

# IMPROVING PERFORMANCE

**PROFESSIONAL PURCHASING IN PUBLIC RELATIONS**

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PURCHASING & SUPPLY



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## Introduction

Purchasing can be defined as the process of agreeing and managing the appropriate payment for the supply of specific goods or services, and the terms and conditions under which the goods or services will be supplied.

In the context of Public Relations, purchasing often involves the supply of the services of one or more PR agencies. The purchasing may be carried out by a purchasing department or purchasing professional, or by a person or team with no specific expertise or experience in purchasing.

Successful purchasing in PR rests on many factors, including a sound knowledge of the function and practice of PR itself and of other communications disciplines; an understanding of the techniques of negotiation, contract law and contract management; and an appreciation of what constitutes 'value for money' and how to evaluate the success or failure of PR effort (a guide to which was published by the CIPR in June 2005. [www.cipr.org.uk](http://www.cipr.org.uk)).

Some people are experts on PR and communications management; some are experts on negotiation and purchasing. Few are experts on both areas.

This guide has therefore been produced by the Chartered Institute of Public Relations, with the co-operation and endorsement of a wide range of influential bodies, to introduce communications professionals to the essentials of purchasing, and purchasing professionals to the essentials of PR.

PR's capacity to improve organisations' performance is increasingly well-understood, as CEOs see that money spent on PR is normally money well invested. But in a minority of cases, poor procurement results in a disappointing experience, with mis-matched expectations, and dissatisfaction for provider and purchaser alike. Effective procurement ensures that the best business matches are made, meaning both partners profit from their business relationship.

This guide aims to make the procurement process more intelligible, and is designed to be used equally by PR providers and PR purchasers. In doing so, it will help to improve further the reputation of the PR professional, and to increase the value PR delivers to private and public sector clients.

The objectives and content of this guide have the support and approval of the following organisations:



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“CREATING A WORKING RELATIONSHIP BETWEEN ALL PARTIES IS VITAL TO SUCCESS.”

## Planning, buying and managing PR: an overview

Managing public relations should not be thought of as a linear process, but as a continuous cycle. The cycle can be split into three stages: the planning stage, the purchasing stage and the performance stage. These stages are not isolated: each is directly related to each other.

Although there is a stage in the cycle where purchasing comes to the fore, it is also involved during the planning and performance stages.

At each stage, there are a number of key tasks, and a number of specific areas in which the purchasing function, or purchasing professionals, can contribute.



PR purchasing fails when its key components are compartmentalised: the involvement of procurement professionals from the outset can be of significant help in avoiding this. Undoubtedly, procurement and creative teams will bring different skills to bear at different parts of the process, but their joint work and co-operation in seeing the process through from conception to completion can ensure a much more effective result. Creating a good working relationship between all parties is vital to success. For example, procurement staff will understand why certain – possibly more costly but more effective – creative options are appropriate if they have been involved in the initial planning stages; and a good working relationship means that creative staff can explain better any variation from their initial plans.

The key tasks at each stage, and the specific roles and potential contributions of purchasing professionals and the purchasing function, are as follows.

## The planning stage

In the planning stage, the key tasks include the following:

- Define the objectives for the business or organisation as a whole.
- Define the objectives for communications: what will communications do to help achieve the overall business/organisational objectives?
- Define the objectives for PR: what will PR do to help meet the communications objectives and the overall business/organisational objectives?
- Define the PR strategy: in broad terms, what will PR do?
- Identify the resources (people, skills, time) required to deliver the PR strategy, and the resources already available through existing in-house personnel or agencies.
- Identify the investment required to secure any necessary additional resources.
- Devise a broad specification of the suppliers or resources required.

These tasks must necessarily be undertaken by personnel with specific, relevant experience of all areas of planning and managing communications; of working with all communications disciplines, not just PR; and of developing workable communications strategies. However, the involvement of procurement professionals can not only add value to the overall process, but also help to ensure that plans are grounded in commercial reality and have buy-in from the whole organisation.

There are a number of areas where the purchasing function, or purchasing professionals, will be able to add special value, including:

- Maintaining a library of potential agencies and other communications suppliers.
- Maintaining a benchmark of costs in the PR industry (typical charge-out rates, etc).
- Staying abreast of legislation or regulations relevant to PR, including issues such as financial disclosure, or changes to the public sector procurement rules.

## The purchasing stage

The purchasing stage has a degree of overlap with the planning stage, and with the performance stage. The key tasks in this stage include:

- Identifying all relevant agencies and preparing an initial long-list.
- Carrying out basic 'due diligence' on long-listed agencies' financial and legal status.
- Creating a shortlist of agencies with appropriate skills and capacity; with no conflicts; and which have signed a confidentiality undertaking.
- Selecting, through a pitch or some alternative form of competitive, bespoke mechanism, one or more agencies that individually or jointly meet the client's needs.
- Confirming a specific action plan or programme of work, based on clearly understood quantitative and qualitative targets.
- Agreeing targets, based on inputs, outputs and outcomes.
- Confirming the agency's remuneration, perhaps with a system of bonuses or penalties related to the targets.
- Formalising all agreements in a counter-signed, legal contract.

Again, it is always desirable for later working relationships that purchasing and communications professionals work together here. Purchasing staff can make a defined contribution in the following areas:

- Managing a statutory tender process when necessary – for example, if the tender is subject to the public sector OJEU process.
- Advising on the sourcing of potential agencies.
- Advising on due diligence, especially checking agencies' legal and financial status.
- Assisting in developing criteria and metrics for the objective comparison of agencies during the selection process.
- Advising on quantitative and qualitative measures of performance, service level agreements, etc.
- Ensuring mutual understanding of financial administration issues such as payment terms, late payment penalties, necessity for purchase orders, etc.
- Ensuring that contracts are legal, correctly worded, and cover all relevant topics.
- Ensuring that contracts are signed and exchanged.

## The performance stage

Key tasks in the performance stage include:

- Integrating the PR programme with other communications disciplines and corporate activity for maximum effect.
- Initiating the programme, including mutual inductions for the client team and the agency team to all relevant aspects of their operations and their key personnel.
- Delivery of the programme as agreed over the specified period of time.
- Monitoring and measuring the inputs, outputs and outcomes.
- Analysing the results and feeding them back into the planning process.

Again, there are a number of areas in which purchasing professionals or the purchasing function can contribute, including:

- Ensuring that all parties understand the programme, the costs and the remuneration at the outset.
- Reassuring those uninvolved with the programme that it has been thoroughly and professionally analysed in terms of costs and benefits.
- Assisting in monitoring and controlling costs and budgets.
- Ensuring that sufficient funds have been included in the overall budget for effective monitoring, measurement and evaluation.
- Advising on future investment levels given the return on previous investments in communications.

Reading through this process might give the impression that there are specific times when procurement professionals' involvement is beneficial and, by extension, specific times when it is unnecessary. Drawing that conclusion would be a mistake. There is no appropriate time to exclude either procurement or communications professionals – inevitably, there will be stages where one or other team has more experience to bring and better informed advice to give, but the involvement of both throughout the process can be invaluable in ensuring proper buy-in across organisations.



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SUFFICIENT TIME TO  
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## General principles

The sourcing, selection and appointment of a PR agency need not be complicated – indeed, over-complication is generally not helpful. However, the process will require a degree of time, commitment and cost, for both the client and the agencies that take part. In planning a search, you should therefore bear the following principles in mind.

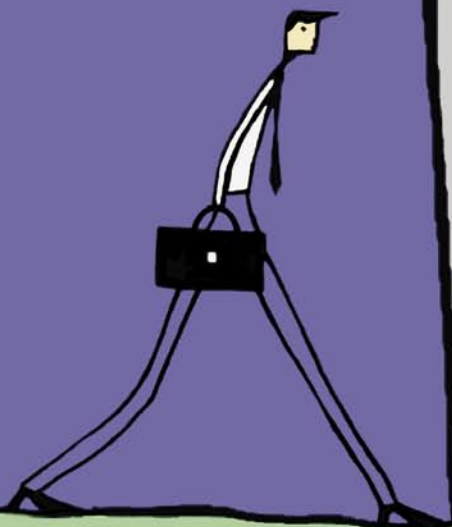
- The best results come from long-term, mutual and appropriately rewarded relationships between client and agency.
- The requirements placed on agencies during the selection process should reflect the nature, scale and value of the programme or project concerned. It is not good practice to make complex demands of agencies to compete for low-value projects.
- The agency search and appointment process should respect the time and commitment required of the agencies concerned
- The process, including the timetable to be followed should be clear and transparent from the outset. Agencies must have the opportunity and the information to decide if they want to take part.
- The criteria for selection should be defined at the outset; they should be explained to the competing agencies; and they should be adhered to.
- Agencies should be allowed sufficient time to develop a quality response without jeopardising their work for their current clients.
- Client organisations should consider offering payment for part or all of the administrative costs of preparing a pitch.
- The client should define the budget for the programme or project, or at least the parameters of the budget. Agencies cannot plan without a budget, and no worthwhile agency would consider pitching for a programme for which a budget is not outlined.
- Clients should provide competing agencies with all the necessary information. Initially, all agencies should be supplied with the same information. However, if one agency, through intelligent questioning or interrogation of the brief, elicits additional information, this should not be shared with other competing agencies
- The client should keep all the competing agencies appropriately informed. When a decision is made, the unsuccessful agencies should be notified at the same time as the successful agency, and all agencies should be notified before any third party (such as the trade press) is notified. This is especially important when planning a high value programme with agencies that are quoted companies.

Two further principles are worthy of particular emphasis.

First, an agency search should only be used to select a new agency. It is never appropriate for any other purpose – for example, to provoke improved performance from an existing agency, to obtain new creative ideas without paying for them, or to identify potential candidates for in-house roles.

Secondly, ‘mandatory periodic searches’ should be avoided. There are almost no circumstances under which such reviews are useful, and many ways in which they can be counter-productive and even destructive. Where such reviews are statutory – for example, in certain public sector organisations – they should, however, just be accepted as a fact of life (though organisations might wish to use their professional body representatives to lobby for statute change at the same time).

“ENSURE THAT YOU CONSIDER CAREFULLY ALL THOSE AGENCIES POTENTIALLY SUITABLE FOR YOUR NEEDS.”



## Purchasing PR

This booklet does not aim to be a detailed manual or 'how to...' guide to purchasing in PR. However, in addition to the general principles, it is useful to set out a few more detailed points relating specifically to the purchasing stage.

### Sourcing potential agencies

It is obviously only sensible to ensure that you consider all those agencies potentially suitable for your needs. It is therefore important that you use all possible sources of useful information on agencies. These might include your own colleagues, business contacts, the trade press, trade associations, and many others.

Note that in some agency searches – for example, those managed under the public sector OJEU process – there is a statutory obligation to advertise the tender as widely as possible, making it possible for any and all agencies to take part. However, many agencies remain unaware of the OJEU process or how to work with it. Some of these agencies might be appropriate for your needs: you should therefore consider whether or not you need to take additional steps to bring the tender to the notice of specific agencies that might not otherwise see the advertised tender.

### Confidentiality

It is of course essential to ensure that all agencies you may contact during your search agree to a specific and detailed undertaking of confidentiality. However, you yourself must maintain confidentiality regarding whether or not you are conducting a search at all, and which agencies you may or may not be in discussion with. This is particularly the case if you are dealing with agencies that are themselves publicly quoted companies.

### Due diligence

Although many factors can be used when selecting agencies, purchasing professionals are sometimes criticised for demanding information that is inappropriate, irrelevant or intrusive. This is to the benefit of no-one. Listed below are some of the factors that should, and should not, be considered.

#### Financial strength

This is an important consideration, and it is appropriate to ask for audited accounts or relevant extracts from them. These should be examined by someone who understands them.

#### Agency profitability

This is not an appropriate consideration: clients do not have the right to know agency profits or margins, and should not attempt to use the agency's margins as a negotiation point. Agencies almost always operate on a scale and a business model which is entirely different from their clients, and comparisons of profitability are simply not valid or relevant.

## Client References

It is perfectly valid –and highly sensible– to ask for testimonials from previous clients. Unless it is very new indeed, a company should be willing and able to supply positive comments from previously satisfied clients –an inability to do so should set alarm bells ringing.

## Discrimination policies

It is absolutely valid to seek information on an agency's policies on discrimination on grounds of sex, age, race, religion, etc. Indeed, for an increasing number of public sector bodies, this is obligatory.

## Turnover

This is not generally a useful consideration. An agency's turnover is not a reliable indicator of its capacity or capabilities.

## Trading history

Again, this is not necessarily a useful consideration. It is in the nature of the creative communications industry that a very new agency with just a few weeks or months of trading behind it may be owned and managed by immensely experienced and qualified people.

## Staff training and development

This can be an interesting consideration, but should not be a definitive one.

## Membership of trade or professional associations

This can be of relevance and value when the association concerned requires member firms or individual members to have some recognised professional qualifications (such as the CIPR's Code of Conduct and the CIPS's mandatory Professional Code of Ethics) or to sign up to some guarantor of standards (again, such as the CIPR's and CIPS's mandatory Codes of Conduct).

## Criteria and metrics

Clients may ask agencies to demonstrate their skills and aptitude through a competitive pitch or through some other selection procedure. Whatever the format and content of the 'pitch', it is essential that agencies' responses can be judged against clear and pre-stated criteria, related to consistent and relevant metrics.

It is as important to assess agencies' skills in responding to the day-to-day news agenda as it is to assess their creative and planning approach to a specific brief: a selection process should seek to investigate this, against specific criteria and metrics.

It is crucial that personnel on the selection panel are appropriately skilled and experienced not just in judging 'creative' work, but also in identifying what is genuinely deliverable and achievable in the real world of their organisation and the media and other channels open to it.

## Copyright to pitch ideas

Clients should be mindful that agencies retain the right to creative ideas and devices put forward in pitches, unless it has been previously agreed that the rights to the ideas will rest with the client.

## Targets and measurement

All PR programmes should be based on specific targets. Targets can be set in two areas: performance and service.

Performance targets can be based on inputs, outputs and outcomes. Clearly, targets based on outcomes are far more valuable than those based on inputs or outputs: however, since it is not always easy or indeed possible to isolate the impact of PR activity alone on outcomes, a blend of outputs and outcomes may be appropriate.

Performance targets should of course be directly linked to the business or organisational objectives identified at the planning stage. Put simply, there is no point in setting a target based on 'media coverage' if it cannot be demonstrated that increased media coverage will have a positive and direct influence on achieving the organisation's objectives.

Service targets can be based on a range of factors: speed of response; availability of key agency staff; regularity and usefulness of contact reports, status reports and so on; and accuracy of billing. However, such targets should be designed to simplify and facilitate the administration and reporting of the programme, not to create additional 'hurdles' for the agency.

The more precise the targets, the easier it is for client and agency to link remuneration to results, for example through performance-related fees (see below).

Ideally, client and agency should also agree service standards for the client team: these might include availability of key client staff, speed of approval of important documents, and so on. After all, an agency should not be blamed for missing a deadline or an opportunity if their client failed to give them the information or approval necessary in good time.

Finally, both client and agency should ensure that the costs for effective monitoring and measurement of the programme have been built into the overall budget.

## Pricing and payment issues

An agreement that is unsatisfactory to one party will sooner or later become unsatisfactory to both. An agency that cannot make a reasonable profit from its work for a client will be tempted, or obliged, either to resign the client, or to cut corners in order to make the work profitable. This is unlikely to be in the best interests of the client. Hence, while clients should ensure that they do not overpay to secure the PR resources they need, they should not try to force costs down to a level at which the agency cannot operate effectively.

Hence, it is essential that clients purchase PR resources on the basis of their value, not their cost. Buying on cost will lead inexorably to commoditisation and failure.

## Inter-agency cost comparisons

Fees should always be negotiated after the decision has been made as to which agency should be hired. Cost differentials are not an appropriate criterion for choosing between two or more agencies.

When it is necessary to compare fees and other costs between agencies, you should ask each agency to quote fees and costs for a highly-specified project (which may be real or a scenario generated for this purpose) so that genuine, direct comparisons can be made, and significant differences can be analysed.

## Typical fee structures

In common with other professional services, such as lawyers and accountants, agencies typically sell their time. Each member of staff, or level of employee, will be charged out at a specific hourly or daily rate.

For retainer relationships, a regular fee, usually monthly, will be the norm, set at a level to reflect the average number of hours likely to be committed by members of the agency's team. This will also usually reflect a discount from the agency's standard charge-out rates, reflecting in turn the benefit the agency derives from the ability to plan its cashflow and workflow.

For project relationships, a fee may be agreed for delivery of the project as a whole.

## Buying results vs. selling time

What agencies generally want to sell – time – is not what clients generally want to buy – results. It is clearly in the interests of both that this should be resolved. To do so, client and agency should consider some form of performance-related element to the agency's remuneration. It is rarely feasible to make the agency's entire remuneration performance linked, but – provided that client and agency have agreed precise and numerical targets for performance and service levels – it is generally feasible to create a system of bonuses for performance above certain targets, and penalties for performance below those targets.

## Exchange rate risks

When planning and buying PR services in other countries, or in more than one country, it is essential that both client and agency give proper consideration to exchange rate risks, and that any agreement allows for variations in rates.

## Contract issues

Contract law varies widely from country to country, and contracts should always be agreed locally under the supervision of a local expert. However, there are some common factors which should almost always be considered.

### Specified personnel

When it is considered by the client that a specific individual or team is fundamental to the successful delivery of activity on their behalf, it is reasonable for this to be stated in the contract. The contract can be considered to be terminated - or subject to review – should the individual or team no longer be available. However, it is also reasonable for the agency to require, in return for such a commitment, a certain guaranteed level of income from the client.

### Pitch team

It is reasonable – and indeed, recommended – that the client should specify as a contract term that the team that they meet during their agency selection process is the team that will actually work on their behalf. This helps to prevent agencies fronting a specialist 'new business team' at the selection stage, who are then never seen again, leaving the client with a team they do not know or necessarily want.

### **Performance-related bonus/penalty**

If a performance-related bonus or penalty system has been agreed, this must be specified in detail in the contract. If the system is too vague, or too complex, to be easily and fully expressed within a contract, then it is unlikely to work in practice and should be reconsidered.

### **Intellectual property**

Ownership of intellectual property created as a result of the agency's work for the client should be assigned clearly. It does not matter to which party it is assigned, as long as the issue is clear and agreed.

### **Operational territories**

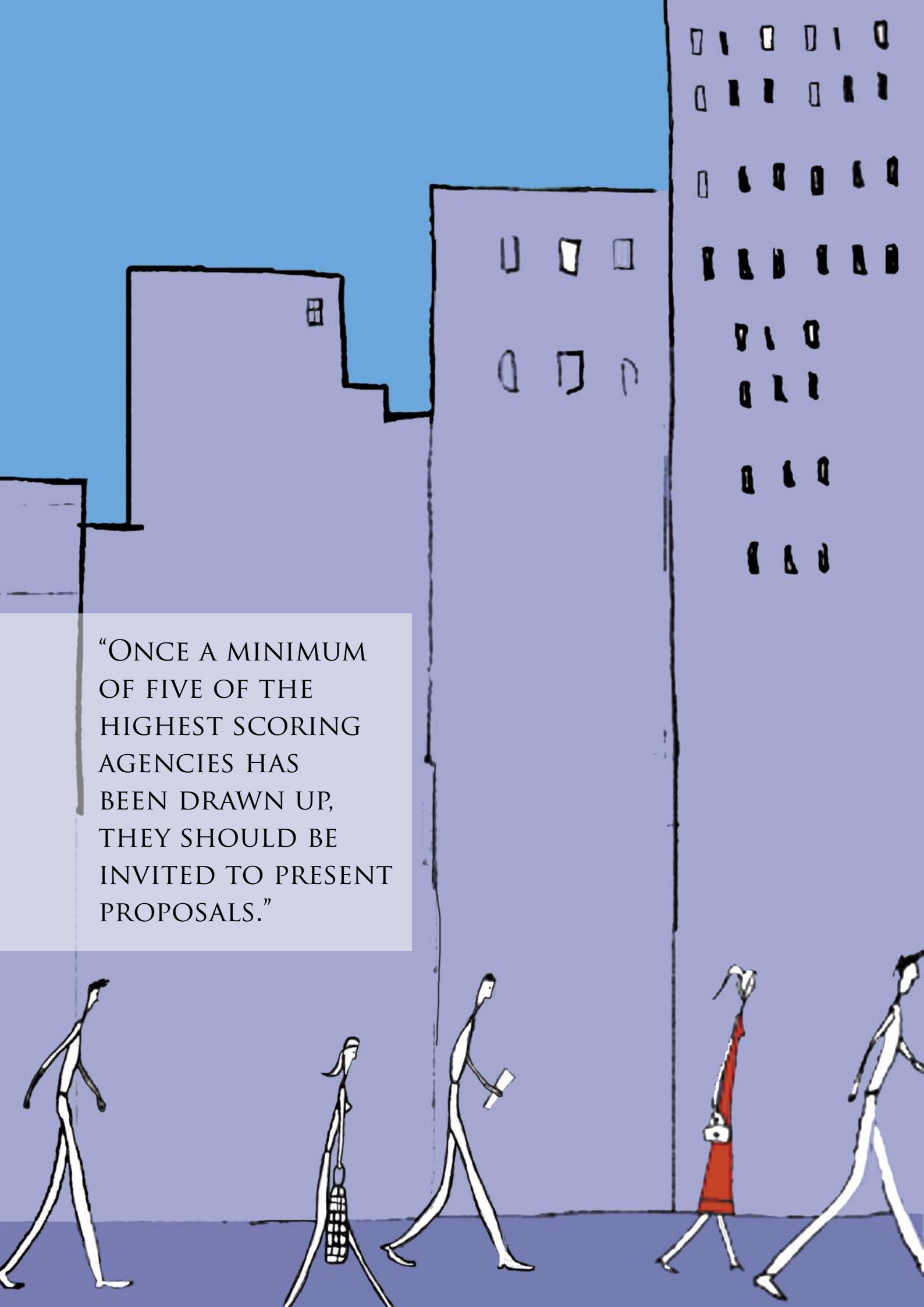
Where the PR activity will (or may) take place in more than one country, it may be necessary to review the contract and adapt it to each jurisdiction.

### **Survival of clauses**

Both client and agency should consider carefully which clauses should survive the contract, and for how long. Clauses which may survive might relate to non-solicitation of staff by either agency or client, and the use of privileged (but non-confidential) information.

### **Dispute resolution**

The contract should specify a process for the resolution of disputes between client and agency. This might usefully involve a third-party arbitrator.



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## Purchasing PR in the public sector

The public sector can and does use agencies for the provision of PR services. It is, however, subject to certain criteria being met and procurement rules being adhered to. This section is intended to provide an overview of some specific issues for public sector communications practitioners involved in the procurement of PR services. It will also be of use to agencies looking for guidance on tendering for public sector work.

### When can a PR agency be used by the public sector?

The Government Communication Network (GCN) has some clear guidelines for when it is appropriate to consider procuring services of PR agencies:

- It must be relevant to government responsibilities.
- It should only be considered when the work cannot be carried out by government employees.
- It must be a cost-effective route to reaching the target audience.
- It should be discrete and closely defined.
- There must be adequate supervisory arrangements in place to ensure the agency stays on brief.
- The agency must adhere to relevant propriety guidelines.
- PR agencies cannot represent Ministers or deal with media or others on their behalf.

Guidelines on the basic conventions of propriety can be found on the GCN website. If there are any doubts over the propriety of a campaign they should be referred back to the department's head of communications who may in turn seek advice from the Cabinet Office Propriety and Ethics Team.

## European Union procurement policy

EU procurement rules apply to all government purchasing to ensure competition is open and fair and there is no discrimination on nationality. These rules come into effect when the estimated value of the contract life equals or exceeds the EU threshold level (see below).

If the threshold level has not been exceeded, best practice, as outlined by this booklet, should be observed and GCN guidelines will still apply.

Central government departments have procurement specialists or purchasing officers who can provide further guidance on procedure. Non-departmental public bodies (NDPBs) or small government agencies may not have designated procurement specialists and where this is the case advice can be sought from the central government department the organisation reports into or the Central Office of Information (COI).

## EU threshold

New EC Procurement Thresholds took effect from 1 January 2006. For Supplies and Services the threshold is £93,898 (euros 137,234 excluding VAT). Where contracts equal or exceed this amount the full EU procurement process must be followed.

The aggregation of services should be taken into consideration at all times according to EU procurement regulations. It is not permissible to avoid EU rules by packaging PR spend into multiple, smaller contracts.

## Advertising in the Official Journal of the European Union (OJEU) – The OJEU process

As part of the EU public procurement tendering process, the tender for a contract must be advertised in the Official Journal of the European Union (OJEU). Mandatory timescales are prescribed, so the process should be planned well in advance in order to fit with campaign timings.

The EU 'Open Procedure', under which all interested suppliers may bid, is the default process used in the EU public procurement process. It is rarely, if ever, appropriate for PR contracts.

Typically the EU 'Restricted Procedure' will be used. Applicants must be allowed a minimum of 37 days from the date of dispatch of the notice for publication in the Official Journal to receipt of requests to participate. As a general rule, the minimum deadline for the receipt of tenders is 40 days from the date of dispatch of the written invitation to tender. Purchasing officers are strongly urged to familiarise themselves with the OJEU process, involving their legal departments. Guidance is subject to change as a result of the new Consolidated Procurement Directives, due for implementation on 31 January 2006.

To ensure all relevant agencies are aware of the contract, it is possible to advertise elsewhere, such as trade journals, as long as it does not contain information additional to that in the OJEU notice. The purchasing officer should approve advertisements to ensure they are compliant.

The purchasing officer will advise on and put together the application form or pre-qualification questionnaire (PQQ), which will typically require the following information:

- Response to project brief.
- Expertise and experience of the company.
- Team hourly/day rates.
- Team profiles.
- Confirmation of professional indemnity insurance.

When the closing date has passed, all applications should be reviewed against agreed criteria. A weighted points system should be used to rank applications and financial checks should be carried out.

Once a minimum shortlist of five of the highest scoring agencies has been drawn up, they should be invited to present proposals to a panel of decision makers from which the most appropriate agency for the contract should be selected on the basis of factors including:

- Appropriate and deliverable creativity.
- Team strengths and chemistry.
- Response to probing analysis of agencies' approaches and ideas.
- Value for money.

The purchasing officer will then be required to negotiate and draft the contract. As outlined in previous sections of this document, it is vital at the set up stage to agree targets for outputs and outcomes.

## Framework contracts

If a public sector organisation is likely to be awarding multiple PR contracts it is possible to reduce time spent on the OJEU process by setting up a framework contract.

This initially involves the same OJEU process as described above and will require the full involvement of a purchasing officer. Agencies are required to submit applications but instead of responding to a specific brief, the agency submits a more general response to demonstrate relevance to the nature of work likely to be undertaken. Agencies are evaluated in the same way and selection is based on the highest-ranking.

The number of agencies to be awarded framework contracts will depend on the volume and nature of contracts likely to be awarded. If there are a variety of sectors and audiences to be targeted it may be necessary to have a greater number of agencies to meet diverse requirements. However, the framework must be manageable and small enough to ensure all agencies have a reasonable opportunity to tender for work during the contract period.

Once a framework is set up, it will be in place for a maximum of four years. During this time it is important that the contract manager maintains a good working knowledge of the agencies through regular two-way contact. This will help ensure the most appropriate agencies are selected for tenders and that there is a better understanding of the client's requirement and how to respond effectively to briefs. This can be time-consuming but the benefits to the working relationship should not be underestimated.

Agencies selected for the framework will be signed up to a framework agreement. This outlines contractual obligations, which will come into effect once appointed to a project.

Being awarded a framework contract is not a guarantee of work for agencies. In most instances new briefs will be put to competitive tender. This is to ensure the agencies are selected for projects based on detailed proposals. This will still require a number of weeks from brief to appointment but is much quicker and less resource-intensive for buyers and suppliers than advertising in OJEU for each project.

## Central Office of Information (COI)

The Central Office of Information (COI) is a government agency that reports into the Cabinet Office Minister. It combines expertise in marketing communications with an understanding of government procurement policy. The COI offers advice, procurement and project management on all aspects of communications to central government and public sector bodies.

As well as having in-house expertise, COI works with approved framework agencies and provides an alternative to the full OJEU process.

The PR department at COI currently has a framework of 31 PR agencies (the full list can be found on [www.coi.gov.uk](http://www.coi.gov.uk)) set up through the OJEU process in November 2004. The framework has been designed to reflect the markets in which COI procures and the needs of government departments.

The agencies have been selected to cover all sectors relevant to government communications such as consumer, youth, education, technology, finance, health, environment and corporate social responsibility.

The PR team is experienced in appointing and managing PR agencies and is able to advise on contractual obligations, propriety issues and budget. COI PR provides advice and support on all aspects of public sector PR procurement, which includes:

- Defining the brief (identifying objectives, target audiences, key messages etc).
- Providing a long list of agencies from the roster and advising on a short-list of three agencies to tender (four if including an incumbent).
- Facilitating a Q&A session for the agencies to meet the client.
- Facilitating pitches, advising on pitch assessment and the selection of an appropriate agency.
- Providing feedback to all agencies.
- Negotiating and drafting a contract for the selected agency, advising on and agreeing targets.
- Providing ongoing support in the management of the agency.
- Advising on post-campaign evaluation.

COI also has a framework of media evaluation agencies that can provide campaign evaluation.



“THE CLIENT SHOULD KEEP ALL THE COMPETING AGENCIES APPROPRIATELY INFORMED.”

## Further information

### **Central Office of Information**

[www.coi.gov.uk](http://www.coi.gov.uk)

### **Chartered Institute of Public Relations**

[www.cipr.co.uk](http://www.cipr.co.uk)

### **Chartered Institute of Purchasing and Supply**

[www.cips.org](http://www.cips.org)

### **GCN website**

[www.comms.gov.uk](http://www.comms.gov.uk)

### **Gyroscope**

[www.gyroscopeconsultancy.com](http://www.gyroscopeconsultancy.com)

### **Office of Government Commerce**

[www.ogc.gov.uk](http://www.ogc.gov.uk)

### **The Government Procurement Code of Good Practice**

[www.dca.gov.uk/procurement/pdfs/govtproc.pdf](http://www.dca.gov.uk/procurement/pdfs/govtproc.pdf)



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## Chartered Institute of Public Relations

The CIPR is the professional body for public relations practitioners in Europe. We're about developing skills, raising standards, rewarding excellence and supporting our members.

We are specialists in PR training, experts on conferences and seminars and dedicated to advancing the PR profession. All our members adhere to a professional and ethical Code of Conduct.

For further information about the CIPR, membership or training opportunities, please contact us at the address below.

## Chartered Institute of Public Relations

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