



Submission Details

Organisation or individual to which this submission relates (if different from above):	
Approximate size of organisation (number of employees) if applicable:	2,666
Number of employees covered by the initiative if applicable:	19

Best Social Media Campaign

Background

One of Southwark Council's organisational values is 'work for everyone to realise their own potential'. But, when 'everyone' includes unemployed young people not even considering a job at the council, then this is a hard value to deliver.

The council has recruited a large number of apprentices since 2005, including 25 within the Exchequer Services division. Southwark are extremely proud of their apprenticeships as part of their wider agenda to make sure every Southwark resident can fulfil their potential and benefit from the jobs and opportunities the council create.

The success of schemes led the council to make a commitment in 2018 to bring in more apprentices, drawing on their motivation and transferrable skills – building for the future, whilst offering the right candidates an opportunity to develop fantastic careers.

Southwark's next phase was to recruit 19 apprentices across their Exchequer Services. However, this campaign was different. Previous schemes had been service-specific whereas this campaign would bring different business areas together. They wanted apprentices who could work collaboratively across the different teams. Due to this, Southwark had set minimum entry requirements - they were looking for candidates with a good educational background and who could demonstrate exceptional transferrable skills.

The problem

The recruitment problem

Due to these extra requirements, Southwark Council was facing a recruitment failure. After adopting different attraction approaches, including attending and running apprenticeship fairs, there was still little interest and time was running out so finding the right recruitment channel was critical!

The brief

In September 2018, JGP met with the Southwark recruitment team and delivered some free training on the latest recruitment trends. Impressed with their knowledge and expertise, Southwark asked JGP to help find a solution to their challenge.

Business objectives

As well as continuing the council's commitment to support the apprenticeship programme and fairer future promises to 'growing our own', the Exchequer Services also had a number of posts filled by temporary agency resource, costing the organisation a lot of money. This latest apprenticeship scheme provided an excellent opportunity to reduce this reliance.

Campaign objectives

In September 2018, Southwark and JGP set the ambitious objectives of:

- Getting a minimum of 240 apply clicks.
- Attracting 60 quality applications to the apprenticeship vacancy, of which 40 could

- be shortlisted.
- Ultimately delivering 19 recruited apprentices.

To make this even more challenging the campaign had to:

- Be live within 48 hours, so there was no further delay in filling these roles.
- Target unemployed candidates in the local community.
- Achieve all of this with a spend of only £1,000.

Stakeholder engagement

The quick turnaround and ambitious targets required a close partnership. Strong teams were set up at both ends to ensure a smooth and successful campaign launch.

The account manager for Southwark and Marketing team at JGP worked closely together to find the most engaging and cost-effective solution.

Southwark also put together a strong team to ensure an excellent interview process. This included an open day to discuss the roles with existing employees and a networking session which enabled attendees to approach team leaders and former apprentices to have informal, detailed discussions.

Approach / The solution

Researching a solution

Presented with the challenge of recruiting apprentices, JGP explored several options and weighed them against each other. For example,

JGP first investigated Google Search Engine Marketing, but rejected it based on poor previous results. In the end, JGP felt that for Southwark's target age group and tight budget social media would be more effective.

Facebook was chosen as the most suitable platform for engaging with Southwark's ideal candidates. Facebook has the advantage of being partnered with Instagram, which has 31% of its users within in the 18-24 bracket. Facebook and Instagram also accommodate image-based adverts, which are shown to be most effective with this age group.

Making social media work

The adverts were shared with a wide audience, within a 15-mile radius of London. With equal opportunities in mind, specific age groups weren't targeted. However, JGP knew from Facebook's audience stats that a large number of school and university leavers would be served Southwark's adverts. JGP also knew there was value in sharing the adverts with an older demographic, who may have family members in the community to share the role with.

Facebook and Instagram allow a combination of engaging images and copy to encourage candidates to apply.

Messages emphasised:

- The opportunity to gain vital customer service and finance experience
- How these roles would shape a future career.

These sorts of messages were designed with the target demographic in mind, those at the

beginning of their career and looking for a role that will support their development.

A departure from the norm

We used Facebook and Instagram to target potential candidates according to interests, location, schools and qualifications. This ensured adverts were served to highly relevant candidates, giving Southwark a focus to their recruitment that other platforms would not provide.

Furthermore, using social media advertising this way meant we reached an audience that included many who may not have previously considered working for Southwark Council.

Maximising employer branding

JGP used clear, engaging messages to portray Southwark's brand and attract candidates to the council, and these roles. The opening line "If you're looking for an Apprenticeship in Finance and Customer Services, Southwark Council have the opportunity for you" is simple yet effective, immediately introducing Facebook users to the role and the council.



Campaign impact / results

Performance against business and campaign objectives

In terms of delivery:

- The campaign was set up and live within 48 hours.
- The campaign cost just £1,000.

This campaign was a resounding success, achieving all of its objectives as evidenced below:

- The application numbers increased more than four times compared to what the council achieved on their own (from 30 to 122).
- The social media campaign resulted in 369 apply clicks (target: 240)
- A shortlist of 80+ candidates was created (target: 40).
- JGP filled all 19 apprenticeship roles (£52.63 per hire in terms of advertising).

Social impact

The vast majority of the 120 applications were from unemployed candidates in the local community that had seen the roles on social media.

This campaign gave local residents a fantastic career opportunity with one of the top apprentice employers in the country.

Organisational impact

Southwark made the brave choice to set the bar high, and this paid off thanks to the success of this campaign: they hired 19 candidates of a particularly high quality, whilst still living their value of 'work for everyone to realise their own potential'

The impacts here were:

- There was a reduction in the reliance on agency workers.
- Southwark found a new cost-effective way to recruit future apprentices.

Conclusion

The partnership has been a resounding success, creating excellent opportunities for 19 apprentices, and remaining within a low budget and tight timescale.

The campaign showed how powerful and cost-effective social media can be as a recruitment tool.

Ultimately, the success of this campaign has reinforced the council's view that apprentices are a significant part of the organisation's future.

"We would happily recommend JGP to others, we're looking forward to our next campaign with them which is a rare sentiment when it comes to recruitment."

Angela Scott - HR Business Partner