Government
Communication
Service

GCS Evaluation Framework

Comprehensive user guide and FAQs

Version November 2015

User guide

This guidance accompanies the GCS Evaluation Framework launched in November 2015 for use by all members of the Government Communication Service. It should be used to plan evaluation for low cost and no-cost activity as well as paid for campaigns.

Why evaluate?

Evaluation is an essential part of effective communication and forms the fifth plank of **OASIS** (Scoring/Evaluation). It needs to be outcome focused and answer the question “did we achieve what we set out to do?” It provides us with the evidence to demonstrate how effective and efficient we are in delivering our communication activities and to justify what we do. Good evaluation allows us to gather insight on which to optimise our channels during the implementation and make recommendations for future planning.

Good evaluation is not just about collecting data, monitoring, measuring and reporting back on numbers. It is about preparing our evaluation early in the overall communication planning process to ensure that we collect the right data and evidence and this should include output, outtake and outcome measures.

What is the GCS evaluation framework?

The GCS Evaluation Framework is designed to help standardise the set of evaluation measures we collect and report on for each type of communications activity and for the range of communication objectives we set out to achieve. The use of consistent data and reporting means that we can be draw more meaningful conclusions about our work. It can also assist with benchmarking and target setting.

The Framework is based on the latest industry thinking including the **Barcelona Principles 2.0** launched in 2015 by the Association for the Measurement and Evaluation of Communication (AMEC) and endorsed by Cabinet Office. The Framework reflects the needs of a modern, integrated and outcome focused communications function and clarifies the importance of communicators demonstrating the impact of their activities across all disciplines.

The model for the Framework is below. It shows in a cyclical format where SMART objectives are set and how from those the inputs, outputs, outtakes and outcomes are derived, and the outcomes of the communications activity will impact on the organisational goals. At each stage there will be opportunities to feedback findings for future planning and development in concert with the OASIS model.

When to use the GCS Evaluation Framework

Consult the Framework early in the communications planning process. The evaluation activity should be planned at the same time as planning the communications activity. Asking questions like “how are we going to evaluate this?” helps to ensure that the objectives are clear/SMART. Without clear objectives, you can’t be sure of what to measure or what outcome you are aiming for.

Considering evaluation at an early stage in the communications planning process provides the opportunity to consider the inclusion of benchmarking and targets. By planning ahead opportunities for collecting data (particularly via stakeholders or partners) will not be missed.

How to use the framework

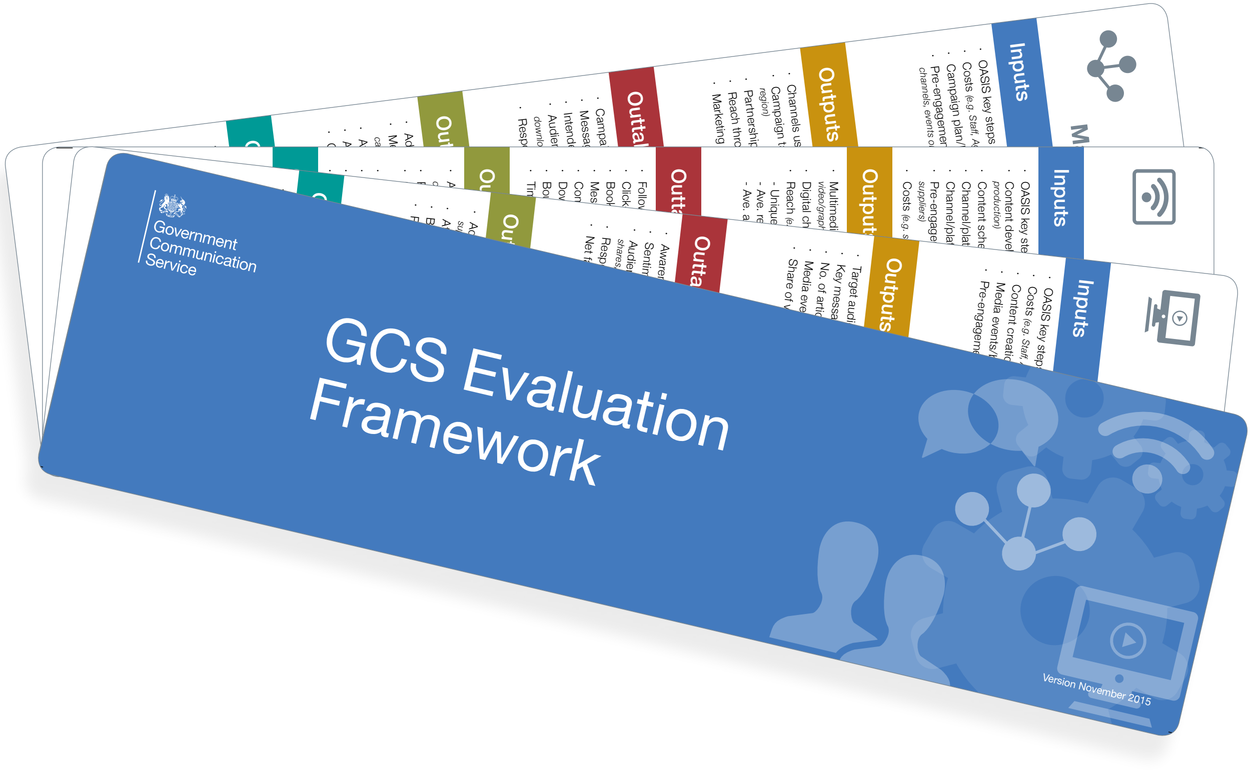
The framework provides you with a guide to the data and evidence you need to collect and report on, depending on what communication activities you are undertaking.

It consists of a series of swatch strips covering media, digital, marketing, stakeholder and internal communications. When you are working on an integrated communications campaign you will need to consult more than one of these strips – all the ones appropriate to your planned activity.

Each strip consists of a list of inputs, outputs, outtakes, outcomes and organisational impacts. You should be clear on the inputs which are the activities that you undertake. You should aim to collect metrics appropriate to your communication activities (bearing in mind your clear communication objectives) from the output, outtake, and outcome sections. Communication will have an impact on achieving the organisational goals which, depending upon the activity, could be measured either in a short or longer term basis.

The metrics listed are a guide for you to think about collecting for your communication activity. It is not a tick box exercise. Further metrics may be valid and helpful to evaluate your activity. But equally, not every metric listed may be right for every communication activity or target audience. The key thing is to measure what matters and not try to measure everything.

Used as a guide, the metrics listed on each swatch strip will aid decision making and target setting and will allow you to track the right performance measures from the start of your activity. The framework selections will form the basis of your evaluation plan and dashboard for reporting results.



Planning your evaluation step by step

1. Set SMART objectives - Specific, Measurable, Achievable, Relevant, Time bound.

2. Identify your target audience/s. Use available insight to understand your audience in terms of demographics, media habits and current attitudes.

3. Select the swatch strips applicable to your communication activity – there will be more than one if you are working on an integrated communications project.

4. Work through the metric categories (inputs, outputs, outtakes, outcomes) selecting the key metrics from each that are relevant to your communications activity. Select the relevant metrics, you don't need to select every one.

5. Do not choose metrics just because they are easy to collect. You must check that the measures you are selecting relate to the desired outcome/s and are linked to the objective/s set.

6. Select a mix of qualitative and quantitative evidence to help ensure robust and credible evaluation. The quantitative evidence is the numbers, percentages, etc. The qualitative evidence cannot be expressed as a number, but may be information derived from focus groups for example, or anecdotal feedback.

7. Where possible, use benchmarks or baselines so that targets can be set and progress can be measured against these. Baselines or benchmarks may be derived by conducting research prior to the start of your activity or from evidence based on previous activity that you have conducted.

8. Don't simply report back the numbers, add context (eg are you reporting an increase or a decrease? Is it in line with what you expected?) and consider answering the question *why has this happened?*. Qualitative feedback can be helpful to add context to the numbers.

9. Track and review performance regularly, in relation to the communication activity. Feedback on performance can be rapid with digital comms and can help to inform optimisation of the activity. Some data can take time to become available, especially outcome data.

10. Where possible capture the organisational impact.

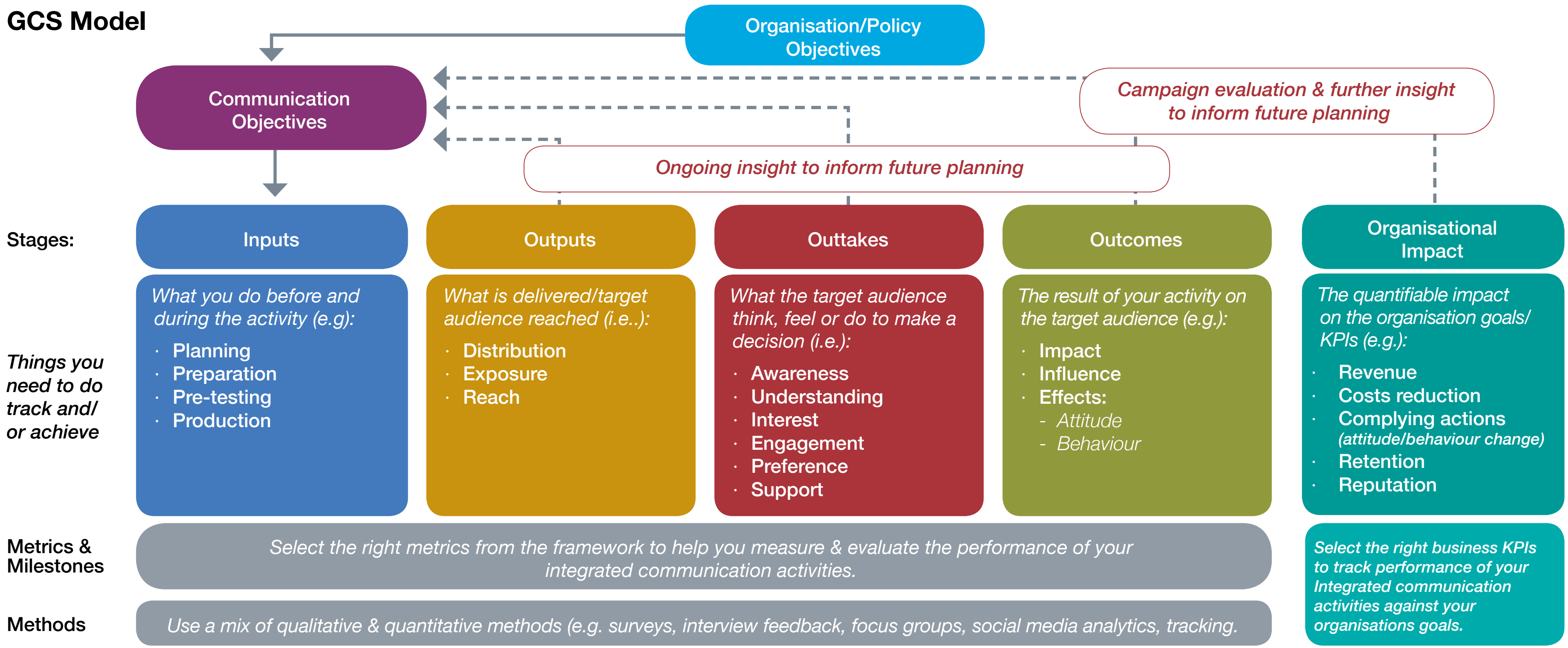
11. Use the insight gained from the evaluation to inform future planning, as illustrated in the OASIS model.

Where to get further support and help

- Check the FAQ section to see if your question is answered there.
- Refer to the examples of applying the framework. Contact your Evaluation Champion - most Government organisations have one.
- Book a place on an Evaluation Surgery
- Check the availability and book Evaluation Training
- Contact the GCS Evaluation team at: gcsevaluation@cabinetoffice.gov.uk

GCS Model

GCS Model



Media

Inputs	Outputs	Outtakes	Outcomes	Organisational impact

· OASIS key steps *(e.g. planning, baseline, benchmarks)*
· Costs *(e.g. Staff, Agencies)*
· Content creation *(e.g. briefs, statements, rebuttals, speeches)*
· Media events/briefings organised
· Pre-engagement activities *(e.g. journalist, media outlets)*
	· Target audience reach
	· Key message penetration
	· No. of articles or broadcasts *(Proactive and reactive)*
	· Media events successfully delivered/attendance
	· Share of voice *(if operating in a competitive environment)*
		· Awareness of issue
		· Sentiment
		· Audience engagement *(e.g. enquiry calls, click-throughs, shares, likes, retweets, downloads)*
		· Responses/Feedback *(e.g. comments, letters)*
		· Net favourability rating
			· Advocacy *(e.g. recommendations, endorsements, ambassadors, supportive quotes, subversions)*
			· Attitude change
			· Behaviour change *(e.g. complying actions)*
			· ROI or BCR
				· Contribution to Organisation Goals/KPIs:
				  · Behavioural *(e.g. complying actions improvements*)*
				  · Attitudinal *(e.g. perception levels)*
				  · Experiential *(e.g. customer experience)*
				  · Financial *(e.g. increase revenue or cost reduction)*
				  · Reputation *(e.g. RepTrak suvey, public polling)*
				
				**NB: Examples: taxes paid; blood donated; reduced drink-drive cases, more health screening etc.*

Digital

Inputs

- OASIS key steps *(e.g. planning, baseline, benchmarks)*
- Content development *(e.g. message testing, video production)*
- Content schedule and publishing plan
- Channel/platform selection *(e.g. third party, bespoke sites)*
- Channel/platform technical development
- Pre-engagement activities *(e.g. influencers, partners, suppliers)*
- Costs *(e.g. staff, agencies)*

Outputs

- Multimedia publishing *(e.g. blog posts, tweets, impressions, video/graphic/pics/page/audio reach)*
- Digital channels *(e.g. internet, micro sites, mobile, intranet)*
- Reach *(e.g. message penetration, share of voice)*
  - Unique people reached for Facebook
  - Ave. reach per each organic post
  - Ave. actual impressions per tweet *(or sum of followers)*

Outtakes

- Follows/Likes/Shares/Retweets
- Click-throughs/Repeat visits/Engagement rates
- Bookmarks/Votes/Pins/@mentions/Hashtag use
- Message sentiment/Favourability
- Comments *(e.g. blog post, Facebook/LinkedIn)*
- Downloads/Subscriptions
- Bounce rates/Completion rates
- Time on site

Outcomes

- Advocacy *(e.g. endorsements, reviews, hashtag reuse, organic posts)*
- Response *(e.g. online registrations/form completion)*
- Co-operation/Support *(e.g. earned channel proactive content use)*
- Referral traffic *(e.g. unique visitors from other sites)*
- Attitude/Behaviour change *(e.g. complying actions)*
- Satisfaction rating
- ROI or BCR

Organisational impact

- Contribution to Organisation Goals/KPIs:
  - Behavioural *(e.g. complying actions improvements*)*
  - Attitudinal *(e.g. perception levels)*
  - Experiential *(e.g. customer experience)*
  - Financial *(e.g. increase revenue or cost reduction)*
  - Reputation *(e.g. RepTrak survey, public polling)*

**NB: Examples: taxes paid; blood donated; reduced drink-drive cases, more health screening etc.*

Marketing

Inputs	Outputs	Outtakes	Outcomes	Organisational impact
· OASIS key steps *(e.g. planning, baseline, benchmarks)* · Costs *(e.g. Staff, Agencies)* · Campaign plan/Design *(e.g. briefing, comms plan, production)* · Pre-engagement activities *(e.g. partnerships, earned channels, events organised)*	· Channels used *(i.e. owned, earned, paid or shared)* · Campaign target audience reach *(by channel, message, region)* · Partnerships secured · Reach through partnerships · Marketing events successfully delivered/ Attendance	· Campaign awareness · Message recall/Recognition · Intended behaviour · Audience engagement *(e.g. enquiry calls, click-throughs, downloads, subscriptions)* · Responses/Feedback *(e.g. sentiment of comments, letters)*	· Advocacy *(e.g. endorsements/ comments, advocates)* · Message calls to action *(e.g. take up, registrations, calls/leads/ conversion)* · Attitude change · Actual behaviour change · Campaign ROI or BCR	· Contribution to Organisation Goals/KPIs: · Behavioural *(e.g. complying actions improvements*)* · Attitudinal *(e.g. perception levels)* · Experiential *(e.g. customer experience)* · Financial *(e.g. increase revenue or cost reduction)* · Reputation *(e.g. RepTrak survey, public polling)* *NB: Examples: taxes paid; blood donated; reduced drink-drive cases, more health screening etc.

Stakeholder Engagement

Inputs

- OASIS key steps *(e.g. planning, baseline, benchmarks)*
- Costs *(e.g. Staff, Agencies)*
- Content creation *(e.g. consultations, correspondence)*
- Events organised
- Pre-engagement activities *(i.e. stakeholder mapping, prioritisation)*

NB: Applies to target stakeholders and/or their end audience

Outputs

- Item of stakeholder comms delivered *(e.g. letters, newsletters)*
- Target audience reached *(i.e. directly or via stakeholder comms channels)*
- Events successfully delivered/ Attendance
- Partners/priority stakeholders secured
- Channels used *(i.e. earned)*

Outtakes

- Awareness
- Sentiment/tone
- Message recall
- Purpose recognition
- Audience engagement *(e.g. enquiry calls, click-throughs, shares, likes, retweets, downloads)*
- Responses/Feedback *(e.g. comments, letters)*

Outcomes

- Stakeholder satisfaction rating
- Reputation rating
- Favourable responses *(e.g. votes, supportive quote)*
- Advocacy *(e.g. recommendations, endorsements)*
- Attitude change
- Behaviour change *(e.g. subversions, perception, complying actions)*
- Productive partnerships
- ROI or BCR

Organisational impact

- Contribution to Organisation Goals/KPIs:
  - Behavioural *(e.g. complying actions improvements*)*
  - Attitudinal *(e.g. perception levels)*
  - Experiential *(e.g. customer experience)*
  - Financial *(e.g. increase revenue or cost reduction)*
  - Reputation *(e.g. RepTrak survey, Public polling)*

**NB: Examples: taxes paid; blood donated; reduced drink-drive cases, more health screening etc.*

Internal Communications

Inputs	Outputs	Outtakes	Outcomes	Organisational impact

· OASIS key steps *(e.g. planning, baseline, benchmarks)*
· Theme based content *(i.e. Employee Voice, Strategic Narrative, Organisational Integrity, and Engaging Managers.)*
· Events organised
· IC Initiatives
· Pre-engagement activities *(e.g. corp stakeholders)*
· Costs *(e.g. staff, agencies)*
	· Theme based comms delivered *(via print/online channels)*
	· Target audience reached *(by channels, site and grades)*
	· Events successfully delivered/attendance
	· Initiatives delivered
		· Awareness levels (by themes)
		· Message recall/recognition
		· Responses/Feedback *(e.g. comments, letters, posts)*
		· Sentiment/tone of staff feedback
		· Audience engagement:
		  · Readership/Subscriptions *(e.g. newsletters, bulletins)*
		  · Click-throughs/Downloads/ Staff postings/Blogs
		  · Followers/Likes/Shares/ Retweets/Repeat visits
		  · Initiative/Channel/Event satisfaction
			· Staff survey scores
			· Survey response rates
			· Advocacy *(e.g. endorsements, ambassadors)*
			· Behaviours/Attitudes:
			  · Organisational initiatives delivered
			  · Volunteering
			  · Registrations
			· ROI or BCR
				· Contribution to Organisation Goals/KPIs*:
				· Behavioural *(e.g. complying actions improvements)*
				· Attitudinal *(e.g. perception levels)*
				· Experiential *(e.g. customer experience)*
				· Financial *(e.g. increase revenue or cost reduction)*
				· Reputation *(e.g. RepTrak survey, Public polling)*
				
				*NB: Examples: staff retention, sickness absence, staff incidents etc.

Frequently asked questions

Planning Your Evaluation

Who should be evaluating?

Everyone who is responsible for planning and delivering communication across Government is also responsible for evaluating it. It's how we prove that time and money has been spent effectively and efficiently and has the desired outcome. See the options above, if you need further assistance.

Do I have to evaluate every activity?

You should plan to evaluate as much as is practicable. You should evaluate on the basis of the time, budget and resources available. If it takes a disproportionate amount of time to evaluate your activity, then try to consider if there is an alternative option or you might consider measuring less frequently.

Do I need to evaluate low cost/no cost activity?

Plan ahead and consider ways in which you might be able to evaluate your activity. Even where there is little or no budget for communications, there may be time or resource available for evaluation For example, you could conduct your own market research using a tool such as Survey Monkey or ring a few stakeholders for feedback.

Tools and Metrics to Consider

Do I have to use all the metrics in the swatch Guide every time?

No, you should select the metrics that are most appropriate for your specific communication activity with regard to the channels, target audience and message. You will decide what metrics to collect at the planning stage of your evaluation and the Guide is there to help with that. Measure what matters.

I'm working on an integrated campaign, how does this help me?

For your integrated communications activity, you should ensure that you have a selection of the output, out-take and outcome metrics from each of the comms disciplines covered by your activity. For example, if your activity includes Media, Stakeholder and Digital, then you should co-ordinate the relevant teams when selecting the relevant metrics from the three swatches representing those disciplines.

What is the significance of the colours on each swatch?

The metric category labels are the same colour across all of the communication disciplines: inputs are blue, outputs are brown, outtakes are red, and outcomes are green. For your integrated communications activity, you should ensure that you have a selection of each of these metric categories from each of the comms disciplines. For example, ensure that you have selected output, outtake and outcome metrics for both media and digital, if you use both these channels as part of your activity to reach the same communication objective.

What sources can I use to collect evidence?

This guide provides useful sources of information as well as links to tools that you could consider using, some of which are low/no cost..

What free digital analytics tools are available that might be helpful?

Here is a link to a list of digital analytics tools

Different digital tools calculate metrics using different algorithms – which one should I use?

A number of paid for and free tools are available, but they don't all calculate metrics in the same way. In using this framework, there is no specific tool recommended, as the choice may depend upon available budget and exact needs. It is important to compare like with like and be consistent in using a tool once adopted. Your continued use of the same formula and tool will mean that any trend analysis will be indicative of real increases and decreases over time.

What methods can I use to collect evidence?

You can use a range of methods such as commissioning market research or conducting your own research (eg via a tool like Survey Monkey or using a paper questionnaire at an event). Consider Management Information from within your organisation, information held elsewhere in government (eg the ONS website), other publicly available information such as polling data and industry research and consider qualitative feedback. Some useful sources of information may be found here: [LINK to resources doc OR see below]

Reporting My Evaluation

How will my evaluation improve my communication activity?

The model is the basis for the framework and shows how the outcome from our activity contributes to organisational goals, and how insights derived from our evaluation help refine our future communications. The feedback loop is a key reason for evaluation. The learning and insight derived from our evaluation feeds in to future planning.

When should I report on evaluation?

This really depends upon the communication strategy. Some metrics can be measured instantly, whilst others such as attitude change or behaviour change will take much longer and require a longer time to change. State at the outset of your planning how long a period the evaluation will cover and your reporting schedule.

Does everything have a measurable outcome?

You may not be able to get to an outcome metric in every case. If you are working on a one-off piece of activity, for example a low profile single announcement via the press, then there would be no measurable outcome of such an activity.

Why does attitude change and behaviour change appear as an outcome in the model and in organisational impact in the swatch?

We may record change in attitude and behaviour as a result of our comms activity as an outcome, but it is recognised that attitude and behaviour change may also be an organisational goal (one which could be subject to external factors).

What format should my report take?

This framework is not intended to be a dashboard or pro forma for reporting, however, reporting using these metric categories - outputs, out-takes and outcomes - will help to ensure robust evaluation. Remember to add context and not just report numbers – recording a percentage increase/decrease in context is always better than reporting a number, no matter what the format.

Some Terms Explained

How do I calculate net favourability?

If you have a media agency engaged, they would have a formula for net favourability. Otherwise it could be calculated by taking the reach of articles with negative sentiment away from the reach of articles with positive sentiment..

Why is Opportunities to See (OTS) not listed?

Cumulative OTS is a weak proxy measure for reach. It is traditionally calculated by adding the reading, viewing and listening figures for media coverage. However, it does not tell you how many people actually saw your message. It depicts the potential reach of 100% of the audience. This measure does not account for the overlap or duplication of different media coverage.

What do you mean by *"Reach"*?

Reach is simply the number or proportion (%) of the target audience that saw or heard your message. For example, if you sent out an email message to staff you could determine the number who opened the email or, if you were working in media, you could use readership figures for a publication as a proxy for the number of the target audience you reached.

What is a proxy measure?

A proxy measure is one that can be substituted for an actual measure. You would consider using a proxy measure if the actual measure was too difficult to obtain. For example, sales of burglar alarms might be used as a proxy measure, if you were running a crime prevention campaign and couldn't obtain actual data about what measures people were undertaking in response to your communication campaign.

What is meant by "costs" in the Input section?

Costs refers to staff costs, costs of production, agency costs, and media costs. Recording costs is essential, if you are working towards a calculation of cost per result (CPR) or return on investment (ROI). You should keep track of costs so that you have a guide to value for money for the future. It is useful to record costs of the time you spend (use hourly rates for grades), because it can provide context to your evaluation. For example, it may shed some light on the value of conducting a certain activity against the results it achieved.

Glossary

Advocacy – third party endorsement of your message/ organisation or endorsement of other activity/organisation by you.

Audience/target audience – a specified group within a defined public targeted for influence.

Audience engagement – the extent to which the target audience interacts with the content. Typically takes the form of enquiries, calls, clicks, shares, downloads, etc.

Attitude – a settled way of thinking, feeling or perceiving something.

Awareness – audience is aware of the communication activity and/or key message(s).

Barcelona Principles 2.0 – seven principles issued by AMEC (International Association for the Measurement and Evaluation of Communication) in 2015 that set out good practice in evaluation of communications.

Behaviour – the way in which an individual or group acts or conducts themselves. This is usually in line with a requirement to comply with an instruction/wish.

Benchmarks – performance data from previous or similar activity that helps us set targets.

Benefit Cost Ratio (BCR) – a measure of value for money indicating whether or not the benefit of doing an activity outweighs the cost of it

Bounce rate – a 'bounce' is when a visitor to a website only views a single page (often the landing page) before leaving the website completely. Bounce rate is the percentage of visits to a webpage where this occurs. A high bounce rate indicates a lack of engagement with the content

Call to Action (CTA) – an instruction to the audience to provoke an immediate response, e.g. sign up, call and visit a website.

Channel – the medium through which a message is sent and received.

Click – each instance when a visitor follows a hyperlink from one page to another.

Click Through Rate (CTR) – a ratio showing how often people who see your content end up clicking it. CTR is the number of clicks that your content receives divided by the number of times your content is shown expressed as a percentage (clicks ÷ impressions = CTR).

Complying action – when the audience acts in accordance with a wish or command delivered via communication activity.

Content creation – the work that goes into communication development such as briefings, drafting messages, speech writing, design etc.

Cost per click (CPC) – the cost of the content divided by the number of clicks on the content

Costs – considered an input and includes cost of resource, equipment, agency fees (where applicable, for example paid for activity such as campaigns and events).

Customer journey mapping – the process of recording how a (potential) target audience experience a communication they are exposed to from their perspective (for example their experience when searching for information on a specific topic). This involves mapping the interactions and feelings that take place throughout the journey.

Download – when a copy of a document or other digital file is pulled from a web server to the user's Internet connected device.

Earned – earned media is the publicity gained through means other than paid-for advertising or own channel.

Engage – occupy or attract someone's interest or attention; involve someone in a conversation.

Experiential – involving (or based on) experience and observation. May relate to customer experience of a government service.

Exposure – the number of target audience who have been exposed to message.

Financial – relating to finance, budgets, costs or revenue.

Followers – on twitter, blogs and other social media sites' a follower is someone who subscribes to receive content updates.

Frequency – the amount of times that an event occurs; often used in conjunction with reach to determine how many times an individual was reached with a message or piece of communication.

Hits – the logged request for a file on a webpage and images and other digital assets on that page made by a browser, a search engine or a webcrawler; commonly confused as a count of the number of times that the page has been viewed in its entirety.

Impact – quantifiable effect of commutation activity on the target audience.

Impressions (digital) – the count of each time some content is loaded into a browser.

Indicator – a quantitative or qualitative factor that provides a reliable measurement which reflects the change of an intervention. An indicator is about 'how much' or 'how many' or 'to what extent' or 'what size.

Inputs – the work you do before and during the activity, e.g. planning, preparation, pre-testing and production of content, messaging and materials.

KPIs (Key Performance Indicators) – are measures of success (metrics) that can help track progress towards an end objective.

Like – when users of Facebook recommend websites and other things online.

Message penetration – the extent to which key messages are covered by the media, stakeholders or commented upon by the public.

Message recall – to remember or recollect the message.

Negative Sentiment – where the author (or twitter user, blogger) conveys a feeling that is against the organisation's feeling on an issue.

Net Favourability rating – an indicator produced from data typically provided by media agencies to indicate whether the sentiment of overall publicity related to the organisation has been favourable (positive) or unfavourable (negative). Otherwise it could be calculated by taking the reach of articles with negative sentiment away from the reach of articles with positive sentiment.

Neutral Sentiment – where the author (or twitter user, blogger) conveys merely the facts without any indication of feeling on the issue.

OASIS – part of the Government Communication Service tool kit. OASIS stands for Objective, Audience, Strategy, Implementation and Scoring (evaluation).

Organisational impact – the quantifiable impact communication makes against the organisation's goals and key performance indicators, e.g. revenue, cost reductions, complying actions, retention and reputation.

Outcomes – the effect of your activity on the target audience related to change of attitude or behaviour e.g. adopting a service.

Outputs – communications delivered and target audience reached. This includes distribution of content, exposure of the audience to that content, its reach and reception.

Outtakes – what the target audience think, feel or do to make a decision, measured by awareness, understanding, interest, engagement, preference and support.

Owned – owned media refers to channels that your organisation has complete control over such as your website, blogs, communities, email newsletters as well as social media channels like Facebook, Twitter, YouTube and Instagram.

Page views – a request for a file from a webserver whose type has been defined as a page in the log analysis of the web server. One page view may account for many web hits.

Paid – paid media covers traditional paid advertising, banner ads, paid search marketing and sponsorships.

Positive Sentiment – where the author (or twitter user, blogger) conveys a feeling that supports or endorses your organisation's stance on an issue.

Proxy Measure – is one that may be used in place of another, for example an increase in burglar alarm sales might provide a proxy indicator for a crime (burglary) reduction campaign in the absence of other evidence.

Qualitative evidence – descriptive evidence that approximates or characterises but does not measure attributes, although it is observable. It describes, whereas quantitative data defines. Qualitative data is collected via qualitative research methods (e.g. focus groups, unstructured/semi-structured interviews and participatory observation).

Quantitative data – numeric data, which can include management information as well as measures of opinion or attitudes. Methods such as surveys are used to collect quantitative data.

Reach – percentage of an audience exposed to content. 'Reach' differs from impressions or opportunities to see in that it counts the actual number of people exposed to coverage rather than the number of 'opportunities' to see the coverage.

Readership – the readers of a newspaper, bulletin or magazine regarded collectively.

Recognition – audience recognises the activity.

Reputation – the beliefs or opinions that are generally held about someone or something.

Return on investment (ROI) – Calculation of the financial return of a campaign. ROI is used extensively in private sector communication. In the public sector it can only be used in cases where there is a potential financial gain of a campaign (e.g. financial return from public health saving which follows from changes in behaviour, such as people having stopped smoking).

Retweet (RT) – when a Twitter user endorses another Twitter users' tweet by posting it to their followers.

Share of Voice – the proportion of the total audience covered by your activity compared with other communicators.

SMART – stands for: Specific, Measurable, Achievable, Relevant and Timely.

Staff survey scores – Regular surveys of staff attitudes seek to understand the staff's views in key areas of engagement and score them – typically as a percentage of total staff.

Stakeholders secured – the number of parties with an interest that you have persuaded to pass on your messages/content.

Subversion – refers to a process by which the values and principles of a system in place and or messages are contradicted, reversed are undermined either by key influencers/opinion former (e.g. Journalist, lobby groups etc).

Time on site – the length of time that elapses from the first moment a web user enters a particular website or pages on a website until the time that user leaves that website or page.

Unique Visitors – the number of distinct individuals requesting pages from the website during a given period, regardless of how often they visit.