



Ministry
of Defence

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Dear [REDACTED],

Thank you for your email of 3 August in which you requested the following information:

there is a final recruitment campaign I would like to make a request for. This is the Army's With Heart with Mind officer recruitment campaign which ran between 2015-16. Again, I would like to request the brief provided by Capita to the relevant marketing agencies.

A search for the information has now been completed within the Ministry of Defence, and I can confirm that information in scope of your request is held.

The information you have requested can be found attached. Some of the information falls within the scope of the exemption provided for at Section 43(2) Commercial interests of the FOIA. Section 43(2) is a qualified exemption which is subject to public interest testing which means that the information requested can only be withheld if the public interest in doing so outweighs the public interest in disclosure. A public interest test has been conducted and it has been determined that release of budget information would be likely to adversely affect the commercial interests of both MOD and Capita. Releasing this detail could undermine the tendering of contracts for future recruitment and marketing campaigns. The public interest test has concluded that the information requested should be released, with the budget information redacted. The redacted version of the Brief is attached.

If you have any queries regarding the content of this letter, please contact this office in the first instance.

If you wish to complain about the handling of your request, or the content of this response, you can request an independent internal review by contacting the Information Rights Compliance team, Ground Floor, MOD Main Building, Whitehall, SW1A 2HB (e-mail CIO-FOI-IR@mod.uk). Please note that any request for an internal review should be made within 40 working days of the date of this response.

If you remain dissatisfied following an internal review, you may raise your complaint directly to the Information Commissioner under the provisions of Section 50 of the Freedom of Information Act. Please note that the Information Commissioner will not normally investigate your case until the MOD internal review process has been completed. The Information Commissioner can be contacted at: Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire, SK9 5AF. Further details of the role and powers of the

Information Commissioner can be found on the Commissioner's website at <https://ico.org.uk/>.

Yours sincerely,



Army Secretariat



THE BRIEF



- Develop an overarching recruiting campaign to promote the role of Army Officer to undergraduate job seekers in order to generate **3,876** Army Officer **applications** during 2015-16 recruiting year
- **Main Effort:** Increase high profile campus activity at Tier One universities during the period of October, November and February

National Presentation



- Create a national level presentation that will be appropriate to Tier One and Two universities. This will be delivered by a central team within RG although we will need you to train them on how to present it.
- Training on how to deliver the presentation will be conducted with representatives from each region as well as nominated personnel from Sandhurst Group by 31 August 2015.

Speakers



- A directory of speakers for targeted talks on university campuses will be drawn up by RG Marketing by 31 August 2015.
- The matrix will include information on the speakers' alumni universities, UOTCs, Cadet unit, course information, hobbies/interests, focus of their military role and suggested topics of presentations. Speakers will be able to be booked by SCAs directly.
- We will need you to generate opportunities for on campus presentations to undergraduates for Army careers spokespeople

Recruiting Toolkits



- As with previous years, a recruiting toolkit will be developed and delivered to enable SCAs to recruit with on a local level.
- This will include an updated brochure.
- The toolkit will be delivered by 31 August 2015 ready for training on 1 September at RMAS.
- Can be used at all university regardless of tier.
- Can do 'regional' versions if needed

Graduate Job Sites.



- We would like to continue to utilise national level graduate job websites as well as targeted emails.
- We will need you to plan & book media, create content and devise the customer journey.
 - Company Profile
 - Job descriptions
 - Targeted mailings
 - Added value/partnerships such as HPTOs

National Recruiting Roadshow



- Tier One universities will receive a timed and targeted recruitment roadshow, we will make recommendations on the which universities we would like you to visit.
- You will be supported by our Regional Ops Teams.
- Other media will need to be booked to support these shows such as OOH and digital.
- An example of what the roadshow will look like will need to be presented at RMAS on 1 September.

University Career Websites



- You will need to create content & liaise with all Tier One and Two University careers centres ensuring all University career websites contain information on the Army, Bursary schemes, job roles and how to apply.
- Social media partnerships and targeted mailings/opportunities would be encouraged.
- Some leads for this may come from certain proactive SCAs.



- We would like to explore the opportunity to offer Undergraduate specific Google Hangout/web-ex/Skype sessions for candidates interested in Army Officer career routes.
- Internal careers advisors will then facilitate these following training from your team.



- An integrated PR plan will be activated by our internal PR team concentrating on key recruiting periods such as:
 - A Level results day
 - Key timings for Sandhurst.
- It will utilise national and regional press as well as targeting student based publications.
- Open days for HE focussed journalists as well as national press will be co-ordinated with Sandhurst Group.
- You will need to work closely with our team to integrate our PR plan with the overarching campaign.
- Media may cross over into this area such as parternships.
- NB: The Guardian is the top read publication by our target group



- We will need you to liaise and plan with our internal social media managers as to how we integrate the campaign within our regular communications.
- We will need you to assist in creating social media content and liaise with University careers Centres in ensuring our content is replicated on their comms streams too.
- Our Social Media Manager will lead on this work, ensuring regional streams to support Tier One on campus events.
- We will also need to consider female specific social media comms.
- We will host content across Instagram, Twitter, Facebook & Linked In.



- It is essential we utilise the warm recruiting pools held regionally at UOTCs and see these as a sub-group within each campus.
- We will need to provide assets for regions to deploy at UOTC locations, supported by the national team provided by Sandhurst Group.
- The national level presentations should also be given at key times of the year and recruiting materials left for all members.

Top Ten Feeder Universities



OVERALL TOP FEEDERS

1 Newcastle

- 2 Northumbria
- 3 Birmingham
- 4 Loughborough

- 5 Exeter
- 6 Leeds
- 7 Southampton

- 8 Wales
- 9 Durham
- 10 Aston

JANUARY INTAKE

- 1 Newcastle
- 2 Durham
- 3 Loughborough
- 4 Leeds
- 5 Exeter
- 6 Nottingham
- 7 Birmingham
- 8 Southampton
- 9 Bristol
- 10 Edinburgh

MAY INTAKE

- 1 Leeds
- 2 Loughborough
- 3 Exeter
- 4 Durham
- 5 Newcastle
- 6 Birmingham
- 7 Edinburgh
- 8 Nottingham
- 9 Manchester
- 10 Southampton

SEPTEMBER INTAKE

- 1 Newcastle
- 2 Loughborough
- 3 Southampton
- 4 Durham
- 5 Exeter
- 6 Leeds
- 7 Northumbria
- 8 Birmingham
- 9 Edinburgh
- 10 Bristol

Tier One Universities



1. Newcastle (1st/Penultimate years) (male)
2. Leeds (21st for male students) (1st/penultimate years)
3. Loughborough (females, 1st years)
4. Nottingham
5. Exeter
6. Queen's Belfast
7. Bristol
8. Durham
9. Birmingham
10. Southampton

Tier Two Universities



11. Cardiff (19th for females, 1st & penultimate years)
12. Sheffield
13. University of Manchester
14. Oxford Brookes
15. University of East Anglia
16. Dundee University
17. University of Southampton
18. University of Edinburgh
19. University of Wales, Aberystwyth
20. Nottingham Trent University

Universities targeted by other employers



Table 5.8 Universities Targeted by the Largest Number of Top Employers in 2014-2015

	Ranking in 'Good University Guide'*		Ranking in 'Good University Guide'*
1. Manchester	28	14. Edinburgh	22
2. Nottingham	22	15. Loughborough	13
3. Warwick	8	16. Sheffield	21
4. Cambridge	1	17. Southampton	18
5. Oxford	1	18. Exeter	7
6. Durham	6	19. Newcastle	22
7. Bristol	19	20. London King's College	29
8. London University College	9	21. York	16
9. London Imperial College	4	22. Cardiff	27
10. Leeds	17	23. Strathclyde	39
11. Bath	10	24. Glasgow	26
12. London School of Economics	5	25. Leicester	20
13. Birmingham	15		

Source - The Graduate Market in 2015

* The Times & Sunday Times Good University Guide 2015



- Effectiveness of media to be tracked
- Increase in traffic to officer landing page
- Short form applications
- Monthly review in application figures using IIU and tracking codes
- Eligibility of applications
- AOSB attendance & pass rates
- LTT to RMAS

Timings



w/c 18 June	RG brief to agencies
w/c 8 June	Pitch received from agencies
w/c 22 June	Confirmation of chosen agency, initial planning meeting
July	Planning & creative
August	Sign off & production
1 September	Recruiters launch day at RMAS
1 October	Campaign launches (media & on campus)
31 November	On campus activity concludes
February	On campus activity live to coincide with High Flyers research
31 July	Media concludes

Launch Day – 1st September



A launch day will take place at RMAS on 1st September to inform all regional staff on the following:

- Targets for applications for the academic year including a summary of last year's statistics.
- Elements of the toolkits issued and how to use these effectively.
- National level media plan.
- How to deliver the national level presentation.
- The national social media plan and how this assists with regional targeting.
- How to work effectively with University Careers Centres.

Budget



The total budget for
the project will be

[REDACTED]

Recruiting Group