

Appendix 5

Engagement Plan for Employer of Choice

Departments: Business Improvement Communications	Plan owners: Chris Harvey/Paul Adams – HR Anita Patel/Tony Ecclestone - Comms	Last updated: 05.10.2018	Version: 1.5
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This communication plan will support: **An effective and efficient council as a corporate priority**

What are your business objectives for the communication?

⇒ To help Oxford City Council be seen as an employer of choice by current staff prospective employees and customers

This means we need:

- To be clear about our Employee Value Proposition (EVP) – what are the benefits for potential and current employees – this is not just about material benefits but our values and reasons why employees love working for Oxford. This will be important for new recruits too.
- To let our customers know what a great organisation we are to work for – will also help form their opinion if us in terms of the services we deliver and there could be prospective candidates in that group too.
- To nudge our workforce demographics to be representative of the communities we serve
- To have up to date and accurate data which allows us to deliver accurate reporting
- To increase awareness amongst our colleagues about roles we are recruiting for and encourage them to share these across their personal networks (communities)
- To increase the visibility of the diversity in our current work force to staff, prospective employees and customers
- To educate our work force about diversity and equalities in the work place.

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Audience	Communications objectives?	Key messages	Channel	Commence by	Roles Responsibilities Actions	Measurement
CMT	Heads up about forthcoming communications to their teams.	In my move to be an Employer of Choice, here are the activities we are focusing on and how you as CMT members can help.	CMT	To be agreed October	Helen to ask CMT to verbally cascade to their teams	
All colleagues	<p>Make sure colleagues know that the Council is beginning a campaign to be an Employer of Choice.</p> <p>The Council is committed to equality and diversity and we need accurate data to report on this.</p> <p>Help them to update their iTrent data</p>	<ul style="list-style-type: none"> - The Council is committed to equality and diversity and it's one of our values. - To help the Council focus on the right areas for organisational development and recruitment we need up to date and accurate personal data - We currently report on the diversity of our work force and we don't fully represent the community we work for in terms of diversity and again we need accurate data to establish this - To make sure our data is correct please update your personal data on iTrent - Here's how (a step by step guide on what to do). 	<ul style="list-style-type: none"> - Cascade via CMT - Email - Council Matters - Union channels - Team meetings - Leadership Lunch on 24 Oct 	October 2018	<p>Anita to draft email and story and work with Steve Davis (Unite) & Caroline Glendening (Unison)</p> <p>Chris Harvey to provide iTrent Guide and overall sign off</p>	What number have currently updated their data vs. post the communications

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All colleagues	Be an employer of choice	<ul style="list-style-type: none"> - Create an Employee Value Proposition – what do they get for working here (the great work we do, benefits, opportunities) - Audit all employee touch points and communication, e.g. online, letters, induction etc. and define the employee journey - Get our people to talk about their experience of working here? - Explore what our brand stands for and how it is represented visually and in words 	<ul style="list-style-type: none"> - Information on our website - Intranet Stories - LinkedIn stories 	November 2018	<p>Anita to work with Paul Adams to define our proposition</p> <p>HR to audit all employee touch points</p> <p>HR to define the employee journey</p> <p>Anita to create Intranet stories</p> <p>Chris to create a longer term plan for employer of choice and the work that needs to be done.</p>	
All managers	Reminder to managers whose teams haven't yet completed their iTrent	<ul style="list-style-type: none"> - To make sure our data is correct please update your personal data on iTrent - Here's how (a step by step guide on what to do). 	<ul style="list-style-type: none"> - Email - Leadership Lunch 24 Oct 	October 2018	<p>Paul Adams to provide all managers names</p> <p>Chris to use summary of previous email to all colleagues</p>	Change in update figures
All managers and colleagues	Help us recruit for the future	<ul style="list-style-type: none"> - Ask colleagues who are leaving to complete the online exit feedback - Ask managers to make sure the person leaving in their team does complete the online exit feedback - It's important for us to understand 'why' they are 	<ul style="list-style-type: none"> - Intranet story - Email 	November 2018	<p>Anita to discuss with Paul Adams for story</p> <p>Paul Adams to define current process and how data is used.</p>	What are the current figures and then measure returns over the coming months following this communication

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		leaving so we can make changes in our future recruitment campaigns if we need too.				
All colleagues	'Let's talk...'equalities?	<ul style="list-style-type: none"> - Curious about diversity and equalities? - What would you like to know? - What would you like to share? <p>Recruit diversity reference group, a group were we can run ideas past and get feedback on this and other activity</p>	<ul style="list-style-type: none"> - Use 'Let's talk...' communications channel as a way to answer people's questions 	November 2018	<p>Gather questions in advance to shape content via an Intranet news story - Anita</p> <p>Chris and Anita</p>	Feedback from attendees
All colleagues	We're supporting communities with job applications	<ul style="list-style-type: none"> - Our recruitment process now includes support for those people who need it 	<ul style="list-style-type: none"> - Intranet story 	December 2018	Anita and Paul to create story	
All colleagues	Work experience	<p>How we manage work experience here at the Council</p> <ul style="list-style-type: none"> - Outline of new structure - 1st WE cohort 	<ul style="list-style-type: none"> - Intranet story 	<p>Jan 19</p> <p>March 19</p>	Anita and Chris to create story	
Leadership Group	Discussion about equalities and employer of choice	<ul style="list-style-type: none"> - What could we be doing more actively 	<ul style="list-style-type: none"> - Leadership Conversation - Creative info gathering exercise 	24 October 2018	Anita, Helen, Chris and Gordon to shape the session together	Informal feedback from Leadership Group

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External and Internal	Use Councillors Aziz and Chapman to share their stories.	<ul style="list-style-type: none"> - Their cultural background - why the live in Oxford - why they do what they do 	<ul style="list-style-type: none"> - Media launch - Press release - Short video for use for Intranet stories and Social media campaign 	29 October 2018	<p>Tony to draft external content.</p> <p>Anita create internal stories</p> <p>Sharon to produce internal video</p>	
All colleagues	Show the diversity within the Council	<ul style="list-style-type: none"> - This is who we are - Why we chose to work for the Council - Our background - What it's like to work at Oxford City Council 	<ul style="list-style-type: none"> - Poster campaign under the banner of Team Oxford – including Council and ODS staff - Short video of colleagues incl. apprentices and ODS – to be used internally and via social media 	<p>October 2018</p> <p>November 2018</p>	<p>Ask for volunteers who would like to take part in the campaign – via Council Matters for OCC and Text for ODS colleagues</p> <p>Create a poster campaign – define messages to appear on posters</p> <p>Create a video campaign, draft questions to ask colleagues.</p>	
Oxford residents	Show the diversity within the Council?	<p>Create an infographic/advert:</p> <ul style="list-style-type: none"> - Visual line up – What do these people have in common? - They all work for the Council - An insight into our people and how they work with the Oxford community 	<ul style="list-style-type: none"> - Tenants in Touch - Your Oxford Spring 2019 - Internet - Facebook - Twitter - Instagram - News releases 	<p>November onwards 2018</p> <p>Deadline for winter Tenants in Touch is 16 November (Justine Longford)</p>	<p>Tony to draft story for sign off</p> <p>Tony to talk to Paul Adams about Your Oxford content</p>	

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All colleagues	Equalities week programme	<ul style="list-style-type: none"> - Come along and leave with a deeper understanding of diversity and equalities - Promote training programme and benefits. 	<ul style="list-style-type: none"> - Face to face - Intranet story 	Jan 2019	Anita, Chris, Paul, Helen to develop and implement	
Trade press for Planning	Offer content to the major professional planning and property magazines aimed at enhancing diverse recruitment	<ul style="list-style-type: none"> - That diversity of the population has historically been under represented in the planning profession (including OCC) but that Employer of Choice offers an opportunity for the Council to be more representative - Promote the apprenticeship scheme in planning. - Highlight opportunities to work in the Property team 	<p>The Planner: https://www.theplanner.co.uk/</p> <p>Planning Resource: https://www.planningresource.co.uk/</p> <p>Property titles</p>	November 2018 onwards	<p>Tony to create content</p> <p>There may be some costs associated with paid for coverage – to be met by Planning and Property</p>	
All colleagues	We're investing in specialisms	<ul style="list-style-type: none"> - We're sponsoring professional qualifications - Investing in our future - Brookes development opportunity for BAME candidates 	<ul style="list-style-type: none"> - Intranet story - Use Let's talk... to talk about future proofing session 	April 2019	<p>Internal Communications to manage Let's talk session</p> <p>Chris to share information and intranet story</p>	