**Recruitment Marketing Specification Document**

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| **Title of Request:** | **Recruitment PR Agency** |
| **Estimated Total Value:** | **£990,000** |
| **Duration of Engagement:** | **36 months (+12 months)** |
| **Required Commencement Date:** | **04/12/2023** |

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| 1. **Introduction** |
| The Ministry of Justice (MoJ) is a major government department, at the heart of the justice system. We work to protect and advance the principles of justice. Our vision is to deliver a world-class justice system that works for everyone in society. MoJ is responsible for parts of the justice system including courts, prisons and probation services.  MoJ’s Communication Directorate supports MoJ in delivering its priorities through impactful communication campaigns such as:   * Supporting victims of sexual abuse and sexual violence * Helping offenders into employment * Recruiting prison and probation officers * Strengthening justice through magistrate recruitment * Legal Services are GREAT   Supporting public protection, maintaining decent, safe prisons and reducing reoffending are major government and Ministry of Justice priorities.  To meet prison and probation regime requirements, including the government’s expansion of prisons, we need to continuously recruit sufficient levels of suitable prison officers and OSGs.  We are currently facing several challenges:   * Retention: Due to a combination of factors, we are seeing high levels of attrition in some of our hardest-to-recruit-to prison sites and probation delivery units * Employment market and cost of living rise: There continues to be high competition for people to consider our roles, people are being affected by the rise in cost of living, and we do not have a competitive starting salary compared to other businesses, especially in sectors from which we usually recruit such as retail and customer facing roles. * Due to a combination of factors, the current courts caseload has tens of thousands of outstanding cases, and poses a significant problem for the justice system. Given that around 95% of cases go through magistrate criminal courts, ensuring there are appropriate numbers of magistrates is essential to a swift and effective legal system. There are currently 13,340 magistrates. In 2022/23 there were 899 new appointments and 743 leavers.   Summary of key roles  **a) Prison Officer**  The role of a prison officer is a complex and demanding one, but one that is also highly rewarding and full of opportunities to make a meaningful difference. The MoJ requires people who are dedicated to making a positive impact in the most challenging of workplace environments. This is not a normal 9-5 job. The situations and people successful candidates are going to encounter will require them to display resilience, empathy, teamwork and self-awareness. A prison officer is much more than just someone who opens and locks cells, to many of society’s most vulnerable they are a carer, teacher, negotiator, keyworker, leader, and above all, a positive role model. These are some of the key attributes we aim to identify in successful candidates for this role, as we look to recruit the future leaders of the prison service.  **b) Operational Support Grades (OSG)**  Operational Support Grade staff support the day-to-day running of prisons, working to keep establishments safe and secure around the clock. Working within a prison, they are often the first point of contact for the public and people working in criminal justice. They are part of an essential team that ensures the prison operates smoothly and safely. The role may require supervising prisoners at times, depending on the prison.  Working in a prison is not a standard 9-5 role and the situations and people successful candidates are going to encounter will require them to display resilience, empathy, teamwork and self-awareness. Resourcing delivery must ensure successful candidates are dedicated to making a positive impact in the most challenging of workplace environments.  **c) Probation Officer and Probation Services Officer**  The Probation Service supports over 30,000 offenders on probation every year. The Probation Service keeps the public safe by managing and meeting offenders' rehabilitative needs. This is a unique profession; candidates must be made aware of the challenges which they will encounter while working with offenders, but also reassured of the importance Probation Officers have in the justice system. Working in probation is highly rewarding, albeit demanding, and is integral to reducing reoffending rates.  The roles that a Probation Services Officer undertake include: managing offenders through their conviction, risk assessing offender’s risk to the public, collaborating with courts and legal teams throughout sentencing, working with housing and employment agencies alongside offenders. Probation Officers operate across numerous working environments, such as: probation office, courts, Approved Premises and Unpaid Work centres.  **d) Community Payback staff**  Community Payback (CP) isn’t just an alternative to custody, it’s a way of helping to create better outcomes for people on probation and better communities. CP roles organise placements and leading small teams to complete their unpaid work hours. People on probation complete a range of manual tasks to pay back for the harm they’ve caused. These tasks could include clearing overgrowth to make public spaces safer, restoring community facilities such as sports halls and playgrounds, planting trees or laying flowerbeds, and litter picking and graffiti removal.  CP staff support and motivate people from different backgrounds to get the most out of their time on CP. Helping them to: make positive changes to local communities, access training and development to learn new skills, improve their chances of employment as they make positive changes in their own lives. To accommodate people on probation who work or have caring responsibilities, CP projects run 7 days a week and some during the evening.  **e) Magistrate**    Virtually all criminal court cases start in a magistrates’ court, and around 95% will be completed there. Magistrates are trained volunteers from their local community. They volunteer for at least 13 days, plus training, a year for a minimum of five years and deal with less serious criminal cases, such as minor theft, criminal damage, public disorder and motoring offences. As the role is unpaid, magistrates tend to do this alongside other work commitments.  There are no specific educational nor work/voluntary experience requirements and full training is provided. Magistrates must be aged between 18 and 74 and pass the required eligibility checks as certain occupations, convictions, and bankruptcy proceedings can mean they are ineligible.  There are five key attributes required to be a good magistrate. These are the ability to:   1. Make fair, impartial and transparent decisions 2. Understand and appreciate different perspectives 3. Communicate with sensitivity and respect 4. Show self-awareness and be open to learning 5. Work and engage with people professionally   Magistrates will need to pass a DBS enhanced check and sign a declaration and undertaking form before they are submitted to the Senior Presiding Judge for recommendation. Additionally, successful magistrates are sworn in by Judicial Oath. |

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| 1. **Background to the Requirement** |
| In the face of a rapidly upturned labour market, staff shortages in many sectors and a private sector that can outmanoeuvre us on pay, prison and probation staffing is approaching critically low levels. This is made more acute by government commitments on prison expansion and high staff attrition levels.  Having enough probation officers and other probation service staff is vital to ensure that the Probation Service is able to fully implement its unified Target Operating Model and to meet its obligations on protection of the public and reducing reoffending.  We now have challenging targets in place, including to support the recruitment of new staff into the probation service in 23/24 through marketing activity. Numbers are expected to be similar or greater in future years.  In addition, having enough magistrates is essential to achieving the government’s commitments on delivering swift access to justice. In January 2022, the MoJ launched a new magistrate recruitment campaign and announced its ambition to recruit 4,000 magistrates over the next few years.  In September 2023 we launched a new One HMPPS brand – bringing together the Prisons and Probation Campaigns under one umbrella. The PR strategy will have to align with the brand messaging and objectives that have been developed for the Prison and Probation service. |

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| 1. **Requirement** |
| **Recruitment marketing**  **The aim of the campaign is to**: Attract the right number of applications in the right locations, and in the most cost-effective way to meet current and future staffing requirements.  **The objective of the campaign is to**: Develop and deliver a recruitment marketing and engagement strategy that utilises a range of media channels to create a broad pipeline of prospective candidates for roles across MoJ, in particular prison and probation services staff, in the most cost-effective way. Also, to provide marketing and data insight and expertise to support the MoJ in the development of a clear evidence-based attraction journey.    Service providers will be able to offer the following services as a minimum:  **Mandatory**  **Service providers will be able to offer the following services as a minimum**   * Research and PR planning based on insight development * PR strategy development and implementation * Market understanding and development * Account management   In-campaign performance review and reporting, with regular updates  Monitoring and evaluation (to GCS evaluation frameworks)  A strong commitment and the capability to build real diversity and inclusion into your strategic approach to all communications and to view all potential communications through this lens  Effective budget planning/use of spend  Media evaluation  **We would expect the successful supplier to incorporate the following, but not be limited to**:   * A proactive PR strategy that aligns with the overarching marketing approach * A strategy that supports throughout our campaign lifecycles * A national programme of PR that uses trusted traditional media channels as well as having a key focus on more innovative PR approaches * A regional/local programme of PR that uses trusted local media channels to tell stories about local employees and how their role links to the MOJ departmental objectives (of protecting the public, reducing reoffending). * A programme that supports, boosts and amplifies wider marketing activity * For magistrates specifically, an employer-facing programme of PR that aims to address barriers, motivate and normalise the role by using influential employer and employee voices from across a range of sectors, sizes and trusted media voices * Considering the interplay between the national, regional/local and employer PR activity and aligning them accordingly.   For all campaigns this includes:   * Using desk research to identify risks and opportunities by looking at previous coverage of our roles and the policy around them * Press/news release writing and distribution; pitching story ideas and treatments to relevant media; and managing the interaction with relevant journalists and interviewees * Identifying, recruiting and pitching to the media a range of strong case studies that showcase inspirational content in action * Developing audience insights and segmenting audiences * Content creation and development: compelling content and collateral for national, regional, specialist and consumer media across print, broadcast and digital channels that meets the needs of both the campaign and the target media (this might include feature material, blogs, forums, video and social media content). The brand creative look and feel that we have developed for the campaign should be used in all content. * Identifying and building partnerships with stakeholder organisations to share and amplify our messages * Identifying any reactive opportunities on the back of interesting, unusual or positive stories about our roles generally and making recommendations on how these could be used or amplified * Cultivating links with online influencers and other well-known people to help reach more of our target audience directly and raise the profile of our roles. This will include working with both paid and no-cost influencers * Finding creative and targeted ways to reach and engage hard-to-reach audiences * Ensure case studies are managed sensitively; ensuring storage and management of their data in line with GDPR best practice * Giving basic media training to those case studies and working with them to identify key messages and media narratives * Coordinating interviews between case study participants and journalists, including setting up times, providing journalists with relevant background on the case study and arranging introductions * Understanding and managing the sensitivities around policy issues and being aware of and responding to reputational risks that may exist for a large government department * Measuring and evaluating PR activity, including identifying its contribution to campaign outcomes, developing a set of KPIs which are monitored against, and building learnings into ongoing PR delivery.   The successful agency will need to coordinate and work effectively with our research agencies, creative agency (House 337), communications planning agency (Manning Gottlieb OMD), Recruitment Marketing agency (PeopleScout TMP) and the government’s appointed media buying agency OmniGOV, as well as other agency partners.  The successful agency’s services and strategies will also need to complement and dovetail with broader communications and marketing activity carried out by the MoJ in-house PR team, which focuses on, regionally targeted, low-cost/no-cost activity on owned and earned media channels supporting the 30 hardest to recruit prisons, though these prisons will be subject to change due to demand/need for support.  We would expect the successful agency to offer regular learning and development opportunities for the wider MoJ team, linking us with industry expertise and leading brainstorming sessions in order to push our strategic planning onwards. |

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| 1. **Aims**   Explain here what you are aiming to achieve by engaging external contractors to undertake the work described in section 3 – this is the “Outcome” you are seeking. |
| Our objective is to attract sufficient levels of suitable applicants to meet prison, probation, magistrate and community payback regime requirements for 2023/24 and deliver against our target of ethnic minority staff representative of local populations. PR has a key role to play in building awareness and knowledge of our roles to help enable this.  Failure to recruit to these roles has significant implications for the safety and security of our prisons and the capacity and ability to rehabilitate offenders.  In addition, having enough magistrates is essential for court recovery and delivering swift access to justice.  We require a PR agency to support MOJ’s recruitment marketing (RM) campaigns including:   * Prisons (complementing the work of our in-house PR team) * Magistrates * Probation * There may also be a need for PR support other priority departmental campaigns as required.   The PR agency will lead on a range of services all of which are crucial to increasing awareness and consideration of roles within the prison and probation services, and for magistrates. These include:   * For all RM strategies we will require the agency to using PR to contribute to: * building informed awareness of the role among our target audience, including breaking down misconceptions of working for both HMCTS and HMPPS, and building relevance * motivating and inspiring our target audience to find out more about the role on our website * using PR to help raise the profile of our roles, especially in areas that have a high need. |

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| 1. **Objectives (Measurable Outputs)**   In this section you will need to describe:   * + the specific outputs that you require the contractor to deliver (this could be a report, an improvement in performance, successful implementation of a process or business change – the key element being that the output can be measured);   + how and when you expect the outputs to be delivered and how these outputs will be measured during the life of the contract? |
| The campaign will support the following policy objectives:  **1. Supporting public protection**  **2. Maintaining decent, safe prisons**  **3. Reducing reoffending**  Recruit new staff into HMPPS in 2023/24, broken down by:   * prison officers * operational support grade (OSG) staff * Community Payback staff * Probation Service staff (including trainee probation officers, qualified probation officers, case administrators and probation services officers) * Magistrates   The communications objectives and KPIs are:  **1. Deliver applications across the above HMPPS roles in the areas of the country most in need**   * Attract applications from ethnic minority candidates in line with national averages (18%) and local population averages. * Deliver the following applications across HMPPS roles in 2023/24: - 147,000 prison officers - 43,000 OSG staff - 3,600 Community Payback staff - 28,907 Probation Service staff (including trainee probation officers, qualified probation officers, case administrators, probation services officers)   **2. Deliver applications for Magistrates roles in the areas of the country most in need:**   * Primary objective: Attract approximately 8,400 applications to deliver 2,100 new magistrates in 2023/24 (at an application to appointment ratio of approximately 4:1) * Secondary objectives: 2. Age: At least 40% of applicants should be aged under 50 (baseline: 39% of new magistrates in 2021/22 - target to be refined based on profile of wave 1 and wave 2 applications) 3. Ethnic background: At least 18% of applicants should be from an ethnic minority background, in line with national census data (baseline:15% of new magistrates in 2021/22) * To note - We will also be aiming to attract people from lower socio-economic backgrounds, these backgrounds are C2DE |

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| 1. **In Scope, Out of Scope** |
| The Agency will be required to:   * Work with MoJ Communications to set clear KPIs for all activity and regularly review progress against these targets. * Ensure recommendations are insight-driven and specific to the requirements of the brief. * Develop and monitor on an ongoing basis target audience(s) and their response to communications and marketing activity. * Make relevant recommendations for reaching target audiences, minority groups, emerging audiences and hard-to-reach audience groups. * Clearly demonstrate the use of data and analytics to justify investment recommendations. * the Agency will be expected to be introducing innovative ideas that meet the Client’s current requirements as well as any future ones the Agency anticipates. * Foster a culture of creativity, creative thinking and creative approaches to solving problems. * Provide a diversity in thought, approach, experience and background to ensure a plethora of ideas are brought to the table. * Document and present ideas and recommendations in the most effective formats and tone, taking into consideration the audience.   The Agency is required at all times to make all deliverables produced and non-confidential data available to Third Party agencies involved in the delivery of the Client’s current or ongoing scope of work. As part of this the Agency should collaborate with and share information and insights, where required, with the Client, creative agency, media strategy, media buying and research agencies.  **Talent and Talent Development**  The Agency is required at all times to provide **access to the suitable talent** that reflects a diversity in thought, approach, experience and background.  This includes but is not limited to:   * Deploying talent to best suit the Client’s requirements * Retaining suitable talent working on the Client’s requirements where possible * Actively developing talent over the duration of the Framework Contract * Maintaining a motivated pool of talent and appropriately managing performance  Key achievement milestones Regular calls will be required between the MoJ project lead and an appropriate senior account director on the agency side to discuss outstanding issues, progress against scope of work timelines and other matters arising.  Quarterly agency performance reviews will also be required, covering all areas of delivery and performance, including social value. |

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| 1. **Location of Assignment**  * Give address where services are to be carried out (Businesses, Suppliers or both) * Can any or all of the requirement be delivered remotely |
| Services are to be carried out at Agency's address. |

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| 1. **Regulatory requirements**   Are there any regulatory requirements that need to be considered? If so please list them here. |
| The MoJ adheres to the Equality Act 2010 and expects the service provider to deliver services in line with the Act. |

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| 1. **Service Levels**  * What levels of service do you require; * How will these be measured over the life of the contract; * In the event of a service issue or concerns with the performance by the contractor, do you have any specific requirements for escalation. |
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| 1. **Security arrangements for** **Consultants**  * Baseline Personnel Security Standards (of which Disclosure Scotland is a part) are a default requirement in any Consultancy contract.   <https://www.gov.uk/government/publications/government-baseline-personnel-security-standard>   * Please indicate here if you require the contractor’s personnel to hold any additional/higher level security clearances |
| N/A |

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| 1. **Timetable**  * Lists key targets and/or milestones expected to be achieved * can act as a performance indicator to enable stage or interim payments to be made against measurable deliverables. * be specific on when you expect the outputs to be delivered * if the completion date is fundamental to the success of the project, then say so |
| Prison Officer and OSG recruitment is a rolling monthly basis, recruitment marketing is always on.  Probation and magistrate recruitment is currently run in waves across the year.  Invoices to be suppiled on a monthly basis, and the MOJ operating model is paid in arrears. Spending beyond agreed budgte/forecast should be not be without prior agreement.  End of month reports will be needed for all activity, with weekly status meetings during (and in the run up to) live campaigning. During live campaigns we require daily updates of coverage.  Both agency and MOJ to contribute to Quarterly Business Reviews. |

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| 1. **Exit Arrangements**  * What is your exit strategy for this contract; * How do you want the contractor to deliver skills & knowledge transfer to your permanent staff throughout and at the end of the contract. |
| Services will be provided by the current supplier until the end of the contract. Once a new agency is appointed, if required, before the end of the contract there will be a 6 week to two month handover of skills knowledge, creatives and all creative assets. |