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Embedding measurement in Government  
communications campaigns



Government  
Communication  
Service

# Role of UK Government Communications

- Effective public communication improves, saves and enriches lives



A man in a white chef's uniform is meditating in a lotus position, floating in the air. Below him, a red banner contains the text: "I found inner peace when I did my Tax Return online before **31 Jan**". At the bottom, there are icons for a computer, smartphone, and tablet, followed by the URL [gov.uk/selfassessment](http://gov.uk/selfassessment) and the HM Revenue & Customs logo.



A doctor in a white coat is sitting at a desk. The NHS logo is in the top right corner. Below the image, a green banner contains the text: "If you've been coughing for 3 weeks, it might not be 'only a cough', so tell your doctor." At the bottom right, there is a "BE CLEAR ON CANCER" logo.



The text "TICK TOCK TEST" is written in large, bold, red letters. Below it, a fire alarm is shown with a rabbit inside. A teddy bear is sitting next to the alarm. The text "FIRE KILLER" is written in a red box. Below the image, there is a small text box: "This clock change weekend, test your smoke alarm. Before it's too late." At the bottom, there is a small URL: [facebook.com/bradley](http://facebook.com/bradley) and the name "Bradley, Kelly".



The text "Married? In a civil partnership? Over £200 could be waiting for you at [gov.uk/marriageallowance](http://gov.uk/marriageallowance)" is displayed. The number "£200" is written in large, gold, stylized font. At the bottom, there is a small text box: "If you're married or in a civil partnership and one of you earns less than £10,600 and your partner earns less than £42,385, there could be up to £212 tax allowance waiting for you to claim. It takes less than 10 minutes to do online." At the bottom right, there is the HM Revenue & Customs logo.



A road sign with a red border and a white background. The sign shows a car driving in a narrow lane. The text "CYCLISTS. RIDE CENTRALLY IN NARROW LANES" is written below the sign. At the bottom right, there is a small logo for "TOM".



# Scale of UK Government communications

- **4,000** communications people
- **17** Central Departments
- **330** public agencies
- **£150** million annual salary costs
- **£300+** million annual marketing costs



# Why measurement is important

Half the money I spend on advertising is wasted. The trouble is: I don't know which half.

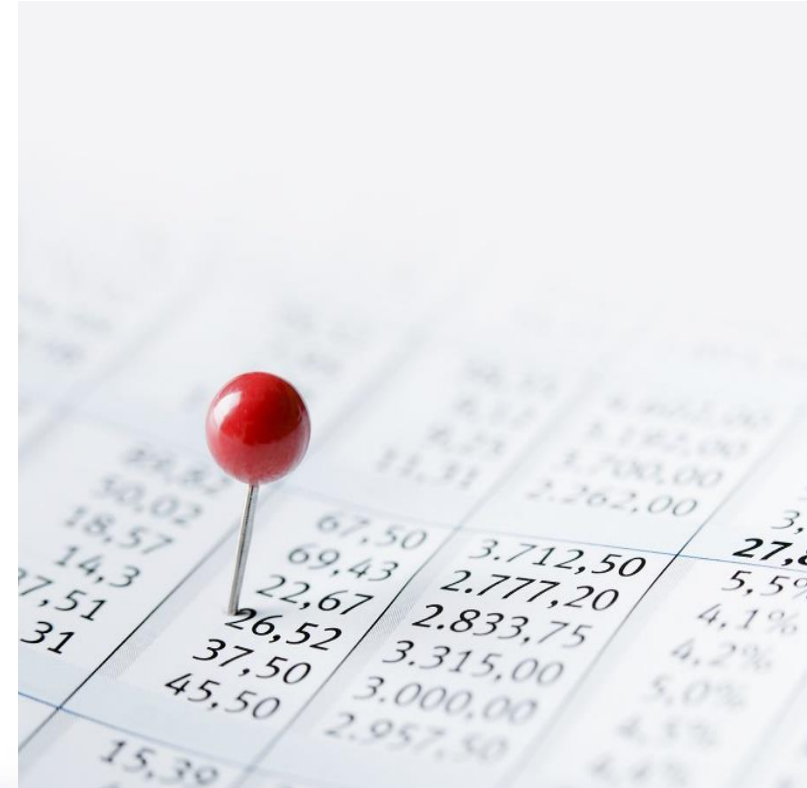
**John Wanamaker**

**Inventor of mass retailing in the USA**



# Pressures in HMRC

- Data and evidence are at the core of what my Department does – so why should comms be any different?
- Pressure to cut budgets
- Pressure to cut staff
- Pressure to prove the value of communications





# Measuring the wrong things

- Number of press releases issued
- Newspaper column inches and broadcast minutes
- Number of Twitter followers
- Twitter 'opportunities to see'
- Recall awareness of advertising
- Internal hits on intranet stories



# The seven Barcelona Principles 2.0 (2015)

- **Goal setting and measurement are fundamental to comms and PR**
- **Measuring communication outcomes is recommended vs only measuring outputs**
- **The effect on organisational performance can and should be measured**
- **Measurement and evaluation require both qualitative and quantitative methods**
- **AVEs are not the value of communication**
- **Social media can and should be measured consistently with other media**
- **Measurement and evaluation should be transparent, consistent and valid**



# The real things that needed measuring

- SMART policy or business **objectives**
- Policy or business **outcomes**
- Business **impacts**







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

**31 Jan**



[gov.uk/selfassessment](https://gov.uk/selfassessment)



HM Revenue  
& Customs



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# Measuring against clear business objectives

## The Self Assessment campaign business objectives:

- the number of people who file their returns **on time**
  - people will owe tax and it is expensive to chase them
- the proportion of people who file **online**
  - it is cheaper to process digital returns than paper returns
- and the number of people who **call our helplines**
  - it costs £5 per call; less demand = faster performance



# Campaigns framework

**O**bjectives – policy/business

**A**udience insight

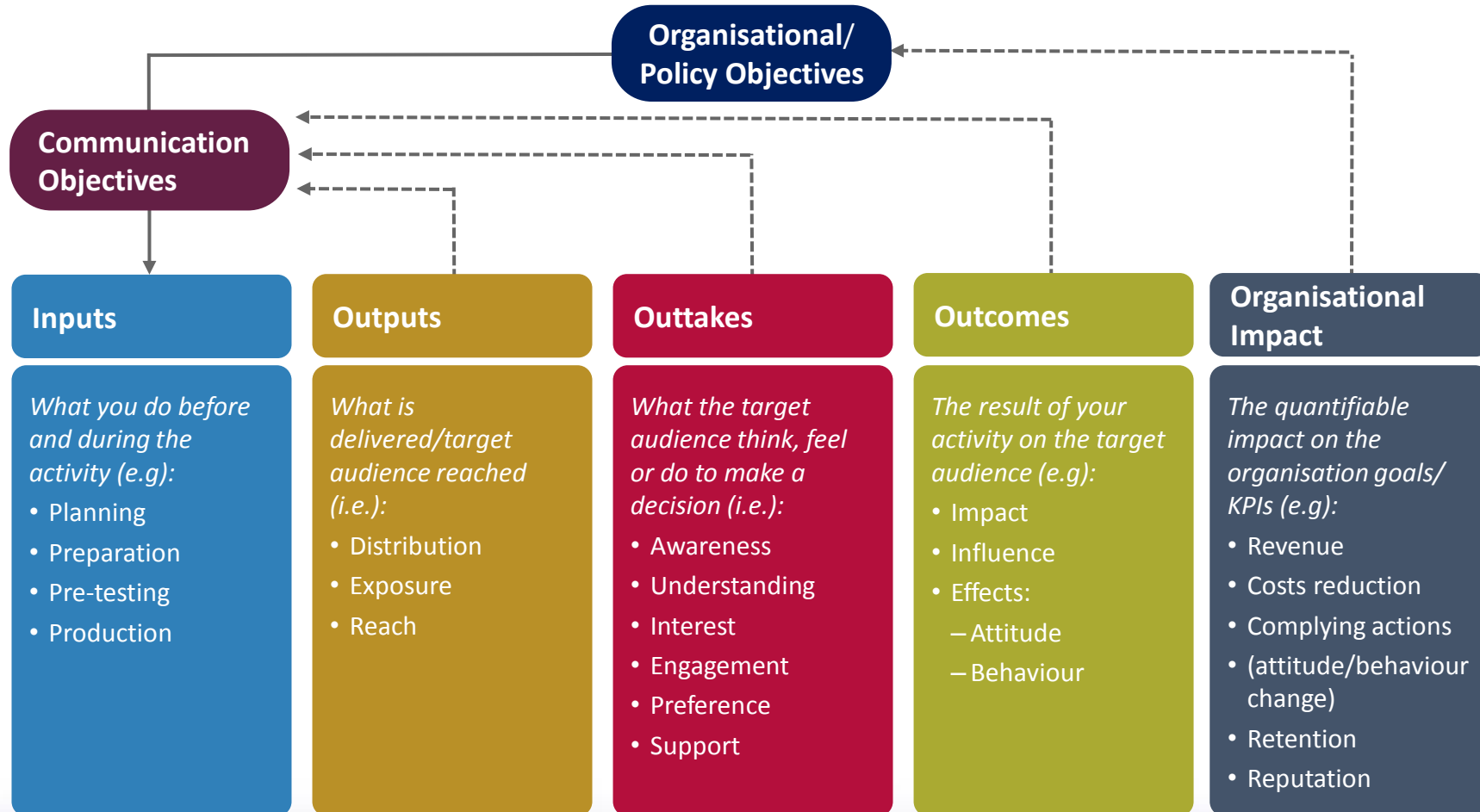
**S**trategy

**I**mplementation

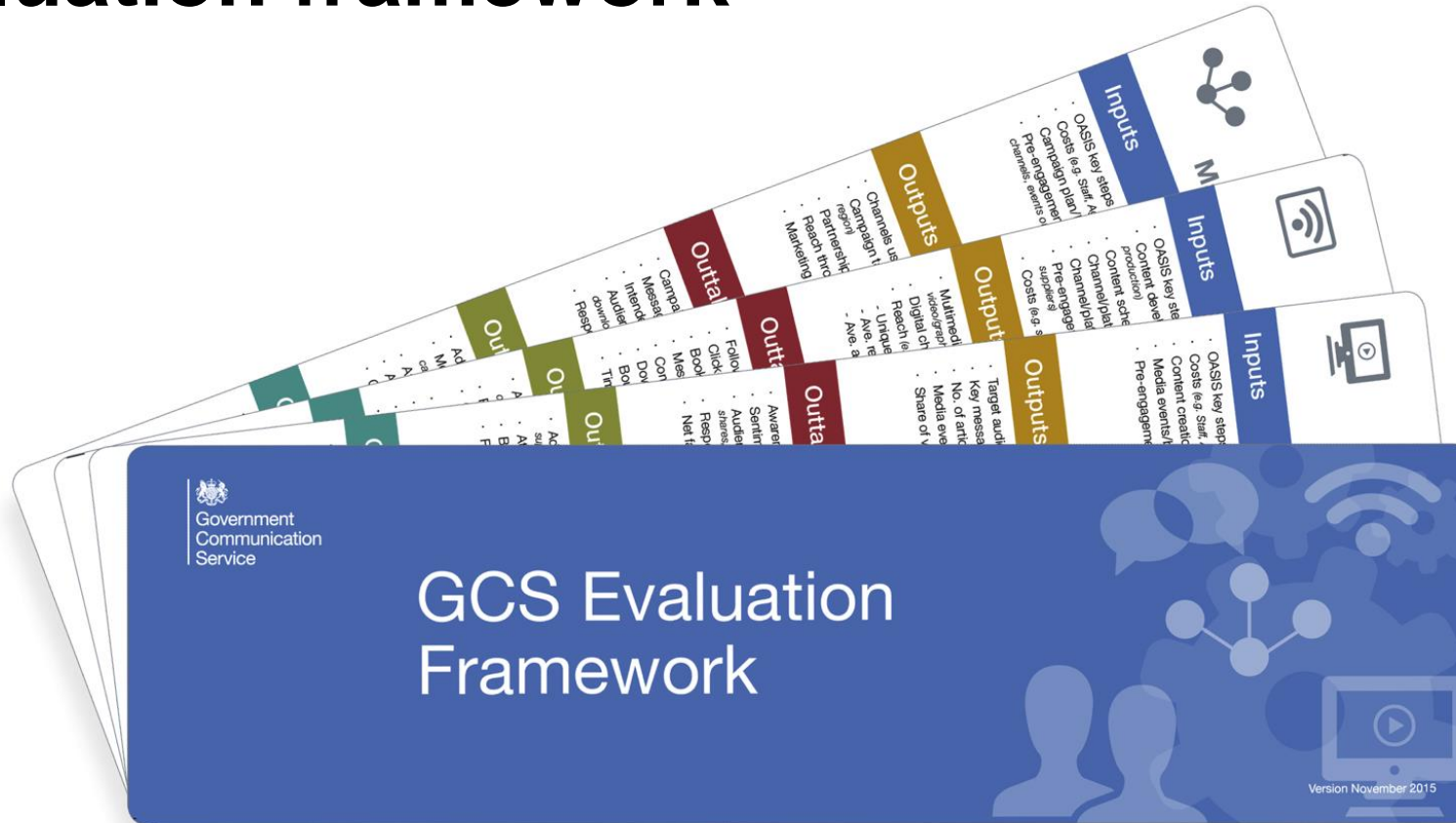
**S**coring/evaluation



# New evaluation framework



# New evaluation framework



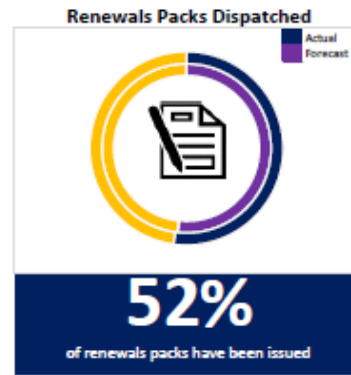


# And coming tomorrow...

## ...AMEC's new interactive framework!

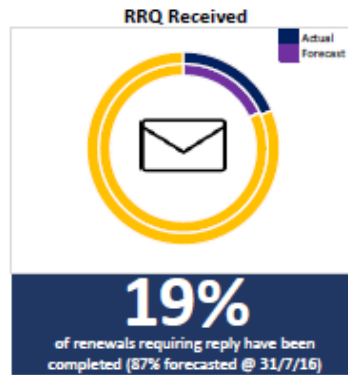






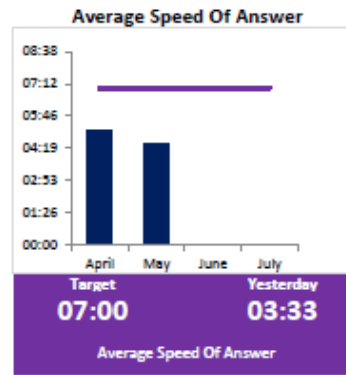
Packs Dispatched To Date

YTD W/E Forecast: **3,510,000**  
 YTD Daily Actual: **3,540,773**  
 Difference: **+30,773 (0.9%)**



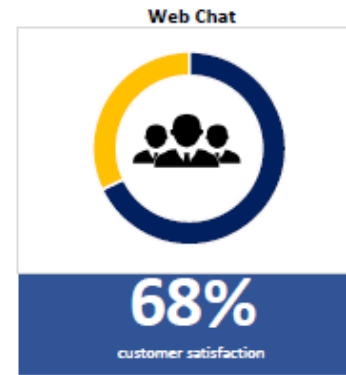
RRQ Received To Date

YTD W/E Forecast: **452,141**  
 YTD Daily Actual: **460,055**  
 Difference: **+7,914 (1.8%)**



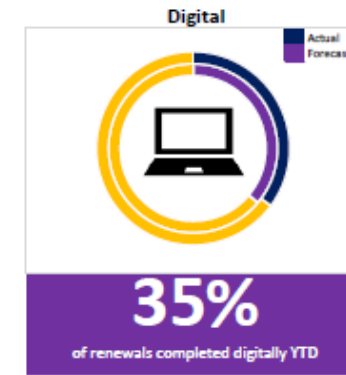
Call Attempts Handled

Forecast: **84.0%**  
 Actual: **92.9%**  
 Difference: **9.0%**



Web Chats

Accepted chats: **2,120**  
 Handled chats: **1,888**  
 Other: **232**



Digital

Forecast YTD Renewals with digital CoC(s): **61,345 (30.%)**  
 YTD Renewals with digital CoC(s): **44,092 (21.6%)**  
 Digital Receipts In-Week Forecast: **26,909**  
 Digital Receipts In-Week Actual: **32,125 (119.4%)**



## Back Office Demands

	Forecast	Actual
Digital CoCs	11 days	9 days
Physical CoCs	11 days	10 days
Digital Stock	17,865	19,359
Physical Stock	8,132	5,640

# Tax Credits Peak 2016

## Top 5 Reasons For Contact

	Phones	Webchat
1	I need to let you know about change in my/partners job (employer, hours, income) (15.4%)	Can you tell me: if I am eligible for Tax Credits/if I can have an application pack (25.7%)
2	Renewals Renewal fully completed at first point of contact (11.6%)	Payments: amounts changed (11.3%)
3	Payments amounts changed (10.9%)	I need to let you know: about change in my/partners job (employer, hours, income) (8.4%)
4	What's Happening with my new claim (4.6%)	Failed Security: call terminated before nature of call established (5.9%)
5	Payments Payments - when is my next payment/how much is my next payment (3.9%)	Can you tell me: what would happen if (hypothetical, job,partner, childcare) (5.2%)

# So where are we now...

- **A strong evaluation framework**
- **Measurement and evaluation are now mainstream and mandatory**
- **Focus on SMART business objectives and outcomes**
- **Evaluation training and knowledge sharing**
- **Embedded best practice**
- **A peer review of experts in an Evaluation Council**
- **Exploring ways to improve 'organisational listening'**
- **We can demonstrate our value to Government with evidence**



For more information:

[gcs.civilservice.gov.uk](https://gcs.civilservice.gov.uk)

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