

Directorate Level Planning 2011-12

Directorate: HR & Organisational Development (DHRO)

1.1 Director's Overview

The Human Resources (HR) and Organisational Development (OD) Service continues to play a key role in helping to shape, develop and motivate the organisation and its workforce. HR & OD will continue to support managers in aggregating their services and putting their structures in place, workforce planning, development and complex case work. A significant project in 2011/12 will be the continuation and completion of Single Status and equal pay and the creation of a single set of terms and conditions of employment for Cheshire East staff. The department is responsible for the interpretation and consistency of application of many complex employment statutes, regulations, codes of practices, national and local conditions of service, and HR policies and procedures.

The HR and OD service will facilitate, promote and support the business and the achievement of the corporate objectives of the Council by maximising the commitment and engagement, skills, capabilities and morale of the staff of Cheshire East, through the delivery of an effective People strategy. The department is part of the Policy and Performance Directorate and is managed by the Head of HR and OD. The service supports Corporate Management Team and all other service areas in achieving corporate priorities. Additionally, we advise on compliance with Health and Safety legis

1.2 Directorate Objectives (NB: Maximum of six)

Directorate Objective Reference	Directorate Objective Description	Link to Corporate Objective
DHRO001	Focussing on our 'People' through developing, improving, learning from and engaging with our workforce.	CP-05 Being an excellent Council and working with others - to deliver for Cheshire East
DHRO002	Developing leadership at all levels and building high performance teams and culture.	CP-05 Being an excellent Council and working with others - to deliver for Cheshire East
DHRO003	Developing our strategic effectiveness in 'growing' future capacity and developing our workforce for change and improvement.	CP-05 Being an excellent Council and working with others - to deliver for Cheshire East
DHRO004	Focusing on our systems and structures to support organisational development, growth and improvement.	CP-05 Being an excellent Council and working with others - to deliver for Cheshire East

Service Planning 2011-12

Service: HR & Organisational Development (SHRO)

2.1 Service Overview

HR and OD is a centralised function, which delivers the entire range of HR and OD services to all departments of the authority.

The HR service is structured as follows:

- HR Strategy and Policy which is responsible for developing HR and pay and reward strategy; policies, procedures and managers toolkits; managing corporate employee relations and managing and advising on all pay and grading matters for the authority, including Job Evaluation and Equal Pay
- The Corporate Health and Safety team are also part of HR Strategy and Policy and provide an effective, professional and integrated Health & Safety Service for all departments and to schools (through the SBSA agreement).
- HR Delivery team provide tailored advice, guidance and support to individuals, departments, and services on the full range of HR issues affecting their services, particularly change management, restructuring, and implementing new policies and procedures. The team interpret and advise on all HR policies and procedures and provide training where necessary. The HR Delivery Schools team provide this range of services and HR Consultancy to schools through the SBSA agreement.
- The OD team develop strategies, frameworks and programmes which support the development of a high performance culture. They develop and coordinate the Corporate Training and Development
- The HR and OD service is also the client manager for both the Employee Service Centre (HR back office) and Occupational Health Shared Services, both are hosted by Cheshire West and Chester Council

2.2 Service Objectives (NB: Maximum of 10)

Service Objective Reference	Service Objective Description	Link to Directorate Objective
SHRO001	Modernising and harmonising our pay and terms and conditions of employment to ensure that they provide equal pay for all, are equitable and fair, flexible and fit for purpose whilst helping the Council achieve vital savings.	DHRO001
SHRO002	To further develop our Health and Safety management and practice across all services to both improve employee wellbeing and providing a safe and supportive working environment which enables our employees to contribute effectively, reach their full potential and maximise attendance.	DHRO001
SHRO003	Develop a comprehensive leadership and management development strategy and programme and succession planning framework to enable the Council to grow our own leadership talent – at all levels.	DHRO002

SHRO004	Develop and harness the opportunities offered through apprenticeship and graduate recruitment and development.	DHRO003
SHRO005	Improving our HR systems such as Oracle R12, Oracle Learning Management, Oracle Performance Management and HR self-serve systems to improve accuracy, accessibility, and quality of information and data but also performance, organisational growth and decision making.	DHRO004
SHRO006	Supporting managers on large-scale reorganisations to enable the Council to achieve workforce efficiency changes whilst achieving a workforce that is fit for purpose encompassing redeployment, redundancy & TUPE exercises.	DHRO004