

## Scrutiny Proposal Form: Key People Activity Across the Council

<b>Issue to be Considered</b>	<p><i>Scrutiny discussion around key people activity across the council with following aims</i></p> <ul style="list-style-type: none"><li>• <i>to widen general knowledge of elected members in this area</i></li><li>• <i>To have a focussed look at opportunities and challenges around People</i></li><li>• <i>Ensure we are able to offer support to the portfolio holder for this area and officers working within HR with their review and strategy moving forward</i></li><li>• <i>To determine key people data that we would like to see presented as part of budget scrutiny moving forward</i></li></ul> <p><i>Rationale:</i></p> <p><i>Timely given the new governments new proposed bills on</i></p> <ul style="list-style-type: none"><li>• <i>Employment rights</i></li><li>• <i>Draft Equality (race and disability)</i></li><li>• <i>Skills England and apprenticeships</i></li></ul> <p><i>How are we preparing for these changes?</i></p> <p><i>Good opportunity to review current practice and what's working well and where we face challenges – either sector wide or specifically to ECC or Devon.</i></p> <p><i>Opportunity to look at current costs and ensuring that we get best value without comprising on quality – for example insourcing/outsourcing and systems</i></p> <p><i>Suggest we could include data on the following</i></p> <ul style="list-style-type: none"><li>• <i>How many roles have been recruited each quarter – are there any unexpected high turnover areas</i></li><li>• <i>Were external agencies used – what was the cost of using agencies</i></li><li>• <i>Where do applicants find out about roles – important from the perspective of ROI on advertising costs and diversity of candidates and potential reason for lack of candidates</i></li><li>• <i>Which roles/specialisms are we struggling to fill - is this a local issue or following national trends around skills shortages – how are we looking to address those gaps – use of agency/contractors/ market supplements</i></li></ul>
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	<ul style="list-style-type: none"> <li>• What are current temp/contractor/consultant costs – including any transfer fees for temp to perm – what strategies do we have in place to minimise those costs</li> <li>• How are we benchmarking salaries – are we in line with national/local salary data, what is our gender pay gap data telling us, who are our competitors and how do we compare – what strategies do we have in place to attract and retain staff if we are unable to offer higher salaries</li> <li>• What is our talent strategy – where is our pipeline, how do we grow our own people, how are we succession planning for key roles</li> <li>• How are we supporting the above with training opportunities – leadership training, management training, coaching and mentoring, skills-based training</li> <li>• How are we utilising our apprenticeship levy with existing staff In terms of upskilling or providing professional qualifications, how are we using the levy as part of our recruitment pipeline to support people into the workplace in entry level roles or individuals who are career changing and may require specific qualifications or skills in their new role – do we have any figures on retention for those staff who came in as apprentices</li> </ul>
<b>Proposer (s)</b>	<i>Cllr Tammy Palmer</i>
<b>Scrutiny Committee (to be determined by the SPB)</b>	<i>Customer Focus</i>
<b>Lead Portfolio Holder</b>	
<b>Identification of Lead Officer</b>	<i>To be completed by SMB</i>

<b>Comments from SMB</b>	To be tabled at the 3 October Customer Focus Scrutiny Committee meeting
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