-driven content and channel strategy. Its approach has helped drive up our people engagement scores by 6 per cent at a time of unprecedented change for the department. It has also achieved saturation levels of awareness among colleagues of key welfare reforms, ensuring that colleagues have the knowledge and understanding to explain the changes clearly to claimants and customers. DWP has achieved national recognition for its work, winning two national internal communications awards competing against the best in public and private sectors.

For more information contact:

Sian Jones, sian.jones5@dwp.gsi.gov.uk

➤ Communications people development

DWP has developed a strong people development offer for communicators within the department, resulting in a 15 per cent increase in satisfaction with learning and development over the past three years. It is now offering the opportunity across government to access a range of people development services to support advanced communications skills development, talent management and leadership capability.

For more information contact:

Steve Bruzzese, Head of People Development and Resourcing, steve.bruzzese@dwp.gsi.gov.uk

► **Engaging the public directly in policy-making**

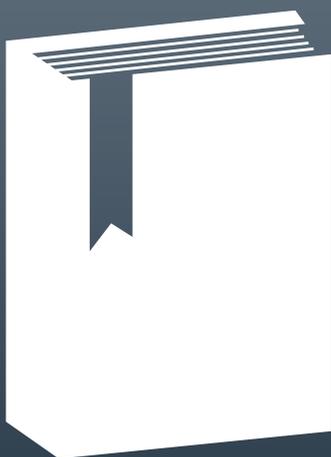
DH has continued to integrate digital engagement tools and techniques into the policy making process, driving up the digital skills of officials, and running inclusive, open engagement activity on its most important areas of policy. In December the UK hosted a G8 summit on dementia. People were invited help shape the themes of the summit in the weeks before, and were able to participate in online commentary in real time – with live video access to the venue – and then continue the conversation after the summit had closed, helping to shape dementia policy in the UK and internationally.

For more information contact:

Stephen Hale, **stephen.hale@dh.gsi.gov.uk**

Appendix D

Values and propriety



The GCS reflects the values of the Civil Service as a whole, as set down in the Civil Service Code.

- **Integrity** – putting the obligations of public service above personal interests
- **Honesty** – being truthful and open
- **Objectivity** – basing advice and decisions on rigorous analysis of the evidence
- **Impartiality** – acting solely according to the merits of the case and serving governments of different political parties equally well.

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

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

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

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

Communications should:

- Be relevant to government responsibilities
- Be objective and explanatory, not biased or polemical
- Not be – nor liable to be – misrepresented as being party political
- Be conducted in an economic and appropriate way; and
- Be able to justify the costs as expenditure of public funds.

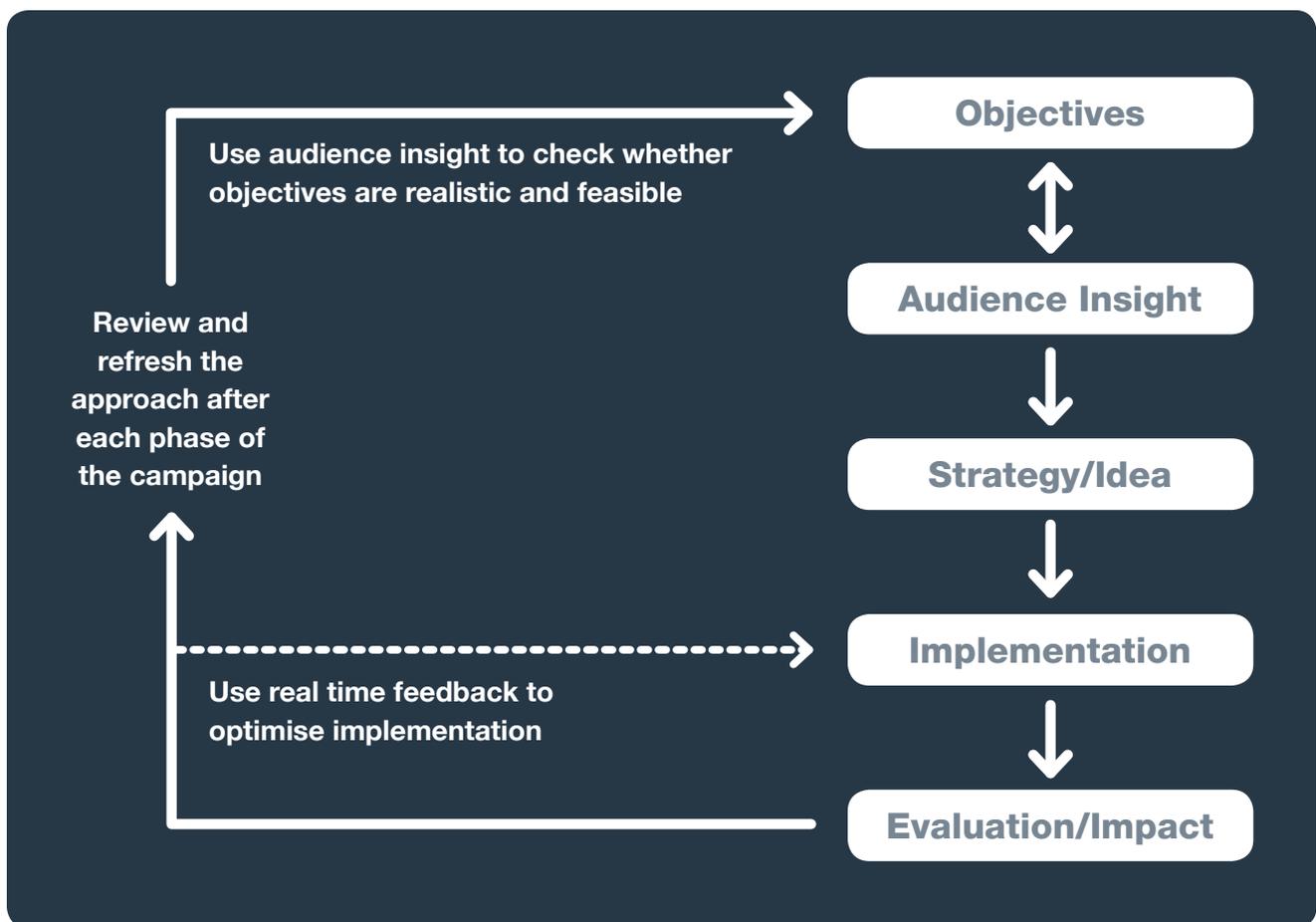
Publicly funded government communications cannot be used primarily or solely to meet party political objectives. However, it is recognised that the governing party may derive incidental benefit from activities carried out by the government.

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

Appendix E

The campaign framework

The campaign framework is a tool designed for effective, efficient and evaluated government communications and can be used by all government communications professionals regardless of discipline or department.



Start with the policy aim, then develop communications objectives that help deliver this. Objectives should be measurable, expressed numerically where possible, focused on outcomes not outputs and related to changing attitudes and/or behaviour. Refer to the GCS evaluation guidance.

Consider the current attitudes and behaviours of your audience and the factors likely to influence them. Use your own commissioned research, data from elsewhere in government or publicly available information. Large-scale products should look at academic theories of behaviour.

Use the insight to develop an effective strategy that covers: proposition/messaging; channels; partners/influencers. Map the customer/audience journey and design communications relevant to different stages of the journey.

Develop a clear plan and allocate resources. Set out a timeline for campaign delivery. Bring influencers and partners on board to increase impact, and use low cost approaches where possible – particularly PR and partnerships. Consider piloting to assess effectiveness.

Monitor outputs and outcomes through formal and informal approaches. Set intermediate outcomes, or proxy measures, where final outcomes are not immediately available. Get real time feedback where possible and combine with formal measurement. Refer to the GCS evaluation guidance.

Appendix F

Some of the awards won across the GCS in 2013/14



Cabinet Office

Government Digital Service:

- Design Museum's Design of the Year award
- D&AD (Design and Art Direction) Black Pencil Award 2013 – Category: writing for websites and digital design.

GREAT campaign:

- Royal Television Society (RTS) Awards: Online Production (non-broadcast) Winner
- Expedia EMEA Destination Campaign of the Year Winner
- Civil Service Award for Growth.

DCLG:

- Direct Marketing Association, Bronze award for public sector direct marketing – Right to Buy
- Marketing Society Award for Excellence for not-for-profit marketing – Fire Kills.

DEFRA

- AMEC. Best Use of Communication Management: Public Sector
- CIPR award for best use of Twitter
- UK Social Media Communications Award, Best Use of Twitter.

DFT

- Prince Michael International Road Safety Premier Award 2013 – THINK! Drink Drive.

DWP

- The Institute of Internal Communications, Internal Communications Strategy of the Year Award 3013.

FCO

- CIPR Inside Highly Commended Internal Communication award for best international programme (Diplomatic Excellence).

MOD

Think Before You Share digital campaign:

- Winner of IVCA Gold, Best Public Relations
- Winner of IVCA Clarion, Viral – Public Sector Communication
- The New York Festivals, Silver World Medal – Public Information.

NHS Blood and Transplant

- Social Media Communications Awards, Winner of Best Use of Facebook and the Grand Prix awards
- UK Public Sector Communications Awards, winner of Best Partnership for our work with ITV.

Civil Service Awards 2013

The Professional of the Year Award

Alanah Donnell, Department for Work and Pensions.

The Growth Award

GREAT Britain Campaign Teams, No10, FCO, UKTI, VisitBritain, VisitEngland, British Council, DCMS, BIS in London and worldwide.

The Communication Award

Health Marketing Team, Scottish Government.



Appendix G

Government Communication Service Board



GCS is led by the GCS Board

Chair

- The Rt. Hon. Francis Maude, Minister for the Cabinet Office, Paymaster General (MCO).

Members

- Rt. Hon David Laws, Minister of State in Dept. for Education and the Cabinet Office
- Matthew Hancock MP, Minister of State for Skills and Enterprise, Department for Business Innovation and Skills
- Sir Bob Kerslake, Head of the Home Civil Service
- Michael Prescott, Group Director, Corporate Affairs, BT Group (Non-Government Executive Director)
- Alex Aiken, Executive Director of Government Communication (EDGC), Cabinet Office
- Jean-Christophe Gray, Prime Minister's Official Spokesman
- Stephen Jolly, Director of Defence Communications, Ministry of Defence
- Richard Caseby, Director of Communications, DWP
- Hugh Elliott, Director of Communications, FCO;
- Stephen Hardwick, Director of Communications, HMRC
- Pam Gilder, Head of Performance and Engagement, Environment Agency
- Leonie Austin, Director of Communications, NHSBT.

Membership of the Board will be reviewed annually taking into account government policy priorities.

The Minister for the Cabinet Office may delegate authority to the Government Non-Executive Director. The Head of the Home Civil Service may delegate authority to the Executive Director of Government Communication.

Terms of Reference

Accountability

The Board is accountable via MCO to the Civil Service Board/Senior Oversight Group, which will review performance against delivery of the annual government communication plan.

Responsibilities

The GCS Board ensures that:

- The GCS develops and delivers an appropriate annual government communication plan
- The plan contributes to the delivery of government policy priorities
- Government communications are delivered in an effective and efficient way
- GCS can respond appropriately to risks and crises
- GCS operates within the Civil Service Professions Best Practice Framework.

The Board collectively:

- Identifies and agree 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 communication community, including ALBs and agencies
- Mediates, where necessary, on cross-government communication issues
- Provides assurance to Cabinet that the GCS is delivering against all objectives and targets set.

The Board meets four times a year.

Secretariat for the GCS Board is provided by the Cabinet Office.

DESIGN02
The GCS Design Centre

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

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