



East Cambridgeshire
District Council

Human Resources (HR)

Service Delivery Plan 2026 to 2027

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 £300,371 per annum; this includes salary costs (£178,377) and the corporate budgets for training and development (£67,320), childcare scheme (£10,000) and occupational health (£10,404).

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 2025-26	September 2026	Finance and Assets
Half year report 2026 to 2027	November 2026	Finance and Assets
End of year report 2026 to 2027	March 2027	Finance and Assets
Service Delivery Plan 2027 to 2028	March 2027	Finance and Assets

HR Service Delivery Plan 2026 to 2027

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 2025 to 2026	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 2025-2028	Ongoing, annually	Progress against the Equality, Diversity and Inclusion Action Plan 2025-2028 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 2025 to 2026	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 2025 to 2026	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 2025 to January 2026 is at 3.59 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 2025 to 2026	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 2026, re-modelling the pay spine if required	As required, annually	The pay award was agreed and implemented in August 2025.	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 2025. 26 people were awarded 'outstanding'.	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	13 jobs evaluated (April 2025 to February 2026).	HR Manager 11 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 2025 to 2026	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 2025 to 2026	Owner and co-owners
Implement changes to policies and practices in a phased approach between 2026 and 2027 as a result of the Employment Rights Act 2025 which received royal assent on 18 December 2025.	Changes being phased in between 2026 and 2027	New target	HR Manager Corporate Management Team (CMT) Service leads HR team
By 30 September 2026, update the Performance management scheme and consider alternative options than the current 1% payments for achieving ‘outstanding’ in appraisals.	By 30 September 2026	No progress on this performance measure last year	HR Manager Corporate Management Team (CMT) Service leads HR team

Council’s Strategic Outcome: Customers at the heart of everything we do, maintain sound finances, improve systems and practices, be an excellent employer

HR Service Strategic Objective: Support the LGR workstream for People and Workforce to prepare and approve robust and sustainable people and workforce plans, strategies, policies and arrangements for the safe and effective transition of the collective workforce of the seven current authorities into the successor councils.

Link to Corporate Plan: Sound Financial Management

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
To actively facilitate and engage with the Local Government Reorganisation (LGR) programme and be operationally ready to transition into the new authority model without service disruption.	Between May and June, provide training on managing change and building resilience to help staff navigate and cope with the uncertainty of a changing environment.	New target	HR team Corporate Management Team (CMT) All ECDC staff
	Review HR data to capture current employees and ensure every member of staff has an up-to-date job description and contract of employment by 31 March 2027.	New target	HR Manager HR team Corporate Management Team (CMT)

	Identify business critical roles to prioritise retention strategies and transition plans and manage any recruitment risks by 31 March 2027.	New target	HR Manager HR team Corporate Management Team (CMT)
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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 2025 to 2026	Owner and co-owners
Regularly review risks associated with Human Resources as detailed within the Corporate Risk Register: - 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 2025 to 2026	Owner and co-owners
Continue to find opportunities for HR service redesign and digitalisation initiatives, to reduce paper usage and improve service efficiency	By 31 March 2027	New performance measure.	HR Manager HR team

