



**OXFORDSHIRE  
COUNTY COUNCIL**

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# Oxfordshire County Council

## *Resourcing Strategy - Proposal*

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## OUR MISSION

To recruit, attract, develop, and retain talented individuals whose efforts support and progress the vision, mission, and corporate strategy of Oxfordshire County Council making it a fairer, greener place to live and work.

## OUR COMMITMENT TO THE COUNCIL

To create a high-performance resourcing function delivering outstanding services and activities that support the effective recruitment and retention of our workforce, developing and implementing resourcing practices and solutions which produce positive outcomes for our staff, managers, and community. To contribute to a high-performance culture led by our core values, which is inclusive, diverse, and driven by best practice identifying us an employer of choice.

## OUR APPROACH

Customer focused | Flexible & responsive | Innovative | Striving for continuous improvement | Solution and outcomes based

## OUR STRATEGIC OBJECTIVES

Effectively forward plan with a proactive, solutions-based approach by continuous horizon scanning, identifying internal and external influences which positively affect our approach to resourcing allowing us to stay ahead of our competitors, have sight of potential challenges, be prepared for change and **always learning**.

To effectively recruit and retain the right quantity and quality of people who demonstrate the right values, skills, knowledge, and behaviours required to support the achievement of the organisation's strategic objectives and future proof our resourcing requirement, being accountable and **taking responsibility**.

Our recruitment processes will be among the very best in the sector delivering a positive recruitment experience for candidates, hiring managers and recruiters through a professional digital recruitment strategy, embracing new technology, systems, and innovative ways of working, **daring to do things differently**.

Develop and promote our offering as a market leader and employer of choice, defining our purpose, to ensure that our recruitment and selection processes reflect our culture and brand, embed our values, are inclusive and provide high quality and diverse candidates. **Be kind and care**

To create and implement policies that truly identify and support our processes and our commitment to best practice, inclusion, and diversity, whilst adhering to legislative requirement, ensuring **equality and integrity in all we do**.

**OUR CORE PILLARS** - Our strategy will incorporate three core pillars



**Plan** – Implement workforce planning interventions to understand and identify the requirement, aligning the strategy to the corporate growth strategy assessing future business needs and determining the numbers and types of people required.

**Attract** - Developing our Employee Value Proposition and Employer Brand based on the values, culture, and mission of the organisation. Develop a digital recruitment strategy ensuring the recruitment and selection processes reflect the brand and our Recruitment Marketing is targeted and relevant.

**Retain** -Develop reward and recognition initiatives to celebrate our workforce. Define career pathways, talent management and development programmes to engage and retain our talent to meet our present and future business requirements.

## OUR KEY DRIVERS

- **Our Managers** will be supported through the resourcing process by subject matter experts. We will provide them with the training, expertise, and tools to successfully manage processes in a streamlined consistent, best practice approach to effectively plan, recruit, and retain.
- **Our Resourcing Team** will provide a proactive, solutions-based service with the tools, knowledge, and experience required to support and advise the organisation, focused on outputs and deliverables, providing evidenced outcomes to measure their success whilst always striving for continuous improvement.
- **Our Candidates** will experience a seamless process from awareness to onboarding, without barriers, that presents an attractive offering through our inclusive culture and identifies a real purpose for joining Oxfordshire County Council leaving them with the realisation that it is a great place to work and an employer of choice.

- **Our Employees** will feel appreciated, valued, and listened to. They will work in a culture with flexible working patterns, opportunities to develop and progress to reach their potential, knowing their individual contribution is valued and they are our greatest asset, becoming advocates for the organisation.
- **Our Community** will be assured we have the right people to fulfil our service delivery promise and are dedicated to providing our strategic objectives delivering progressive outcomes on our nine priorities laid out in our strategic plan, delivering the agenda to make their community a greener, fairer, and healthier place to live.

## OUR PRIORITIES

### Priority 1. Plan and identify the requirement

Support directorates to **develop workforce plans** clearly identifying gaps, challenges, and improvement priorities, informed by high quality workforce information to ensure the right mix of skills are deployed to deliver an effective service.

Engage and empower leaders to clearly define and forward plan the **recruitment requirement**, ensuring all avenues are considered and discussed for alternative solutions to open a vacancy decision addressing the impulse to engage agency, driving cost efficiencies.

Understand business **requirement and growth plans** to identify the resourcing models required, what can be outsourced and what should be delivered in house clearly defining routes to market and reducing cost per hire.

Through effective workforce planning **identify skills gaps** to establish development and training programmes to upskill our current workforce and think innovatively about our job design.

Identify and establish new ways and initiatives to bring talent to the organisation such as returner programmes, career change pathways and develop strategies for international recruitment to broaden our talent pool and diversify people's skills and experiences.

## Priority 2. Attraction

Develop our **Employee Value Proposition (EVP)** stressing the key benefits of working at the Council and taking into consideration the key drivers for our diverse and multi-disciplinary workforce establishing a balance to suit all demographics.

Create an **Employer Brand** to promote our EVP ensuring that the full Employee life cycle is taken into consideration influencing all touch points focusing on the candidate journey, showcasing the Councils' profile as a leading employer, locally, nationally, and internationally.

Define our **Recruitment Marketing Strategy** working with stakeholders to ensure that recruitment advertising is effective, targeted, uses language and imagery that maximises potential interest from a diverse range of candidates, and is legally compliant and cost efficient.

Create and implement a **Social Media Strategy** that targets the demographic required through vacancies, understanding how we can target, influence, and attract and the link between social media platforms, review sites and our brand.

Create a new **careers website** to truly reflect our brand. Develop a "one council" "one offering" approach of Oxfordshire County Council as our employer brand whilst taking into consideration and developing localised directorate brands.

## Priority 3. Recruitment process, policy, and design

Deliver a positive recruitment experience for candidates, hiring managers and recruiters through professional **digital recruitment** processes. Implementing new technology and innovative ways of working. Understand what can and cannot be automated and put into practice what is achievable.

Streamline our processes to impact and influence our **candidate journey** both internal and external, influencing every touchpoint through the employee lifecycle to truly provide an automated digital approach, delivering a seamless 360 recruitment process.

Develop meaningful resourcing metrics and recruitment KPIS to understand, measure and report on our activity, through a digital dashboard, that will determine and drive improvement, efficiencies, and ROI to deliver our objectives and outcomes through **data driven recruitment**.

Create **policies** that truly represent our brand and support our processes considering current market trends, changes in environmental, political, and external influences, such as referrals, relocation, remote and flexible working.

#### Priority 4. Commitment to Diversity and Inclusion

Evaluate our recruitment activities to assess which are most effective in diversifying our talent pools, taking positive action through our activity to ensure we are unbiased and inclusive, and our job profiles reflect diversity, introducing initiatives to ensure unbiased decision making.

Identify our **positive action initiatives** ensuring they have the impact and the outcomes we desire, not focused solely on national programmes but engage with local initiatives to relay to our commitment to our Oxfordshire community and in line with our Corporate Social Responsibility Strategy.

Through meaningful data analysis measure and monitor our EDI success constantly evolving and incorporating new measures to create an equal and balanced workforce.

Critically evaluate our organisation brand, including a review of our social media presence to evaluate how attractive it is to diverse candidates helping us shape our brand to attract, develop, and retain diverse employees.

Critically review our end-to-end candidate experience with a diversity lens, ensuring that the entire process is accessible to all and represents our diversity objectives.

Ensure anyone involved in the hiring process has received the appropriate training and follow objective, structured assessment and selection processes that have been designed to maximise fairness and minimise adverse impact on different candidate groups.

#### Priority 5. Work in Collaboration

Work collaboratively, across all directorates, to promote Oxfordshire County Council as one offering incorporating our new values and behaviours realising our vision and elevating our corporate culture.

Create synergies and new ways of working with our internal colleagues in HR, Marketing and Communications, IT, Procurement, and the wider corporate support services offering understanding value added design.

Clearly identify, outline, and communicate roles and responsibilities through the resourcing process and be held accountable through meaningful, quality-based SLAs.

Identify build and maintain meaningful beneficial working relationships with external stakeholders, driving responsibilities by including stakeholders in the right conversations, ensuring they understand expectation and providing the tools for them to meet that expectation.

Re-educate and train our hiring managers by improving and creating new training programmes, workshops, and communication channels and fully support them through change initiatives.

### Priority 6. Retain, develop, and engage our talent.

Identify and implement learning and development opportunities for employees wishing to further their careers or enhance their skills, matching individual's aspirations to workforce requirement and investing in internal skill development wherever possible to support retention.

Create career pathways to clearly identify succession planning pathways and ensure internal promotion opportunities become a realisation.

Grow our own talent through our apprenticeship offering and training and development plans.

Enable managers to provide a responsive local induction to ensure new starter needs are met as part of their on-boarding experience and that they feel valued and have the tools to do their job.

Redefine our current L&D offering and development opportunities to upskill our **current talent** through our internal L&D offering introducing Talent management programmes, leadership programs and apprenticeship offering.

Invest in ways for **young people** to access opportunities into the organisation, such as through apprenticeships, traineeships, industry placements, internships, and graduate programmes

***This strategy will be a live document and will naturally be subject to amends in order to accommodate change and will be reviewed on a quarterly basis. We will measure and evaluate our status and where we need, redefine, and develop our resourcing strategy to drive what we can achieve successfully to impact attracting, developing, and retaining talent to the organisation.***

Each priority will include a series of projects with their own link to further information and milestones. A detailed implementation plan will be developed to accompany the strategy which will be the “wiring” behind the strategy on approval of the programme of change.