



Government
Communication
Service

Evaluation Framework 2.0

June 2018

Acknowledgements:

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Introduction from Alex Aiken, Executive Director of Government Communication

This updated Evaluation Framework is provided to communicators across the wider public sector to assist in measuring the success of our work and appraising our activities. Evaluation remains a critical function for delivering effective communication activity, and this guide will help colleagues plan campaigns in a way that can be meaningfully evaluated. This will drive improvements across our profession, including our capability to provide impactful behaviour change and policy delivery. Ultimately this is about listening to stakeholders and the public so that we know which messages are landing, and how we can learn from that to make our communication more effective.

This Framework builds on the foundations created by the International Association for the Measurement and Evaluation of Communication (AMEC) and the Evaluation Framework that was a product of the Evaluation Council in 2016. These have been tailored to reflect our public service role and the latest campaign optimisation principles developed by the [Engage¹](#) programme, which brings data and science to the heart of our communication activity.

The new Framework edition is primarily aimed at paid campaign activity. It adds further guidance on calculating return on investment (ROI), recommends specific metrics for measurement depending on your campaign type, and enhances the guidance on measurement methods. It also introduces guidance on measuring reputation and the ethical use of data.

As all government communicators will know, successful evaluation depends entirely on setting meaningful C-SMART objectives. These are SMART objectives, with an additional C for 'challenging'. New guidance is provided on the best practice for setting objectives in an OASIS plan to effectively evaluate communication activity and calculate the benefits.

Running a successful campaign requires clear objectives, underpinned by a theory of behaviour change that understands how communication activity will be effective. The GCS team have a number of publications and guides to assist campaign planning, the theory of behaviour change, and all elements of campaign planning. This guide should not be used in isolation, but will assist in effective evaluation from the outset of planning a campaign. All communication activity should consider evaluation and understand that measurement enables evaluation, which in turn becomes insight for future activity.



¹ <https://gcs.civilservice.gov.uk/about-us/improving-gcs/engage-programme>

Evaluation Framework 2.0

This Framework provides guidance for major paid-for campaigns and other communication activity. The Engage programme has identified three distinct types of funded campaign activity.

Behaviour change

The vast majority of government communication seeks to change behaviours in order to implement government policy or improve society. In the benchmarking categories that sit within the Engage programme, we also distinguish the main types of behaviour change: start, stop and maintain. This way we can start to learn about which methods, messages and channels are effective for certain types of behaviour change. Raising awareness will nearly always be part of an activity to change behaviour and should also be measured.

Recruitment

Recruitment is a specific form of behaviour change where people are encouraged to start an activity. This is a major concern for government and is vital to maintaining public services and protecting the country. Government invests a lot of money in recruiting people for important jobs (teachers, armed forces, nurses etc) and so this campaign type has been isolated because of its size. This is targeted at major employment campaigns rather than recruiting people to 'register' or 'take part'.

Awareness

Some campaigns solely seek to raise awareness of an issue or to change people's attitude. Raising awareness will almost certainly be an intermediary step for all communication activity, so behaviour change campaigns are also encouraged to measure awareness. The awareness metrics here are mainly suggested for campaigns that seek to change attitudes but not immediately change behaviours.



Each of these campaign types has a set of recommended evaluation metrics. Consistent use of these metrics will assist campaign planners in choosing appropriate objectives and enable our profession to establish benchmarks for success.

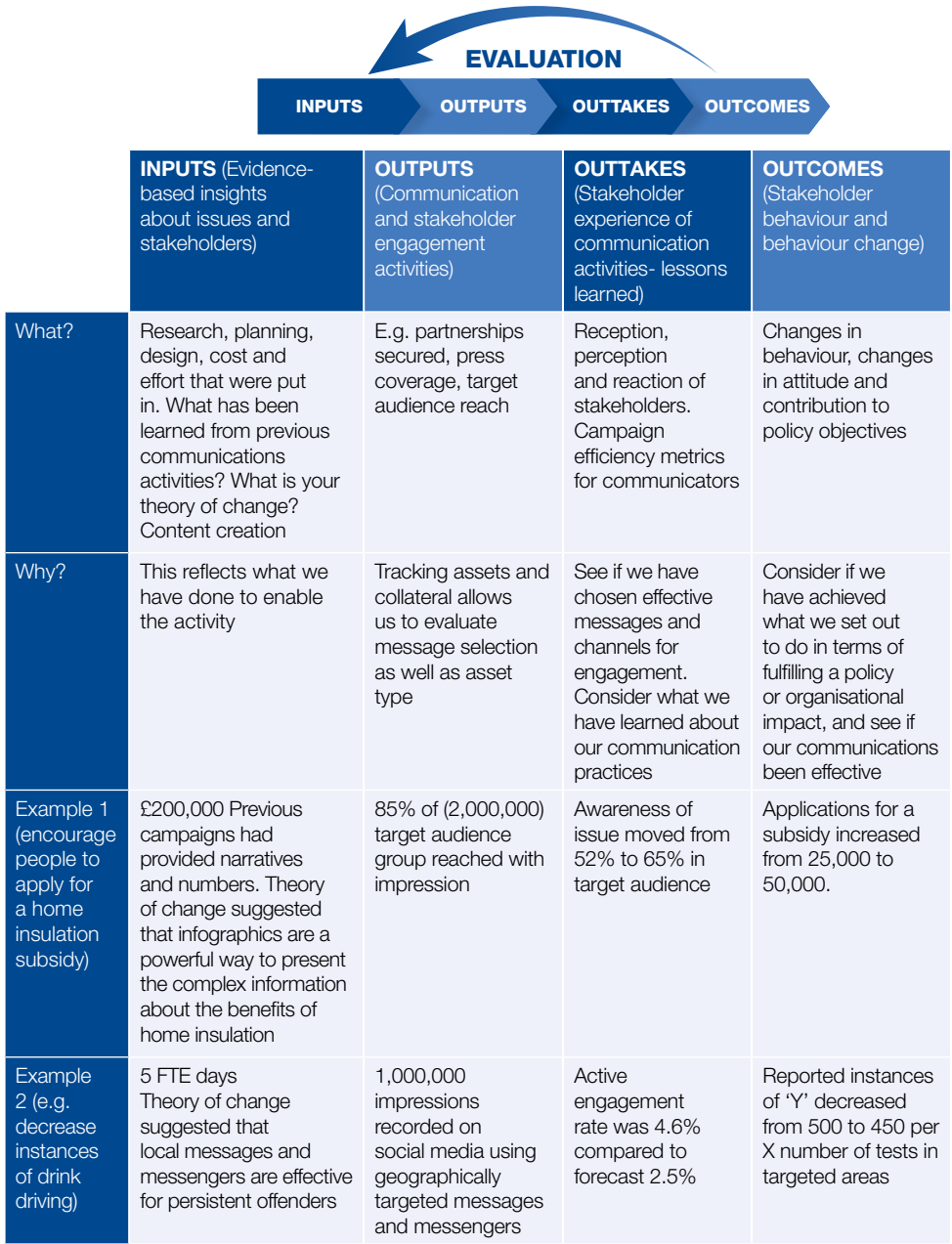
Metrics are divided according to the four categories identified by AMEC:

- inputs (what we put in, our planning and content creation)
- outputs (what is produced, such as audience reach)
- outtakes (subject-oriented stakeholder experiences and communicator-oriented learning about communication practice)
- outcomes (stakeholder behaviour, what the impact of communication and engagement activity is, and whether we achieved the desired organisational impact or policy aim)

The most important of these is outcomes: how effective communication activity is in achieving policy aims and delivering organisational impact. Outtakes are also important for measuring how well communication activity has worked, for example, by assessing the penetration of a campaign message.

This Framework also provides a set of metrics that can be used to assess low cost and no cost activity, which can equally be applied to internal communications and stakeholder engagement activity.





The stages of a communication activity should be viewed as a linked process. Each element is created by the previous element, and that in turn will be causally linked to the next stage. The evaluation of outcomes, outtakes and other elements should be used to inform campaign optimisation both in realtime and for future iterations.

OASIS for evaluation

The OASIS² campaign planning guide provides government communicators with a framework for preparing and executing effective communication activity. Within OASIS, Objectives and Scoring are especially important for the purpose of evaluation.

Objectives

Objectives should be C-SMART: Challenging, Specific, Measurable, Attainable, Relevant and Time-bound. For the purpose of evaluation it also important that objectives contain three elements.

1. **Baseline:** A numerical prediction of what will be observed if no communication activity takes place. Some people would take out a pension even if the government ran no communication activity. A baseline should be set using the most recent data available, but some subject areas can use data from last year's campaign, or exceptionally even earlier. In most cases we can assume that the no-campaign activity observation would be same as the last relevant measurement. It is important to consider predictable movements of the baseline in addition (e.g. we can predict that there will be around a 30% increase in wearable technology ownership in 2018). If it is cost prohibitive to establish a baseline specifically for campaign purposes, planners can use pre-existing publicly available data, research commissioned by policy colleagues, or a proxy measure as a substitute.
2. **Change:** A numerical forecast of the difference that the campaign activity will make. For example, improving a level of registrations from a baseline of 80,000 to 100,000 (an increase of 20,000 or 25%). Changes should be for a defined period of time, typically three to six months after a campaign for many large behaviour change campaigns. Where major changes are targeted over a longer period (e.g. five years) then milestones or intermediary targets should be provided for a period of no longer than one year.
3. **Explanation:** Campaign planners should use an evidence base as a justification for the level of change that is being targeted. Typically this might be in line with previous observations from the last time the campaign was run or by comparison to other similar campaigns that can offer some guidance on what level of change could reasonably be expected. Making assumptions is acceptable as long as they are clearly identified and justified. It is important to signal if the behaviour targeted is a start, stop or maintain behaviour. It is important to distinguish the effect of the campaign from other influential factors such as seasonality, fashion, public concern and evolving social norms.

There is more specific guidance available on Audience Insight (especially motivations and barriers), Strategy and Implementation in the full OASIS³ guide.

² <https://gcs.civilservice.gov.uk/wp-content/uploads/2015/09/OASIS-Guide-1-amended.pdf>

³ <https://gcs.civilservice.gov.uk/wp-content/uploads/2015/09/OASIS-Guide-1-amended.pdf>

Scoring (Evaluation)

Evaluation, focusing primarily on outcomes and outtakes, should take place throughout a campaign and will inform dynamic optimisation of active campaigns.

It is recommended that approximately 5 to 10% of total campaign expenditure is allocated to evaluation. In addition to operational data, evaluation costs will often include commissioning research to measure awareness and message penetration levels.

A complete evaluation will include the following aspects.

- A comparison of actual outcome data with targets set in objectives. Were the objectives met? If not, what reasons can be offered to explain the variation? If the objectives were surpassed, what has driven that?
- A comparison of outtakes with the targets set in objectives. This will typically include various data sources such as qualitative and/or quantitative research findings.
- Considering the causal link between the subject-oriented outtakes and the outcomes. Some campaigns will be more effective in converting awareness and attitudinal changes into tangible behavioural outcomes. To what extent could this campaign convert awareness to behaviour change?
- Findings for current or future campaign optimisation. Ideally this will include attribution modelling and econometric analysis (scientifically assigning a proportion of 'cause' to different elements, messages and channels of a campaign). Even without advanced studies, campaigners can often draw conclusions about which channels have been more or less effective than anticipated. Is there anything that others can learn from your theory of change?
- For active campaigns it is advisable to make small incremental adjustments (a slight up or down weighting of elements, messages or channels) to test theories for improvement. Ideally activity will be tested in a pilot beforehand, but this can even be in a live activity by varying message content and delivery channels.
- A conclusion including whether or not the campaign was successful in achieving its policy aims. This should also include what we would do differently next time or for future similar campaigns.

Consistent metrics

The following tables present lists of recommended and potential metrics for campaign measurement and evaluation.

Inputs are presented in **blue**, outputs presented in **orange**, outtakes are presented in **red**, and outcomes are presented in **green**.

For low cost and no cost campaigns that follow, some metrics are identified as either outtakes or outcomes dependent on the aim of the campaign. These are represented in **grey**.

Please note:

- This is not an exhaustive list, and campaign planners are encouraged to measure any additional more specialised metrics.
- Typically, all communication activity will want to measure the level of awareness and/or agreement with a campaign message. This might be an 'end' or outcome in itself, but it will normally be an intermediary step for campaigns looking to achieve behavioural change.
- Not all metrics will necessarily be applicable for all campaigns. For example, campaigns without websites will not be able to measure dwell time.
- Large budget paid-for campaigns are advised to measure as many of these as possible. Low-cost or no-cost campaigns are advised to choose the one or two properties most suitable to their campaign in each activity phase.
- Thinking through outtakes and outcomes can be used to assist in choosing suitable objectives for campaigns.

Behaviour change

Metric	Online/offline	Definition	Measurement method
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Inputs

Total spend to date	Both	Aggregate total spend so far	£
Spend to date	Online	How much money has been spent on digital media	£
Spend to date	Offline	Sum of one-off set up costs (manual from PASS) and periodic offline media spend updates	£
What is your theory of change (including evidence base)?	N/A	Implementation of behavioural science in planning effective communication	Binary – yes/no is in place? Yes/no – current evidence base
Content creation	Both	Infographics, videos etc	Volume by type

Outputs

Estimated total reach	Both	Aggregate audience reach	Absolute number and proportion of target audience
Reported online reach	Online	The estimated reach as reported by digital platforms	Absolute number and proportion of target audience
Estimated offline reach	Offline	Reported audience reach for offline media	Absolute number and proportion of target audience



Outtakes

Cost per outcome	N/A	The unit cost per behaviour change	£
Engagements/ interactions	Online	The % of impressions generating an interaction (share/like/comment)	Actions which involve active engagement (e.g. typing, not just 'one-click' endorsements)
Completion/ registration rate	Both	The proportion of contacts/ impressions that go on to complete sign-up/ registration	%
Cost per completion/ registration	Both	Unit cost of registration/ completion	£
Unprompted campaign issue awareness e.g. spontaneous recall metric	Offline	The number and proportion of target audience that has unprompted campaign issue awareness	Absolute number and proportion of target audience
Experience of different messages that relate to aspects of theory of change	Both	The extent to which different groups agree/disagree with messages related to theory of change	5 point scale (agreement/ disagreement with aspects of message)

Outcomes

Behaviour change (#, %) e.g. number of licensed anglers vs baseline	Offline	The number and proportion of target audience that has changed behaviour	Absolute number and proportion of target audience
Stated/intended behaviour change	Offline	The proportion of target audience that claim they will act in accordance with campaign aim	Absolute number and proportion of target audience
Advocacy e.g. agreement with value for money statement	Offline	The number and proportion of target audience that agree with the campaign message (have positive sentiment)	5 point scale recommended (strongly agree/slightly agree/ don't know etc)
Current ROI	N/A	Unit benefit multiplied by number of behaviour changes	£

Recruitment

Metric	Online/ offline	Definition	Measurement method
Inputs			
Total spend to date	Both	Aggregate total spend so far	£
Spend to date	Online	How much money has been spent on digital media	£
Spend to date	Offline	Sum of one-off set up costs (manual from PASS) and periodic offline media spend updates	£
Content creation	Both	Infographics, videos etc	Volume by type
Outputs			
Estimated total reach	Both	Aggregate audience reach	Absolute number and proportion of target audience
Reported online reach	Online	The estimated reach as reported by digital platforms	Absolute number and proportion of target audience
Estimated offline reach	Offline	Reported audience reach for offline media	Absolute number and proportion of target audience



Outtakes

Expressions of interest (EOI)	Both	The number of people actively expressing interest in applying	Absolute number and % of target
Cost/recruit	N/A	The unit marketing cost per successful recruit	£
EOI/applicant conversion ratio	Both	The proportion of EOIs that go on to be applicants	%
Applicant/recruit conversion	Both	The proportion of applicants that go on to be employed	%
Cost/EOI	Both	Total spend / EOIs	£
Cost/applicant	Both	The unit marketing cost per applicant	£
Engagements/ interactions	Online	The % of impressions generating an interaction (share/like/comment)	Actions which involve active engagement (e.g. typing, not just 'one-click' endorsements)
Sentiment toward profession	Offline	The regard in which the profession is held by the target audience or general public	5 point scale recommended (strongly agree / slightly agree / don't know etc)

Outcomes

Recruits	Offline	The number of people successfully recruited	Absolute number and % of target
Intra-profession advocacy	Offline	The degree to which current professionals would recommend the job to friends/family	5 point scale recommended (strongly agree / slightly agree / don't know etc)
Influencer advocacy	Offline	The degree to which important influencers (e.g. parents) would support entry to profession	5 point scale recommended (strongly agree / slightly agree / don't know etc)
Applications	Both	Unit cost of registration/ completion	Absolute number and % of target

Awareness

Metric	Online/ offline	Definition	Measurement method
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Inputs

Total spend to date	Both	Aggregate total spend so far	£
Spend to date	Online	How much money has been spent on digital media	£
Content Creation	Both	Infographics, videos etc	Volume by type
Spend to date	Offline	Sum of one-off set up costs (manual from PASS) and periodic offline media spend updates	£

Outputs

Estimated total reach	Both	Aggregate audience reach	Absolute number and proportion of target audience
Reported reach	Online	The estimated reach as reported by digital platforms	Absolute number and proportion of target audience
Estimated offline reach	Offline	Reported audience reach for offline media	Absolute number and proportion of target audience



Outtakes

Cost per outcome	N/A	The unit cost of raising awareness	£
Active engagements/ interactions	Online	The % of impressions generating an interaction (share/like/comment)	Actions which involve active engagement (e.g. typing, not just 'one-click' endorsements)
CTR	Online	Click through rate: the proportion of impressions generating a click-through	%
VTR	Online	View through rate: the proportion of impressions meeting a minimum view-through percentage	%
Dwell time	Online	The average length of time spend on a campaign site	Minutes and seconds
Bounce rate	Online	% of site visitors that navigate no further than the landing page	%
Prompted campaign recognisers	Offline	The proportion of target audience that recalls seeing the campaign when prompted	Absolute number and proportion of target audience

Outcomes

Advocacy e.g. agreement with value for money statement	Offline	The number and proportion of target audience that agree with the campaign message (have positive sentiment)	5 point scale recommended (strongly agree / slightly agree / don't know etc)
Unprompted campaign issue awareness	Offline	The number and proportion of target audience that has unprompted campaign issue awareness	Absolute number and proportion of target audience
Agreement (# and %)	Offline	The number and proportion of target audience that agree with the campaign message (have positive sentiment)	5 point scale recommended (strongly agree / slightly agree / don't know etc)

All communication activity

Including low cost, no cost, internal communications and stakeholder engagement activities.

Metric	Online/ offline	Definition	Measurement method
Inputs			
Total spend to date	Both	Aggregate total spend so far	£
Content creation	Both	Infographics, videos etc	Volume by type
Volume of press releases	Offline	# of press releases sent out	# of press releases sent out
Volume of SM releases	Online	# of releases to owned social media channels	# of releases to owned social media channels
FTE days	Offline	Total amount of time invested in campaign preparation in terms of person effort	<1, or whole number
Outputs			
Estimated total reach	Both	Aggregate audience reach	Absolute number and proportion of target audience
Estimated offline reach	Offline	Reported audience reach for offline media	Absolute number and proportion of target audience
Reported/estimated online reach	Online	The estimated reach as reported by digital platforms	Absolute number and proportion of target audience
Direct contacts	Both	# of direct on/offline contacts (e.g. eDM etc)	Absolute number and proportion of target audience
Events organised	Offline	Volume of events	# of events # of attendees
Volume of coverage	Both	# exposures	# press cuts # broadcasts (break local/ national)
Partnerships secured	Offline	# of partnerships providing amplifying support	Formal sign-up to either actively promote and amplify campaign material or make any form of VIK or financial contribution

Outtakes

Passive engagements/ interactions	Online	The % of impressions generating an interaction (share/like/retweet)	A 'one-click' interaction
Active engagements/ interactions	Online	The % of impressions generating an interaction (comment/response/quote)	Something that involves proactive engagement (e.g. typing)
CTR	Online	Click through rate: the proportion of impressions generating a click-through	%
VTR	Online	View through rate: the proportion of impressions meeting a minimum view-through percentage	%
Dwell time	Online	The average length of time spend on a campaign site	Minutes and seconds
Bounce rate	Online	% of site visitors that navigate no further than the landing page	%
Prompted campaign recognisers	Offline	The proportion of target audience that recalls seeing the campaign when prompted	Absolute number and proportion of target audience
Stated/ intended behaviour change	Offline	The proportion of target audience that claim they will act in accordance with campaign aim	Absolute number and proportion of target audience
EOI/applicant conversion ratio	Both	The proportion of EOIs that go on to be applicants	%
Applicant/ recruit conversion	Both	The proportion of applicants that go on to be employed	%
Reputation perception	Offline	See later guidance	See later guidance
Response rate	Both	% of contacts to respond	% of contacts to respond
Cost per outcome	N/A	The unit cost of raising awareness	£
Cost/applicant	Both	The unit marketing cost per applicant	£
Cost/EOI	Both	Total spend / EOIs	£
Cost per completion/ registration	Both	Unit cost of registration/completion	£
Sentiment	Either	Degree to which a message has been positively or negatively received	Valid for manual assessment of press coverage or a limited (defined) number of stakeholders. Not currently valid for mass automated approach.

Outtakes/outcomes⁴

Agreement (# and %)	Offline	The number and proportion of target audience that agree with the campaign message (have positive sentiment)	5 point scale recommended (strongly agree / slightly agree / don't know etc)
Completion/ registration rate	Both	The proportion of contacts/ impressions that go on to complete sign-up/ registration	%
Expressions of interest (EOI)	Both	The number of people actively expressing interest in applying	Absolute number and proportion of target audience
Unprompted campaign issue awareness (# and %)	Offline	The number and proportion of target audience that has unprompted campaign issue awareness	Absolute number and proportion of target audience


Outcomes

Behaviour change (#, %)	Offline	The number and proportion of target audience that has changed behaviour	Absolute number and proportion of target audience
Current ROI	N/A	Unit benefit multiplied by # behaviour changes	£ and X:Y
Recruits	Offline	The number of people successfully recruited	Absolute number and proportion of target audience
Expressions of interest (EOI)	Both	The number of people actively expressing interest in applying	Absolute number and proportion of target audience
Advocacy e.g. agreement with value for money statement	Offline	The number and proportion of target audience that agree with the campaign message (have positive sentiment)	5 point scale recommended (strongly agree / slightly agree / don't know etc)
Applications	Both	Unit cost of registration/ completion	Absolute number and proportion of target audience
Attitudinal change	Both	Degree to which people's attitude has changed in favour of the campaign	5 point scale recommended (strongly agree / slightly agree / don't know etc)

⁴ The input/output/outtake/outcome model is helpful for understanding where metrics fit in the communication activity cycle. Tracking appropriate metrics is more important than defining which category they sit in. Depending on the aims of a campaign, for example, raising awareness can be either an outtake or an outcome



Example dashboard⁵



Department for
Business, Energy
& Industrial Strategy

This guide will take you through what you could include for each section in an evaluation report for a low cost/no cost activity. Not all metrics will be relevant to every type of activity – just use the ones applicable to your work. For further guidance contact the insight and evaluation team.

Activity title

Dates this evaluation covers

Related objective and programme

Communications, partnerships and governance

<p>Communications objectives</p>	<p>Your objectives should be as SMART as possible – specific, measurable, achievable, realistic and timely.</p> <p>Golden examples: 'Increase recognition amongst 18-34s of the economic opportunities of ***' by 5% by Dec 2019 (vs Jan 2019 baseline of 20%)'</p> <p>Sometimes it is hard to make your objectives perfectly SMART if you don't have supporting tracking data. An example of an almost SMART objective might be: 'Raise awareness of *** announcement, generating *** pieces of national coverage and *** advocacy statements'.</p>
<p>Audience</p>	<p>Like your objectives, try to be as detailed as possible when describing your audience. This could be in terms of age, sector, geographic location etc. This will make it easier when evaluating whether you reached this audience through your activity.</p>
<p>Key successes</p>	<p>Golden example: 'Instead of saying 'general public', are you actually aiming for '18-24 year olds' or '18-24 year olds working in a particular sector'?</p> <p>This section should detail the things you're most proud of! It could be things like:</p> <ul style="list-style-type: none">• meeting (or even exceeding) your KPIs (Key performance indicators)• a particularly impactful piece of coverage• gaining advocacy from really key stakeholders, or moving a notoriously negative stakeholder into a more positive position• positive feedback on an internal staff event

1. Inputs (preparation – the work you do before or during the activity)

The aim here is to reflect on the work you've put into an activity. You should also include work that may not have resulted in an output/outcome e.g. an op-ed that wasn't eventually included in a publication. Use the lessons learnt to explain why something didn't work.


<p>Media</p>	<p>Examples include:</p> <ul style="list-style-type: none">➢ content creation (press notices, ministerial/spokesperson/stakeholder quotes, speeches, op-eds, Q&As, media and trail scripts)➢ pre-engagement activity (briefing journalists and/or media outlets, briefing OGD's media teams, organising interviews/media rounds)
<p>Digital</p>	<p>Examples include:</p> <ul style="list-style-type: none">➢ planning and scheduling (content calendar developed, engagement plan produced, channels chosen)➢ content development (web page development, message testing, audience segmentation for paid-for activity)➢ content creation (social media posts drafted, infographics/videos/quotes/pics created, GOV.UK pages created, consultation page created, ad copy provided for paid for activity, tracked links created which should be copied for channel e.g. 4 Twitter infographics created if relevant)➢ pre-engagement (influencer/partners identified and engaged, digital toolkits shared, OGDs digital teams briefed) <p>If utilising paid for activity, separate it from organic input metrics.</p>

3. Outtakes (responses to content – what your target audience thinks, feels and does)

The aim here is to encapsulate your target audience's response to your activity – were they positive about it, did they take action as a result of your communications? Include KPIs.

<p>Media</p>	<p>Examples include:</p> <ul style="list-style-type: none">➢ % sentiment of coverage (positive and/or neutral)➢ responses (and any coverage that included third party reaction)
<p>Digital</p>	<p>Examples include:</p> <ul style="list-style-type: none">➢ social media engagement (follows, likes, shares, comment/replies, retweets by channel)➢ average engagement rate (by channel)➢ shares of content from key stakeholders➢ use of official # mentions➢ actions (click throughs, cost per clicks, downloads, subscriptions)➢ sentiment (via manual dipped sample check)➢ average time on site
<p>External affairs</p>	<p>Examples include:</p> <ul style="list-style-type: none">➢ stakeholder sentiment (positive engagement, numbers of positive statements, advocacy statement – refer to the advocacy guide for guidance on this)➢ stakeholder feedback (survey feedback about event)

⁵ The full example of this template, and a blank version for you to populate can be found at:

External affairs	<p>Examples include:</p> <ul style="list-style-type: none"> ➤ planning (stakeholder mapping, stakeholder management plan, call list prepared) ➤ content creation (toolkits, packs, case studies produced, drafted emails, call script drafted, letter drafted) ➤ events organised (venue secured, attendees invited, roundtables) ➤ pre-engagement activity (stakeholders identified, OGD external affairs team briefed, stakeholders briefed) 	<p>Internal</p> <p>Examples include:</p> <ul style="list-style-type: none"> ➤ responses/feedback (likes and comments on blogs/news, survey feedback about event) ➤ engagement (click throughs) ➤ survey results (awareness, recall) 	
Internal	<p>Examples include:</p> <ul style="list-style-type: none"> ➤ planning (strategic narrative drafted) ➤ events organised (staff briefing, drop ins, stand ups, webchat) ➤ content created (blog/news story drafted, screen infographics developed, video created, case study drafted, intranet banner created) ➤ pre-engagement (stakeholders briefed, survey issued) 		
2. Outputs (delivered – what your activity delivered and audience reached) The aim here is to reflect the volume of your audience you've reached via the work you did in your inputs section. Include KPIs alongside the outputs below.			
Media	<p>Examples include:</p> <ul style="list-style-type: none"> ➤ coverage achieved (broken down by national, regional, trade and broadcast) ➤ key message penetration ➤ % of coverage including ministerial/spokesperson quote 		
Digital	<p>Examples include:</p> <ul style="list-style-type: none"> ➤ average impressions/reach across content (by channel) ➤ website/GOV.UK page/consultation visits (total and unique) <p>If utilising paid for activity, separate this and organic outputs.</p>		<p>4. Outcomes (what was the result)</p> <p>The aim here is to reflect the overall result of your activity as it relates to a change of attitude or behaviour e.g. did your target audience adopt an intended service? Include KPIs.</p>
External affairs	<p>Examples include:</p> <ul style="list-style-type: none"> ➤ communications delivered and audience reached (number of letters/emails/packs issued, calls made, stakeholders reached) ➤ events successfully delivered/attendance ➤ supportive statement secured from partners/stakeholders 		<p>➤ This space is to show how you made progress and met your objectives. This could be shown through advocacy, attitude change through pre and post activity polling, staff survey results, online registrations or form completions.</p>
Internal	<p>Examples include:</p> <ul style="list-style-type: none"> ➤ audience reached (blog/story views) ➤ events successfully delivered/attendance 		<p>➤ Remember, as well as detailing advocacy, moving stakeholders from a negative to neutral position is still a success.</p>
Lessons learned			
<p>➤ Your lessons learnt should be meaningful – these should include items that would be useful for you to remember and your colleagues to be aware of for future activity. This could be a particular success after trying something new, or reflections on something that could have gone better. Remember, if something went wrong, it's more useful to also think about steps you could take next time to mitigate this, rather than just saying something didn't work.</p>			
<p>➤ Golden example: Holding a business stakeholder event in the morning rather than the afternoon enabled more senior representatives to attend.</p>			

Calculating return on investment (ROI)

GCS recommends using the following five step process:

1. Objectives

These should be focused on quantifiable behavioural outcomes (such as the number of direct foreign investments generated or the number of teachers recruited).

2. Baseline

Establish the status quo or expectation for the metrics in question if we do nothing.

3. Trend

A forecast of how the baseline will naturally move over the period of measurement. There has been an 8% reduction in adult smoking rate over the last 15 years, so we expect that the next year would see a 0.5% reduction, all other things being equal.

4. Isolation

Exclude or disaggregate other factors that will affect the outcome you are measuring to make sure that the change observed has been caused by the campaign. Recruitment campaigns will normally want to allow for the underlying rate of employment. Communication activity that is accompanied by a tax or legislative change should try to apportion the total observed affect between these different methods of government policy implementation.

5. Externalities

Account for any consequential or collateral effects of your campaign, positive and negative. For example, reducing theft offences may have positive consequences for the insurance industry (reducing their costs and therefore premium levels generally) and negative effects on other types of crime (which some criminals may take up as a substitute).

Assumptions: please note that assumptions are not just acceptable in calculating ROI, but in many cases will be necessary. Assumptions should be clearly identified, reasonable and, where possible, justified. Part of post-campaign evaluation will involve refining assumptions and considering their validity.

Return on investment: a worked example

The Department for Health and Social Care are running a campaign costing £3 million to reduce the volume of inappropriate A&E attendances for low-urgency cases. The campaign aims to divert people to a GP surgery where they can be better and more efficiently handled. (Please note this is a fictitious example to demonstrate the process and level of detail expected only).

1. **Objectives.** The campaign will reduce the number of inappropriate NHS England A&E attendances by 3% or 85,000 in 2018/19 compared to the 2017/18 baseline of 2,865,377.
2. **Baseline.** The appropriate baseline for comparison here is the previous 12 months of operational data or observations. In 2017/18 there were 23,878,145 A&E attendances in England. 12% of these were found to be 'inappropriate' (did not require A&E attendance as could have been handled by a GP or pharmacist). The baseline for inappropriate attendances is 2,865,377 ($23,878,145 \times 0.12$).
3. **Trend.** Over the past three years we have seen a steady increase in A&E attendances of 2% year-on-year, driven by population growth and other factors. We can forecast 24,355,708 attendances ($23,878,145 \times 1.02$) in 2018/19. The rate of inappropriate attendance has remained broadly constant at 12%. The trend-adjusted baseline for inappropriate attendances is therefore 2,922,685 ($24,355,708 \times 0.12$).
4. **Isolation.** The NHS is also starting to provide and promote out-of-hours GP surgery appointments. The rate of inappropriate A&E attendance is 4.5 percentage points higher than average at times when GP surgeries are not currently open. We assume that the new offer of out-of-hours service by GPs will reduce the total number of inappropriate attendances by 2.25 percentage points (half of the total observed affect because this only affects half the hours in day). We expect this to independently reduce the number of inappropriate attendances observed by 65,760 ($2,922,685 \times 0.0225$) to 2,856,925.
5. **Externalities.** Aside from the direct cost benefit of optimising points of treatment across NHS frontline services (in the conclusion), there are indirect benefits or positive externalities that should be considered in this case.

Inappropriate attendances rarely have to be treated, so there will be a negligible cost for this, and operational overheads will remain as a fixed cost. A reduction in inappropriate A&E attendance of 3% is approximately equivalent to 3% uplift in staffing resource (which can be redeployed to urgent cases). The total annual cost of A&E operation is £2.7 billion and staffing makes up 30% of this, which is equal to £810 million. 3% of £810 million is equal to £24.3 million. The indirect benefit of optimising A&E attendance, or the effective 'opportunity cost' of not optimising staff resource, is £24.3 million.

Conclusion:

The average cost of an A&E attendance is £148. The average cost of a GP appointment is £46. Therefore every potential A&E attendance that is redirected to a GP reflects a saving to the NHS of £102 (£148 - £46).

If 85,000 cases are redirected in this way the health service overall will be £8,670,000 ($£102 \times 85,000$) better off.

The positive externalities generated also create £24.3 million of value for the public sector and society.

The total benefit of this campaign, or return on investment, will be £32.97 million. For every £1 spent on this campaign, society will be £11 better off. This is commonly expressed as a ratio, in this case 11:1.

These results can be validated after the campaign has run by comparing the actual number of inappropriate A&E attendances with the isolated trend-adjusted baseline of 2,856,925.



Measuring and managing reputation

The reputation of an organisation is now well established as an indicator of organisational success. Positive reputations are associated with supportive behaviours from stakeholders, while negative reputations are associated with less support or even hostile responses from stakeholders. Despite good evidence on this link, there is still much confusion about how to best measure and manage reputation, with many seemingly competing models and approaches.

In this guide we build upon more than 20 years of research of the John Madejski Centre for Reputation to provide a simple guide to measuring and managing reputation.⁵ Measuring reputation is a good form of organisational listening and can help to demonstrate performance and guide strategic action. The guide will conclude by providing an integrated reputation management framework to use when considering reputation management issues.

We suggest that practitioners should ask three questions when considering current and future reputation management projects:

- Reputation with whom?
- Reputation for what?
- Reputation for what purpose?

Reputation with whom?

Organisations have different reputations with different groups and individuals. Although all people's perceptions may be informative, it is important to consider which stakeholders are most critical.

To choose meaningfully it is vital to consider what the purpose of your organisation is and which stakeholders it serves. When considering stakeholders it is important to consider if they are vulnerable or powerful, have demands that are legitimate (socially accepted and expected) or are time critical. A common issue facing many organisations is that urgent issues often take priority over important ones, and attention and resource is given to stakeholders that are making the most noise (often through social media).

⁵ This draws on a number of key publications and adapt the models and approaches presented within them to the context of reputation management in the public sector. Key publications include:

Money, K., Saraeva, A., Garnelo-Gomez, I., Pain, S. and Hillenbrand, C. (2017) 'Corporate reputation past and future: a review and integration of existing literature and a framework for future research', *Corporate Reputation Review*, 20 (3-4)

Ghobadian, A., Money, K. and Hillenbrand, C. (2015) 'Corporate responsibility research: past – present – future', *Group and Organisation Management*, 40 (3), pages 271-294

Money, K., Hillenbrand, C., Henseler, J. and da Camara, N. (2013) 'Exploring unanticipated consequences of strategy amongst stakeholder segments: the case of a European Revenue Service', *Long Range Planning*, 45 (5-6)

Money, K., Hillenbrand, C., Hunter, I. and Money, A.G. (2012) 'Modelling bi-directional research: a fresh approach to stakeholder theory', *Journal of Strategy and Management*, 5 (1)

Money, K. and Hillenbrand, C. (2006) 'Using reputation measurement to create value: an analysis and integration of existing measures', *Journal of General Management*, 32 (1)

MacMillan, K., Money, K., Downing, S. and Hillenbrand, C. (2004) 'Giving your organisation SPIRIT: an overview and call to action for directors on issues of corporate governance, corporate reputation and corporate responsibility', *Journal of General Management*, 30 (2)

It is therefore important to consider aspects of organisational purpose, stakeholder need, and legitimacy before responding to stakeholders and in managing and measuring reputation. At its best, choosing to measure reputation with a particular group can help to give them a voice, allow your organisation to listen, and to guide and justify the actions of your organisation.

Reputation for what?

Reputation is defined as a perception of character. But in practice reputation is often measured as an aggregate of stakeholders' trust, admiration and respect for an organisation. This is sometimes referred to as emotional appeal.

This aggregate measure of reputation is appealing because it allows organisations that are different (e.g. the armed services and Amazon) to be compared in the extent that they are trusted. There are many other measures of reputation that link to factors such as:

- organisational characteristics (e.g. products, leadership, financial performance)
- relationships (e.g. customer service, listening, the appropriate use of power)
- third party influence (e.g. if important third parties recommend your organisation)

However, they can more usefully be defined and measured as the causes of reputation that make stakeholders trust, admire or respect your organisation (see Figure 1).

Measuring such factors and causally linking them to reputation through multivariate statistical analysis is important in helping to

develop a theory of change. For example, if good service experience is found to be a key factor driving trust in the HMRC, more so than other factors, it would seem reasonable to focus activities on service if it was cost effective.

Reputation for what purpose?

In reputational terms it is useful to answer this question in terms of what stakeholder behaviour or attitude you are seeking to maintain or change through the activities of your organisation.

These behaviours can be usefully considered to be consequences of reputation. Essentially, if your organisation is trying to influence a particular behaviour, what is it trying to cause? This could include engaging in activities such as volunteering, paying taxes or engaging in a healthier lifestyle.

You may ask yourself the question "What is my organisation trying to cause?" It is likely that you will identify different stakeholder behaviours in different contexts. The more specifically you can define a behaviour (time, place, duration), the more reliably you will be able to predict it. In this way it is important to consider the three types of behaviour outlined in the guide: start (e.g. recruitment, volunteering), stop (e.g. smoking, speeding, drinking) and maintain (current positive behaviours such as sharing information or paying tax).

As a general rule maintaining behaviours is easier than starting or stopping behaviours, which can be more difficult if it involves breaking long established habits.

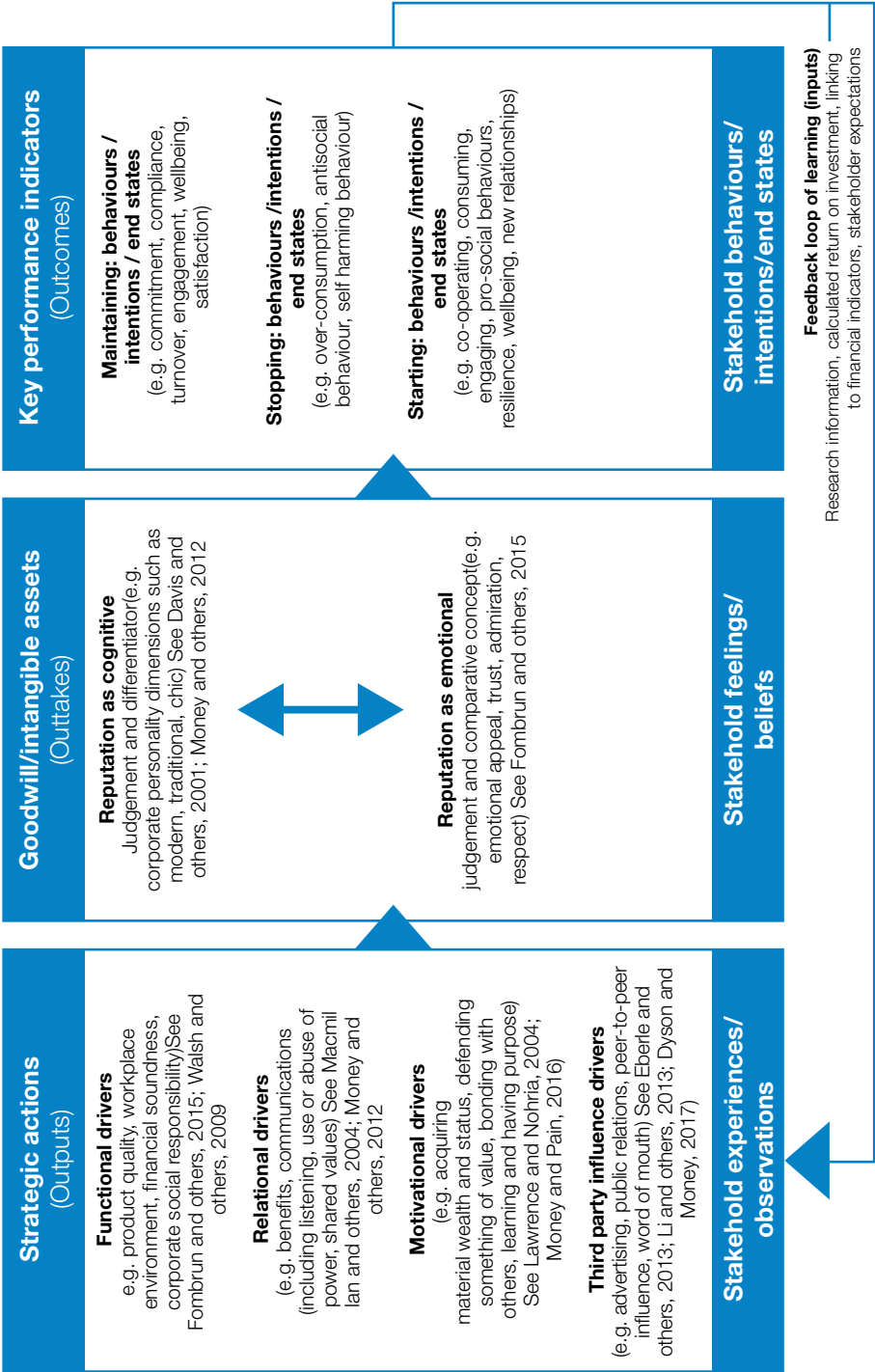
Measurement

It is important to measure not only reputation, but also its causes and

consequences in a way that allows for robust statistical linkages between these factors, e.g. through multivariate techniques such as regression.

In practical terms this often means using established measurement scales that are on five or seven points (see footnote five for sample scale items that can be used). In this way you will be able to identify which stakeholder experiences link to reputation and its associated consequences.

It is also important to include measures that benchmark your organisation against other organisations, especially in terms of aspects of trust, admiration and respect. Historical comparisons to other organisations in terms of the start, stop, and maintain criteria may also be useful.



Introduction to the government Data Ethics Framework

The Data Ethics Framework⁷ guides the design of appropriate data use in government and the wider public sector. This guidance is aimed at anyone working directly or indirectly with data in government, including data practitioners (statisticians, analysts and data scientists), policymakers, operational staff and those helping produce data-informed insight.

1. Start with a clear user need.

Using data in more innovative ways has the potential to transform how government works. We must always be clear about what we are trying to achieve for users, both citizens and civil servants.

2. Be aware of relevant legislation and codes of practice.

You must have an understanding of the relevant laws and codes of practice that relate to the use of data. When in doubt, you should consult relevant experts.

3. Use data that is proportionate to the user need.

The use of data must be proportionate to the user need. You must use the minimum data necessary to achieve the desired outcome.

4. Understand the limitations of the data.

Data used to inform policy and service design in government must be well understood. It is essential to consider the limitations of data when assessing if it is appropriate to use it for a user need.

5. Use robust practices and work within your skillset.

Insights from new technology are only as good as the data and practices used to create them. You must work within your skillset recognising where you do not have the skills or experience to use a particular approach or tool to a high standard.

6. Make your work transparent and be accountable.

You should be as open as possible about the tools, data and algorithms you used to conduct your work. This allows other researchers to scrutinise your findings and citizens to understand the new types of work we are doing.

7. Embed data use responsibly.

It is essential that there is a plan to make sure insights from data are used responsibly. This means those teams understand how findings and data models should be used and monitored with a robust evaluation plan.

⁷ Written by Dr Sarah Gates, Data Policy, DCMS. Sarah can be contacted at sarah.gates@culture.gov.uk for further information.



DELIVERING WORLD-CLASS COMMUNICATIONS

Library of further resources

The Government Communication Service (GCS) provides a series of guides, frameworks and tools to support government communicators in their work.

All these are available on gcs.civilservice.gov.uk

Handbook

Campaign highlights

Campaign Solutions Framework

Communications Services Framework

Collaboration Toolkit

Communications and behaviour change

Competency framework

Delivering excellence in partnership

Design102

Diversity and inclusion strategy

Modern media operations

Modern Communications Operating Model (MCOM)

OASIS campaign guide

Professional standards

Propriety guidance

Recruitment guidance

Recommended reading list

7 trends in leading-edge communications

GDS Social Media Playbook

Style guide

The IC Space

Previous Government Communication Plans

GCS Model

