

PART 1 - PUBLIC

Decision Maker: Executive & Resources
Policy Development & Scutiny Committee

Date: 17 May 2012

Decision Type: Non-Urgent Non-Executive Non-Key

Title: HR UPDATE

Contact Officer: Lesley Moore, Deputy Finance Director
Tele 020 8313 4633 E-mail: lesley.moore@bromley.gov.uk
Val Jenkins, Head of Organisation & Employee Development
Tel: 020 8313 4380 E-mail: val.jenkins@bromley.gov.uk

Chief Officer: Charles Obazuaye, Assistant Chief Executive, HR
Mark Bowen, Director of Resources

Ward: N/A

1. Reason for report

The Executive & Resources PDS Committee agreed that a report on staffing numbers and people in post would be reported to this Committee at least once a year. The last report was submitted in May 2011.

2. **RECOMMENDATION(S)**

2.1 That Members note and comment on the content of this report.

Corporate Policy

1. Policy Status: N/A.
 2. BBB Priority: Excellent Council.
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Financial

1. Cost of proposal: N/A
 2. Ongoing costs: N/A.
 3. Budget head/performance centre: Staffing Budgets council wide
 4. Total current budget for this head: £88m
 5. Source of funding: Core budget and externally funded
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Staff

1. Number of staff (current and additional): 2,409.71 ftes
 2. If from existing staff resources, number of staff hours:
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Legal

1. Legal Requirement: Statutory requirement.
 2. Call-in: Call-in is not applicable.
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Customer Impact

1. Estimated number of users/beneficiaries (current and projected): NA
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Ward Councillor Views

1. Have Ward Councillors been asked for comments? N/A.
2. Summary of Ward Councillors comments: N/A

3. COMMENTARY

- 3.1 The last staffing report came to Executive & Resources PDS Committee in May 2011 based on information as at March 2011. This report now gives the latest position using information as at March 2012.

Central Data Warehouse

- 3.2 The Central Data Warehouse (CDW) is now the source of providing all Establishment information to officers. The system interfaces with Resource link to pick up relevant HR data (post number, employee number, hours worked, grade, job description, person's name, expenditure code person allocated against), links to finance records around the budgeted full time equivalent post and total budget allocated and also interfaces with Comensura which will link all agency staff to specific post numbers where applicable.
- 3.3 This key information held in the Central Data Warehouse is then exported into the Councils Employee Budget Monitoring System (EBM) which is used every month by budget holders and finance staff to monitor staff expenditure and projections against the latest approved budget.
- 3.4 There will always be differences between Human Resources and Finance records due to the timeliness and flow of information within the organisation. Human Resources and Finance have been working with managers to improve the flow of information; however, at a time of major restructuring across services, there is a time lag between the financial analysis and implementation on the HR database, with the potential for the two systems producing different management information
- 3.5 To ensure any differences can be explained various reconciliation reports are produced every month for finance staff to identify why HR and Finance records are different, such as:-
- Posts on Resource Link not on EBM (this will be where finance have deleted a post as part of the budget process but HR have not been notified)
 - Posts on EBM but not on Resource Link (New posts approved as part of the budget process but not yet recruited to, so not set up on Resource Link)
 - Breakdown of all Bucket Posts
 - Breakdown of all Supernumerary posts
 - Multi- posts (this will be where two people might be shown against the same post number if a member of staff leaves the organisation and a new person joins in the same month, maternity cover, long term sick)

These reports are then used to ensure that budget holders follow the agreed processes and notify HR of any changes to the Establishment.

- 3.6 The Deputy Finance Director also holds monthly meetings with officers from both finance and HR, to ensure that any differences can be explained, discrepancies are actioned in a timely manner and that staff within the different finance teams are all working to the same agreed standards.
- 3.7 In the last year any obsolete posts within Resource Link have been deleted, variations in hours have been corrected, new posts funded by grant created or deleted (where applicable) and any differences agreed. Full reconciliations are now being completed each month and signed off by each Head of Finance.

- 3.8 At year end, a full reconciliation of all changes to Establishment are signed of by Heads of Finance as part of the closing down process and sent to HR to amend/reflect on Resource Link. **This is a key control** should ensure that the council does not have any unfunded posts and that management information being produced is accurate and reliable.

Approved Establishment

- 3.9 The Council compiles its staffing budgets by calculating the overall number of full time equivalent staff (FTEs) working a 36 hour week. Each post is allocated its own specific post number (unless they are deemed to be Bucket Posts) and therefore there will be more budgeted posts than budgeted ftes as a number of staff working at the council work part time i.e. less than 36 hours. As an illustrative example 2 people working 18 hours each will equate to 1 fte but be held on resource link as 2 posts.
- 3.10 Bucket posts are allocated to staff that are deemed to be in a service which requires flexibility around who will undertake the work and therefore there will be more than 1 person held against the bucket post (many to one). Examples of bucket posts are escort drivers, library Saturday staff, homecare staff, crèche workers etc
- 3.11 Any comparison made between budgeted ftes / budgeted posts to actual people in post (head count) will be misleading unless Bucket posts are excluded, as there are multiple people that will be shown within the bucket post category.
- 3.12 The table below provides a breakdown of the 2011/12 “budgeted FTE’s” as at March 2012, number of “Bucket Posts” that are included within those figure and the 2011/12 “budgeted FTE’s” excluding Bucket posts (columns A, B and C respectively).
- 3.13 Column D then provides a breakdown of the number of actual posts assumed in the budget (as at March 2012) compared to the budgeted FTE’s in column C – as you can see there are 2,323.54 ftes with 2,735 post numbers, highlighting that a number of our staff are working less than 36 hours per week.
- 3.14 The final column E provides the actual number of staff currently working in the organisation (Headcount) held against these posts.

	2011/12 Budgeted FTE's A	Less Bucket Posts B	2011/12 Budgeted FTEs C (exl Bucket Posts)	2011/12 Budgeted Posts D (exl Bucket Posts)	2011/12 Head Count E (exl Bucket Posts)
Department					
Adult & Community Services	659.03	38.91	620.12	740	620
Children & Young People	749.22	40.96	708.26	835	708
Environmental Services	282.89	2.00	280.89	310	287
Renewal & Recreation	372.65	2.00	370.65	463	407
Chief Executive	78.49	0.00	78.49	92	84
Resources	267.43	2.30	265.13	295	268
	2,409.71	86.17	2,323.54	2,735	2,374

Column A will be the total number of FTE's shown on the EBM system as at March

- 3.15 The total number of budgeted FTE's reduced from 2,694.55 as at March 2011 to 2,409.71 as at March 2012. This reduction of 284.84 ftes mainly relates to the outsourcing of the In-house Home Care service, staffing reductions in CYP due to grant funding reductions, changes in the Youth Service and management savings identified as part of the budget strategy over the last two years.
- 3.16 When setting staffing budgets officers often assume a vacancy level, which varies from team to team depending on the level of turnover that each team generally experiences year on year. This turnover will need to be achieved to ensure that staffing budgets within each department do not overspend in any given year and therefore when a post becomes vacant, recruitment is often delayed to help meet the turnover provision in the budget. In 2011/12 posts were also held vacant to help meet some of the budget savings proposed for 2012/13.

4. Grant Funded Posts

- 4.1 This report also provides a breakdown of externally funded posts assumed in the budget for 2011/12. As at March 2012 there are 443.79 externally funded posts, which are included within the figure of 2,409.71 ftes shown in the table in paragraph 3.13 above.
- 4.2 To ensure that officers are able to clearly identify all externally funded posts from core funded posts, a unique subjective code has been allocated
- 4.3 Externally funded posts will either be funded by specific or Area Based Grant or be external agencies such as the Primary Care Trust, Housing Associations etc
- 4.4 The table below provides a breakdown of all externally funded posts assumed in the budget for 2011/12 broken down over the different departments, and if these are grant funded or funded from other agency bodies:-

	Total FTEs	External FTEs	Grant Funded FTEs
Adult & Community Services	74.35	22.36	51.99
Children & Young People	267.23		267.23
Environmental Services	30.35	5.92	24.43
Renewal & Recreation	66.71		66.71
Resources	4.00		4.00
	442.64	28.28	414.36

- 4.5 Appendix 1 provides a more detailed breakdown of all externally funded posts.

Non-Applicable Sections:	Legal, Personnel, Policy,HR
Background Documents: (Access via Contact Officer)	Resource Link, HR department, Finance Department, Central Data Warehouse, EBM