



Human Resources (HR) Service Delivery Plan 2025 to 2026

Overview of the service

The role of the HR service is to support the Council in achieving its corporate priorities and service priorities by effectively recruiting and developing people and managing their performance.

The HR team provides advice, guidance and support to the Corporate Management Team, elected members, staff and Trade Union representatives on a wide range of HR subjects, including:

- strategic HR planning
- recruitment, selection and induction
- staff performance management, training and development
- employee relations and communications
- policy development
- provision of management information and advice on legislation and best practice
- terms and conditions
- pay, reward and retention
- equality, diversity and inclusion
- employee welfare and wellbeing

Cost of service

The cost to run the service totals £261,695 per annum; this includes salary costs (£175,177) and the corporate budgets for training and development (£66,318), childcare scheme (£10,000) and occupational health (£10,200).

Staffing Information

The HR team comprises 1 HR Manager, 1 HR Officer and 1 HR Assistant.

Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Gender Pay Reporting 2024/25	September 2025	Finance and Assets
Half year report 2025 to 2026	November 2025	Finance and Assets
End of year report 2025 to 2026	March 2026	Finance and Assets
Service Delivery Plan 2026 to 2027	March 2026	Finance and Assets

HR Service Delivery Plan 2025 to 2026

This Service Delivery Plan describes what the Human Resources service will be doing to deliver continuous improvement (service objective). Each performance measure relates to the Council’s strategic outcomes and Corporate Plan 2023 to 2027.

Council’s Strategic Outcome: Safe, vibrant and inclusive communities. Community sustainability.

HR Service’s Strategic Objective: Promote equal opportunities and manage diversity and inclusion in the workplace.

Link to Corporate Plan: Sustainable communities.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Provide support to managers and staff to deliver the actions set out in the Council’s Equality, Diversity and Inclusion Policy	Ongoing, annually	Progress against the Equality, Diversity and Inclusion Action Plan 2021-2024 can be viewed in the Annual Equality Monitoring Report .	Corporate Management Team (CMT) Council members Service leads HR team
Publish the annual equality monitoring report for the period 1 April to 31 March each year	As required, annually	Annual Equality Monitoring Report published annually.	HR Manager
Calculate the Council’s gender pay gap for the period 1 April to 31 March each year and report to committee	As required, annually	Gender pay gap can be viewed in the Annual Equality Monitoring Report .	HR Manager

Council’s Strategic Outcome: Be an excellent employer.

HR Service’s Strategic Objective: Raise awareness of health and wellbeing and provide effective procedures for managing attendance and stress in the workplace.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2024 – 2025	Owner and co-owners
Promote initiatives to raise awareness of health and wellbeing, and support employees who are experiencing mental ill health to access sources of support	As identified, annually	Ongoing	HR team Service leads

Performance measure	Target and reporting timescale	Baseline/output from 2024 – 2025	Owner and co-owners
Maintain the low level of short-term sickness absence, that is, number of days lost per full-time equivalent employee (FTE)	3.4 days per FTE recurring target, annually	Actual short-term sickness absence for April 2024 to February 2025 is at 4.57 days lost per FTE.	HR team Service leads Line managers

Council’s Strategic Outcome: Maintain sound finances. Improve systems and practices.

HR Service’s Strategic Objective: Ensure that reward systems are fair and cost effective.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Once the negotiations with the trade unions have ended, make the necessary changes to the Council’s pay scale to meet the requirements of the National Joint Council (NJC) pay award from 1 April 2025, re-modelling the pay spine if required	As required, annually	The pay award was agreed and implemented in November 2024.	HR Team Payroll Officer
Following the appraisal deadline, establish the Performance Related Increment Panel to consider the ratings of ‘outstanding’ and determine final ratings	As required, annually	PRI Moderation Panel held in May 2024. 15 people were awarded ‘outstanding’. May 2024.	HR Manager PRI Panel
Coordinate Job Evaluation Panels to ensure that all new and significantly changed jobs have been evaluated fairly and systematically	As required, annually	28 jobs evaluated (April 2024 to February 2025).	HR Manager 14 trained job evaluators

Council’s Strategic Outcome: Be an excellent employer.

HR Service’s Strategic Objective: Ensure that HR policies and procedures are legally compliant and support the Council to deliver its corporate priorities.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2024 – 2025	Owner and co-owners
Continue to create new, and update existing, HR policies and procedures following changes in legislation or best practice	As required, annually	As required.	HR Manager

Performance measure	Target and reporting timescale	Baseline/output from 2024 – 2025	Owner and co-owners
By 31 March 2026, update the Performance management scheme and consider alternative options than the current 1% payments for achieving ‘outstanding’ in appraisals.	By 31 March 2024	New target	HR Manager Corporate Management Team (CMT) Service leads HR team

Council’s Strategic Outcome: Be an excellent employer.

HR Service’s Strategic Objective: Be an excellent employer.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2024 – 2025	Owner and co-owners
Appraisals undertaken by 31 March 2025	100%, annually	100% achieved.	HR Manager
Regularly review risks associated with Human Resources as detailed within the Corporate Risk Register: <ul style="list-style-type: none"> • non-compliance with employment legislation, resulting in costly litigation and/or employment tribunal claims and reputational damage • Local Government Reorganisation may create uncertainty for staff because of risks to job security impacting on morale • increased sickness levels impacting on team capacity and morale 	As required, annually	Ongoing.	HR team

Council’s Strategic Outcome: A clean, green and attractive place.

HR Service’s Strategic Objective: Undertake activities which help to mitigate/adapt to climate change.

Link to Corporate Plan: Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2024 – 2025	Owner and co-owners
By 31 May 2025, create a new intranet page to promote the new Employee Volunteering Policy and provide examples of volunteering opportunities to encourage staff to take part. Activities must positively impact the community, help vulnerable people, or help to improve the environment in East Cambridgeshire. By the 31 March 2026, monitor the number and type of volunteering requests received.	New intranet pages by 31 May 2025 and monitoring of requests by 31 March 2026	New performance measure.	HR Manager HR team Climate Change team Health and Wellbeing Team Corporate Management Team (CMT) Service leads