



Government
Communication
Service



Campaign Highlights 2016/17

INTRODUCTION

The Government Communication Service (GCS) is the professional body for people working in communication roles across government. Our aim is to deliver world-class communications that support Ministers' priorities, improve people's lives and enable the effective operation of our public service. Excellent communication campaigns also protect and enhance the reputation of the UK at home and overseas.

This publication is a showcase of some of our leading campaigns from 2016/17. Each supported the government narrative themes set out in our Government Communications Plan published in May 2016

- Providing **economic security** at every stage of life
- Protecting our **national security** to keep our country safe and ensure **our leading role in the world**.
- **Extending opportunity** so that everyone has the chance to get on in life.

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

- **raising awareness of government policies** and schemes so the public benefits from them
- **influencing attitudes and behaviours** for the benefit of the individual and the wider public
- **supporting the effective operation** of government services
- **informing, supporting and reassuring** the public in times of crisis
- **enhancing the reputation** of government and the UK at home and abroad
- **meeting statutory or legal requirements** to provide public information



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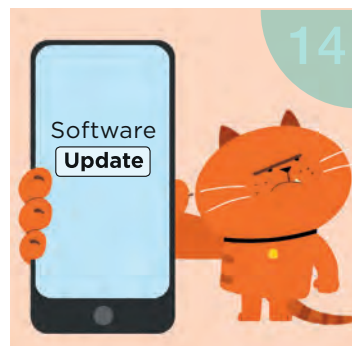


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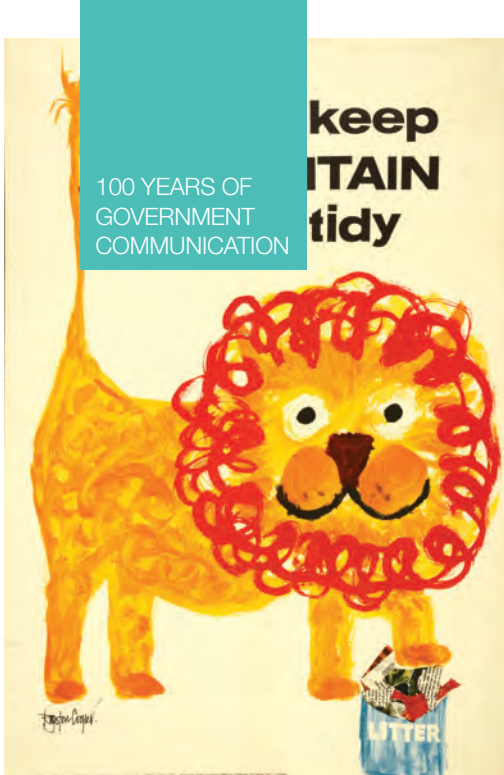
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ALEX AIKEN
EXECUTIVE DIRECTOR, GOVERNMENT COMMUNICATIONS

2017 marked the centenary of centralised government communications in the United Kingdom.

In February 1917, a memo submitted to the War Cabinet urged the unification of hitherto disjointed propaganda functions under one directorate with ministerial oversight. From an initial wartime contingency, the ideal of an integrated communications department has evolved through departmental guises, changing political and diplomatic, wartime and peacetime priorities into the Government Communications Service of today.

Though many of our fundamental aims and responsibilities have remained the same, our methods are almost unrecognisable.

We operate in a horizontal communications environment. The rate of technological change has democratised information, and one-to-many communications are increasingly irrelevant. With media consumption increasingly fragmented, increasingly sceptical audiences now have unprecedented control over when and how they access content. We can no longer rely on submitting press releases and hoping for coverage; static posters, flyers and government newscasts reach finite, and disinterested, audiences.

To quote one participant in a recent GCS survey, we must go where the audience is, because the audience - not the government - chooses the medium.

We have had to refigure our role from broadcasting to truly communicating. We must engage our audiences directly with compelling stories and trusted voices. Our methods must be native to our mediums. That means mobilising

shareable video, gifs, and infographics - whatever communicates most effectively - and attracting the talent to develop this content.

We remain current and agile by viewing all communications as part of overarching campaigns. Some of the most ambitious, creative, and effective campaigns from the last year are illustrated in this booklet. Campaigning is science rather than an art. Our approach is based on expertise, evidence and established principles of delivery: psychological drivers of reputation, theories of change, social marketing insights and behavioural economics.

To ensure that we communicate, not broadcast, our campaigns are always audience-led. We can't expect audiences to seek out our messages - we must deliver them directly. To plan and deliver positive outcomes, we adapt the EAST behavioural insight framework and OASIS campaign planning model - both explained in the back pages of this booklet.

We use econometric modeling to track the return on investment of paid communications, and are always focused on value for the taxpayer, taking lessons from previous campaigns. We set SMART objectives which are consistently and rigorously analysed across integrated channels, regularly assessing impacts on wider Governmental goals. Channels are chosen to creatively and diligently reach precisely segmented audiences in the environments they are comfortable with. We deliver across the whole communications mix, using owned, earned and paid-for channels, alongside trusted influencers and willing partners. We constantly track the consumption of our communications and their progress towards our policy objectives.

We do not view these as constraints, but as our basic responsibilities. They operate as a constant feedback loop, ensuring that Government communications demonstrably reach and engage audiences, spending targets, and Ministerial objectives.

Over the last century, our campaigns have reassured a nation at war, informed citizens of dramatic changes to civil rights, and educated families about nutrition, healthcare and public safety. Our campaigning has guided public conversation, changing attitudes and behaviours on themes from drink-driving to pension payments. But just as when the War Cabinet authorised the first Government communications function, we work in unprecedented times. Our professional ancestors would recognise the scale of the challenge we face, even if our tools and priorities have evolved. The memo supplied to that Cabinet is reproduced at the back of the booklet, to remind us how far we have come.

The scale of the challenges we face today will require a root change in how Government communications function. Audiences change digital platforms on a monthly basis - in another decade, more than 8 billion global citizens will be connected to over one trillion devices. Terrorists and hostile states brazenly challenge the integrity of our democracy and the safety of our citizens, spreading disinformation and toxic ideologies with the anonymity of modern communications platforms. This can erode the trust of our citizens in what they read, hear, and see.

This pace of change will only increase. The Government Communications Service stands ready not only to adapt and respond to this, but to help guide it.



MADE IN THE ROYAL NAVY

MOD

What was the issue?

The Naval Service is expanding, with two new carriers on the horizon. To maintain operational capability and protect UK interests at home and abroad, we need to attract high quality candidates in large numbers.

The Royal Navy needed to recruit 4,494 high quality entrants to meet their targets. Based on established models of the customer journey, this meant receiving 27,230 applicants from 87,543 initial contacts (any instance where a potential applicant registers their details).

The Navy recruits from the bottom up, so attracting young people to the service has always been key. But the base level of applications has been in long-term decline, and there will be a million fewer 18-23 year olds in a decade.

What did we decide to do?

We wanted to recruit the best of Britain's young generation while recognising that not everyone has the predisposition to join. This meant particularly reaching out to those who have historically been underrepresented in the Service – BAME groups and women. This was in line with the Prime Minister's direction for all services' recruitment pools to comprise 10% BAME and 20% female.

Our campaign was therefore aimed at those aged 16-24 and reflecting a cross-section of society. We took a long-term approach, recognising that it can take years for initial interest to develop into an application. With sustained messaging lasting over 3-5 years, we would create touchpoints throughout the long and complicated journey in which prospective applicants interact with the Navy.

High levels of emotional commitment are required from applicants currently in the recruitment process. To keep audiences engaged, the campaign we would focus on individual case studies, so that potential recruits could identify with stories of fully enlisted people just like themselves.

How did we do this?

We used a segmentation methodology to focus communications on the audiences who might credibly consider a career in the military. From this we developed a communication strategy which covered the three stages of the recruitment journey:

ATTRACT - making it easier for applicants to start their journey, and encouraging them to do so.

ENABLE - helping high-quality applicants move along the recruitment journey and sustain intention.

CONVERT - encouraging the best applicants to complete their final steps to application.

We delivered across a variety of channels, but particularly producing high-quality online and broadcast communications. To better reach the specific audience segments, we invested in specialist marketing and partnership programmes - as well as tailored events and outreach.

What were the results?

Our attribution modelling and conversion analysis demonstrated that media and marketing contributed up to 28% of total Expressions of Interest (EOIs) and Applicants in the 2015/16 recruitment year.

The Made in the Royal Navy TV campaign was the best-performing media campaign in many years, and continues to contribute to a major uplift in applicants.

In terms of overall recruiting performance, we fell just shy of our entrant targets in the Ratings (90% of target) and Officers (92%) branches, but we exceeded our entrant target for Reserves (114%). Some of the shortfall occurs for trades that require technical skills and qualifications, specifically in the STEM subjects. Competition for these candidates is fierce, with many private sector companies competing aggressively.

EXTENDING
OPPORTUNITY



DISRESPECT NOBODY

HOME OFFICE

What was the issue?

Violence and abuse in relationships is unacceptable and more needed to be done at an education level to help prevent it.

The Home Office sought to educate teenagers about harmful relationship behaviour to prevent them becoming victims and perpetrators of domestic violence in their teenage years, but also as adults. Embedding positive relationship behaviour and signposting support at an early age is the most effective way of tackling violence against women and girls in the long term.

The cost to health, housing and social services, criminal justice and civil legal services for victims of domestic abuse is estimated at £3.9 billion.

What did we decide to do?

Our campaign would support the 'Preventing Violence and Abuse' objectives of the Home Office Violence Against Women and Girls Strategy 2016-20.

Embedding positive relationship behavior at an early age is the most effective way of tackling violence in the long term. Our campaign therefore aimed to intervene early to:

- promote respectful and safe behaviour in relationships
- challenge the attitudes which cause relationship abuse
- signpost where practical support and advice is available

Our primary audiences were teenagers aged 12-18 in England and Wales. Our media and content specifically focused on boys and LGBT teens, and we hoped to also educate adults.

How did we do this?

Insight shows that teens are more engaged by positive concepts of respect than negative concepts of abuse. The creative tone was therefore conceived as inclusive and warm, while bearing a serious message.


The launch campaign's first four months covered four key issues: relationship abuse, consent and rape, sexting, and porn. We primarily engaged on the central platform that teens use to develop and maintain relationships – their phones.

We used digital and radio creative assets in addition to no/low-cost communications via partners. The campaign was audio-visual led and mobile first - but significant assets in cinema, outdoor, radio and television advertising were also developed to make the campaign as comprehensive as possible.


What were the results?

Independent campaign evaluation showed the launch campaign was successful in:

- **Educating teenagers to recognise relationship abuse** – 75% agreed the campaign increased their understanding of issues with 59% stating the adverts told them something new
- **Building resilience and confidence to act** – 34% claimed they would be more likely to change the way they behave in relationships; 74% claimed the adverts made them more confident to challenge abusive behaviour in their friendship group



BRITAIN IN THE WORLD



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STUDY UK
DISCOVER YOU

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EDUCATION IS GREAT

DEPARTMENT FOR INTERNATIONAL TRADE

What was the issue?

The UK has some of the best universities in the world. A thriving higher education sector supports our jobs, economy and society and brings people to the UK who are likely to transform lives and inspire the next generation.

However, the education sector is facing increasing competition and growth from other English-speaking nations. We therefore needed to focus on attracting the best students from around the world to come and study in the UK, showcasing a united, open, outward-looking education sector that supports jobs and the economy.

What did we decide to do?

The GREAT campaign partnered with the British Council to deliver the campaign 'Study UK: Discover You' to audiences around the world - including the key markets of China, India, Malaysia, Nigeria and the USA. Through the campaign we aimed to:

- increase access to and preference for UK education opportunities
- attract the brightest and best students to choose the UK
- support universities in their international objectives

Our key audiences were prospective students – undergraduate, postgraduate and transitional. We also wanted to reach influencers of students – parents, school counselors, education agents, government officials and private sector partners.

How did we do this?

Our campaign ran as 'always-on' over the course of a year, with paid digital spikes to maintain momentum. We spread the message using social media, in-country events, student recruitment exhibitions, education trade events, PR, targeted advertising and rollout through partner channels.

The campaign saw the pilot of Facebook Live shows hosted by students. Aimed at potential students, these covered relevant topics and provided a platform for the audience to directly engage with the campaign.

What were the results?

The campaign has been highly effective in reaching and engaging potential international students and has improved perceptions of the UK higher education offer.

68% of potential international students in recalled seeing the campaign, and 9 out of 10 of those reported taking some action as a result. This has meant that for the first time in 6 years student applications are up with an increase of 12%, and applications from China are up by 8%.

The first 2 Facebook Live shows reached over 350,000 people, earning over 50,000 views and more than 3,000 engagements.

The insights from the first campaign have been used to plan for a more effectively targeted approach in the future. Projecting for this year, the campaign aims to deliver £150 million to the economy through the education sector.

Ready to vote

EU Referendum, 23rd June 2016

READY TO VOTE: EU REFERENDUM

CABINET OFFICE

What was the issue?

The 2016 EU Referendum asked the public to make a once-in-a-lifetime decision on whether the UK should remain a member of the European Union. Given the importance of the decision, it was crucial that as many people who were eligible to vote were able to do so.

This would therefore be one of the biggest registration drives in UK history, with the potential to have a lasting constitutional legacy.

We aimed to lead 1.5 million people to register to vote over a 3-week period in the run up to the referendum, by demonstrating the process in simple steps to encourage registration.

What did we decide to do?

Our primary audiences were under-registered groups including younger people, BAME communities, overseas voters and home-movers.

The campaign aimed to de-mystify the application process and explain how easy it is to register online in just five minutes, at any time, from anywhere. We therefore needed to demonstrate the process in simple steps, including the fact that voters would need their national insurance number and where they could find it.

We decided that a strong cross-government approach would be greater than the sum of our parts, fully utilising the impact of the HMG brand and mobilising all available channels and partners.

How did we do this?

Mobilising at speed, the Cabinet Office Communications team worked with a range of partners on a multi-channel registration campaign. The full machinery of government was enabled and the Modern Communications Operating Model really came into life with departments, arm's length bodies, the devolved administrations, local authorities and 20,000 stakeholders creating a single communications network of unprecedented scale.

We harnessed innovative digital, media and strategic partnership, closely targeted to the audience, creating touch points with the public and building strategic networks with others outside of government.

We worked with each element in the network to develop targeted messages across a wide range of media channels, coordinating with partners outside of government to ensure the message was credible.

Partners included tech companies like Uber and Facebook, digital influencers like Emma Watson and Idris Elba and civil society organisations with expertise in engaging under-registered groups, such as the NUS, Bite the Ballot and Operation Black Vote.

What were the results?

During the 3-week window:

- messaging on government call lines reached over 1 million callers per week;
- collateral in high-footfall spaces including airports, train stations, job centres, courts and post offices reached an estimated 28 million;
- celebrity endorsement reached more than 100 million followers;
- social media partnerships including one with Thunderclap reached over 10 million.

The combined effort of the drive has contributed to a record number of people on the electoral register and helped to encourage 3 million people to register to vote over the course of the campaign.

This included adding more young people to the electoral register, with 24.8% of those registering being under 25.



CYBER AWARE

HOME OFFICE

What was the issue?

Serious and organised crime costs the UK an estimated £24 billion each year. Last year there were an estimated 3.5 million incidents of fraud, and 1.9 million under the computer misuse act.

However, cyber crime is no longer perceived as a 'new' threat. Increased attention on high-profile 'hacks' has driven a skewed understanding and risk perception as well as creating a sense of inevitability. There is that more people can and should be doing to prevent cyber crime.

What did we decide to do?

Communications is critical to delivering behavioural change and increasing resilience amongst these two groups. It can increase understanding of the threat, build motivation, and clearly prioritise protective actions that will be of most benefit.

Our awareness and behaviour campaign focused on 2 simple but effective protective behaviours:

- Use 3 random words to create a strong password
- install the latest software and app updates

We targeted 2 main audiences:

- **The at-risk majority aged 18 to 44:** Identified by the serious and organised crime consumer segmentation model as a priority segment due to their low levels of protection and risk taking behaviour
- **SMEs with 0 employees:** SMEs are vulnerable because they usually have less complicated IT infrastructure and often use the same device for personal and business use

Our approach was to target the 'sweet spot' between consumers and SMEs, focusing on messages and channels which work for both audiences, thereby maximising the impact of the campaign.

How did we do this?

The campaign was designed to deliver behavioural change through the most cost-effective channels and in relevant environments. This meant making sure advice was solutions-focused, simple actionable and achievable, and selecting messaging and channels closest to the point of incidence so that people at risk could take action.

Consistent messaging was amplified through organic partner activation from key sectoral groups and bespoke partner enhancement – including local authorities, law enforcement and industry.

Cyber Aware's target audience are heavy internet users, often using multiple devices at the same time. Digital activity allowed us to target our audience cost effectively and across multiple devices. As well as targeting our audience based on their demographic profile we overlaid behavioural data to pinpoint at-risk individuals. This was supported by three peaks of activity, led by PR and partnership activity, and amplified by high reach and stand out paid-for media activity, using our most impactful channels from 2015/16.

What were the results?

Recognition of the campaign is a strong predictor of more positive cyber behaviours.

- **Strong password:** uptake is 13% higher for both individual and SME recognisers
- **Installing software and app updates:** uptake is 9% higher for individual recognisers and 7% higher for SME recognisers

Over 300 public and private sector organisations now support the Cyber Aware campaign, and at the end of 2016/17, an estimated 11 million adults and 1.4 million SMEs claimed they were more likely to maintain or take top key cyber security behaviours as a result of Cyber Aware.

Watch out for our new creative look and feel for the campaign, launching in 2017/18.



CHANGE 4 LIFE: SUGAR SMART

PUBLIC HEALTH ENGLAND

What was the issue?

Change4Life was launched in 2009 with an aim to inspire a broad coalition of people to all play a part in improving the nation's health. It is aimed at parents with children and uses cartoon imagery and informal, non-judgemental language to suggest easy diet and exercise swaps.

Research has shown that children were consuming nearly three times more sugar than they should be and this adds up to 22kilos a year. Too much sugar can lead to the buildup of harmful fat around vital organs, which can cause weight gain and serious diseases like heart disease, type 2 diabetes and some cancers - not to mention tooth decay.

What did we decide to do?

As part of Change4Life, we decided to create a specific campaign to alert people about the sugar in their children's diet and encourage them to make changes.

Tackling childhood obesity means getting through to the parents and carers who are gatekeepers of their children's behavior. We therefore sought to reach the 7.8 million parents of 5 to 11 year olds, with a particular focus on the 3.7 million of those parents from the lowest socioeconomic groups. Our secondary audiences were teachers, healthcare professional and others involved in the care of children - as well as children themselves.

How did we do this?

The campaign was delivered through the proven Change4Life behavioural model – Alert, Motivate, Support and Sustain.

To launch the campaign we revealed that children consume over 5,500 sugar cubes each year, equivalent to the average weight of a 5 year old. This was brought to life in an impactful film, 'Sugar Boy'.

As well as using TV adverts as a key channel, we also ran advertising across 750 supermarkets, e.g. on trolleys in ASDA and smart screens in Tesco, to drive downloads at the point of sale. Mobile ads were delivered into households when sugar-heavy products were on TV and we partnered with MySupermarket to automatically count and visualise the sugar cubes in online shopping baskets and offer healthier alternatives.

We also developed toolkits for the 9 Public Health England regions. 5 million packs were distributed for free via the School Fruit and Veg Scheme and cooking events with chefs were held in schools across England, providing relevant content for local media.

What were the results?

There have been over 2 million downloads of the Sugar Smart app and 7 out of 10 mothers of children aged 5 to 11 were aware of the campaign.

30% of mothers reported that the campaign made them reduce their child's sugar intake and this figure went up to 80% among those who had downloaded the app.

A test and control study using digital communications screens outside of supermarkets showed that the advertising led to a 4% decrease in sales of sugary cereals, a 3% decrease in sales of sugary drinks and a 4% increase in the sales of diet drinks during and post campaign.

Dietary data showed a small but significant impact on total sugar intake of children equivalent to one sugar cube per child per day.

EXTENDING
OPPORTUNITY

Don't text and drive

THINK
PUT YOUR PHONE
AWAY

THINK! MOBILE

DEPARTMENT FOR TRANSPORT

What was the issue?

The use of handheld mobile phones while driving has been illegal since 2003. Despite existing deterrents, however, the behaviour has remained prevalent. In 2015 mobile phone use contributed to 22 fatal and 75 serious road accidents, and was revealed as one of the top 4 public concerns for road safety in a 2016 survey.

Following a public consultation where 94% agreed we need tougher penalties, the Secretary of State for Transport pledged to increase the fixed penalty notice for using a handheld mobile phone while driving.

What did we decide to do?

The Prime Minister called for an urgent shift in attitudes and promised the government would launch a hard-hitting behavioural change campaign. This would communicate not just the tougher penalties, but also the dangers of using your phone while driving to prompt drivers into changing their behaviour.

The campaign was aimed at all drivers in England and Wales who own a smart phone – around 26.5 million people. In particular, it aimed to engage:

- **young drivers** – who make up 60% of those involved in accidents where a mobile phone is a contributory factor
- **new drivers** – who will have their license revoked immediately if caught just once under the new offence
- **professional drivers** – who are at greater risk of losing their livelihood if caught using a mobile phone while driving

How did we do this?

All activity was underpinned by a single call to action – ‘THINK! Put your phone away’. This meant the campaign would be easily recognised even though it made use of multiple messages and was delivered across multiple channels.

We made use of two main messages – the legislation message and the risk message. We used traditional broadcast media to create mass awareness of the tougher penalties and emotive video content to highlight the risks of using your phone while driving. This included the case study film with the father and children of Zoe Carvin, a young mother killed 10 years ago by a driver who was texting at the wheel.

Assets were designed to reach our key audiences directly:

- outdoor advertising allowed us to reach motorists with a timely reminder while they were driving
- posters were displayed in driving test centres around the country to inform new drivers of the penalties
- leaflets were distributed in HGV training centre

In terms of partnerships we collaborated with the AA Charity Trust to co-brand and promote their ‘Designated Driver’ film which was shown in cinemas and on video-on-demand. To educate our younger audience we worked with UNILAD who produced a bespoke film to dissuade young drivers from using their phone behind the wheel and a quiz to educate them about the penalties.

What were the results?

The emotive case study video of the Carvin family was picked up by various news outlets including the BBC, ITV news and the Metro, and reached almost 1 million through THINK! social channels. Meanwhile the partnership with UNILAD had an overall reach of 11.3 million.

The measured impact of the campaign was as follows:

- knowledge of the points and fines have increased by 24% and 15% respectively since before the campaign
- the perception of risk increased from 89% pre campaign to 91% post
- 1 in 4 respondents reported to have taken action after seeing the ads
- 47% of those who had seen the campaign claimed to be less likely to use their phone while driving

Measuring the actual behaviour change is a long-term goal that will be monitored over time using plea conviction data and reported road casualties.

EXTENDING
OPPORTUNITY



DON'T IGNORE IT

DEPARTMENT FOR WORK AND PENSIONS

What was the issue?

In order to reverse a decade of declining pensions saving, the government's Auto Enrolment programme was introduced in 2012 to get millions more saving for later life. The reform means that every employer in the UK must put staff into a workplace pension scheme and contribute towards it.

Staged rollout meant that by the beginning of 2016 the toughest-to-engage employers and employees were about to join the scheme – those working for small and micro businesses. Many of these employers were not aware of their responsibilities, and did not even consider themselves to be eligible, such as those employing nannies for example.

Volumes were huge with 480,000 employers reaching the deadline to enrol their employees between July 2016 and March 2017.

What did we decide to do?

Given the new challenge, the previous 'We're all in' campaign which emphasised social norms in big companies was no longer fit for purpose. Instead, research indicated that the best way to engage the new audience was to grab their attention by being disruptive. The impactful creative solution was 'Workie': a 10ft tall multi-coloured CGI embodiment of the workplace pension.

How did we do it?

'Workie', accompanied by the powerful slogan 'Don't ignore it', brought to life the absurdity of ignoring something as important and attractive as the workplace pension.

Research showed that employees and small and micro employers were likely to consume the same media. The channel mix included television, radio, out of home, digital and search advertising, partnerships and social media, with advertising timed to coincide with direct marketing around enrolment dates.

What were the results?

- Visits to the Pensions Regulator website quadrupled in the first week of campaign activity
- The campaign achieved 82% recognition among all UK adults affected by automatic enrolment (beating the KPI of 68%)
- 'Don't ignore the workplace pension' was recalled by 43% of all UK adults affected by automatic enrolment
- 73% of employees agreed with the statement 'I believe a workplace pension is a good thing for me' (beating the KPI of 65%), with positivity driven across the channel mix
- Employers who recalled both direct communications and advertising were more likely to take action
- From December 2016 to March 2017 more than 95% of small and micro employers complied with the law on time, against the initial programme estimate of 85%
- By the end of August 2017 more than 8.5 million people had been automatically enrolled and more than 760,000 employers had met their duties.



#DaeshLIESExposed

DEATHS FROM STARVATION
CONTINUE TO BE REPORTED
WHILE DAESH MEMBERS
CONFISCATE FOOD AND FUEL
FROM CIVILIANS.



يتمثل دعم الولايات المتحدة الأمريكية بتوفير
مساعدات إنسانية للشعب العراقي تفوق قيمتها ١٨١
مليون دولار أمريكي لتلبية الاحتياجات الملحة.



COUNTERING DAESH PROPAGANDA

FOREIGN AND COMMONWEALTH OFFICE

What was the issue?

In the summer of 2014, headlines were being made by a terrorist group we have come to call Daesh. Their global brand was turning them into the rock stars of the terrorist world. They promised to create a caliphate and impose a strict form of conservative Islam on their territory – and they were doing it.

Daesh made the news all over the world with its gruesome methods of murdering innocent people, filmed in high-definition, with slick, multi-angle editing. They systematically created social media accounts and used them to share content across the globe in the blink of an eye.

But the other reason for their brand's success was that they operationally centralised strategic communications and worked to “weaponise the media”. The media inadvertently amplified Daesh's propaganda by publicising their atrocities. Governments were not much better, reacting to each atrocity by repeatedly telling the public how barbarous Daesh were. This was the very message that Daesh wanted the public to hear.

What did we decide to do?

In the first half of 2015, the international community started to get its act together. The UK was instrumental in creating a global coalition, which had five lines of action to defeat Daesh. One of these was strategic communications – and the UK was one of three countries jointly leading on this strand of work. In September 2015, the UK announced a Coalition Communications Cell in London. The aim would be to undermine Daesh propaganda and to damage its brand.

To succeed, we had to change the global narrative and, in the terminology of the profession, contest the information space, rather than ceding it to Daesh.

Our first task was to change the narrative around Daesh from one of success to one of failure. We needed to damage the Daesh brand by showing that, contrary to its own propaganda, Daesh was failing to win battles, failing to provide services to people in the territory under its control, and failing to live up to its promises.

Working to put communications at the heart of HM Government policy to counter Daesh was an important subsidiary objective. We have worked on a full-spectrum approach across government, with the MOD, Home Office and others involved in tackling various parts of the Daesh propaganda operation, with an overarching meta-narrative of “Daesh is failing” to focus the activity.

How did we do this?

We send a daily media pack around the coalition that goes to over 1,000 officials every morning in over 60 partner countries. We give updates on the latest news and suggest how to respond to atrocities. We provide digital content and suggested tweets. We run a website and various social media channels, which help partners report Daesh's failures.

As well as changing the narrative, we needed to contest the space. This was more problematic. Audiences vulnerable to Daesh propaganda are not easily reached or convinced by government communications. You need credible, local, voices.

We have put time and effort into empowering credible voices in the Middle East. We have provided: training on producing digital content (so that it is more appealing); digital optimisation (so that more people see it); digital security (so that Daesh can't hack it); and even personal security (so that people are less scared of criticising Daesh).

What were the results?

Daesh has failed to create a state. It is no longer able to recruit thousands or even hundreds of people to join it, and its propaganda is a pale shadow of what it previously was. Much of the credit for its failure lies in military efforts in Iraq, in particular the courageous efforts of the Iraqi Security Forces. However, this success was undoubtedly hastened by our communicators. We undermined Daesh's narrative and contested the information space. We damaged their brand by making them appear less cool, less credible and less competent.

We receive constant positive feedback about the value of our activity, reflected in the fact that our content appears in global media, while the prime ministers of Spain and Australia have used our lines. Thousands of pieces of content are produced each month in Middle East thanks to our training, reaching tens of millions of people. Our polling shows that it has changed attitudes.

Daesh is not yet defeated. As the organisation fragments, so its propaganda becomes less centralised and less consistent. While this diminishes its power, it also makes it more difficult to counter.

LESSONS LEARNED 2016/17

Government campaigners are constantly learning lessons from previous campaigns to refine their communications, and effectively, creatively and efficiently engage their audiences to achieve policy objectives. This page collects key insights from the campaigns featured in this booklet.

MOD - MADE IN THE ROYAL NAVY:

'To keep audiences engaged, the campaign we would focus on **individual case studies**, so that **potential recruits** could identify with stories of fully enlisted people **just like themselves**.'

Home Office - DISRESPECT NOBODY:

'Insight shows that teens are more engaged by **positive concepts of respect** than negative concepts of abuse.'

Department for International Trade - EDUCATION IS GREAT:

'The campaign saw the pilot of **Facebook Live** shows hosted by students. Aimed at potential students, these covered relevant topics and provided a **platform for the audience to directly engage with the campaign**.'

Cabinet Office - EU REFERENDUM:

'We decided that a strong cross-government approach would be **greater than the sum of our parts**, fully utilising the impact of the **HMG brand** and mobilising all available **channels** and **partners**.'

Home Office - CYBER AWARE:

'The campaign was designed to deliver **behavioural change** through the most cost-effective channels and in relevant environments. This meant making sure advice was solutions-**focused, simple, actionable and achievable**, and selecting messaging and channels **closest to the point of incidence**.'

Public Health England - SUGAR SMART:

'The campaign was delivered through the proven Change4Life behavioural model – **Alert, Motivate, Support and Sustain**.'

Department for Transport - THINK! MOBILE:

'All activity was underpinned by a **single call to action** – "THINK! Put your phone away". This meant the campaign would be **easily recognised** even though it made use of multiple messages and was delivered across multiple channels.'

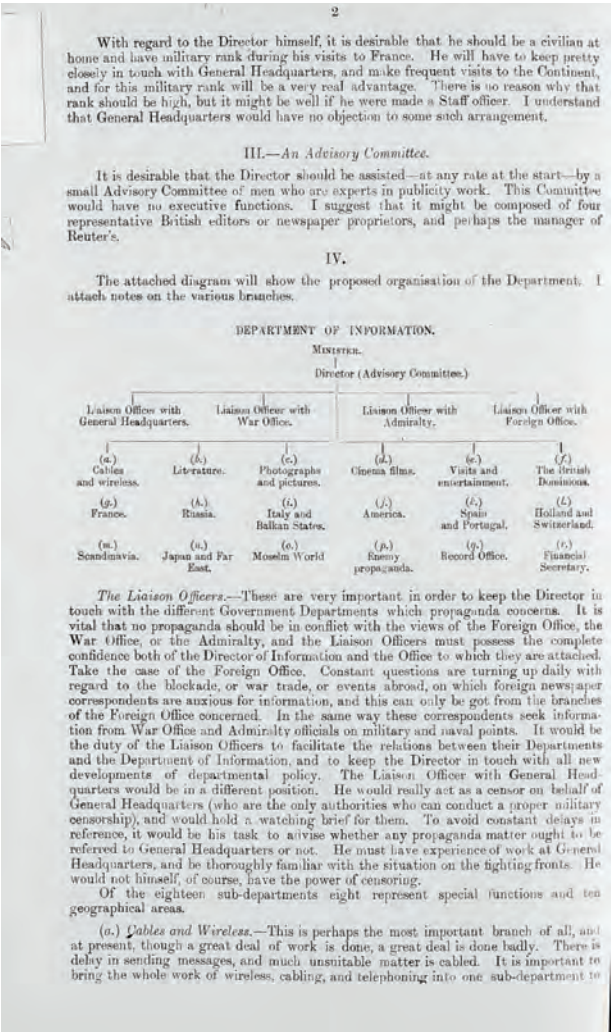
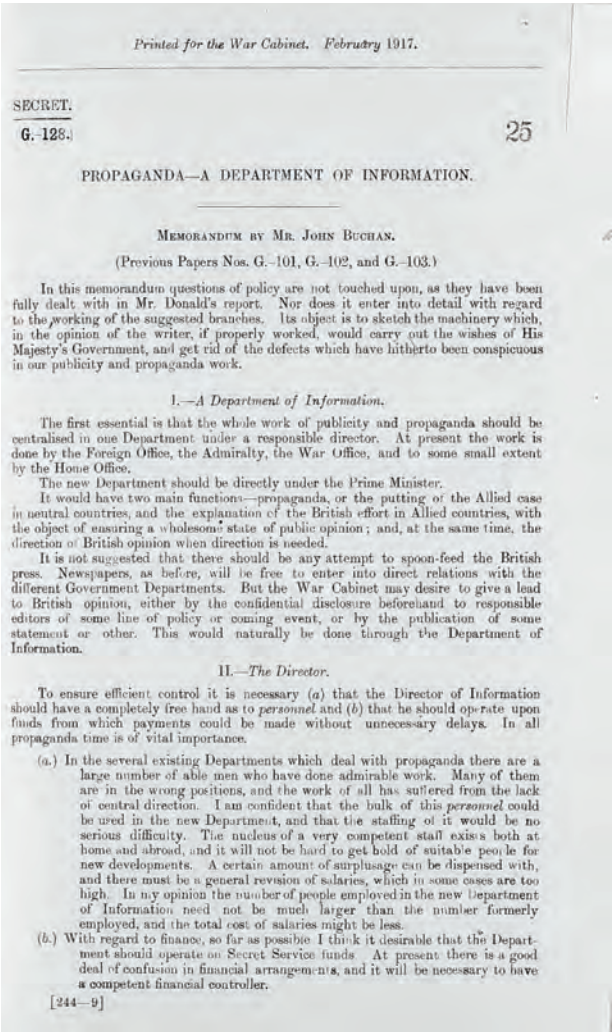
Department for Work and Pensions - DON'T IGNORE IT:

'Research indicated that the best way to engage the new audience was to **grab their attention by being disruptive**. The impactful creative solution was 'Workie': **a 10ft tall multi-coloured CGI embodiment of the workplace pension**.'

Foreign and Commonwealth Office - C-DAESH CAMPAIGN:

'Audiences vulnerable to Daesh propaganda are not easily reached or convinced by government communications. You need credible, local, voices.'

THE FIRST COMMUNICATIONS SERVICE



From the outbreak of the First World War, a War Propaganda Bureau had operated under the Foreign Office's authority. Leading British authors, including Arthur Conan Doyle, Thomas Hardy, and H. G. Wells confidentially contributed to leaflets, posters and magazines, aiming to push the British message at home and overseas.

In early 1917, Prime Minister David Lloyd George commissioned newspaper editor Sir Robert Donald to assess the government's ongoing wartime propaganda efforts. Donald's report painted a picture of uncoordinated, inconsistent and uncreative communications, recommending a complete centralisation.

This secret memo, submitted to Cabinet by Mr. John Buchan - who himself had written for the Bureau and served as an intelligence officer - proposed the organisational structure and purpose of a new Department of Information. This was created under direct authority of the Prime Minister some months later, and was superseded by a Ministry of Information the next year.

In 1946 the Central Office of Information - the direct ancestor of the GCS - was founded to take over peacetime communications.

A GUIDE TO CAMPAIGN PLANNING

The purpose of this guide is to ensure that all government communications are effective, efficient and evaluated.

Who is it for?

It is for all government communications professionals, regardless of discipline or organisation.

When should it be used?

It applies to every kind of planned communication/campaign, from the most effective way to put out news via press/digital at no cost, to large scale multi-million pound behaviour change campaigns.

“The implementation of effective campaigns is at the heart of our work. For rigorous and systematic campaign development, GCS staff follow the OASIS campaigns framework, and make selective use of other GCS campaign planning tools where required.”

Alex Aiken, Executive Director
of Government Communications

How should it be used?

This guide will help you develop your plan and structure your thinking. The time it takes to develop a campaign plan varies greatly. For press/digital campaigns, your plan may take a few hours, while for long term behaviour change campaigns the audience analysis alone may take weeks.

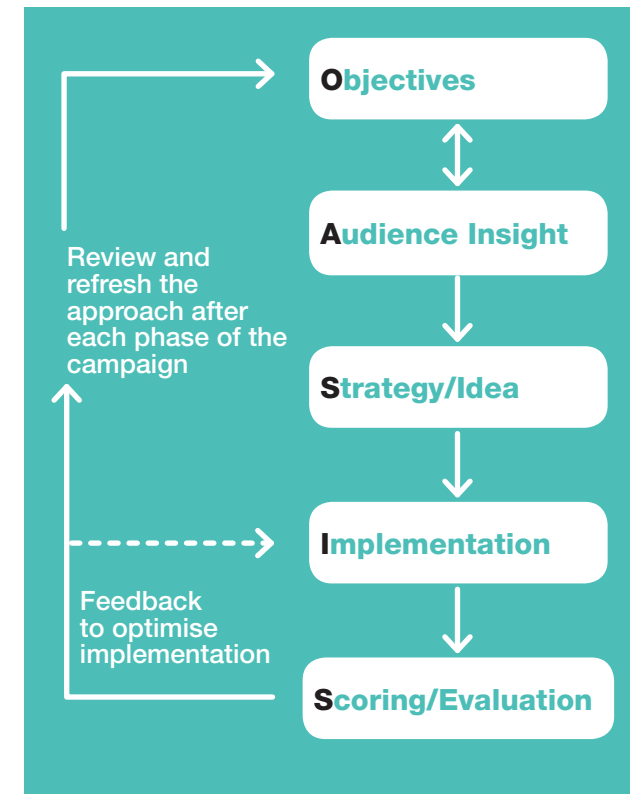
What is a campaign?

A campaign is a planned sequence of communications and interactions that uses a compelling narrative over time to deliver a defined and measurable outcome. For examples of government campaigns visit <https://gcs.civilservice.gov.uk/guidance/campaigns/>.

All government communications should be viewed in the context of a wider campaign i.e. what do we want to achieve and where does it fit in? This way we can ensure that all our work links to a clear objective and we can evaluate the impact of everything we do.

OASIS

OASIS is a series of steps that can help bring order and clarity to planning campaigns. The aim is to help make the planning process rigorous and consistent.



Objectives:

Set out what the communications activity is intending to achieve. Start with the policy aim and develop communications objectives that will deliver this. Include the role that communication will contribute to achieving the policy aim and the role that individual activities or channels will play in meeting the communications objective. Objectives should be achievable, measurable - expressed numerically where possible, focused on outcomes not outputs and related to changing attitudes and/or behaviour.

Audience insight:

Who is the campaign aimed at? Do you need to change or influence their attitudes and behaviours to help you achieve your objective? What are the barriers to change that your campaign can help to address? Understanding your audience is critical to an effective campaign. It is important that we use insight to create a full picture of who they are and how they will reach a desired outcome. Use your own commissioned research, data from elsewhere in government or publicly available information. The Market Research Society's Research Buyers Guide provides useful sources of audience insight. Cabinet Office holds a bank of research, too. To access content available within the GCS, or to join the Insight and Evaluation basecamp group, email insight@cabinetoffice.gov.uk. If you are working on a large-scale behaviour change project, you should look at using the EAST framework to inform campaign planning.

- GCS Insight Guidance
<https://gcs.civilservice.gov.uk/guidance/insight/>
- Guide to communications and behaviour change (including EAST)

-
- <https://gcs.civilservice.gov.uk/wp-content/uploads/2015/09/GCSBehaviourChangeGuideJune14Web.PDF>

Strategy/Idea:

Use the insight to set out your approach. You will also need to cover proposition/messaging; channels; and partners/influencers. Map the audience journey and design communications relevant to different stages of the journey. Where possible test or pilot your approach to assess its effectiveness.

Implementation:

Once you have defined your approach, you should set out how you will deliver your communications and what tactics you will use. Develop a clear plan that allocates resources and sets out the timescales for delivery. Bring influencers and partners on board to increase impact and use low cost approaches where possible; particularly PR and partnerships.

Scoring/Evaluation:

You should monitor outputs, outtakes and outcomes throughout your campaign and evaluate once it is complete. Please search for the 'GCS Evaluation Framework' on the GCS website for guidance.

- GCS Evaluation Guidance:
- <https://gcs.civilservice.gov.uk/wp-content/uploads/2016/01/GCS-Evaluation-Framework.pdf>



Government
Communication
Service

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

gcscampaigns@cabinetoffice.gov.uk

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The GCS Design Centre

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