



## Submission Details

<b>Organisation or individual to which this submission relates (if different from above):</b>	Royal Borough of Kensington and Chelsea
<b>Approximate size of organisation (number of employees) if applicable:</b>	4,000
<b>Number of employees covered by the initiative if applicable:</b>	250

# Best cross sector working / effective partnership initiative

## Background

On 14 June 2017, a fire broke out in the 24-storey Grenfell Tower block of flats situated in the Royal Borough of Kensington and Chelsea, West London. 72 tragically lost their lives and 70+ others were injured. A total of 151 homes were destroyed in the tower and surrounding area.

## The challenge

Following the Grenfell tragedy that changed the lives of residents in and around the tower and beyond forever, the Royal Borough of Kensington and Chelsea Council (RBKC) restructured to provide three directorates:

- Housing – focusing on rehoming victims.
- Health & wellbeing – focusing on the residents and providing councillors and mental health sessions in order to cope with the trauma.
- People & communities – care team for the Grenfell structure, ensuring a support network.

To deliver a great service, the council had to recruit new staff, but given the context, this had to be done in a very sensitive manner and extremely quickly. Therefore, RBKC needed support to accomplish this mission successfully.

## Strategy

RBKC chose Jobsgopublic (JGP) as a partner in September 2017 to undertake this challenging recruitment campaign. Given JGP's reputation within the public sector, RBKC felt confident that it would be sensitive about the campaign and be the ideal partner.

## Objective

The objective was to recruit and fill 250 new roles in 12 months.

The required roles varied from housing officers (to rehome displaced residents) to roles in new divisions created to support people that had faced trauma and needed support.

The campaign also had to:

- Be handled sensitively – the approach shouldn't have a commercial angle.
- Attract consistent workforce – RBKC wanted fixed-term contracts filled by people that could commit to the whole time period rather than just part of it.
- Be efficient, so the roles could be filled as quickly as possible.

## The partnership in action

With residents' health and wellbeing at risk, there was obviously a lot of urgency to get high-quality people into these posts.

JGP facilitated this by turning the campaign around extremely quickly. The team pushed this project ahead of other work and even worked evenings and weekends to get it done as rapidly as possible. Consequently, the microsite (see below) went live within 2 weeks of the initial brief (vs. 6-8 weeks typically for similar campaigns).

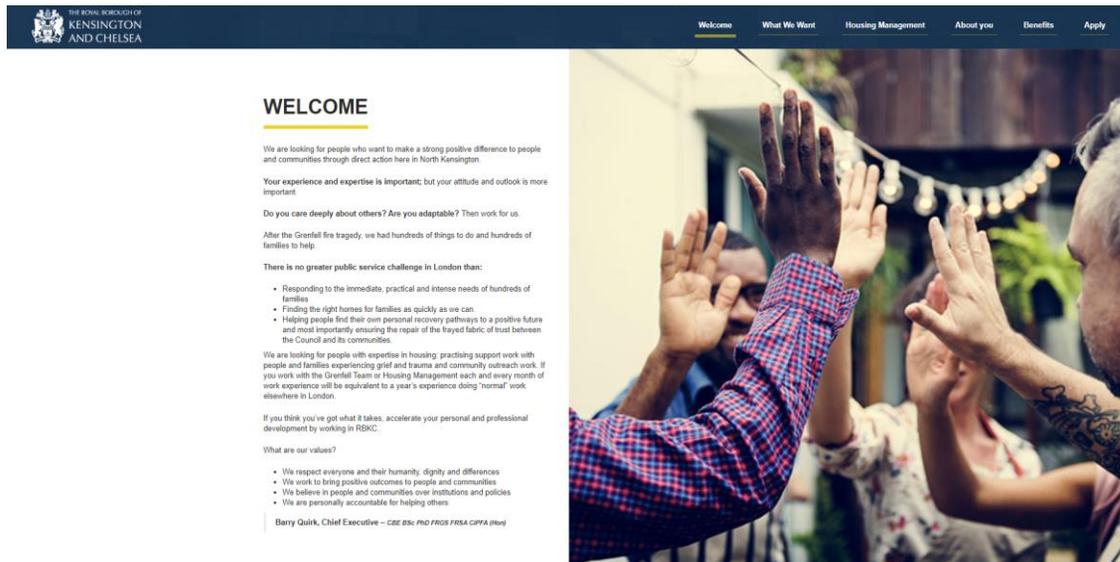
RBKC reciprocated this by ensuring it was very reactive throughout the campaign; e.g., not waiting for close dates, but instead proactively engaging with candidates.

## Candidate experience

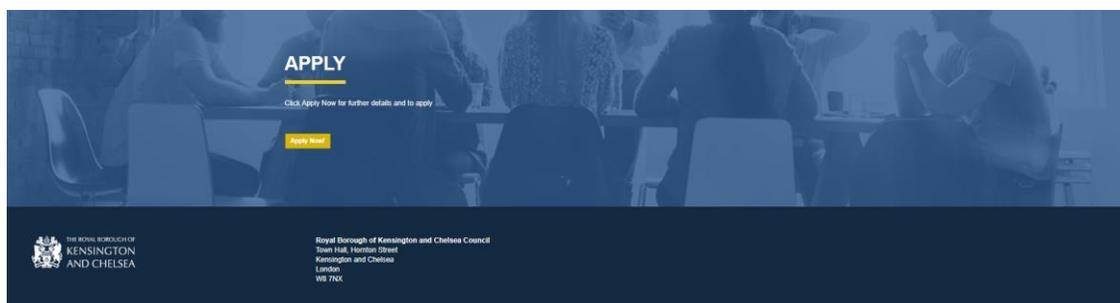
This was the first time that JGP had dealt with a campaign so sensitive on this scale, so it took all its marketing and PR expertise in the sector to address this uphill battle and ensure that the candidate experience was as flawless as possible.

To achieve this, JGP:

- Built a fluid brand-new microsite (<https://www.grenfellresponsejobs.co.uk/>) to promote all the vacancies. This was RBKC's first careers site.



- Developed an engaging application process - the online application form took no longer than 20-30 minutes to complete (couple of questions + CV).



- Created a multi-channel attraction campaign - see 'innovative attraction and recruitment strategy' below.

## Innovation

### Innovative attraction and recruitment strategy

Recruiting for so many varied roles – in seniority and specialty – whilst maintaining momentum was a big challenge that required an innovative attraction and recruitment strategy.

RBKC and JGP worked closely to plan a multi-channel attraction campaign:

- **Jobsgopublic:** To drive constant engagement to the microsite and the roles, JGP's wide audience of registered candidates was utilised through targeted emails, weekly alerts and candidate newsletters.

- **Google Search Engine Marketing:** To serve adverts to candidates starting their job search on Google. This works by showing relevant, engaging adverts when users type in corresponding keywords. The campaign was split into different ad groups for the different roles, ensuring the messages were relevant for each job title. The Google campaign was optimised daily, researching new keywords, adding negative keywords to filter out irrelevant searches and optimising advert copy to keep the messages fresh. The Google campaign was updated each time a new role went live.
- **LinkedIn Advertising:** To engage passive rather than actively searching candidates, targeting according to job titles/qualifications/location. This method was particularly effective for more senior, technical roles that required certain skill sets and experience. Ads were also constantly updated to keep momentum.

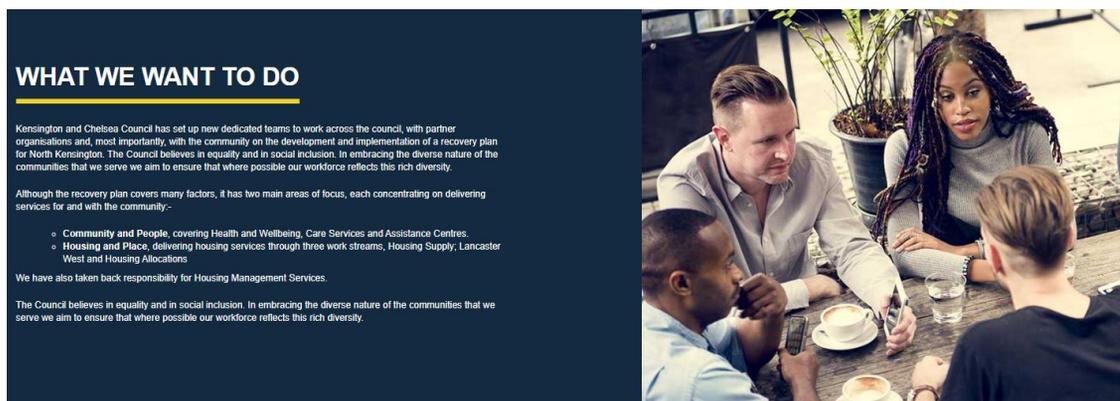
Using these platforms in combination, over a sustained campaign, was an innovative way to recruit to the numerous and varied roles. It ensured JGP/RBKC could target a wide audience, continually engaging with new candidates as more roles were added to the campaign throughout the year.

### Sensitive messaging

Considering the context, this was a highly sensitive campaign and as such required carefully thought-out messaging.

JGP ensured the messages were inclusive, using jargon-free, engaging language, and focussed on the:

- Potential for candidates to make a difference in such an important time for RBKC.
- Opportunity to accelerate their career path.
- Chance to bring positive change for people/communities.



*The imagery was as important as the words used, reinforcing the focus on communities and diversity, ensuring the vacancies were appealing to people from all walks of life.*

Moreover, LinkedIn Advertising was chosen over Facebook as the social media platform to avoid any negative discussion surrounding the campaign. As LinkedIn is a platform specifically for professionals, JGP anticipated a better response from those wanting to progress in their career and genuinely make a difference. Comments were also monitored daily.

JGP/RBKC also decided to not distribute press releases to avoid any negative press

surrounding the campaign.

### Going the extra mile

JGP went the extra mile on all fronts with this partnership, for example by:

- Being responsive to each role.
- Making recommendations based on its knowledge/data to ensure RBKC got the best result in the quickest possible time.
- Applying specific search when necessary.

In fact, JGP went even further to support RBKC, absorbing 64% (£175,750) of the cost of the 12-month campaign (e.g. free advertising on Jobsgopublic, large discounts on all other services).

## Results

### Successful recruitment

The roles were added incrementally to spread the attraction budget across the roles and ensure the momentum of recruitment didn't diminish throughout the year.

All 250 people are now in posts supporting residents.

### Traffic

The partnership was vital here: by frequently optimising the external media campaigns and liaising with RBKC to monitor the influx of roles, JGP maintained a constant flow of traffic to the microsite, directing the marketing efforts towards the roles that needed the most attention to filling the vacancies quickly.



*With 25% of the overall traffic to the microsite, Google CPC was the highest traffic source.*

46,713 candidates visited the microsite over the 12-month campaign, resulting in 1,069 applications.

## Impact

There was no business/organisation benefits' agenda; this campaign was all about building a network of experts to support the residents in the aftermath of the Grenfell tragedy.

Mission accomplished: thanks to the partnership with JGP, RBKC was able to respond to the tragedy quickly and sympathetically:

*"[...] Partnering with JGP allowed us to respond quickly and recruit an entire Grenfell response team to support residents and communities involved in the tragedy."*

See full testimonial in appendix-2.