

The logo for the CIPR PRIDE AWARDS 2019 Gold Winner. It features the text 'CIPR PRIDE AWARDS 2019' in white on a black background, followed by 'GOLD WINNER' in large, multi-colored letters (pink, orange, yellow, green, blue, purple).

Category: Public Sector Campaign

Company: CPL and Cambridgeshire County Council

Entry title: 'See the Difference' reablement recruitment campaign

Brief and objectives:

Cambridgeshire County Council, in partnership with content agency CPL, created an innovative campaign to recruit 40 reablement workers over a four-month period. But what's a reablement worker, you ask? It's someone who helps people, such as those leaving hospital, to regain their independence so they can live in their own home.

They help people be where they want to be, and enable the council to make big savings. An average intensive six-week reablement programme costs £1,600 per person, compared with a lifetime domiciliary care package of a whopping £38,000.

But in the fastest growing county in the country – with high levels of employment – Cambridgeshire County Council struggled to recruit care workers.

We needed to change all that. This campaign focused on the key observation that, in Cambridgeshire, older people really could live well independently.

Our campaign objectives included:

- Recruiting 40 full-time equivalents in four months
- Changing the conversation around care roles
- Producing marketing collateral that would be repeatable.

The idea, research and planning:

We discovered that the role of a reablement worker was little understood, while recruiting competitors – in residential and nursing homes – were offering higher rates of pay.

We set out to understand the motivations of the people that Cambridgeshire County Council wanted to attract. Here's what we did:

1. Interviewed existing reablement workers to understand their motivation, their routes into the industry and how they viewed their role

2. Created carefully crafted personas to understand the behaviour of our target audience
3. Held workshops with adult social care professionals to define and establish key campaign messaging and a proposed campaign roadmap
4. Used the EAST (Easy, Attractive, Social and Timely) behavioural insights framework to analyse recruitment processes.

We used the findings from interviews and workshops to form the main building blocks for the campaign – this provided enough information to establish a list of options that could be translated into the final campaign message, including visuals, tone of voice, guidelines and a key call-to-action.

The biggest motivation for people was seeing the positive difference they made in people's lives. This was all we needed to create a strong and impactful series of adverts connecting people with people, to draw in the right candidates for the job. We wanted to tap into people's emotions – and make them want to help others.

Strategy, tactics, creativity and innovation:

There were three phases to the campaign:

Phase 1 – Research and workshops

Phase 2 – Development of the campaign and scoping case studies

Phase 3 – Delivery and amplification of the campaign, building on continuous evaluation.

A strong message was created, revolving around the service user (the person needing help to live in their own home). We then crafted our 'See The Difference' campaign by creating key personas – 'Bert', 'Louis' and 'Doris' – and made them the stars of our adverts.

Bert, Louis and Doris were all hand-crafted 'service users', each telling a story that people wanted to hear. We created a series of adverts spanning bus stops, bus sides, petrol pumps, and digital screens inside garages and on the forecourts, plus adverts on radio, social media and other promotional material.

The campaign concentrated on what happiness would mean for the service users. The emphasis on visual motivation meant the story needed to be told in an eye-catching way, together with an innovative play on words to provide something different. We needed to stand out.

An integrated plan was developed to make the campaign as visually impactful as possible. Web pages were revamped, social media stories were published as paid advertisements, and we worked with local media to promote real stories, with reablement workers and residents who had benefitted from the service interviewed on TV and radio.

Delivery:

We focussed on creating awareness and noise around the recruitment campaign. Research suggested that the main target audiences were social media users, so a range of Facebook and Twitter ads were commissioned, based on the persona stories.

The bus stop, bus, and petrol pump ads were also chosen to build acceptance of the social media presence to target audiences.

We also needed to make it easy for people to apply for jobs. Channels were selected that reduced barriers – reply by text, apply via Facebook, phone, or visit the revamped recruitment webpages.

All engagements were supported with a conversation, and these were continuously utilised to refine the campaign as it progressed.

Traditional media was also used, but the campaign targeted broadcast channels that could be amplified across networks – linking radio and TV interviews to Twitter and Facebook feeds.

Measurement and evaluation:

The campaign was measured on the number of reablement workers recruited after the launch. The recruitment target set was to employ 40 reablement workers.

In four months, the results were excellent:

- 37 new reablement support workers had been appointed
- 16 employees were waiting to have their start date confirmed
- A number of zero-hour contracts had been signed.

What's more, the campaign resulted in 5.5 full-time employees over the original target.

There has also been an improvement in both job satisfaction and the new employee experience.

Thanks to its success, the campaign is now running in focussed pushes for a 12-month period.

Budget and campaign impact:

Using key research and insight, we created a repeatable series of outstanding messages and images to capture the imagination of the audience.

The budget was £50,000. The campaign had a fantastic impact, exceeding the target of recruiting 40 reablement workers in a four-month period. More people are now being helped to live independently in Cambridgeshire as a result.

The success was built on developing a team of experts, including staff from communications, transformation and adult social care, to design a campaign based on excellent research and aimed at a specific market who were not being reached.

Our client was delighted: "We have really enjoyed working with CPL on both our recent campaigns and have so far seen some great results. The team's ideas and approach to video, digital and content marketing have been really beneficial to this new campaign." - James Gemmell, transformation manager at Cambridgeshire County Council

These results meant that more people are being helped, and lives are already being transformed.