22. Organisational Development and Human Resources

Service Profile

(2026/27)

Director:	David Bell
Assistant Director / Head of Service	Kate Harley
Portfolio Holder(s):	Cllr Drake-Davis Cllr Dolman
Version control:	V1.1
Date Updated:	15.01.2026

Purpose of Plan

This Business Plan provides an overview of the service, and sets out its key priorities, high level objectives, key deliverables, and key performance measures. It will be supported by individual team plans which contain more detail about how teams work towards meeting priorities and measuring success.

The priorities and actions set out in the Business Plan focus only on key areas of development, improvement, and transformation, and does not cover all detailed aspects of service delivery. The identified priorities will link directly into the Council's contribution towards the Community Plan and Council Plan and achievement of productivity and savings targets.

Progress against the service plan will be reviewed on a regular basis within directorate teams, by the Corporate Strategy Team, and in consultation with Cabinet Portfolio Holders.

Table of Contents

Purpose of Plan 1
1. Service Overview 3
Service Description 3
Strategic Direction / Future Plans 3
Overall Service Priorities 4
2. Service Resources and Assets 5
Staffing and Financial Resources (including grants) 5

1. Service Overview

Service Description

The OD & HR service is managed by the Assistant Director of OD & HR and is structured into five teams. Organisation Development and Human Resources comprises the HR Advisory and Recruitment team (including DBS), Policy, Projects and Industrial Relations team, Health, Safety and Wellbeing team, Learning and Development and Equalities Team. The team underwent a restructure previously to provide more focus on Organisational Development and Design and the focus of the OD & HR service is on supporting the organisation to deliver the objectives in the Community and Council plan, using the People Plan (based on the Investor in People Standard) as the enabling strategy.

Strategic Direction / Future Plans

Key Strategic Priorities for 2026- 2027

The organisation faces significant challenges over the next few years to deliver more with reduced finances which means a continuance of restructuring and re-organisations. To ensure this is done in a structured way the council is adopting organisational design principles to support services to maximise accountability and create a healthy workplace. The council faces significant challenges relating to recruitment and retention, an aging workforce, skills and capacity and talent management and managing the health and wellbeing of the workforce, and therefore the People Plan is based around what we will need to build the organisation for the future.

To support the organisation with these challenges requires a renewed focus from the OD/HR service and a re-organisation of the way the function is delivered. Taking an approach that focusses on improving the capacity and capability of the organisation and driving forward a proactive approach to addressing the people challenges the council faces.
The Council continues to commit to the process of Investor in People Accreditation and will be reaccredited in January 2026.

Our key role is in supporting services to deliver their priorities and the OD/HR annual plans will detail the specific support to services e.g., TUPE transfers, changes to structures etc., implementation of systems etc., however the service plan here outlines the key organisational overarching priorities which are subject to consultation however they are likely to be around:

- Embedding Organisational Design Principles
- Addressing the aging workforce by improved workforce and succession planning
- Maximising health and wellbeing of our staff and improving attendance at work
- Making Hull City Council an employer of choice to improve recruitment and retention
- Achieving higher levels of Investor in People accreditation in future years
- Talent Management, Capability and Leadership development
- Implementation of Workday

Overall Service Priorities

Service Priority	**Strategic Driver (Community Plan Ambition, Government, Organisational, etc)**
Support services to deliver the People Plan (and associated delivery plan) which include the following four high priority areas:	People Plan outlines how the council attracts, develops and retains the workforce it needs to deliver the Community Plan ambitions
1 - Equal Pay (review of role profiles)	Organisational/Financial and risk
2 – Talent management and succession planning – developing the capacity and capability of the workforce	Organisational
3 – Recruitment and retention	Organisational
4 – equality, diversity and inclusion	Organisational/reputational

2. Service Resources and Assets

Staffing and Financial Resources (including grants)

Budget 2026/27	**£000'**		
Staff Costs	4,173	**Budget Changes**	**£000's**
Other Expenditure	127	26/27 Efficiency Savings	
Gross Expenditure	**4,300**		
Fees & Charges	-250	25/26 Savings undelivered	
Grant Income	0		
Other Income	-398		
Gross Income	**-648**		
		Investments	184
Net Expenditure	**3,652**	Funding of Base Pressures	