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Campaigns, creativity and evaluation

James Morton, Alive With Ideas
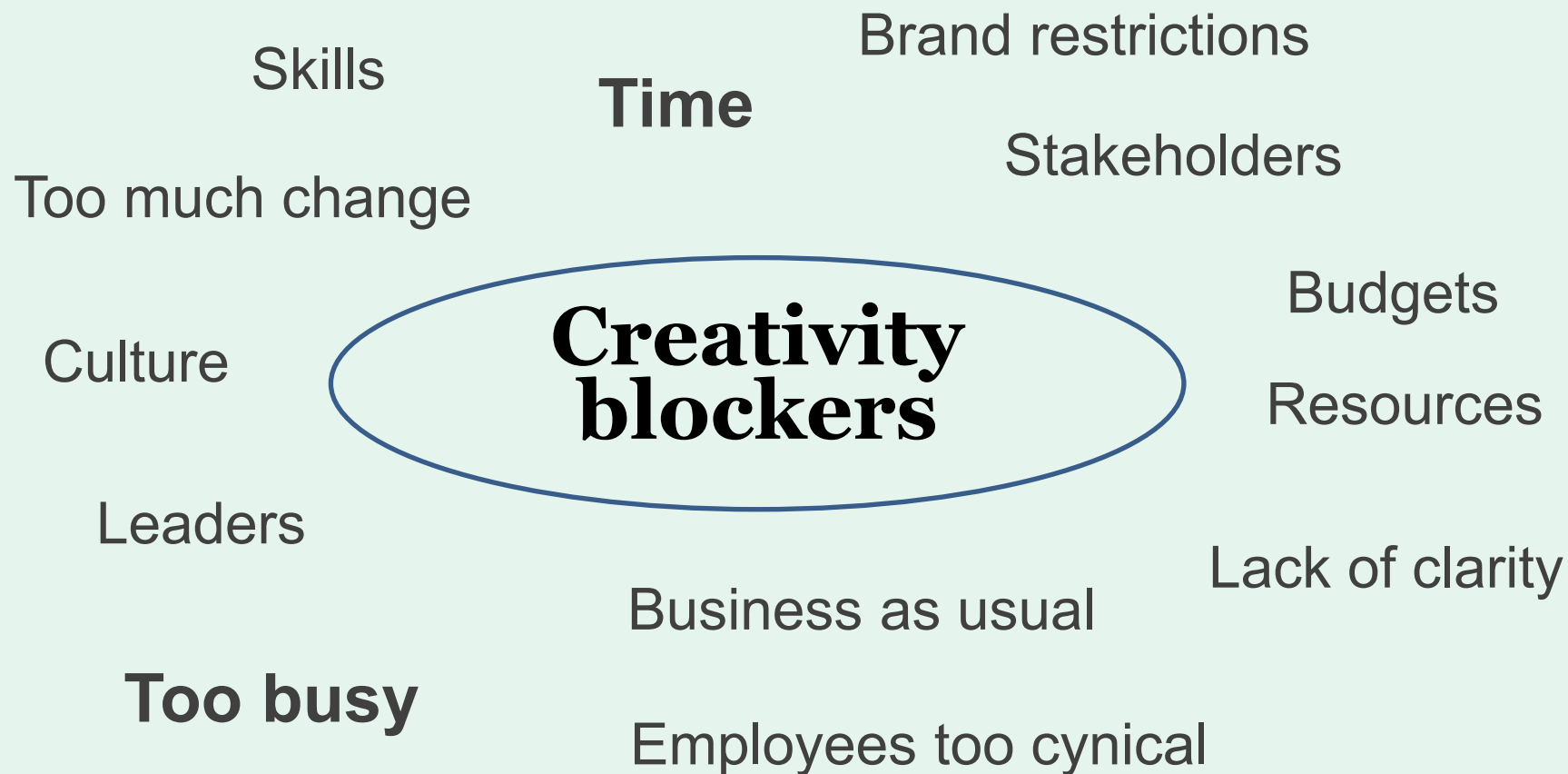Lauren Castle, Alive With Ideas
John-Paul Danon, CAN Digital
Rishi Moulton, Westco

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Academy 2022
Crisis – the new normal for public service communications?
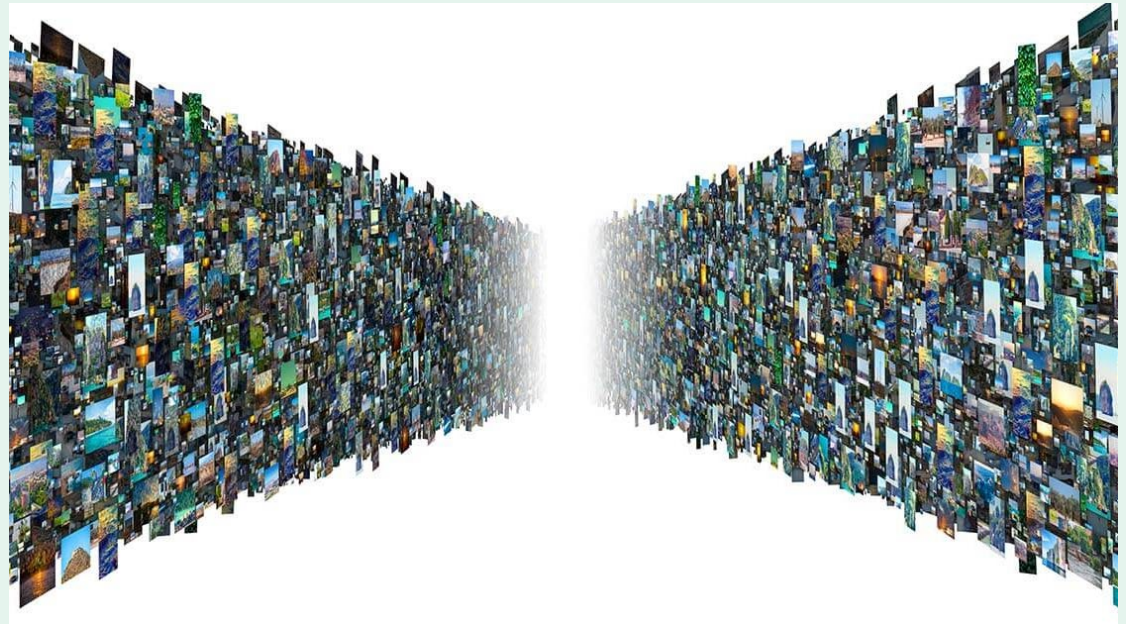
30 November 2022

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Skills

Brand restrictions

Time

Too much change

Stakeholders

Budgets

Culture

Creativity blockers

Resources

Leaders

Lack of clarity

Business as usual

Too busy

Employees too cynical

1. Being brave

Cutting through

- **£25bn** spent on marketing in UK each year

- **4%** liked

- **7%** disliked

Von Resteroff's effect

- Aka distinctiveness

- When we see a series of similar items, we remember the 'distinctive' one much more

- The **weirder** something seems, the more we remember it

2. Start with inclusivity

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Inclusivity is key

- Accessibility

- Representation

- Intersectionality

- Testing

- Culture

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Intersectionality

*Intersectionality is a lens through which you can see where **power** comes and collides, where it interlocks and intersects. It's not simply that there's a race problem here, a gender problem here, and a class or LBGTQ problem there. Many times that framework erases what happens to people who are subject to **all of these things**.*

- Kimberlé Crenshaw

Inclusive processes

- Who have you involved?

- Balance to strike

- Belonging

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Culture

"I explore the significant gap between 'saying and 'doing'."
- Sara Ahmed

3. Keep it simple

"Strategy is not about adding more and more stuff.

"Strategy is about taking stuff away.

"Taking everything away until there is only one thing left.
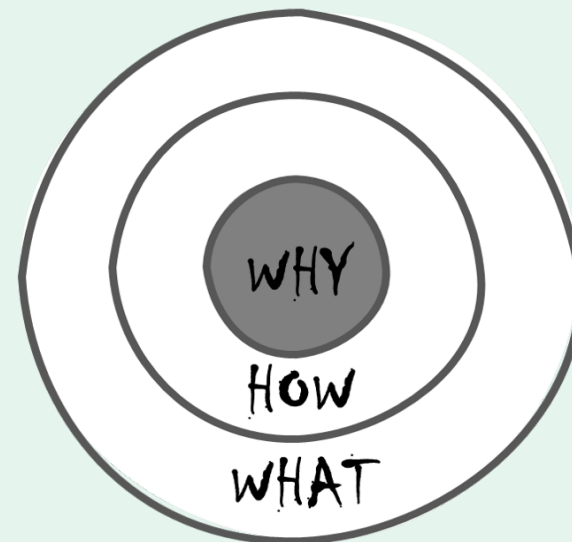
"One single powerful thought."

Dave Trott

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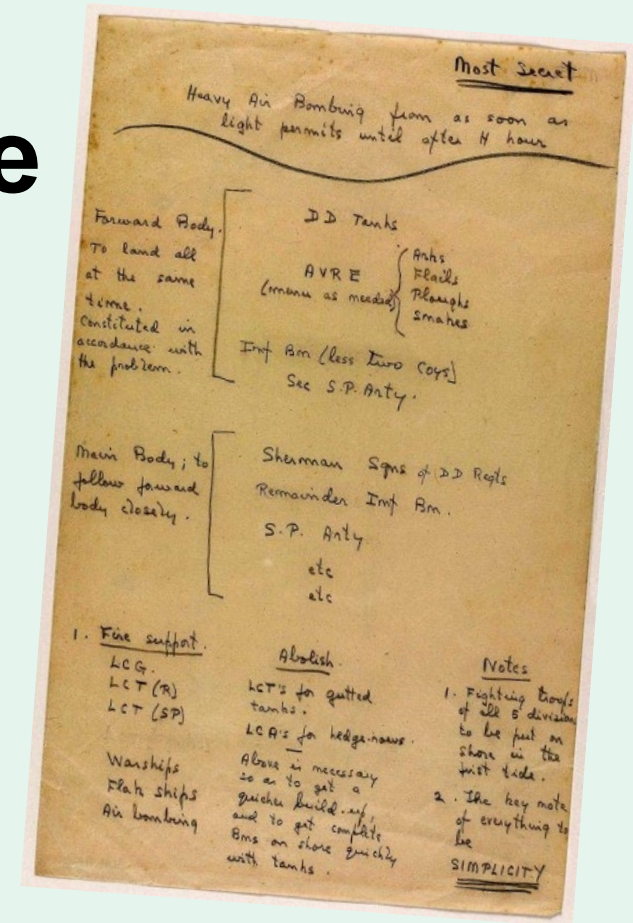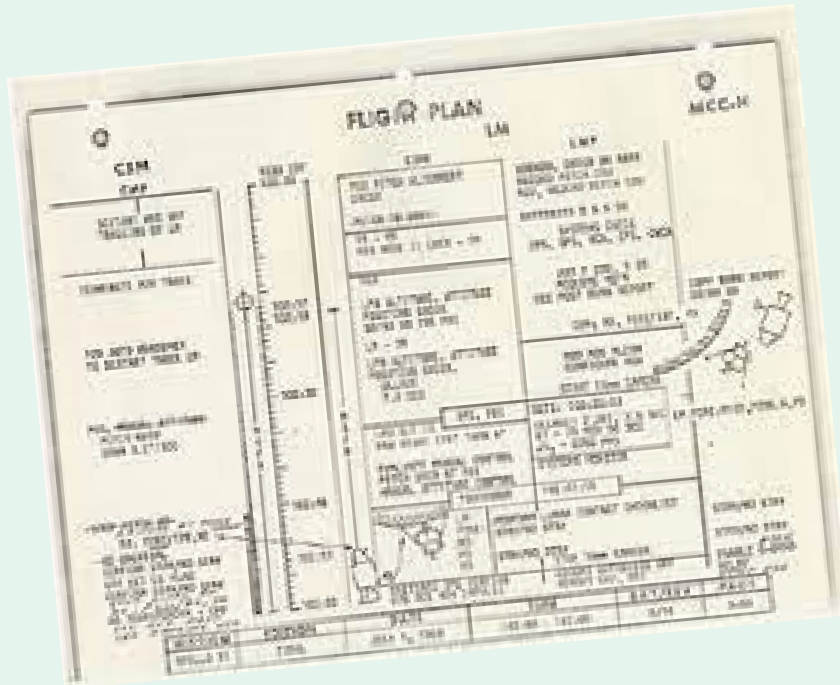
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The single human truth

The **emotional core** of a campaign that will move people to act

Plans can be simple

MAKE IT HAPPEN

This is all about our mission to deliver greater community engagement and empowerment.

The #MakeItHappen campaign ties all our community focussed projects together under a message that encapsulates our mission and inspires others to adopt it. This campaign headline will sit across all our projects that we are delivering in partnership with local communities, to improve people's lives and the areas that they care about.

We will guide residents to a recognisable one-stop-shop to get involved, have their say and influence what happens in their community.

We will show where engagement has taken place what the outcomes have been as a result. To demonstrate that voices have been heard, listened to and action taken.

We will also take the campaign offline, out into communities to creatively engage a more diverse range of residents.

FOUR THEMES

EMPOWERING COMMUNITIES
Giving people a say in the future of their local area, in a meaningful way, through fresh engagement activity. We want to help put people in charge of their own lives – equip residents to help themselves and each other, to feel invested in their 'place' and make communities more sustainable.

INCREASING & DIVERSIFYING PARTICIPATION
We don't just want to reinvent the old ways of doing things and hear the same often heard voices. We want to broaden the scope of the people participating. Make engaging with the council fun, easy and imaginative, finding new communications and engagement channels to reach more diverse groups and hear different perspectives, to give more people a say and a stake in the future of their area.

A JOINED-UP APPROACH
A local place-based approach means understanding all the opportunities and challenges within distinct communities. This is about a wider understanding, bringing all projects in a place together to deliver more appropriate, holistic outcomes for each community. Every area is different, and we need local voices and understanding – we need to speak to people about their 'place' rather than specific projects or services in silo.

LOCAL COMMUNITY INSIGHT
We need to approach every community in its own right, and on its own turf. Ensuring proper data flow from local research and engagement activity, to enable us to use that insight to guide both communications and delivery of services. The aim is to establish a longer term, sustainable link in local communities through Local Community Networks.

HOW

Communications Plans for each area will be developed by Corporate Comms, CFLLC, ETI, ASC, Major Projects, and Public Health communications leads, to bring everything to the table.

The Make It Happen brand for community engagement will be launched across all channels – online and offline in Summer 2021.

The Communications Team will work closely with the Community Partnerships Team and Insight, Analytics & Intelligence to plan engagement activity in each area.

SURREY COUNTY COUNCIL

- **Communications will promote and facilitate engagement on SCC channels, and feedback to residents.**
- **Community Partnerships will deliver the engagement activity (online and offline).**
- **IAI will ensure the findings are properly gathered, recorded and digested by SCC.**

TIMELINE

MAY	JUNE/JULY	AUGUST	SEPTEMBER
Agree ways of working to deliver local comms & engagement plans.	Make It Happen brand launch.	Community Roadshows / Continue to test new digital engagement platforms.	Local Travel Plan

TACTICAL AREAS OF FOCUS

- **Geo-targeted digital communications**
- **Social media polling**
- **Community Facebook Groups**
- **Face to face installations and roadshows**
- **Commonplace and other digital engagement platforms**
- **Local media engagement and advertising**
- **Direct mail**
- **E-newsletters**

Float quacking ideas with your town. MAKE IT HAPPEN. Seize the future of your area. Join up and join in. Make it happen at surreycc.gov.uk/makeithappen

FEED THE DUCK

4. Ideas, from the outside in

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Ideas Everywhere

"You can find inspiration in everything.

"If you can't, you're not looking properly. That means looking and seeing.

"It's all there for you, free of charge."

Paul Smith

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10:43

< Notifications   Creativity

Allow Notifications

Sounds

Badge App Icon

ALERTS

Show on Lock Screen

Show in History

Show as Banners

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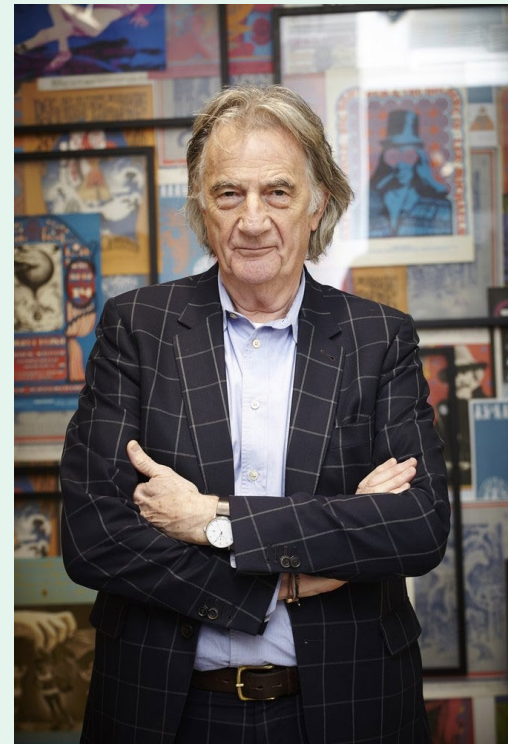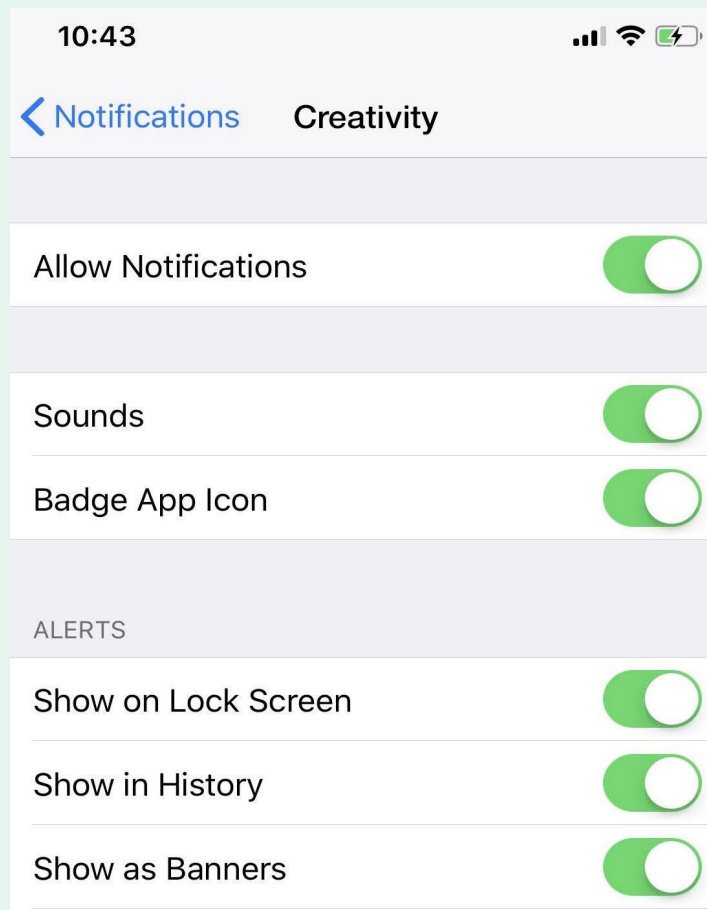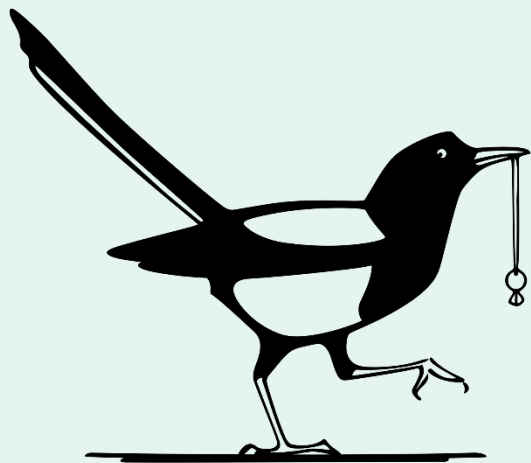
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Don't miss 'em

Great ideas don't die.

They don't get noticed.

@TheDOLectures

:DO:

Inspiration from outside…

…and closer to home

5. Audiences and collaboration

Under-investment

=

Do not believe comms is actually an investment

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Veracity Index 2022 – all professions

"Now I will read you a list of different types of people. For each would you tell me if you generally trust them to tell the truth, or not?"

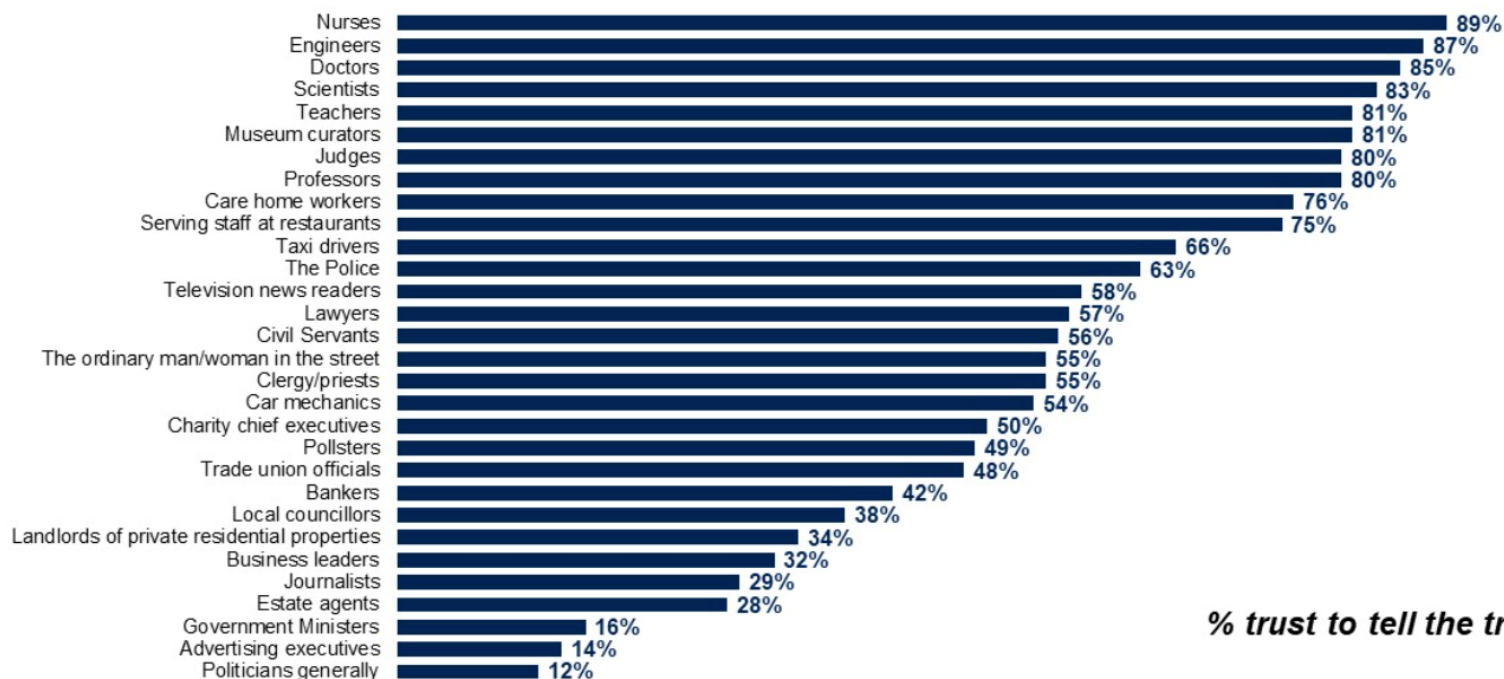| Profession	%
Nurses	89%
Engineers	87%
Doctors	85%
Scientists	83%
Teachers	81%
Museum curators	81%
Judges	80%
Professors	80%
Care home workers	76%
Serving staff at restaurants	75%
Taxi drivers	66%
The Police	63%
Television news readers	58%
Lawyers	57%
Civil Servants	56%
The ordinary man/woman in the street	55%
Clergy/priests	55%
Car mechanics	54%
Charity chief executives	50%
Pollsters	49%
Trade union officials	48%
Bankers	42%
Local councillors	38%
Landlords of private residential properties	34%
Business leaders	32%
Journalists	29%
Estate agents	28%
Government Ministers	16%
Advertising executives	14%
Politicians generally	12%

% trust to tell the truth

Base: 1,005 and 1,004 British adults aged 16+, interviewed by telephone 19 – 26 October and 26 October – 1 November

© Ipsos | Veracity Index 2022 | November 2022 | Version 1 | Public

Ipsos

Campaign design that secures sufficient investment

Build trust

You won't do things that won't work

Evidence from other places

Architecture controls risk

We need to talk about waste
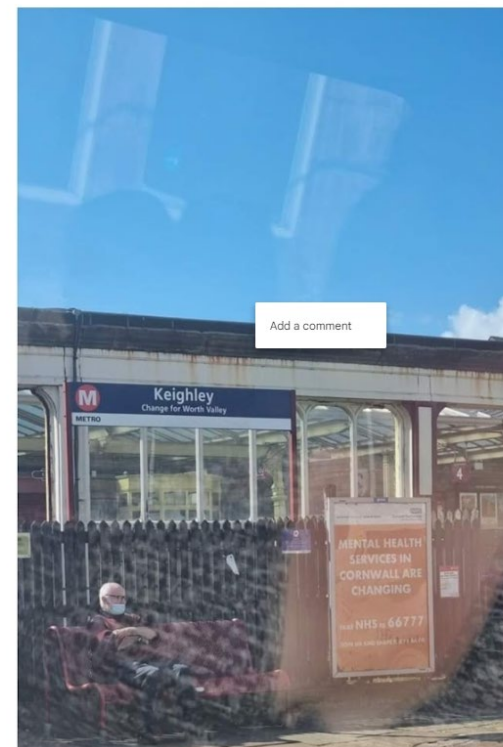
% delivery to **not** the target audience

% of target audience reached

% delivery outside your target geography

Frequency – 1 = 0

Measurable outcomes 0=0

This sign, about mental health services in Cornwall changing, is in Keighley, West Yorkshire.

Mindset

If we don't communicate, what will/won't happen?

Objective

can

Activity	Message Detail	Platforms	Reach	Impressions	Interactions	3rd - 9th	10th - 16th	17th - 23rd	24th - 30th	Oct 31st - Nov 6th	7th - 13th	14th - 20th	21st - 27th	Nov 28th - Dec 4th	5th - 11th	12th - 18th	19th - 25th	26th - Jan 1st	2nd - 8th
						October				**November**				**December**					**Januar**
Programmatic online advertising	Social, news and medical contextual targeted to specific locations and household incomes	FB, Snapchat, News, WEbMD, Gum tree	1,258,333	15,100,000	60,400				5%	5%	10%	10%	5%	5%	5%	5%	5%	10%	10%
Search	Symptom search	Google	90,000	112,500	7,500				5%	5%	10%	10%	5%	5%	5%	5%	5%	10%	10%
Out of home	Digital 6 sheets in super markets and pharmacy screens	JCD, Clearchannel, Global, Pharmcy network	1,000,000	TBC	TBC				16%	12%			12%	12%	12%			12%	12%
Text messages	Geo targeted to areas of deprivation	TBC	600,000	360,000	2,160						50%			50%					
Social Media Messaging	Delivered through FB messenger, Snapchat, TikTok, 1080/1920, Geo targeted to Major A+E departments and Pharmacy locations in 6 Boroughs	Custom	600,000	480,000	3,840								50%						50%
Remarketing to council website audiences	Benefits, birth registration, targeted to Geo's near hospitals	News and social	125,000	1,500,000	9,000				5%	5%	5%	6%	6%	6%	7%	7%	8%	8%	9%
Poster distribution	JCD print and send posters to mail shot list provided by NEL ICS	JCD - at least 2 weeks required	TBC	TBC	TBC	100%													
	Impressions					166,667			2,016,667	1,716,667	2,070,833	1,583,333	2,562,500	1,729,167	2,241,667	841,667	854,167	2,508,333	3,354,167

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Channel	Audience Targeting	Reach (% of target audience)	Frequency	Cost/Thousand	Measurability	Carbon	Time to live
Owned channels							
Organic Social media	No	Low	Low	Free	Medium	Low	Fast
Email	No	Medium	Low	Free	High	Low	Medium
Website	No	Low	Low	Free	High	Low	Fast
Paid channels							
Online/Programmatic	Yes	High	High	Low	High	Low	Fast
Out of home	Medium	High	Medium	High	Low	Medium	Fast
Direct mail	Medium	High	Low	Medium	Medium	High	Slow
Local newspaper	Medium	Medium	Medium	Medium	Low	Medium	Slow
Local radio	No	Medium	Medium	Medium	Low	Low	Slow
Targeted TV	Yes	Medium	low	High	Low	Low	Slow

What proportion of our target audience use/see this channel every week?

Reducing cost per outcome

Campaign Alliances

Shop local – healthy eating – pharmacy – physical activity
Climate – clean air/away from ICE – increased physical activity
Cost of living – debt advice – mental health

Coordination

Your Estate

You are the biggest media owner – OOH, Email, Web, Buildings, screens….

Campaigns are part of your estate – partnerships

Comms are most qualified to control the estate

Reduced cost per outcome – brand safe income – media trust – local economy

Great ideas to Successful Campaigns

- Build Trust – only do things that will work

- Reduce waste – campaign architecture that reduces cost per outcome

- Change mindset towards investable campaigns – yes you can!

- Diffuse sub optimal ideas - gently

- Form campaign alliances

- Boss your estate

6. Evaluation

What we're going to cover…

- What is evaluation and why is it important?
- What is GCS Comms Evaluation 2.0? How does it work?
- How to plan evaluation during the campaign design stage
- How to activate evaluation/monitoring
- Ways of reporting evaluation and monitoring

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Evaluation is like a story…

Evaluation is the story:

- What happened on your campaign?

- What you did?

- How did the campaign impact (or fail to impact) your target audience?

- Did the campaign achieve its stated objectives?

**What's the difference between 'evaluation' and 'monitoring'?**

- Evaluation typically takes place at the end of a campaign

- Monitoring takes place throughout the campaign to enable course correction

Why are evaluation and monitoring important?

- Monitoring ensures that resources are used efficiently during a campaign on strategies that work

- Evaluation shows how effective the campaign is and demonstrates the campaigns value

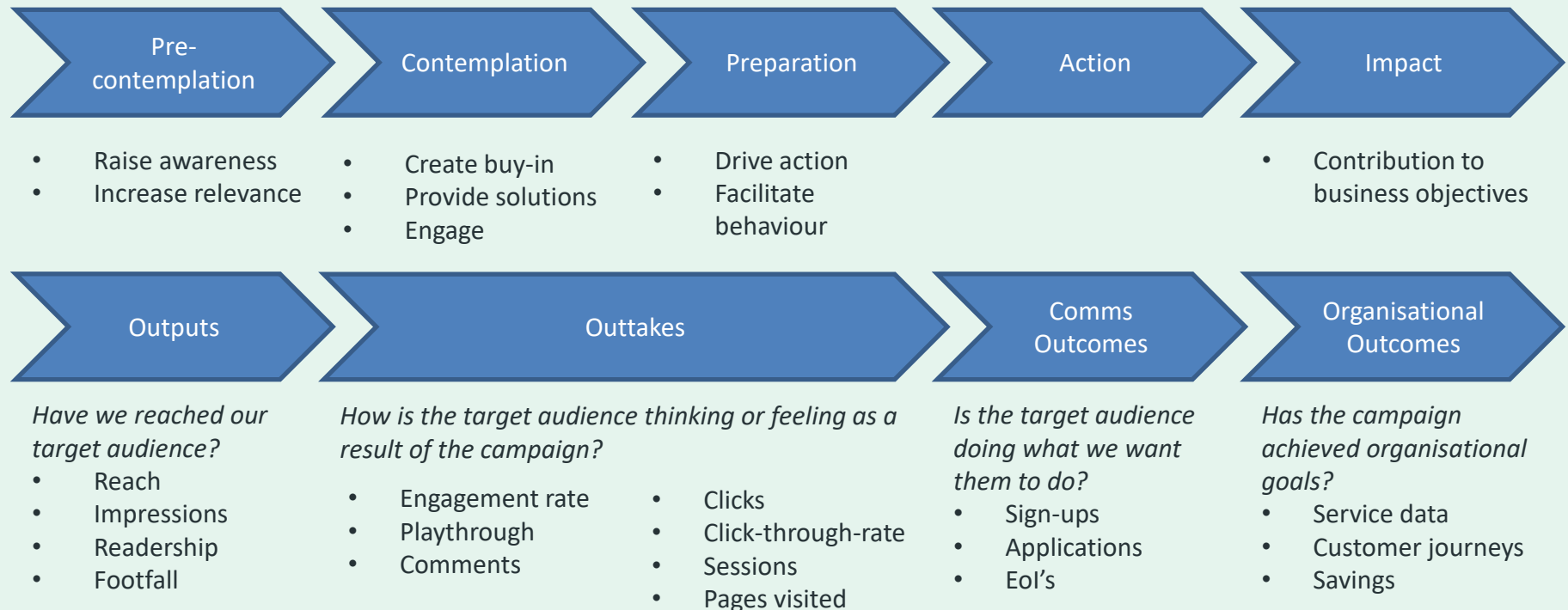- Learnings from both can ensure that current and future campaigns are more effective

GCS Evaluation Framework
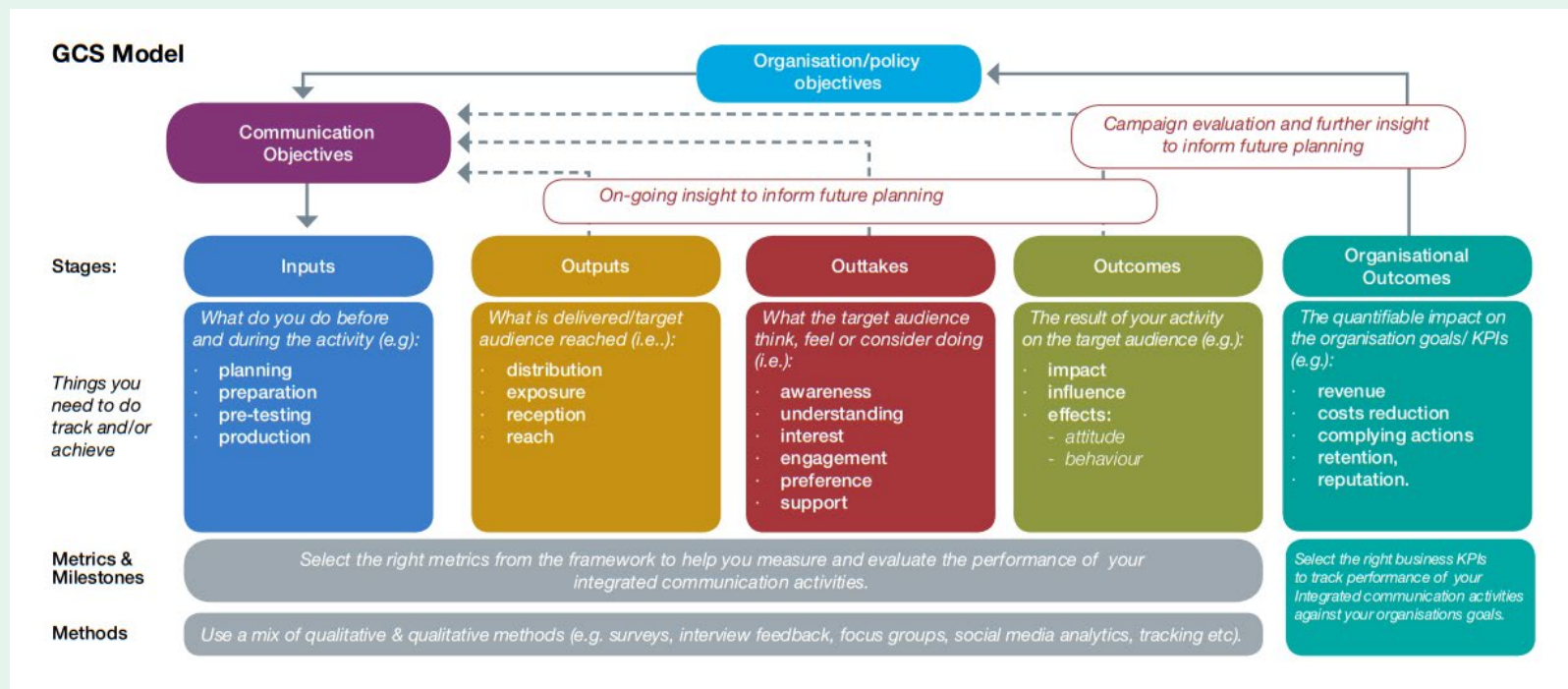
https://gcs.civilservice.gov.uk/wp-content/uploads/2018/06/6.4565_CO_Evaluation-Framework-2.0-v11-WEB.pdf

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Behaviour change funnel

Pre-contemplation	Contemplation	Preparation	Action	Impact

- Raise awareness
- Increase relevance

- Create buy-in
- Provide solutions
- Engage

- Drive action
- Facilitate behaviour

- Contribution to business objectives

Outputs	Outtakes	Comms Outcomes	Organisational Outcomes

Have we reached our target audience?
- Reach
- Impressions
- Readership
- Footfall

How is the target audience thinking or feeling as a result of the campaign?
- Engagement rate
- Playthrough
- Comments
- Clicks
- Click-through-rate
- Sessions
- Pages visited

Is the target audience doing what we want them to do?
- Sign-ups
- Applications
- EoI's

Has the campaign achieved organisational goals?
- Service data
- Customer journeys
- Savings

Metrics

Outputs – Have you reached your target audience?

- Impressions
- Reach
- Readership/listenership/viewership

Outtakes – What does the target audience think or feel as a result of your campaign?

- Engagement
- Interactions
- Likes

Outcomes – Have you achieved your communications/business objectives?

- Recruits
- ROI
- Applications

Metrics

The GCS Comms Evaluation Framework 2.0 sets out suggested metrics for several types of campaigns:

• Behaviour Change

• Recruitment

• Awareness

Full list of suggested metrics can be found here:

https://gcs.civilservice.gov.uk/publications/evaluation-framework/
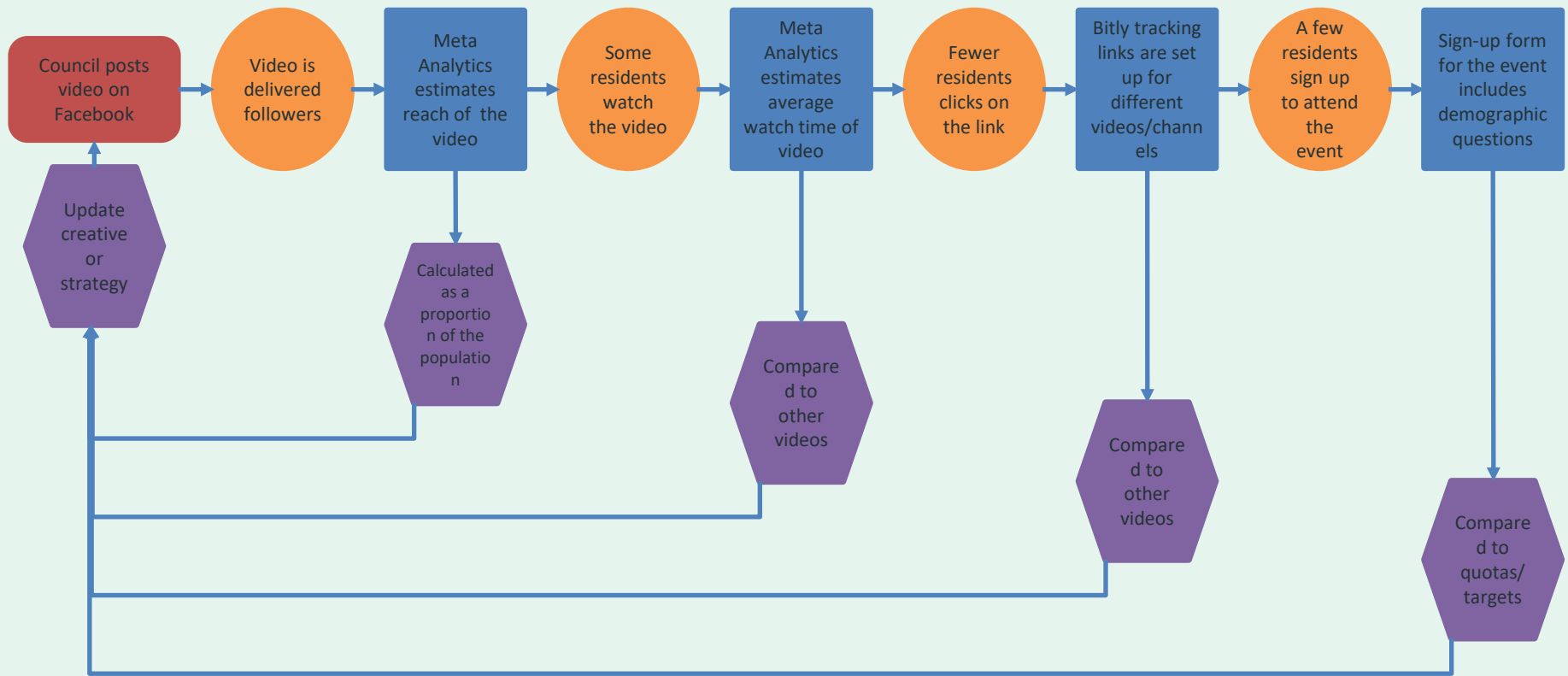
Planning Evaluation

1. C-SMART Objectives (Challenging, Specific, Measurable, Attainable, Relevant, Timebound)
   a) Use research to establish baselines/benchmarks (through previous campaigns, surveys, national benchmarks etc.)
   b) Calculate the size of the audience (through service data, population projections etc.)
2. Select appropriate metrics (in tandem with objective setting)
3. Select appropriate data collection methods

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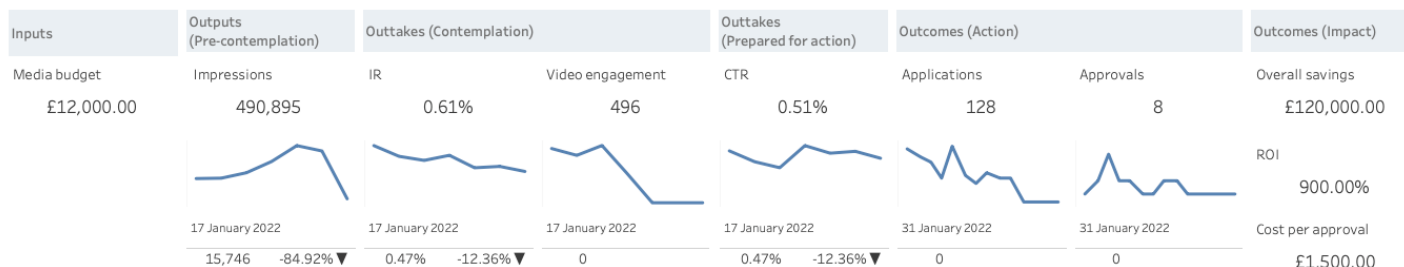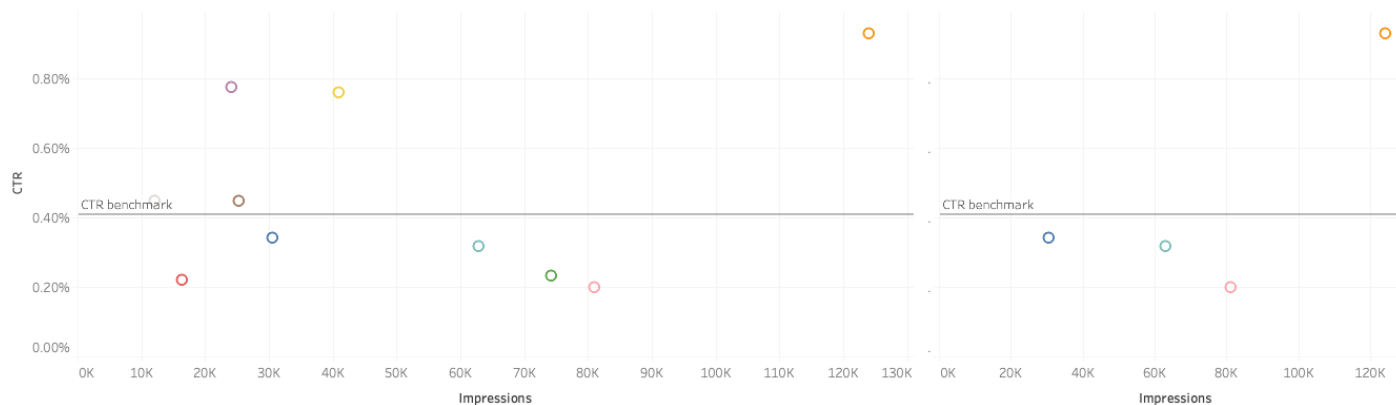| Inputs	Outputs	Outtakes	Outcomes
Facebook	Reach (Meta Analytics)	No. Likes (Meta Analytics) No. Shares (Meta Analytics) CTR (Meta Analytics)	% vaccination uptake amongst target audience % of target audience that say would likely take the vaccine % of target audience that feel well informed about the vaccine (Benchmarking data) Vaccine uptake data compared to population projections NHS data
Twitter	Reach (Twitter Analytics)	No. Likes (Twitter Analytics) No. Retweets (Twitter Analytics) Engagement rate (Twitter Analytics) Adoption of campaign hashtags (Twitter Analytics) CTR (Twitter Analytics)	
Instagram	Reach	No. Likes (Instagram Analytics) No. Saves (Instagram Analytics) Engagement rate (Instagram Analytics) Shares (Instagram Analytics) Adoption of campaign hashtags (Instagram Analytics) CTR (Instagram Analytics)	
Council Newsletter	No. Opens	Open Rate (MailChimp)	
Webpage	No. Sessions	No. of page visits per unique visitor (Google Analytics) Engagement rate (Google Analytics)	
Local/National News	No. of press releases picked up by target publications Readership of publications	Sentiment analysis (Media scoring)	
YouTube	No. Views (YouTube)	View time (YouTube) CTR (YouTube) No. Likes (YouTube) No. Shares (YouTube)	

Activating Evaluation

Activating Intelligence