



**REPORT TO:** Resources Overview & Scrutiny Commission  
**DATE:** 9 February 2006  
**REPORTING OFFICER:** Director of Community Services  
*(Mr L Williamson)*  
**DEPARTMENT:** Community Services  
**SUBJECT:** **RECRUITMENT & RETENTION, DEPARTMENT  
 OF COMMUNITY SERVICES**  
**WARDS AFFECTED:** All  
**FORWARD PLAN REF:** N/A

## 1.0 INTRODUCTION

- 1.1 This report submits information, in respect of the Department of Community Services, in response to the Resources Overview & Scrutiny Commission's consideration of Recruitment & Retention issues.

## 2.0 RECOMMENDATIONS

- 2.1 That the report be noted.

## 3.0 THE REPORT

- 3.1 Attached to this report are the following appendices:

**Appendix 1:**

Staff turnover, by Division, within the Department of Community Services 2003 – 2006

**Appendix 2:**

Information relating to vacancies advertised within the Department of Community Services 2005/06.

- 3.2 In addition to the information submitted in the appendices the Commission may wish to make note of the following points:
- Difficulties in recruitment may relate to the specialist nature of jobs (CCTV/Community Safety), private sector competition (sports & leisure facilities, the construction industry and cleaners).
  - There are some areas where it is particularly difficult to recruit and retain staff due to the unpopular nature of the work (grave diggers) the short-term nature of employees' commitments (e.g. young staff acting as life guards prior to going to university) and shift systems providing 24 hour service (e.g. CCTV)

- The Department is prepared, within corporate recruitment & retention policies, to try new recruitment methods. For example we have used radio to raise awareness regarding job vacancies and are due to participate in a recruitment 'road show' at the Cedar Court Hotel, Harrogate.

#### 4.0 CONCLUSIONS

- 4.1 Like all other employers, the Council and the Department of Community Services is competing for good quality staff within a pressurised market. The District's proximity to Leeds and West Yorkshire is both an advantage and a disadvantage - an advantage in the sense that it offers a wider workforce supply; a disadvantage in that it induces demand into the Harrogate District Housing market, serving to inflate house prices and exclude some of those who may work in the lower-paid jobs.

**OFFICER CONTACT:** Please contact Mr Les Williamson, Director of Community Services, if you require any further information on the contents of this report. The officer can be contacted at: Springfield House, Kings Road, HARROGATE, HG1 5NX, by phone on 01423 556885 or by e-mail – [les.Williamson@harrogate.gov.uk](mailto:les.Williamson@harrogate.gov.uk)

#### SUSTAINABILITY ASSESSMENT/CRIME AND DISORDER

		Implications are		
		Positive	Neutral	Negative
A	Economy			
B	Environment			
C	Social Equity			
i)	General			
ii)	Customer Care/People with Disabilities			
iii)	Health Implications			
D	Crime and Disorder			

If all comments lie within the shaded areas, the proposal is sustainable

## DEPARTMENT OF COMMUNITY SERVICES

## STAFF TURNOVER BY DIVISION

Unit	Establishment	2003-2004		2004-2005		2005-2006		Average	
		Headcount	%age	Headcount	%age	Headcount	%age	Headcount	%age
Management	7	1	14.29%	0	0.00%	1	14.29%	1	9.52%
Business Support	39	3	7.69%	5	12.82%	3	7.69%	4	9.40%
Leisure, Museums & Arts	245	58	23.67%	65	26.53%	46	18.78%	56	22.99%
Parks & Bereavement	83	14	16.87%	11	13.25%	5	6.02%	10	12.05%
Housing	126	16	12.70%	7	5.56%	18	14.29%	14	10.85%
Public Protection	52	5	9.62%	9	17.31%	8	15.38%	7	14.10%
Environment	163	23	14.11%	18	11.04%	20	12.27%	20	12.47%
<b>TOTAL</b>	<b>715</b>	<b>120</b>	<b>16.78%</b>	<b>115</b>	<b>16.08%</b>	<b>101</b>	<b>14.13%</b>	<b>112</b>	<b>15.66%</b>

- Notes
- 1 Headcount for establishment based on current staff numbers, includes vacant posts but needs double checking for accuracy
  - 2 Headcount for current year leavers based on three months only
  - 3 some very small sections with only one or two leavers will produce very high percentages
  - 4 This is only a very basic analysis, but no analysis will ever be strictly accurate as the staff establishment varies from year to year, it is not possible to produce anything that is completely accurate

26/10/06  
notes

DEPARTMENT OF COMMUNITY SERVICES

STAFF TURNOVER - SUMMARY BY TEAM

	Team	Staff Establishment (Headcount)	Leavers 2003-2004		Leavers 2004-2005		Leavers 2005-2006		AVERAGE				
			Headcount	%age	Headcount	%age	Headcount to date	%age	Headcount	%age			
Management & Business Support	Business Support	Management	7	1	14.29%	0	0.00%	1	14.29%	1	9.52%		
		Support Services	26	3	11.54%	1	3.85%	2	7.69%	2	7.69%		
		Finance	13	0	0.00%	4	30.77%	1	7.69%	2	12.82%		
Leisure, Museums & Arts	Central S&L	9	0	0.00%	0	0.00%	0	0.00%	0	0.00%			
	Community & Development	Disability Project	3	0	0.00%	0	0.00%	0	0.00%	0	0.00%		
		Fairfax CC	4	1	25.00%	1	25.00%	0	0.00%	1	16.67%		
		Hugh Ripley Hall	1	0	0.00%	0	0.00%	0	0.00%	0	0.00%		
		Jennyfield Styan CC	3	1	33.33%	1	33.33%	0	0.00%	1	22.22%		
		Knaresborough CC	2	3	150.00%	1	50.00%	1	50.00%	2	83.33%		
		North Yorkshire Sport	4	2	50.00%	1	25.00%	1	25.00%	1	33.33%		
		Play Development	1	1	100.00%	1	100.00%	2	200.00%	1	133.33%		
		Sports Development	6	3	50.00%	1	16.67%	2	33.33%	2	33.33%		
		Boroughbridge LC	5	3	60.00%	3	60.00%	1	20.00%	2	46.67%		
		Copple Valley Nursery	14	0	0.00%	1	7.14%	0	0.00%	0	2.38%		
	Dry Sites	Ripon Leisure Centre	16	0	0.00%	5	31.25%	1	6.25%	2	12.50%		
		Rossett Sports Centre	5	0	0.00%	3	60.00%	0	0.00%	1	20.00%		
		Sun Pavilion	4	2	50.00%	1	25.00%	1	25.00%	1	33.33%		
		Knaresborough Pool	30	13	43.33%	13	43.33%	7	23.33%	11	36.67%		
		Wet Sites	Nidderdale Pool & Leisure Centre	18	1	5.56%	0	0.00%	2	11.11%	1	5.56%	
			Ripon Spa Baths	11	1	9.09%	4	36.36%	2	18.18%	2	21.21%	
			Starbeck Baths	8	1	12.50%	2	25.00%	1	12.50%	1	16.67%	
			Swimming & Diving Development	5	0	0.00%	1	20.00%	0	0.00%	0	6.67%	
			The Hydro	47	20	42.55%	15	31.91%	13	27.66%	16	34.04%	
			Turkish Baths	38	3	7.89%	8	21.05%	8	21.05%	6	16.67%	
	Museums & Arts	Museums & Arts	11	3	27.27%	3	27.27%	4	36.36%	3	30.30%		
	Parks & Bereavement	Bereavement	Bereavement Officers	10	3	30.00%	2	20.00%	0	0.00%	2	16.67%	
			Grave Digging	4	2	50.00%	1	25.00%	0	0.00%	1	25.00%	
			Cemeteries Maintenance	6	0	0.00%	0	0.00%	2	33.33%	1	11.11%	
		Parks	Parks Officers	3	0	0.00%	1	33.33%	0	0.00%	0	11.11%	
			Parks Arboricultural	5	2	40.00%	2	40.00%	0	0.00%	1	28.67%	
			Parks Development	6	3	50.00%	1	16.67%	0	0.00%	1	22.22%	
			Play Areas	2	0	0.00%	0	0.00%	0	0.00%	0	0.00%	
			Harkow Nursery	4	0	0.00%	0	0.00%	0	0.00%	0	0.00%	
Harrogate Maintenance			25	4	16.00%	2	8.00%	1	4.00%	2	9.33%		
Ripon & Knaresborough Maintenance			18	0	0.00%	2	11.11%	2	11.11%	1	7.41%		
Housing			Area Offices	Property Services	20	5	25.00%	1	5.00%	4	20.00%	3	16.67%
				Warden Services	41	2	4.88%	1	2.44%	6	14.63%	3	7.32%
				Private Sector Renewal	6	2	33.33%	0	0.00%	0	0.00%	1	11.11%
				Strategy & Development	6	3	50.00%	1	16.67%	3	50.00%	2	38.89%
	Tenancy Services	3		0	0.00%	2	66.67%	0	0.00%	1	22.22%		
	Victoria Park House	26		2	7.69%	1	3.85%	5	19.23%	3	10.26%		
	Bilton Area Office	8		1	12.50%	0	0.00%	0	0.00%	0	4.17%		
Public Protection		Karnion Road Area Office	8	0	0.00%	0	0.00%	0	0.00%	0	0.00%		
		Ripon Area Office	6	1	16.67%	1	16.67%	0	0.00%	1	11.11%		
		Arch Mediation	2	0	0.00%	0	0.00%	0	0.00%	0	0.00%		
Environment	Claro Road	Community Safety & CCTV	16	2	12.50%	5	31.25%	2	12.50%	3	18.75%		
		Environmental Protection	17	2	11.76%	4	23.53%	4	23.53%	3	19.61%		
		Food & Occupational Safety	12	0	0.00%	0	0.00%	1	8.33%	0	2.78%		
		Licensing	7	1	14.29%	0	0.00%	1	14.29%	1	9.52%		
		Environmental Strategy	4	1	25.00%	1	25.00%	0	0.00%	1	16.67%		
Environment	Claro Road	Claro Road Managers & Admin	20	1	5.00%	2	10.00%	6	30.00%	3	15.00%		
		Claro Road Motor Transport	9	1	11.11%	0	0.00%	0	0.00%	0	3.70%		
		Claro Road Street Cleansing	35	7	20.00%	3	8.57%	4	11.43%	5	13.33%		
		Claro Road Refuse Incl recycling	95	13	13.68%	12	12.63%	10	10.53%	12	12.28%		
		TOTAL	715	120	16.78%	115	16.08%	101	14.13%	112	15.66%		

- Notes 1 Headcount for establishment based on current staff numbers, includes vacant posts but needs double checking for accuracy  
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## Recruitment & Retention Panel – Notes for Les Williamson

From the attached it could be assumed that Jobs go Public (JGP) our partner for on line applicants provide us with a large proportion of the people we appoint.

However, although we receive forms from people via JGP and they therefore get logged as JGP they most probably saw the ad in some form of press prior to visiting the JGP website. The statistics therefore are not entirely accurate but there is no way of measuring to what extent this is happening.

From the spreadsheet you will note that during the period April to early December we placed 82 adverts in various media including JGP and our own internal bulletin. No successful appointments were made in 18 of them. This equates to 22% of the adverts.

Not yet on the statistics are 2 cleaner posts for Warden Services where response was minimal i.e. only 3 requests for applications and only one returned.

The spreadsheet is completed as part of the process when closing a job after the job has been filled (or not), therefore none of the jobs currently being dealt with will show. We currently have 22 ongoing, including the 2 mentioned above.

The full range of grades is covered in the unsuccessful ads as you will see from the following list.

List No	Post No	Post Title	Grade
4	LW10CRS	Crèche Supervisor (2 <sup>nd</sup> Ad)	1
8	LP13	Play & Landscape Officer (2 <sup>nd</sup> Ad)	SO2
13	LF57	Assistant Operations Manager (Sun Pavilion)	3
26	HP16	Area Clerk of Works	5
28	HP18	Support Officer	3
30	TV01	CCTV Support Officer	3
32	TF53	Admin Officer Safer Communities Funding	2
33	TF55	Safer Communities Officer	5
35	LF57	Asst Ops Manager (2 <sup>nd</sup> Ad)	3
38	HP33	Environmental Health Officer (Private Sector Renewal)	CG SO1 – PO1
54	LD64	Manager Granby Sport & Play Development Centre	6
56	HP72	Resident Warden (Ripon)	Scpt 8
62	HE30	Tech Officer (Pest Control)	CG Sc2 – SO1
68	TV01	CCTV Control Room Operations Officer (regraded)	4
72	HT17	Housing Assistant (Ripon)	3
75	LF1DO/RE	Boroughbridge Leisure Centre – dual role	3/1
79	HP14	Hostel Cleaner	Scpt 1 £5.63 ph
82	HE30	Tech Officer (Pest Control) (2 <sup>nd</sup> Ad)	CG Sc2 – SO1

We do use the corporate recruitment & selection procedures. The time taken to fill a post varies greatly from roughly 6 weeks to 3 months. There are various reasons for this, not least the size of the response to the ad (one for a Collections & Exhibitions Assistant in Museums generated 98 applicants) – number 55 on the list. Another reason for delay is how organised the recruiting officer has been in making space in their diary to deal with the short-listing process and the interviews themselves.

Obtaining references can also delay the process if the applicant has requested that they are not taken up unless they are to be offered the post. Then the amount of notice the new employee has to give their current employer. This, as you know, could be 8 weeks in some cases.

Has the new advertising method improved response rate? We are certainly sending out a lot of job packs, but due to pressure of other work commitments, we have not had time to study in any detail whether this is directly linked to the new 'signage ads' and whether we are receiving a higher proportion of actual applications.

I am not aware that 'the department' has any specific initiatives aimed at retaining existing staff or attracting new ones.

No doubt you will let Ruth and I know if you wish further information prior to your meeting with the Scrutiny Panel.

Ruth Pridmore  
Myra Currie

January 2006

Job No	Job Title	Grade	Location
1	Chief Executive	CE	London
2	Play & Learning Officer	PO	London
3	Assistant Operations Manager (Sud)	AM	London
4	Parliament		
5	Area Clerk of Works	ACW	London
6	Support Officer	SO	London
7	CCTV Support Officer	CSO	London
8	Admin Officer (Safar Communities)	AO	London
9	Funding		
10	Safar Communities Officer	SCO	London
11	Asst Ops Manager (Sud)	AM	London
12	CG SOT - PCT		
13	Environmental Health Officer	EO	London
14	(Private Sector Renewal)		
15	Manager Grampy Sport & Play	MP	London
16	Development Centre		
17	Head of Welfare (Pilot)	HW	London
18	CG SOT - SOT		
19	Tech Officer (Test Control)	TO	London
20	CCTV Control Room Operations	CCRO	London
21	Officer (Safar)	OF	London
22	Hours Assistant (Pilot)	HA	London
23	Boroughwide Leisure Centre -		
24	Hotel Cleaner	HC	London
25	Tech Officer (Test Control)	TO	London

POST NO	POST TITLE	SECTION	GRADE	REASON FOR VACANCY	CLOSING DATE	METHOD OF ADVERT	PACKS SENT	APPS RECD	NO S'LISTED	ADVERT COST	COST PER APPLICANT	SUCCESSFULLY FILLED?	Successful person saw ad in?
1	LQCD Chargehand Gravedigger/Gardener	Cemeteries	Chargehand	New Position	8-Apr-05	Internal	3	3	2	£	£	Yes	internally
2	HP11 Cleaner	Aid & Advice	1	leaver	12-Apr-05	Ackrills	5	4	4	£ 864.56	£ 216.14	Yes	Ackrills
						JGP	1	1	0	£	£		
						Internal	0	0	0	£	£		
3	LW10DO (F) Duty Officer - Fitness	Hydro	3	leaver	15-Apr-05	Ackrills	4	2	2	£ 410.68	£ 205.34	Yes	internally
						JGP	1	1	1	£	£		
						Internal	1	1	1	£	£		
4	LW10CRS Creche Supervisor 2nd AD	Hydro	1	leaver	15-Apr-05	Ackrills	3	0	0	£ 363.29	£	No applicants	not filled
						JGP	0	0	0	£	£		
						Internal	0	0	0	£	£		
5	LW5TA Turkish Attendant	Turkish Baths	scpt8	leaver	15-Apr-05	Ackrills	18	8	5	£ 363.29	£ 45.41	Yes, a Part timer appointed (first FT gave backword bu substitute found)	Ackrills
						JGP	0	0	0	£	£		
						Internal	0	0	0	£	£		
6	LQG3C Gardener Grade 3 (Cemeteries)	Cemteries	Grade 3	Leaver	15-Apr-05	Ackrills	5	2	2	£ 1,498.54	£ 749.27	Yes	Ackrills
						job centre	0	0	0	£	£		
						JGP	0	0	0	£	£		
						Internal	1	1	1	£	£		
7	HT96 Tenancy Services Assistant	Tenancy	4	leaver	15-Apr-05	internal	4	2	2	£	£	Yes	internally
8	LP13 Play & Landscape Officer (2nd ad)	Parks	502	leaver	18-Apr-05	Green Spaces	15	1	0	£ 2,248.33	£ 2,248.33	No	not filled
						Hort Week	1	1	0	£ 1,419.35	£ 1,419.35		
						JGP	4	4	2	£	£		
						Internal	0	0	0	£	£		
9	HT62 Snr Cyclical Maintenance Officer	Housing Maintenance	6	new post	25-Apr-05	Internal only	3	3	3	£	£	Yes	internally
10	HT25 & HT45 Senior Clerk Of Works	Property	6	leaver	25-Apr-05	Internal only	4	4	4	£	£	Yes	internally
11	HT57 Project Officer (Asset Management)	Property	6	new post knock on LF100	25-Apr-05	Internal only	3	3	3	£	£	Yes	internally
12	LF1RE/DO Receptionist / DO 2nd ad	Boroughbridge LC	1 / 3	leaver	6 May-05	Ackrills	4	1	0	£ 550.61	£ 550.61	Yes	internally
						JGP	1	1	1	£	£		
						Internal	1	1	1	£	£		
13	LF57 Assistant Operations Manager	Sun Pavilion	3	New post	6 May-05	Ackrills	4	3	2	£ 550.60	£ 183.53	yes but then pulled out	N/A
						JGP	2	2	1	£	£		
						Internal	0	0	0	£	£		

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14	LW09	Junior Swim Coach	Swimming Devt	5	minor restructure	9-May-05	Swimming websites	5	1	1	£ 150.00	£ 150.00	Yes	swimming website	
						JGP	1	1	1	£	£				
						Internal	0	0	0	£	£				
15	LW5RE	Receptionist	Turkish Baths	1	leavers & reshuffle	13-May-05	Ackrills	13	5	3	£ 376.10	£ 75.22	Yes & second post that had become vacant also filled	jobs go public / ackrills	
						JGP	1	1	1	£	£				
						Internal	1	1	1	£	£				
16	LD53	Play Devt Officer (job share)	Play Development	5	leaver	13-May-05	Ackrills	21	2	2	£ 376.10	£ 188.05	Yes	Ackrills / JGP	
						JGP	2	2	1	£	£				
						Internal	1	1	1	£	£				
17	LQG2C	Gardener Grade 2 (Cemeteries)	Cemeteries	Grade 2	Leaver	13-May-05	Internal only	2	2	1	£	£	Yes	internally	
18	LW07	Senior Diving Coach	Swimming Devt	6	new post	16-May-05	Swimming websites	1	1	1	£ 150.00	£ 150.00	Yes	Website	
						JGP	4	4	4	£	£				
						Internal	0	0	0	£	£				
19	LW10AM	Asst Manager	Hydro	5	leaver	16-May-05	ILAM	10	5	3	£ 329.70	£ 65.94	Yes	internally	
						JGP	3	0	0	£	£				
						Internal	1	1	1	£	£				
20	LW10DOM	Duty Operations Manager	Hydro	5	leaver	16-May-05	ILAM	6	2	1	£ 329.70	£ 164.85	Yes, and replacement for person appointed to LW10AM appointed	internally / ILAM	
						JGP	0	0	0	£	£				
						Internal	5	5	5	£	£				
21	LW10CRS	Creche Supervisor 3rd AD	Hydro	1	leaver	20-May-05	NYCC news letter	3	1	1	£	£	Yes	early years newsletter	
						JGP	0	0	0	£	£				
						Internal	0	0	0	£	£				
22	HM10	Business Support Officer (Directorate Support)	Business Support	5	new post	20-May-05	Internal only	4	4	4	£	£	Yes	internally	
23	LW10LG	Lifeguards	Hydro	scpt9	leaver	24-May-05	Yorks Evening Press	8	3	3	£ 1,511.49	£ 503.83	Yes, 2 appointed	Ackrills / internal noticeboard	
						JGP	1	1	1	£	£				
						Internal	1	1	1	£	£				
24	HT94	Business Support Assistant (HR & Admin)	Business Support	1.3	leaver	25-May-05	Ackrills	13	3	1	£ 333.74	£ 111.25	Yes	jobs go public	
						JGP	8	8	3	£	£				
						Internal	0	0	0	£	£				

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25	LP16	Information & Systems Officer	Parks	6	leaver	27-May-05	networked	6	1	0	£	£	Yes	internally
							JGP	8	8	3	£	£		
							Internal	1	1	1	£	£		
26	HP16	Area Clerk of Works	Property	5	leaver	31-May-05	Wetherby News	13	1	1	£ 499.90	£	Yes, but then backward	N/A
							JGP	1	1	1	£	£		
							Internal	1	1	1	£	£		
27	HP44	Accommodation Assistant	Temporary Accommodation	3	new post	3-Jun-05	Ackrills	8	2	3	£ 821.38	£ 410.69	Yes	Ackrills
							JGP	5	2	0	£	£		
							Internal	0	0	0	£	£		
28	HP18	Support Officer	Aid & Advice	3	new post	3-Jun-05	Ackrills	11	3	3	£	£	No	N/A
							JGP	3	2	0	£	£		
							Internal	0	0	0	£	£		
29	HP29	Support Officer	Aid & Advice	3	new post	3-Jun-05	Ackrills	17	8	3	£ 799.00	£ 99.88	Yes	internally
							JGP	4	1	1	£	£		
							Internal	2	2	2	£	£		
30	TV01	CCTV Support Officer	Community Safety	3	leaver	7-Jun-05	Ackrills	3	1	1	£ 300.51	£ 300.51	No	N/A
							JGP	1	1	0	£	£		
							Internal	0	0	0	£	£		
31	HE23	Technical Officer (Summer placement)	Environmental Services	sept11	ongoing new post	9-Jun-05	networked	4	4	2	£	£	Yes, 2 appointed	network
32	TF53	Admin Officer Safer Communities Funding &	Community Safety	2	new post	10-Jun-05	Ackrills	0	0	0	£ 300.00	£	No applicants, to be re-advertised	N/A
							JGP	0	0	0	£	£		
							Internal	0	0	0	£	£		
33	TF55	Safer Communities Officer	Community Safety	5	new post	10-Jun-05	Ackrills	8	3	1	£ 300.00	£ 100.00	Yes, but pulled out	N/A
							Fish 4 Jobs	4	2	0	£	0		
							JGP	4	4	3	£	£		
							Internal	0	0	0	£	£		
34	HT102 & LS24	Business Support Assisants (Directorate Support)	Business Support	4	new posts	22-Jun-05	Ackrills	36	11	4	£ 378.00	£ 34.36	Yes, first person appointed to HT102 gave backward but replacement found	both internal
							JGP	16	15	6	£	£		
							Internal	3	3	3	£	£		
35	LF57	Asst Ops Manager 2nd ad	Sun Pavilion	3	New post	27-Jun-05	Catering & Hotelkeeper	2	2	2	£ 1,566.56	£ 783.28	No, post to be retitled and advertised again	N/A
							JGP	0	0	0	£	£		
							Internal	0	0	0	£	£		

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36	LQSG	Seasonal Worker Paddling Pools	Parks	Seasonal	3 New Positions	1-Jul-05	Ackrills	5	5	3	£405.15	£ 81.03	Yes	Ackrills & Internally
							job centre	4	4	1	£	£		
							JGP	6	6	0	£	£		
							Internal	1	1	1	£	£		
37	LW1DM	Duty Manager	Knarborough Pool	4	LW1DOM knock on	4-Jul-05	Internal only	3	3	3	£	£	Yes	internally
38	HP33	Environmental Health Officer	Private Sector Renewal	CG S01-P01	leaver	4-Jul-05	EH News	3	1	1	£ 1,105.00		No	N/A
							JGP	2	1	1	£	£		
							Internal	0	0	0	£	£		
39	HT55	Cyclical Maintenance Officer	Property	5	knock on HT62	5-Jul-05	Ackrills	4	1	1	£ 634.75	£ 634.75	Yes	internally
							JGP	0	1	1	£	£		
							Internal	1	1	1	£	£		
40	HT112	Business Support Assistant (Systems)	Business Support	4	new post	6-Jul-05	Ackrills	6	0	0	£ 500.00	£	Yes	JGP
							JGP	7	3	3	£	£		
							Internal	1	1	1	£	£		
41	HH58	Admin Officer - Food & Occupational Safety	Food & Occupational Safety	3	new post	8-Jul-05	Ackrills	8	4	3	£ 408.38	£ 102.10	Yes	JGP
							JGP	3	3	2	£	£		
							Internal	0	0	0	£	£		
42	LQG2R	Gardener Grade 2 (Rocliffe)	Parks	Grade 2	Leaver	9 Jul-05	Ackrills	3	3	1	£ 1,400.00	£ 466.67	Yes	Ackrills
							job centre				£	£		
							JGP				£	£		
							Internal	2	2	2	£	£		
43	TF53	Admin Officer Sater Communities Funding &	Community Safety	2	new post	15-Jul-05	Ackrills	1	1	1	£ 450.00	£ 450.00	Yes	Ackrills
							JGP	3	3	2	£	£		
							Internal	0	0	0	£	£		
44	LW1SL/DO	Head Lifeguard / Duty Officer (2 posts)	Knarborough Pool	2 / 3	leaver / knock on LW1DM	27-Jul-05	internal only	4	4	4	£	£	Yes	internally
45	LQG2P	Play Area Technician	Parks	Grade 2	Leaver	5-Aug-05	Ackrills	0	0	0	£ 518.89	£	Yes	Job Centre
							job centre	1	1	1	£	£		
							JGP	1	1	1	£	£		
							Internal	2	2	2	£	£		
46	LG16	Museums Assistant (2 posts)	Museums	1	leaver	8-Aug-05	Internal	2	2	2	£	£	Yes	1 internally & 1 via her university
							Job centre	9	0	0	£	£		
							JGP	26	12	2	£	£		

	POST NO	POST TITLE	SECTION	GRADE	REASON FOR VACANCY	CLOSING DATE	METHOD OF ADVERT	PACKS SENT	APPS RECD	NO S'LISTED	ADVERT COST	COST PER APPLICANT	SUCCESSFULLY FILLED?	Successful person saw ad in?	
47	HP61	Non Resident Warden	Warden Services	scpt8	leaver	11-Aug-05	Ackrills	3	2	2	£ 419.80	£ 209.90	Yes - 2 appointed	1 Ackrill 1 JGP	
						JGP	1	1	1	£	£				
						Internal	0	0	0	£	£				
48	HH26A	Environmental Health Officer	Environmental Protection	CG SO1-PO1	leaver	12-Aug-05	EH News	6	2	2	£ 588.50	£ 588.50	Yes	EH News	
						JGP	0	0	0	£	£				
						Internal	0	0	0	£	£				
49	HP33	Environmental Health Officer	Private Sector Renewal	CG SO1-PO1	leaver	12-Aug-05	EH News	6	1	1	£ 588.50	£ 264.25	Yes	EH News	
						JGP	0	0	0	£	£				
						Internal	0	0	0	£	£				
50	HE481 / HE42	Recycling Waste Loader Driver	Refuse Collection	LEH4	leavers	12-Aug-05	Ackrills	25	20	4	£ 341.61	£ 17.08	Yes, both posts	Ackrills	
						JGP	5	3	0	£	£				
						Internal	0	0	0	£	£				
51	HE43 x 3 / HE482 / HE49	Waste Collector Loaders (6 posts)	Refuse Collection	LEH2	leavers	12-Aug-05	Ackrills	78	37	8	£ 204.94	£ 5.54	Yes, 5 appointed	JGP & Ackrills & Internal	
						JGP	7	7	2	£	£				
						Job Centre / word of mouth	14	14	3	£	£				
52	TG83	Street Cleansing Operatives (2 posts)	Street Cleansing	LTS3	leaver	12-Aug-05	Ackrills	14	4	3	£ 546.53	£ 136.63	yes - 2 appointed <i>(cont only listed 1 day)</i>	Ackrills	
						JGP	1	1	1	£	£				
						Job Centre	4	4	3	£	£				
						Internal	1	1	1	£	£				
53	TF55	Safer Communities Officer (second advert)	Community Safety	5	new post	19-Aug-05	Yorks Post	38	11	1	£ 2,484.55	£ 225.87	Yes	JGP	
						JGP	7	8	5	£	£				
						Internal	0	0	0	£	£				
54	LD64	Manager Granby Sport & Play Devt Centre	Granby S&P Devt Centre	6	redesignation of site	22-Aug-05	Ham / Leisure Opps	5	2	1	£ 1,850.58	£ 925.29	No, offered subject to refs but offer withdrawn due to bad ref ... To be re-advertised	N/A	
						JGP	5	0	0	£	£				
						Internal	1	0	0	£	£				
55	LG64	Collections & Exhibitions Assistant	Museums	3	leaver	30-Aug-05	Museums Journal	35	26	2	£ 1,781.80	£ 68.53	Yes	Museums Journal	
						JGP	150	52	1	£	£				
						Other (job Center, etc)	19	20	3	£	£				
56	HP72	Resident Warden	Warden Services	scpt8	leaver	30-Aug-05	Ackrills	7	1	1	£ 420.00	£ 420.00	Yes, but then gave backward, to be re-advertised	N/A	
						JGP	4	2	2	£	£				
						Internal	0	0	0	£	£				

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57	LQG1H & LQ1R Gardeners Grade 1 & 2 (3 posts)	Parks	grade 1/2	leavers	2-Sep-05	Ackrills	5	2	1	£ 205.55	£ 102.78	Yes, all three posts	Job Centre, internal
						JGP	3	4	2	£ -	£ -		
						Job centre internal/others not known	3	8	5	£ -	£ -		
							33	6	6	£ -	£ -		
58	LW10XCO Swimming Teachers	Swimming Development	teaching grad	new casuals needed	2-Sep-05	Ackrills	1	1	1	£ 205.55	£ 205.55	all three taken on, one as FT Lifeguard the other two as casual coaches	1 x job centre, 1 x jgp, 1 x ackrills
						Y Post	0	0	0	£ 1,176.52	£ -		
						JGP	1	1	1	£ -	£ -		
						Job Centre	1	1	1	£ -	£ -		
59	HP09 Housing Aid Officer	Housing Aid & Advice	6	leaver	12-Sep-05	Yorks post	24	5	2	£ 1,956.48	£ 391.30	Yes, 2 appointed (the post offered to internal candidate which position was then filled in by external candidate)	in & Y Post
						JGP	25	10	4	£ -	£ -		
						job centre internal/others not known	1	0	0	£ -	£ -		
							2	2	1	£ -	£ -		
60	LW10RE/LW1RE RECEPTIONISTS	HYDRO/KNARESBO ROUGH POOL	1	VARIOUS CASUAL HOURS	13-Sep-05	Ackrills	12	7	5	£ 800.00	£ 114.29	yes, one FT at Kn Pool & three PT at Hydro	Ackrills & Harrogate Borough Council website
						job centre	3	2	0	£ -	£ -		
						JGP	5	7	4	£ -	£ -		
						internal/others not known	14	3	1	£ -	£ -		
61	HT65 Property Support Officer	Property	2	leaver	26-Sep-05	Ackrill	4	1	1	£ 220.00	£ 220.00	yes	Ripon Gazette
						job centre	0	0	0	£ -	£ -		
						JGP	14	9	9	£ -	£ -		
						internal/others not known	3	1	0	£ -	£ -		
62	HE30 Technical Officer (Pest Control)	Claro Road	2-S01	leaver	26-Sep-05	Opportunities	0	0	0	£ 600.33	£ 600.33	Yes, but then he only stayed two days ... So to be readvertised	Killgerm Manager
						Yorks post	3	1	1	£ 213.93	£ 213.93		
						JGP	6	3	1	£ -	£ -		
						internal Killgerm Manager	2	1	1	£ -	£ -		
63	TG41 Environmental Cleansing & Enforcement Manager	Claro Road	PO2	leaver	26-Sep-05	Opportunities	0	0	0	£ 600.33	£ 600.33	Yes	Internal candidate
						Yorks Post	3	3	1	£ 213.93	£ 213.93		
						JGP	2	1	1	£ -	£ -		
						internal Killgerm Manager	1	1	1	£ -	£ -		
						0	0	0	£ 66.66	£ 66.66			

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64	HP107	Rural Housing Enabler	Housing Private Sector Renewal	S02	new post	26-Sep-05	Yorks post	9	2	0	£ 2,185.00	£ 1,092.50	yes	JGP	
						JGP	13	11	8	£	£				
						job centre	0	0	0	£	£				
						Internal/others not known	5	0	0	£	£				
65	HE22	Technical Officer (Customer Services)	Environmental Service	4	Leaver	26-Sep-05	Yorks Post	3	1	0	£ 600.33	£ 600.33	Yes	JGP	
						Opportunities Recycling Weekly	0	0	0	£ 213.93	£ 213.93				
						JGP	0	0	0	£ 66.66	£ 66.66				
						Internal	5	9	6	£	£				
66	HT56	Proport Support Officer	Asset Management	2	New post	26-Sep-05	Ackrill	0	0	0	£ 220.00	£	Yes	Internal	
						job centre	0	0	0	£	£				
						JGP	1	0	0	£	£				
67	LD64	Sport & Play Devt Officer based at Granby (advert 2, post title)	Granby Sport & Play Devt Centre	6	redesignation of site	29-Sep-05	BLAM	0	0	0	£ 650.00	£	Yes	Y Post	
						Leisure Opps	5	1	0	£ 1,200.00	£ 1,200.00				
						Y Post	2	1	1	£ 1,200.00	£ 1,200.00				
						JGP	13	4	2	£	£				
68	TV01	CCTV Control Rooms Operations Officer	Community Safety	4	leaver	30-Sep-05	Internal/others not known	15	2	0	£	£	no. To be re-advertised at some point		
						Yorks Post	1	0	0	£ 797.99	£				
						job centre	0	0	0	£	£				
69	HH25	Scientific Technical Officer	Environmental	5-S01	leaver	30-Sep-05	JGP	6	3	3	£	£	Yes	JGP	
						Internal/others not known	5	0	0	£	£				
						EHN & YP	7	3	0	£ 1,592.00	£ 530.67				
						job centre	0	0	0	£	£				
						JGP	23	13	3	£	£				
70	HP72	Resident Warden (second advert)	Warden Services	Sc1 SCP 8	Leaver	17-Oct-05	Internal/others not known	0	0	0	£	£	no suitable applicants and person who was offered the post the first time was interested again so she was appointed!!		
						Darlington & Stockton	0	0	0	£ 1,636.37	£				
						job centre	0	0	0	£	£				
						JGP	0	0	0	£	£				
						Internal	0	0	0	£	£				

POST NO	POST TITLE	SECTION	GRADE	REASON FOR VACANCY	CLOSING DATE	METHOD OF ADVERT	PACKS SENT	APPS RECD	NO S'LISTED	ADVERT COST	COST PER APPLICANT	SUCCESSFULLY FILLED?	Successful person saw ad in?	
71	HT24	Housing Assistant (Bilton)	DCS	3	leaver	26-Oct-05	Ackrill Group	11	3	1	£ 420.90	£ 140.30	yes	internal
							job centre	1	0	0	£	£		
							JGP	27	8	4	£	£		
							Internal	1	0	1	£	£		
72	HT17	Housing Assistant Ripon	DCS	3	maternity leave/secondme	26-Oct-05	Ackrill Group	2	2	2	£ 420.90	£ 210.45	offered but declined, agency person brought in to fill	
							job centre	0	0	0	£	£		
							JGP	0	0	0	£	£		
							Internal	0	0	0	£	£		
73	LD61	Sports Development Officer	Sports Development	5	leaver	27-Oct-05	ILAM,	1			£ 1,161.68		Yes	JGP
							Leisure Opportunities	10			£ 659.40			
							JGP	13	22	6	£	£		
							Internal/others not known	8	4	1	£	£		
74	HP11	Cleaner	VPH	1	leaver	28-Oct-05	Ackrill	2	0	0	£ 155.00	£	yes	internal
							job centre	0	0	0	£	£		
							JGP	0	0	0	£	£		
							Internal/others not known	2	1	1	£	£ 158.24		
75	LF100/RE	Duty Officer/Receptionist	Boroughbridge Leisure Centre	3/1	leaver	14-Nov-05	Ackrills	6	0	0	£ 497.93	£	no. To be re-advertised	
							job centre	0	0	0	£	£		
							JGP	2	0	0	£	£		
							Internal	2	0	0	£	£		
76	LT03	Project Development Officer	Sports Development	6	Leaver	21 Nov-05	Ackrills	2	0	0	£ 165.98	£ 165.98	yes	JGP
							Leisure Opps	4	2	2	£ 1,161.68	£ 580.84		
							JGP	45	14	3	£	£		
							ilam	0	0	0	£ 659.40	£		
77	HH32	Student Environmental Health Officer/Technical Officer	Public Protection	2-6	student placement	21 Nov-05	job centre	0	0	0	£	£	yes	made an enquiry with us directly
							JGP	1	1	0	£	£		
							universities websites/other	3	8	6	£	£		
78	HP52	Warden Services Admin Assistant	Warden Services	3	new post	23 Nov-05	job centre	1	1	1	£	£	yes	Job Centre, internal
							JGP	0	0	0	£	£		
							Internal/others not known	2	2	1	£	£		

	POST NO	POST TITLE	SECTION	GRADE	REASON FOR VACANCY	CLOSING DATE	METHOD OF ADVERT	PACKS SENT	APPS RECD	NO S'LISTED	ADVERT COST	COST PER APPLICANT	SUCCESSFULLY FILLED?	Successful person saw ad in?
79	HP14	Cleaner	Temporary Accommodation	£5.63	leaver	2-Dec-05	Herald	2	2	2	£ 158.24	£ 79.12	no. To be re-advertised	
						job centre	0	0	0	£	£			
						JGP	0	0	0	£	£			
						Internal	0	0	0	£	£			
80	HT101	Business Support Assistant	Business Support	3	leaver	7-Dec-05	job centre	1	0	0	£	£	Yes	JGP
						JGP	3	10	5	£	£			
						Internal/others not known	1	1	1	£	£			
81	LF1DO/RE	Duty Officer/Receptionist (second advert)	Boroughbridge Leisure Centre	3/1	leaver	8-Dec-05	Ackrills	0	0	0	£ 500.00	£	yes	JGP
						job centre	0	0	0	£	£			
						JGP	2	2	2	£	£			
						Internal	0	0	0	£	£			
82	HE30	Technical Officer ( Pest Control) (second advert)	Environmental Services	2-S01	leaver	8-Dec-05	Yorks Evening Post	13	6	5	£1,328	£ 221.36	Yes, but he then gave back word before he started	YEP
						job centre	0	0	0	£	£			
						JGP	3	7	0	£	£			
						Internal/others not known	4	4	0	£	£			



NOT FOR PUBLICATION: Appendix 1 to this report contains information considered to be exempt under Paragraph 1of Schedule 12A to the Local Government Act 1972 as amended.

Agenda Item No..... 5




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**REPORT TO:** Resources Overview & Scrutiny Commission

**DATE:** 14 February 2006

**DEPARTMENT:** Development Services

**REPORTING OFFICER:** Director of Development Services  
(Mrs K Robinson, Business Support Manager)

**SUBJECT:** **RECRUITMENT & RETENTION ISSUES**

**WARD/S AFFECTED:** N/A

**FORWARD PLAN REF:** N/A

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## 1.0 PURPOSE OF REPORT

1.1 This report considers the recruitment and retention issues for the Department of Development Services

## 2.0 RECOMMENDATION/S

2.1 That the report be noted.

## 3.0 PROFILE OF THE DEPARTMENT

3.1 The Department provides the following services from 5 sites and employs 262 employees.

- Planning: Development Control, Forward Planning, Building Control, Information & Plans Processing
- Transport: Highways, Traffic, Parking Services, Concessionary Fares & Parking Administration and Street Lighting
- Property Management: Mechanical & Engineering, Public Buildings, Building Facilities and Estates
- Economic Development

- Business Support: Finance, HR & Admin, Information Systems, Directorate Support and Reception which currently includes corporate telephony and the E-team.

3.2 Services are provided from Knapping Mount, Victoria and Jubilee Car Parks, AONB Office in Pateley Bridge and Conyngham Hall in Knaresborough.

### 3.3 Vacant Posts and Turnover

Since April 2005 to February 2006 we have handled 81 permanent/temporary vacancies, in comparison with 63 posts for 2004/05 and 59 posts in 2003/04. This consists of the following:-

- 59 as a result of leavers
- 2 advertised internally as a result of the Business Support Review
- 9 new posts (5 posts in Planning, 3 temporary administration posts to meet the demands of the extended Concessionary Fares Scheme and 1 in EDU for the Sub Regional Investment Plan)
- 12 repeat adverts for difficult to appoint positions e.g. Area Building Control Officer, Heritage and Design Manager.

A total of 59 staff have left the Department between April 2005 and January 2006. This has resulted in a total of 22.5% turnover for the Department. Whilst we recognise this is high, the reasons have been mainly due to employees personal issues outside of our control (see section 3.4). However, we continue to monitor the results of exit interviews in order to identify any issues we can address.

The cost of recruitment advertising from April 2005 to date is £40,165, this covers the use of local and national newspaper advertising and advertisements in professional journals.

### 3.4 Findings from Exit Interviews

The top three reasons for leaving quoted by employees in exit interviews since April 2005 are:-

- Higher Salary
- Personal reasons e.g. relocating out of the District
- Commuting i.e. to reduce the amount of travelling

Another factor which is identified through exit interviews is the working conditions. Whilst a programme of replacement furniture for health and safety reasons has been implemented and there have been extensions to the office accommodation, the facilities remain poor. The programme of replacement furniture and computer equipment is ongoing, however there are limitations to the extent of building improvements which can be made due to the restrictions from the type and location of accommodation.

### 3.5 Resettlement

Since April 2005 there has been an increase in the number of employees relocating to Harrogate from other areas of the UK. In the three years prior to 2005/06 there was 1 resettlement in 2002/03, however since April 2005 this figure has increased to the current number of 5. Whilst this is encouraging, it does incur additional costs for the Department.

## 4.0 RECRUITMENT & RETENTION

### 4.1 Recruitment Process

When an employee hands in their notice or gives an indication that they are leaving the Council, it is the manager's responsibility to take action as necessary. This may include seeking a Market Supplement as a means of retaining the employee, however failing that an exit interview will be conducted (see above findings). The findings from exit interviews are reviewed by the Director, Deputy Director and Business Support Manager, who together form the Departmental Resource Management Team.

The terms of reference for the Departmental Resource Management Team and an example of the agenda and latest monitoring schedule produced are attached (Appendix 1).

With a vacant post, the duties of the post including its grade and any other allowances are reviewed and put forward to the Departmental Resource Management Team for agreement to re-fill the post. Once this has been agreed Business Support pulls together the details of the recruitment package. This package includes liaison with the manager on how and where to advertise the post, the details of the job description and person specification and the dates for the return of applications and interviews. The corporate policy on these devolved responsibility are followed at all times. The means of selection is also discussed and agreed with the manager, including consideration of the use of any selection tests, psychometric tests etc.

The average length of time taken to fill a post is between 6 – 8 weeks, this is from the date of the vacancy to the date of the appointment decision. This can sometimes be delayed by the time taken to obtain references. In addition to this is the period of notice of the successful applicant, which is usually 4 weeks but for some posts this can be 2 – 3 months.

The effectiveness of different media in recruitment is also monitored and reviewed. We are currently evaluating the impact of the centralised recruitment advertising process and the impact of increased on-line applications.

## 4.2 Selection Process

Corporate policy and good practice are followed in respect of selection methods. Selection tests are used where appropriate and interview questions are built up from a database and linked to the requirements set out in the person specification. The Business Support Manager or Business Support Assistant (HR & Admin) are involved in all selection interviews.

## 4.3 Retention Initiatives

Initiatives aimed at retaining existing employees or attracting new employees are:-

- Learning and development opportunities including in-house courses to professional and qualification training.
- NVQ Programmes in Administration, Customer Services, Parking Administration and Planning Support.
- Flexible working, in particular Homeworking.
- Career grades for Planning, Estates, Building Surveyors and Technicians, Engineers and Engineering Assistants and Business Support.
- Market Supplements.
- Promotion of Local Government Terms & Conditions e.g. Pension, annual leave entitlement.

## 4.4 Areas of Difficulties

Recent difficulties in recruiting employees have been experienced in the following areas:-

- Planning: Building Control Officers and specialist posts such as the Heritage and Design Manager.
- Transport: Parking Attendants
- Property Management: Building Cleaners

These areas of difficulty reflects the shortage of candidates available at the level of pay being offered and in the case of Parking Attendants the often difficult nature of the job in all weather conditions.

Recent difficulties in retaining employees have been experienced in:-

- Planning: Planning Officers, Planning Technicians, Building Control Officers
- Property: Estates

Retaining employees at all levels in Planning is difficult due to the competition from neighbouring local authorities e.g. Leeds and York, offering higher salary. We have attempted to address this through the application of a Market Supplement to the Planning Career Grade, which is proving to be

beneficial in assisting with both recruitment and retention.  
 There has been a high turnover of staff in Estates. The reasons have been a result of higher salary and career progression opportunities.

**5.0 CONCLUSION/S**

5.1 The Department is competing for good employees who hold the relevant professional qualifications, experience and skills. We are often competing with other local authorities in a market experiencing a national shortage e.g. Building Control Officers and there are also a number of jobs which we have difficulty competing with the private sector.

**Background Papers -**

**OFFICER CONTACT:** Please contact Karen Robinson, Business Support Manager, Department of Development Services if you require any further information on the contents of this report. The officer can be contacted at Knapping Mount, West Grove Road, Harrogate, HG1 2AE by telephone on 01423 556513 or by Email – karen.robinson@harrogate.gov.uk

**SUSTAINABILITY ASSESSMENT / POLICY CONSIDERATIONS**

		Implications are		
		Positive	Neutral	Negative
A	Economy			
B	Environment			
C	Social Equity			
i)	General			
ii)	Customer Care / People with Disabilities			
iii)	Health Implications			
D	Crime and Disorder Implications			

If all comments lie within the shaded areas, the proposal is sustainable.



NOT FOR PUBLICATION: The appendices attached to this report contain information considered to be exempt under paragraph 1 of schedule 12A to The Local Government Act of 1972 amended.

Agenda Item No. 5




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**REPORT TO:** Resources Overview & Scrutiny Commission

**DATE:** 14 February 2006

**REPORTING OFFICER:** Director of Harrogate International Centre  
(Mr S Quin)

**DEPARTMENT:** HIC

**SUBJECT:** RECRUITMENT & RETENTION, HARROGATE INTERNATIONAL CENTRE

**WARDS AFFECTED:** All

**FORWARD PLAN REF:** N/A

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## 1.0 INTRODUCTION

- 1.1 This report submits information, in respect of the Harrogate International Centre, in response to the Resources Overview & Scrutiny Commission's consideration of Recruitment & Retention issues.

## 2.0 RECOMMENDATIONS

- 2.1 That the report be noted.

## 3.0 THE REPORT

The particular issues addressed by this report are as follows:

- 3.1 *Where has staff turnover occurred for the Department and where have there been problems recruiting staff?*

Please refer to the following appendices:

**Appendix 1:**

Gives details of staff turnover, by Division, within the Harrogate International Centre 2005 – 2006.

**Appendix 2:**

Gives information relating to vacancies advertised by the Harrogate International Centre 2005/06.

- 3.2 Are there posts where there have been difficulty in retaining staff and if so have any reasons for this been identified?

#### Events Division

- **Evening Cleaners** – difficult to recruit and retain, this could be due to the un - sociable hours together with local 'black economy' and the Council's rate of pay for cleaners. Advertised for caretaker to improve response rate, candidate only stayed one day, no reason for leaving was given. Now using external contractors.
- **Event Assistants** – feedback from some candidates were that they were not aware of the amount of cleaning involved, candidates are informed of the cleaning duties at interview stage. Some candidates also felt misled by the job title.

#### TIC

- **Relief Visitor Service Officer** – The post is either seasonal or casual. Candidates quite often find permanent positions elsewhere.

- 3.3 *Are there standard recruitment procedures within the Department and what is the average time taken to fill a post?*

HIC follow the standard recruitment procedure in line with best practice. The average time to fill a post from advertising to recruiting is approximately two months, though professional posts take longer due to longer notice periods.

- 3.4 *Have changes to the way posts are advertised improved response rates to adverts?*

HIC have not needed to use the Council's new advertising procedure as yet. However, we were one of the first to use the appropriate media selectively to achieve better value for money and a focussed response from applicants.

- 3.5 *Does the Department have any specific initiatives aimed at retaining existing staff or attracting new staff?*

HIC has not needed to implement any specific measures to attract new staff. It has used market premiums to retain certain staff in the past though none are in place at the present time.

## 4.0 CONCLUSIONS

- 4.1 Like all other employers, the Harrogate International Centre is competing for good quality staff within a competitive market. The District's proximity to Leeds and West Yorkshire is both an advantage and a disadvantage - an advantage in the sense that it offers a wider workforce supply; a disadvantage in that it induces demand into the Harrogate District Housing market, serving to inflate house prices and exclude some of those who may work in the lower-paid jobs.

- 4.2 Generally speaking however, the Harrogate International Centre has not experienced any significant recruitment and retention problems of late. We have needed to use market premiums to retain staff though none are in place at the present time.

**OFFICER CONTACT:** Please contact Mr Stuart Quin, Director of Harrogate International Centre, if you require any further information on the contents of this report. The officer can be contacted at: Springfield House, Kings Road, HARROGATE, HG1 5NX, by phone on 01423 556885 or by e-mail – [stuart.quin@harrogate.gov.uk](mailto:stuart.quin@harrogate.gov.uk)

#### SUSTAINABILITY ASSESSMENT/CRIME AND DISORDER

		Implications are		
		Positive	Neutral	Negative
A	Economy		✓	
B	Environment		✓	
C	Social Equity		✓	
i)	General		✓	
ii)	Customer Care/People with Disabilities		✓	
iii)	Health Implications		✓	
D	Crime and Disorder		✓	

If all comments lie within the shaded areas, the proposal is sustainable



**Recruitment and Retention Panel – 9<sup>th</sup> March 2006**

The following areas were identified as points of interest to cover at this meeting

**1. Staff turnover rates and where there have been problems recruiting staff plus retention difficulties**

**Staff turnover – April 2004 to January 2006**

Total of 70 staff left Department of Resources – averages 13% but varies over units.

Level is a little above what we would consider desirable but there have only been 1 or 2 cases due to issues arising ie disciplinary.

Reasons given

Areas where difficult/unable to influence reasons for leaving – 50

- 3 at end of temporary contracts
- 6 early, 2 normal and 2 ill-health retirements
- 2 deaths in service
- 4 to follow an educational course
- 10 leaving district
- 11 personal reasons/domestic
- 10 career change

Those where reasons could be influenced – 18

2 Maternity/child care – although no knowledge from statistics of how personal a reason this was

1 working environment – although have carried out a significant amount of work to improve the working environment in this particular area

- 1 promotion opportunities
- 1 relationship with manager
- 13 better job prospects/higher salary

Those left as result of HBC actions – 2

- 1 Disciplinary (Performance/Capability)
- 1 within probationary period (unsuitable)

**Specific recruitment and retention issues**

No consistency between experiences in recruitment, may struggle to appoint from one round of recruitment and yet not on another



## Revenues and Benefits

Turnover rates and retention for Customer Service Officers for both Revenues and Benefits has improved following a re-grade from Scale 3 to 4 bringing the level in line with similar vacancies in York and Leeds.

Specialist areas eg Benefits Finance and Overpayments Manager post was re-advertised in January following poor quality applications from the December recruitment.

## ITD

Recently been expanding the establishment as a consequence of developments in this area. Have experienced difficulty in securing suitable candidates. To secure some candidates it has been necessary to offer a starting salary at close to, or at the top of the scale. This may impact on how long the candidate will stay in post if there is little or no headroom for salary progression. Overall the view is that pay levels for these posts is low.

Appointments have been made from within. Sometimes this has been on the basis of accepting that experience and/or technical skills will need developing to achieve the full potential. At times it would have been preferable to appoint where such experience and skills would be effective immediately.

Numbers of applicants for the posts on offer have been low. Some posts have had to be re-advertised and particular problems have been experienced with more senior positions. National specialist IT publications and recruitment agencies have been used.

The combination of time spent without these staff and time taken over the recruitment process has had a detrimental effect on performance and ability to deliver the service. There has been a significant additional strain on the rest of the staff, particularly in the technical support area. Advertising costs have been higher than expected.

## HR

Have not attempted to appoint professional staff for a number of years but in the past have had to add a market supplement to appoint to this level. Anticipated that this will arise in the next couple of years.

## Legal and Democratic Services

Recruitment of caretaking staff has been problematic in terms of pay rates with a market supplement having to be paid plus difficulty with appointing to a part time post which was developed into a full time role.



Specialist senior posts are difficult. An Assistant Solicitor post has been recruited to three times in the last couple of years with the previous post holders leaving for higher salaries. (An appointment is expected). Difficulties were experienced in recruiting to a Senior Member Services Officer post during 2003/04.

#### Financial Management

No recruitment experience in recent past but information from neighbouring authorities suggest recruitment would be very difficult other than for junior posts, or those offering training. Pay levels for newly qualified staff are considered low.

#### Business Support

Since implementation in April there has been a mixture of recruitment both from external sources and from within HBC. Recruitment to posts requiring evidence of the more traditional secretarial skills ie audio and high quality typing skills has been a problem area, which possibly reflects the changing skills and training in this area.

## **2. Information on standard recruitment procedures and average time taken to fill a post**

There is a standard process for recruitment that is followed but the needs of the particular post dictate where advertised and the length of the closing date is dependent upon the type of role being recruited to. It is usual to have a maximum three week closing date, one week for shortlisting with interviews held two weeks after the closing date. Taking the time from someone's resignation to advertising as potentially two to three weeks plus the requirement for a successful applicant to work a notice period it is possible that recruitment can take 12 weeks. It should be noted that the funding of the recruitment needs to be met from any savings arising from the vacancy.

Business Support attempt to advise recruiting officers on when and where to advertise and in conjunction with the recruitment advertising agency (Tribal Resourcing) are able to offer advice on content, style and placement of a recruitment advertisement.

Improvements recommended via Business Support would be

- full review of job description and person specification ahead of the commencement of the recruitment
- discussion with HR&Admin as soon as aware of the vacancy to ensure that the whole process can be planned fully and in-house expertise backed up by Tribal Resourcing used to ensure an effective recruitment is put in place . Currently it is not uncommon to receive a request for a post to be advertised within three days of the advertising copy deadline.



- Recruiting officers need to plan a recruitment schedule so that they allow time to shortlist and test (where appropriate) and interview. As short a time as possible between the closing date and interview is advisable as individuals actively seeking employment may have already secured a position in there is a gap between applying and interviewing.
- Where possible the interview date to be booked and included in the information to candidates along any information relating to testing.

### **3. Have changes in the way posts are advertised improved response rates to adverts**

All posts appear in the internal bulletin and jobsgopublic website as a matter of course. In August the "signage" adverts started to be used which identify the post and drive potential applicants to the website (phone contact details also included in the advert). We can evidence that a significant number of appointments made from them declared on the application form that they saw the post advertised on the intranet but it is impossible to tell if the individual was using the intranet as a tool to search for jobs or was specifically directed to the site via the signage advert. Some posts to which we have had a high response rate appeared on jobsgopublic ahead of the press ad and a significant number of enquiries were being received ahead of the press publication date which indicates a notable level of access via the internet alone.

### **4. Initiatives for retaining staff**

Within the Revenues and Benefits' Service Improvement Plan there is a section on improving staff welfare. Revenue and Benefits are also very flexible in allowing staff to change to part time working to ensure retention of trained staff.

Financial Management are seeking to improve the career grade ie we invest in training and therefore need to ensure that it is possible to hang onto the newly qualified at the end of the training ie retain on a reasonable salary until suitable appointment available.

All business units are keen to ensure good office working conditions and facilities, staff training, health and safety care and consider work/life balance.

### **5. Key Issues to highlight**

- a. Pay levels – attracting staff to move into Harrogate is difficult with high house prices in the area
- b. Retention is generally good and Public sector ethos is a significant factor for individuals remaining working for HBC



- c. Processes – handling recruitment locally ie within Department is effective, personal contact is achievable which helps make a good first impression for new starters. Local knowledge that the HR administrators hold and contact with recruiting officer is key to moving the process through as quickly as possible.
- d. Car parking – insufficient provision, particularly at Scottsdale House
- e. Stable senior management – ie individuals opportunities become more limited to achieve senior levels.

