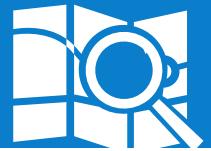# A guide to campaign planning

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.

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.

> "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*

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.

Review and refresh the approach after each phase of the campaign

Feedback to optimise implementation

Objectives → Audience Insight → Strategy/Idea → Implementation → Scoring/Evaluation

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

Resources

Tools to help you write your plan

- **GCS Guides**
  https://gcs.civilservice.gov.uk/guidance A range of practical guides written by Government Communicators including guidance on Evaluation, Partnerships, Customer Journey Mapping, how to write a communication strategy and much more.

- **campaignstrategy.org** Free ideas and tools to help you develop your campaign.

Tools to help you gather audience insight

- **ONS** *http://www.ons.gov.uk/* A wealth of data (including Census data) that can be browsed by theme or alphabetically.

- **News Media Association** *http://www.newsmediauk.org/* Provides insight into the national, regional and local media landscape.

- **OFCOM** *http://media.ofcom.org.uk/facts/* The communications regulator provides insight into trends such as ownership and usage figures for television, digital radio and landline/mobile phones.

- **The GCS Research Library** *https://gcs.civilservice.gov.uk/guidance/insight/research-library/* Brings together a range of data from across government and other sectors.

- The **Cabinet Office Insight and Evaluation team** has specialists that can provide advice to GCS colleagues on evaluating campaigns, or planning evaluation against SMART objectives. Contact *gcsevaluation@cabinetoffice.gov.uk* for more information.

Tools to help you measure the effectiveness of your campaign activity

Survey Monkey *www.surveymonkey.com/* Provides free, customisable surveys, polls and questionnaires, a guide to analysing results, as well as paid back-end programs that include data analysis, sample selection, bias elimination, and data representation tools.

Online analytics tools

- **Google Alerts** *http://www.google.co.uk/alerts* Use to monitor specific content on the web.

- **Brandwatch** *http://www.brandwatch.com* Social media listing tool.

- **Google Analytics** *http://www.google.com/analytics/* Monitor usage of your website.

- **Hootsuite** *https://www.hootsuite.com/* Monitor content across all social media channels.

- **Simply Measured** *http://www.simplymeasured.com/* Social media reports.

- **Facebook Insights** *http://www.facebook.com/help/383440231709427/* Monitor usage of your Facebook page.

- **Twitter Analytics** *https://analytics.twitter.com/about* Monitor your Twitter page.

- **Hashtagify** *http://hashtagify.me/* Free hashtag tracking tool.

- **Iconosquare** *https://pro.iconosquare.com/* Instagram analytics.