



General Purposes Committee

Thursday 29 January 2015 at 6.00 pm

Board Room 7&8 - Brent Civic Centre, Engineers Way,
Wembley HA9 0FJ

Membership:

Members

Councillors:

Butt (Chair)
Moher (Vice-Chair)
Crane
Denselow
Hirani
Kansagra
McLennan
Pavey

Substitute Members

Councillors:

Kabir, Khan, Mahmood, Mashari, McLeish, J Mitchell
Murray and Nerva

Councillors:

Colwill plus one vacancy

For further information contact: Anne Reid, Democratic Services Officer
020 8937 1359, anne.reid@brent.gov.uk

For electronic copies of minutes, reports and agendas, and to be alerted when the minutes of this meeting have been published visit:

democracy.brent.gov.uk

The press and public are welcome to attend this meeting

Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members

Item	Page
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1	Declarations of personal and prejudicial interests	
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Members are invited to declare at this stage of the meeting, any relevant financial or other interest in the items on this agenda.

2	Minutes of the previous meeting	1 - 4
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3	Matters arising	
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4	Deputations (if any)	
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5	Review of Equalities and HR policies and practice at Brent Council	5 - 28
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Following the loss of an employment tribunal case in September, 2014, Councillor Pavey, Deputy Leader, who has Cabinet responsibility for Equalities and the Council's role as employer, agreed to take stock of the Council's policies and practice to see where improvements could be made. Councillor Pavey has now completed his review and will present the findings to the General Purposes Committee.

Wards Affected:

Contact Officer: Councillor Michael Pavey, Deputy Leader of the Council
cldr.michael.pavey@brent.gov.uk

6	Stress Policy	29 - 42
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This report provides details of the proposed new Stress Policy. When developing the new policy, the opportunity has been taken to provide clearer guidance to all staff on the symptoms of stress and to expand the policy to cover all stress whether potentially work related or not. The policy make clear that not all stress necessarily impacts negatively on wellbeing, and that employees and managers must take active responsibility for their own health and wellbeing.

Wards Affected:

Contact Officer: Cara Davani,

All Wards

Director, HR
Tel: 020 8937 1909
cara.davani@brent.gov.uk

7 Localism Act 2011 - Pay Policy Statements

43 - 54

The purpose of this report is to inform General Purposes Committee of the arrangements that have been put in place in Brent Council to meet the requirements of the Act. The Act requires the pay policy statement to be approved by a meeting of Full Council. It is the intention to take the report to the meeting of Full Council in March 2015.

Wards Affected:

All Wards

Contact Officer: Cara Davani,
Director, HR
Tel: 020 8937 1909
cara.davani@brent.gov.uk

8 Review of polling places 2015

55 - 68

It is normal practice prior to any election to carry out a review of polling places in the borough based on experience at the previous election and investigation into the availability of premises for the forthcoming election. This report describes the outcome of the review and asks members to approve my recommendations for polling station arrangements at the General Election in May 2015.

Wards Affected:

All Wards

Contact Officer: Peter Goss,
Democratic Services Manager
Tel: 020 8937 1353
peter.goss@brent.gov.uk

9 Appointments to Sub-Committees / Outside Bodies

10 Any other urgent business

Notice of items to be raised under this heading must be given in writing to the Democratic Services Manager or his representative before the meeting in accordance with Standing Order 64.



Please remember to set your mobile phone to silent during the meeting.

- The meeting room is accessible by lift and seats will be provided for members of the public.



LONDON BOROUGH OF BRENT

MINUTES OF THE GENERAL PURPOSES COMMITTEE Tuesday 6 January 2015 at 6.00 pm

PRESENT: Councillor Butt (Chair), Councillor Moher (Vice-Chair) and Councillors Crane, Denselow, Hirani, Kansagra, McLennan and Pavey

Also present: Councillor Chohan

1. **Declarations of personal and prejudicial interests**

None declared.

2. **Minutes of the previous meeting**

RESOLVED:-

that the minutes of the previous meeting held on 5 November 2014 be approved as an accurate record of the meeting, subject to the inclusion of Councillor Moher in the list of members present.

3. **Matters arising**

None.

4. **Calculation of Council Tax Base 2015-16**

Mick Bowden (Operational Director, Finance) presented a report to the committee setting out council tax base calculations to be used for 2015/16. The level of council tax base set would be used in the calculation of the council tax for 2015/16 and regulations required that the council tax base be set by 31 January, prior to the start of the financial year.

It was explained that the calculation was initially based on the council tax base return submitted to the Department for Communities and Local Government (DCLG) in October 2014, which was used in government grant calculations. For 2015/16 the tax base used in grant calculations was 85,802 Band D equivalent properties. This figure assumed 100 per cent collection of council tax; in practice, actual amounts collected would vary and it was considered prudent to assume an overall eventual collection level of 96.5 per cent for 2015/16. This estimated level of council tax collection took into account improvements in recent years of in-year collection and the smaller than anticipated reduction of collection rate following the introduction of Council Tax Support. It was therefore proposed that the council tax base for 2015/16 be set at 82,799 representing an increase of 3,594 over the figure for 2014/15. This would form part of the overall calculation of the Council's budget.

RESOLVED:

- (i) that the collection rate for the council tax for 2015/16 is set at 96.50 per cent;
- (ii) that, in accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 1992, the amount calculated by the council as its council tax base for 2015/16 is set at 82,799.

5. **Calculation of business rates (NNDR) income 2015-16**

Mick Bowden (Operational Director, Finance) presented a report to the committee setting out the calculation of the estimated income from National Non Domestic Rates (NNDR), also known as Business Rates, to be used for 2015/16. This figure would be used in the calculation of the council tax requirement for 2015-16 and had to be agreed by 31 January 2015.

The committee was informed that the estimate for the actual income figure (or net rate yield) for 2015/16 was based on a return to the Department for Communities and Local Government called the NNDR1. The NNDR1 had not yet been issued by DCLG and the report reflected the latest estimate, incorporating the impact of announcements on NNDR within the Autumn Statement. The estimated income from NNDR for 2015/16 had been calculated as £115m of which Brent would retain 30 per cent (£34.07m). The committee was asked to delegate authority to the Chief Finance Officer to amend the figures to reflect any changes necessary once the final statutory calculation was made.

Mick Bowden outlined the method of calculating the net rate yield for 2015/16, explaining that a multiplier set by the government was applied to the aggregate rateable value for Brent as at 31 December 2014; this was a fixed figure based on the Valuation Office's (VO) valuations for all Brent properties at that date. The resulting figure was then adjusted to account for various uncertainties, including the anticipated impact of appeals against VO valuations. The council was required to undertake a further calculation at the end of each year of a surplus or deficit on the NNDR part of the collection fund, with Brent either receiving or bearing responsibility for 30 per cent of this.

During members' discussion, it was queried whether the council bore the impact of successful appeals against VO valuations which had been backdated to 2010, despite local retention of business rates being introduced in 2013/14. Further information was sought regarding the anticipated number of successful appeals. Members requested additional details of the criteria for debts categorised as irrecoverable.

Mick Bowden advised that Brent would bear 30 per cent of the impact of successful appeals submitted from April 2013. An allowance had been made for an average of a 6 per cent reduction of the retained income figure which was in line with resolved cases to date. Debts were considered irrecoverable in circumstances where businesses had gone into liquidation and there were no assets recoverable or where small traders could not be traced.

RESOLVED:

- (i) that the estimated income from NNDR for 2015/16 be set at £115m, with Brent's share of this being £34.07m;
- (ii) that authority be delegated to the Chief Finance Officer to amend these figures to reflect any changes necessary once the final statutory calculation has been made.

6. Stopping Up Order - Durham Court, Kilburn Park Road and Gloucester House, Cambridge Road

Eric Marchais (Team Leader – Traffic Orders) presented a report to the committee seeking authority to make a Stopping Up Order for an area of public highway consisting of footpaths, roads, a podium area and ancillary land at Durham Court and Gloucester House under Section 247 of the Town and Country Planning Act 1990 (TCPA 1990). The meeting was informed that the Order was required to complete the development of the Durham Court and Gloucester House site. The development would provide for 4-8 storey blocks, comprising 236 flats (134 private and 102 affordable (social rent)), an energy centre for the South Kilburn Neighbourhood Decentralised Heating System, basement car park, associated landscaping and general amenity space, and the provision of a replacement public space and play area.

Eric Marchais highlighted that one objection had been raised regarding the proposed Order by National Grid but the company had indicated that they might decide to retract their objection subject to the outcome of a more detailed assessment and further negotiation with council officers. Drawing members' attention to the financial implications detailed in the report, Eric Marchais explained that the cost of the Stopping Up Order would not be recharged to the developer partner as indicated in the report, rather the Regeneration Team would meet the costs as part of the process of developing the land.

In the subsequent discussion queries were raised regarding access to the playground area, the rationale for the council bearing the cost of the Order and the objection raised by National Grid. In response, Noreen Twomey (Project Manager, South Kilburn) explained that the playground would be re-provided as part of the development of the site. The costs for the Order would be met by the Regeneration team as part of work undertaken to assemble the land for development and would be drawn from the land receipts from previous regeneration phases. Eric Marchais advised that it was not uncommon for National Grid to raise an objection where they had apparatus located near to the development and that officers would seek to resolve their concerns through further discussion and negotiation.

RESOLVED:

- (i) that it be noted that the draft Stopping Up Order had been advertised in accordance with the requirements of Section 247 TCPA 1990 and that in response to the consultation, 5 consultees had informed the Council that they had apparatus in the area. Of these responses, the National Grid objected to the draft Stopping Up Order and Thames Water reserved the right to object if assurances were not given regarding its apparatus;

- (ii) that the objections raised to the proposed Stopping Up Order detailed in the report be noted;
- (iii) that the Stopping Up Order be agreed and advertised subject to the resolution of the objections detailed in the report from the Strategic Director of Environment and neighbourhoods.

7. Appointments to Sub-Committees / Outside Bodies

RESOLVED:

- (i) that Councillor Kansagra be appointed to the Senior Staff Appointment Sub Committee
- (ii) that Councillor Colwill be appointed as a substitute member of the Senior Staff Appointment Sub Committee
- (iii) that Councillor BM Patel be appointed as a substitute member of the Senior Staff Appointment Sub Committee.

8. Any other urgent business

None.

The meeting closed at 6.27pm

M BUTT
Chair

 Brent	<p style="text-align: center;">General Purposes Committee 29 January 2015</p> <p style="text-align: center;">Report from the Deputy Leader of the Council</p>
For Action Yes	Wards Affected: None
Review of Equalities & HR Policies and Practice at Brent Council	

1.0 Background

1.1 Following the loss of an employment tribunal case in September, 2014, Councillor Pavey, Deputy Leader, who has Cabinet responsibility for Equalities and the Council's role as employer, agreed to take stock of the Council's policies and practice to see where improvements could be made. Councillor Pavey has now completed his review and will present the findings to the General Purposes Committee.

2.0 Recommendations

The General Purposes Committee is recommended to:

2.1 Note the findings of the review

2.2 Agree that officers prepare an action plan for improvement for March 2015.

3.0 Scope of the review

3.1 The scope of the internal review entailed:

- surveying a comprehensive suite of policies to identify those which need detailed consideration
- reviewing those which need detailed consideration
- reviewing staff knowledge, understanding and practice
- reviewing progress towards the Gold standard in Investors in People
- reviewing progress towards the Excellence Standard in the Equality Framework for Local Government
- ensuring that diversity underpins all aspects of the review, including BAME involvement.

Methods were to include:

- analysis and scrutiny of written reports and documentation
- discussion with staff
- discussion with Members
- advice from external experts
- use of staff focus groups
- best practice comparison with other local authorities.

3.2 The review focused on the Council's HR policies and practice. There was a specific emphasis on making recommendations to ensure that the diversity of staff reflects the diversity of the borough, at all levels, and that working practices and organisational culture enable this outcome. Analysis of HR policies and processes formed a significant part of the review, as these are a key mechanism for enacting our organisational objectives and values with our staff.

3.3 It is important to note that the review was not a review of our HR department. It is about the role each person has to play in making Brent Council the best possible place to work. There are clear recommendations in relation to employment policies and practice, and these require the action of the entire organisation and crucially managers at all levels.

4. Methodology

The review considered a range of information sources and commissioned workstreams:

- LGA review of policies: The LGA reviewed the Council's relevant employment policies – the scope and recommendations are set out in appendix one at the end of this report.
- Focus groups with staff: these were facilitated by a new Operational Director. Participants were randomly selected from payroll records¹ to enable two general staff focus groups and one for middle managers. Participants were asked to comment on management engagement and to share their experience at the Council before contributing ideas for improvement.
- Roundtables with external stakeholders, examining:
 - Increasing the number of BAME staff in senior positions
 - Ensuring that the culture of the organisation is an open and positive one

Stakeholders included a range of skilled professionals with a wealth of experience across staff management and equalities practice within the public, private, advisory and not-for-profit sectors. They were:

- Dr Doyin Atewologun, Queen Mary University
- Peter Hall, Employers Network for Equality and Inclusion
- Vernal Scott, Marshall ACM
- Diane Rutherford, BRAP equalities charity

¹ For general staff focus groups, each 66th employee on the payroll list was selected; for managers, each 28th. Information on ethnic background and pay grades for each focus group is available.

- Stephen Shashoua, Three Faiths Forum
- Matthew Critchlow, Thrive Training
- Drop-in sessions to provide the opportunity for any member of staff to provide views.
- Opportunities for staff to provide views anonymously.
- Discussions with Trade Unions and written submissions from UNISON the GMB, the NUT and Unite.
- The Council's IIP Adviser, accompanied by a BAME adviser new to the Borough, reviewed progress towards the Gold standard. This involved discussions with a number of focus groups with participants selected randomly from payroll records.
- Additional external oversight was provided by Charles Obazuaye, Director of Human Resources at the London Borough of Bromley. Mr Obazuaye provided expert advice at the start of the review and commented in detail on the draft report.
- A review of equalities data – encompassing recruitment, retention, progress across the equality characteristics. The Brent Diversity Profile is attached to this report as Appendix 2.
- Meetings were held with the HR Improvement Group, the HR Departmental Management Team and the Diversity Reference Group in order to assess staff knowledge, understanding and practice of policies, and to suggest improvements.

5. Data

- 5.1 A review of equalities data was undertaken for the review. This encompassed recruitment, retention, progress across the equality characteristics. The Brent Diversity profile is attached to this report as Appendix 1.

6. Financial Implications

- 6.1 There are none arising directly from this report.

7. Legal Implications

- 7.1 There are no specific legal implications.

8. Diversity Implications

- 8.1 There are none arising directly from this report but any diversity implications identified from the action plan will be need to considered separately.

9. Staffing Implications

- 9.1 There are none arising directly from this report but any staffing implications identified from the action plan will need to be considered separately.

Contact:

Councillor M Pavey
Deputy Leader of the Council
Ext: 6674

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Brent Diversity Profile

Annual Workforce Equalities Report
April 2013 – March 2014



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Introduction

This is Brent Council's thirteenth annual workforce equalities report covering the period from April 2013 to March 2014.

Equality and diversity are integral to Brent's vision to be a place that creates opportunities for all who live and work here to change their lives for the better. To achieve this vision, the council requires a high performing workforce that provides excellent services which meet the needs of all our diverse local communities. The council aims to recruit, retain and reward a diverse, highly skilled, flexible and motivated workforce that reflects the community in which it operates.

This report tracks progress on meeting these ambitions over the 2013/14 financial year. It provides an overview of the diversity of the council's workforce and job applicants, broken down by the equality characteristics of age, disability, race, religion or belief, sex and sexual orientation. It also includes some information in relation to the characteristics of gender identity and expression, pregnancy and maternity and marriage and civil partnership.

The report uses this information to analyse the effects of employment policies and practices on equality. It highlights areas in which performance is strong and helps identify and understand key equality issues in the workforce. The evidence within this report will be used when setting and reviewing equality objectives and when developing workforce equality initiatives.

Brent is required to publish this information annually to demonstrate compliance with the Public Sector Equality Duty.

Please contact the Equality Team on equality@brent.gov.uk if you have any questions or require further information.

Data notes

This report provides a profile of Brent Council's non-schools workforce demographics. It excludes contracted out services which are monitored elsewhere.

The report brings together information taken from the council's HR and payroll systems and job applicant diversity records. All data covers the period of 1 April 2013 to 31 March 2014. The employee records represent a snapshot of the workforce on 31 March 2014.

Benchmarking data have been drawn from the UK Census 2011, the Annual Population Survey April 2013 – March 2014, London Councils Human Capital Metrics Survey 2013/14, Stonewall and the Gender Identity Research and Education Society (GIRES).

Assumptions are not made about an individual's equality characteristics. Staff self define their equality characteristics and can withhold personal information in diversity monitoring. The statistics used in this report exclude unknown data where employees have not declared their equality characteristics. Brent has declaration rates of 77 per cent across all of the equality characteristics: 19 per cent of staff prefer not to say if they are disabled; 36 per cent staff prefer not to state their religion or belief; 37 per cent staff prefer not to give their sexual orientation; and Brent has the second highest proportion of staff of unknown ethnicity of all London boroughs.

This report does not identify individuals. To protect anonymity, disaggregated information has not been published for all the equality characteristics in relation to each area included in this report.

The following abbreviations are used throughout this report:

BAME = people from black, Asian and minority ethnic backgrounds

LGB = lesbian, gay and bisexual

Executive summary

Strengths

1. The ethnic diversity of the workforce closely reflects the community it serves; Brent has the highest proportion of BAME staff of all London boroughs and the proportion of BAME top earners is in the top quartile of London boroughs
2. Brent is committed to employing and retaining disabled people: it has excellent retention rates of disabled staff and over the past year when staffing levels were being reduced, the number of disabled employees increased
3. Brent provides a family friendly working environment and has made a significant investment in flexible working practices which has helped achieve excellent retention rates of staff that have returned from maternity leave
4. In recent staff focus groups on equality, 90 per cent of staff agreed that Brent has an inclusive workplace culture

Challenges

1. To increase diversity at the most senior levels of Brent's workforce. BAME, disabled and female staff are under represented in senior management in comparison with the overall workforce.
2. The proportion of Asian, disabled, Hindu and Muslim job applicants fell at each stage of the recruitment process. Brent would like to improve its understanding of the factors contributing to the decreases for these groups of applicants.
3. To increase declaration rates for staff equalities data. A high proportion of staff did not disclose their disability status (19 per cent), ethnicity (18 per cent), religion or belief (36 per cent) or sexual orientation (37 per cent). This makes it challenging to get a clear picture of the diversity of the workforce so that effective actions can be taken to improve performance.

A number of recommendations have been developed to build on strengths and address challenges in the coming year (see page 17). These recommendations will be incorporated into Brent's Equality Strategy 2014 to 2019.

Workforce equality initiatives 2013/14

Brent's achievements on increasing staff diversity and strengthening workplace inclusion over the 2013/14 financial year include:

- establishing a Diversity Reference Group chaired by the Chief Executive to champion equality and diversity
- holding Break Barriers; Open Doors events to mark International Day for Disabled People and International Women's Day
- organising a Ways to Wellbeing programme which encourages staff to take simple actions to improve their wellbeing
- moving to the new Civic Centre which has created more opportunities for flexible working, improved accessibility for disabled staff and encouraged greater collaboration between staff from different areas of the council
- launching a programme to recruit 100 apprentices over the next three years, opening up access to opportunities - 20 per cent of places on the apprenticeship programme are reserved for Brent Looked After Children
- gaining Investors in People Silver accreditation in recognition of good people management practices
- becoming a London Living Wage employer which has addressed inequalities in the pay structure
- reviewing and updating the HR Strategy which includes objectives to increase diversity and reduce inequalities
- revising the Recruitment and Selection policy which requires all recruitment panels to be balanced in gender and ethnicity
- rolling out the council's new Flexible Working policy which gives far more staff access to flexible working practices.

Brent also continued the following initiatives to support equality, diversity and inclusion in the workplace:

- being accredited as a Two Ticks employer in recognition of commitment to employing disabled people
- performing equality analysis on employment policies and procedures to ensure they will work well for everyone
- offering equality and diversity training targeted at new starters, customer-facing staff, managers and recruitment panels
- family friendly policies, including generous maternity and paternity entitlements
- monitoring the diversity of staff and job applicants to analyse the effects of our employment practices on equality
- consulting with staff on HR policies, procedure and practices through the Trade Unions and HR Improvement Group.

Workforce equality initiatives 2014/15

Brent's plans to do the following to increase staff diversity and strengthen workplace inclusion over the 2014/15 financial year:

- work towards achieving Excellence in the Equality Framework for Local Government and Investors in People Gold status
- join Stonewall's Diversity Champions Programme to strengthen sexual orientation equality in the workplace
- join the Business Disability Forum to help improve disability equality for all staff and customers
- hold staff focus groups to explore issues around disability, ethnicity and sexual orientation in the workforce
- develop and implement an Equality Strategy including setting new equality objectives
- launch Departmental Equality Groups to link to the Diversity Reference Group and champion equality within departments
- refresh the equality and diversity content of Brent's Learning and Development offer and Corporate Induction
- produce an Equal Pay audit to identify, explain and eliminate any unjustifiable pay gaps
- work towards the London Healthy Workplace Charter to support employee wellbeing
- refresh the equality analysis process and introduce a new approach to equality analysis for change programmes.

Brent will also continue the following initiatives to support equality, diversity and inclusion in the workplace:

- being accredited as a Two Ticks employer in recognition of commitment to employing disabled people
- performing equality analysis on employment policies and procedures to ensure they will work well for everyone
- being a London Living Wage employer and calling on more local firms to become London Living Wage employers
- offering equality and diversity training targeted at new starters, customer-facing staff, managers and recruitment panels
- family friendly policies, including flexible working arrangements and generous maternity and paternity entitlements
- monitoring the diversity of staff and job applicants to analyse the effects of our employment practices on equality
- consulting with staff on HR policies, procedure and practices through the Trade Unions and HR Improvement Group
- implementing our new work based experience policy to open up access to employment opportunities to young people.

Overview of staff diversity

The largest **age** group in Brent's workforce is aged 41 to 50. The proportion of staff aged 16 to 39 increased, whilst the share of staff aged 40 to 64 decreased. Brent has a younger workforce than other London boroughs and an older workforce compared to its economically active population.

The **ethnic** diversity of the workforce closely mirrors the rich cultural diversity of our local residents. Overall, Brent has the highest proportion of BAME staff of all London boroughs:

- 27 per cent of staff are Asian, the second highest proportion of any London borough
- 32 per cent of staff are black, the fifth highest proportion of any London borough
- although the proportion of BAME staff increased last year, other London boroughs had a faster rate of growth.

Brent has the fifth highest proportion of **disabled** staff of all London boroughs. Even though staffing levels were reduced over the past year, the number of disabled staff.

Women make up almost two thirds of the workforce. This is slightly above the average for London boroughs.

	Brent staff 2013/14	Brent staff 2012/13	Brent residents	London boroughs
Total staff	2378	2484	N/A	N/A
Average age	44	49	25 to 34	46
BAME	62%	61%	63%	36%
Disabled	8%	6%	13%	5%
Female	65%	65%	50%	63%
LGB	3%	3%	N/A	N/A
Transgender	1%	2%	N/A	N/A
Christian	50%	51%	41%	N/A
Hindu	18%	18%	18%	N/A
Muslim	6%	7%	19%	N/A
Other religion	12%	10%	11%	N/A
No religion	14%	14%	11%	N/A

Staff diversity by department

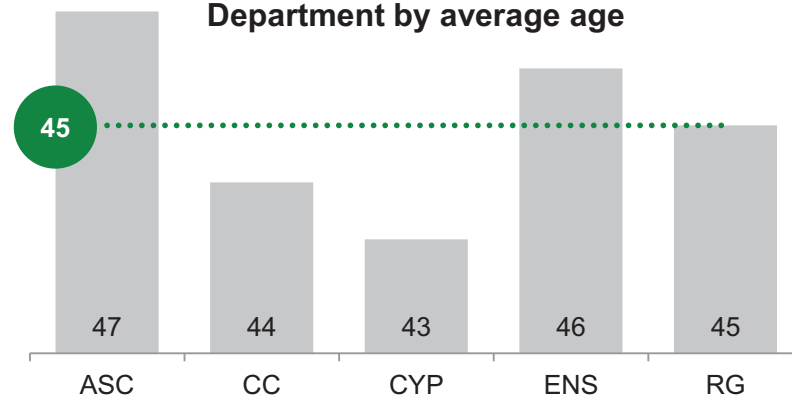
Workforce diversity varies greatly between departments. To protect anonymity, information has not been broken down by department about the representation of gender identity, religion or belief or sexual orientation

Adult Social Care (ASC) has the highest proportion of older (average age is 47), BAME (71 per cent) and disabled (14 per cent) staff of all Brent departments. ASC also has a high proportion of female staff (71 per cent) compared with the overall workforce.

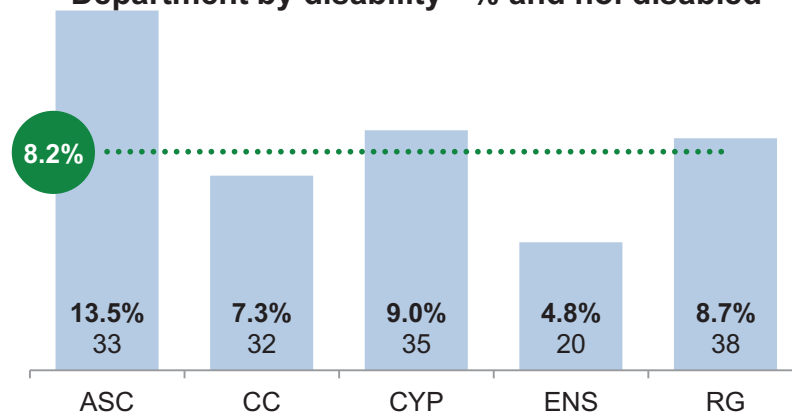
Children and Young People (CYP) has the highest proportion of younger (average age is 43) and female (81 per cent) staff. The proportion of disabled staff in CYP (nine per cent) is above the average for Brent's workforce.

Environment and Neighbourhood Services (ENS) has the lowest proportion of BAME (53 per cent), disabled (five per cent) and female (45 per cent) staff of all Brent departments. The average age of staff in ENS (46) is above the average for the overall workforce.

Department by average age



Department by disability - % and no. disabled



ASC	Adult Social Care
CC	Corporate Centre
CYP	Children and Young People
ENS	Environment and Neighbourhood Services
RG	Regeneration and Growth

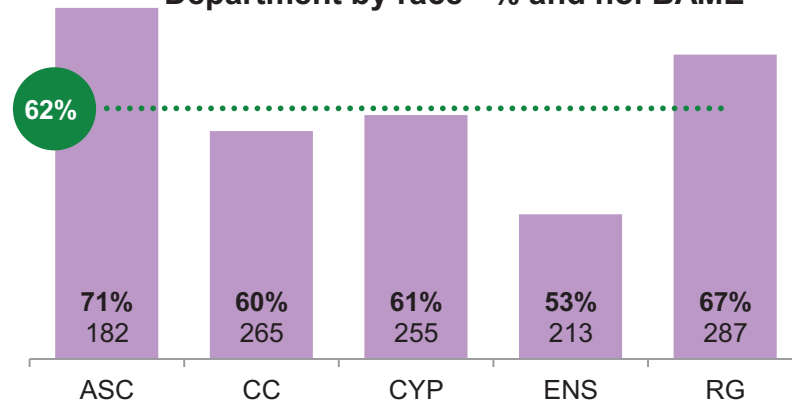
Staff diversity by department, continued

Regeneration and Growth (RG) most closely reflects the diversity of the overall workforce. RG has a higher proportion of BAME staff (67 per cent) and a lower proportion of female staff (62 per cent) than Brent's overall workforce.

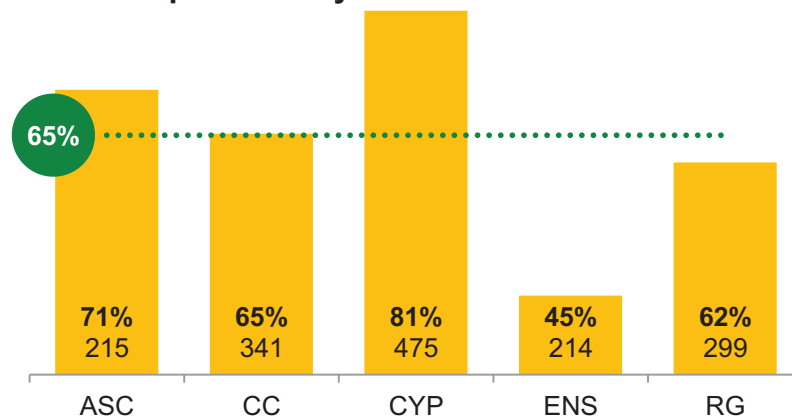
The **Corporate Centre (CC)** comprises the Assistant Chief Executive's Service, Finance and IT, Human Resources and Legal and Procurement. There are variations between the diversity of staff within each of these areas:

- The Assistant Chief Executive's Service has a low proportion of BAME staff (51 per cent)
- Finance and IT has a low proportion of female staff (47 per cent)
- Human Resources has a high proportion of BAME (68 per cent) and a low proportion of disabled staff (five per cent)
- Legal and Procurement has the lowest proportion of BAME staff (42 per cent) of all Brent departments.

Department by race - % and no. BAME



Department by sex - % and no. female



ASC	Adult Social Care
CC	Corporate Centre
CYP	Children and Young People
ENS	Environment and Neighbourhood Services
RG	Regeneration and Growth

Staff diversity by pay grade

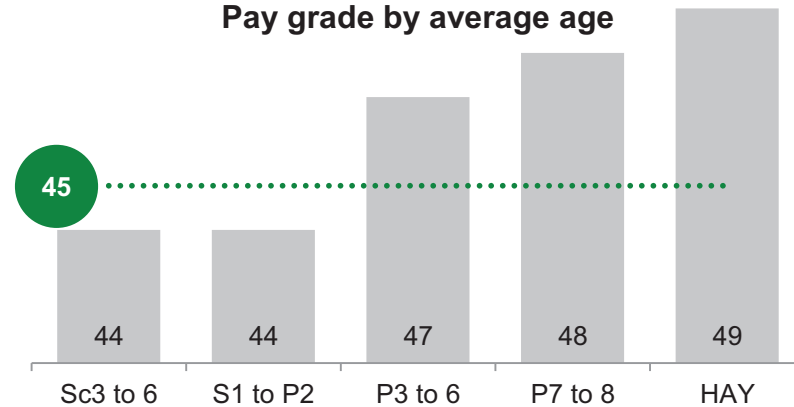
Workforce diversity varies between pay grades. To protect anonymity, information has not been broken down by pay grade about the representation of gender identity, religion or belief or sexual orientation.

As would be expected, there is a correlation between the average **age** of staff and pay grades: the average age of staff in the highest paid HAY Grade is five years older than that of staff in the lowest paid Scale three to six roles (Sc3 to 6).

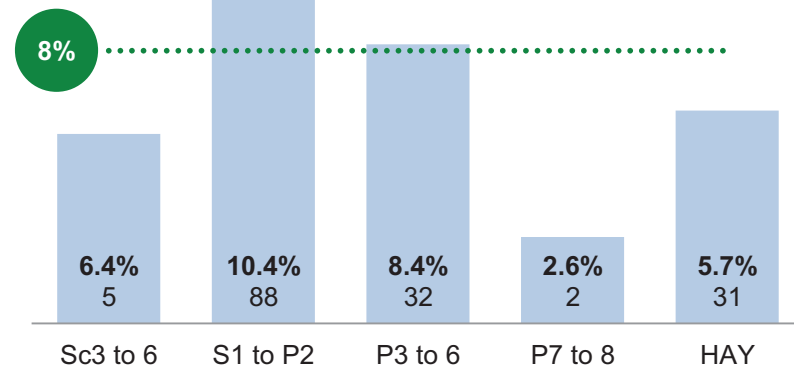
Disabled staff are not evenly distributed throughout the pay grades. The highest proportion of disabled staff (10 per cent) is found in the Senior Officers and Principal Officer grades one and two (S1 to P2). The lowest proportion of disabled staff (three per cent) is in Principal Officer grades seven to eight (P7 to 8).

The proportion of top five per cent earners that are disabled in Brent is below the average for London councils.

Pay grade by average age



Pay grade by disability - % and no. disabled



Staff diversity by pay grade, continued

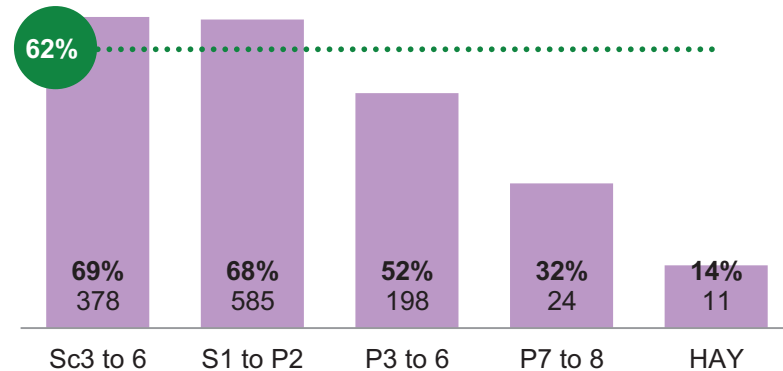
There is a correlation between the **race** of staff and pay grades: the highest proportion of BAME staff (69 per cent) is found in the lowest paid Scale three to six roles and the lowest proportion (14 per cent) is in the highest paid HAY Grade.

Brent has the fourth highest proportion of BAME top earners of all London councils. The proportion of BAME top earners increased by three per cent at Brent and decreased by two per cent at other London boroughs over the past year.

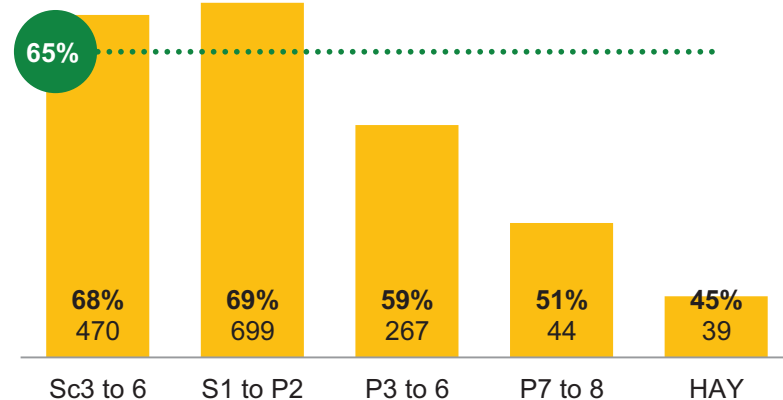
There is a correlation between the **sex** of staff and pay grades: the highest proportion of female staff (69 per cent) is found in S1 to P2 roles and the lowest proportion (45 per cent) is in the highest paid HAY Grade. Despite this, over 50 per cent of the Corporate Management Team are women and the council's most senior officer is female.

The proportion of female top earners at Brent fell over the past year and is below the average for London councils.

Pay grade by race - % and no. BAME



Pay grade by sex - % and no. female



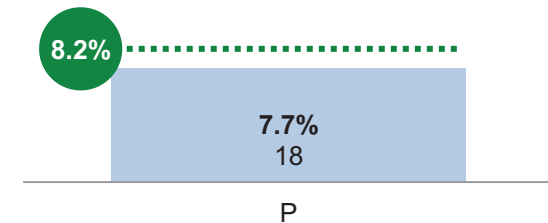
Diversity and career progression

The breakdown of diversity by pay grade suggests that there is a diverse array of talent coming up through the organisation. Brent council is keen to speed up the pace of change and increase diversity at senior levels of the workforce.

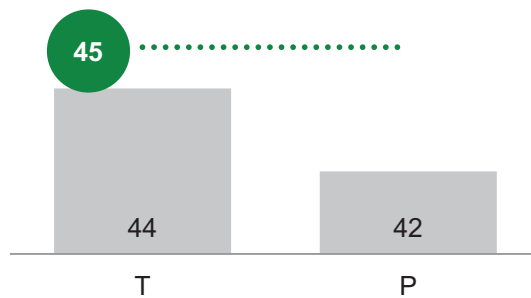
Women are more likely to have participated in training (T) and been promoted (P) than men, which could help to address the under-representation of women at senior levels of Brent's workforce.

BAME staff are more likely to have participated in training than white staff – black staff made up a disproportionately high share of training participants – but were less likely to have been promoted. In a recent staff focus group on race, 42 per cent of participants thought that race could be a barrier to career progression at Brent.

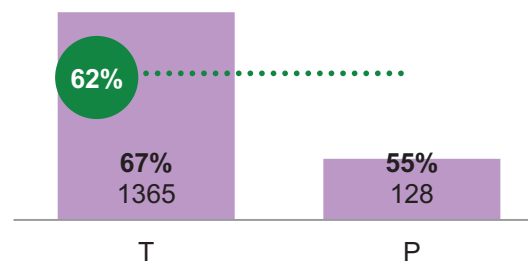
Career progression by disability - % and no. disabled



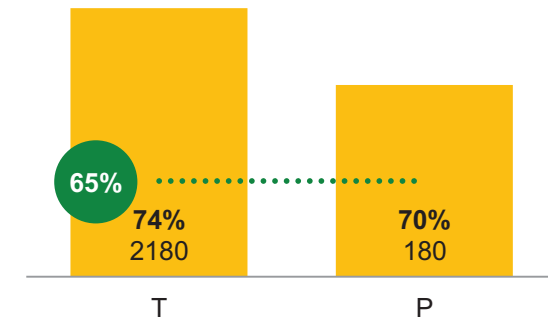
Career progression by average age



Career progression by race % and no. BAME



Career progression by sex % and no. female



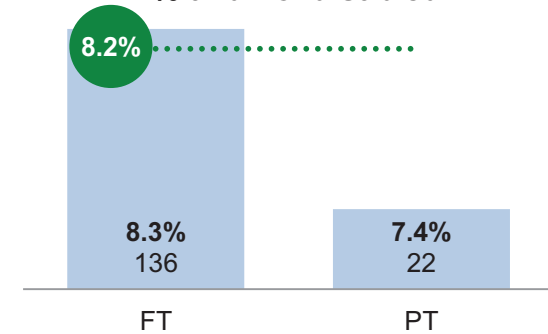
Staff diversity by working pattern

Brent has made a significant investment in encouraging and enabling flexible working to support staff to enjoy a good work life balance. A wide range of arrangements is offered to enable flexibility in most areas while taking operational need into account.

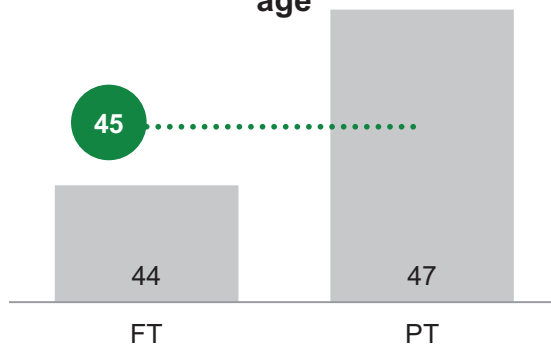
The majority of **part-time** (PT) staff are Asian and female. Disabled staff are more likely to work full time (FT) than PT.

Brent has excellent retention rates of staff that have **returned to work after maternity leave**: 100% of staff returned to work after maternity leave and 87 per cent were still working for Brent a year after their return to work. Support for flexible working arrangements and family-friendly practices is likely to have contributed to these results.

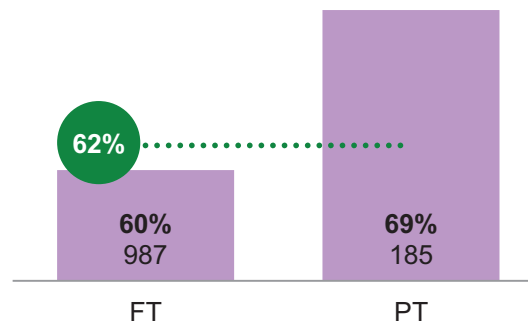
Working pattern by disability
% and no. disabled



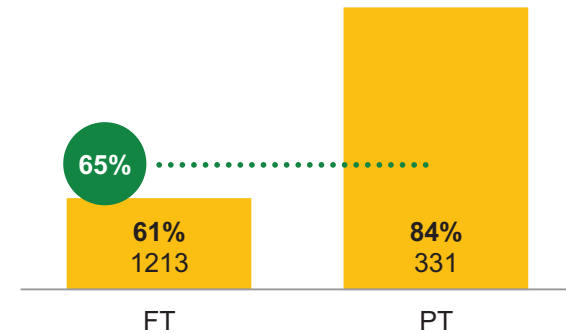
Working pattern by average age



Working pattern by race
% and no. BAME



Working pattern by sex
% and no. female

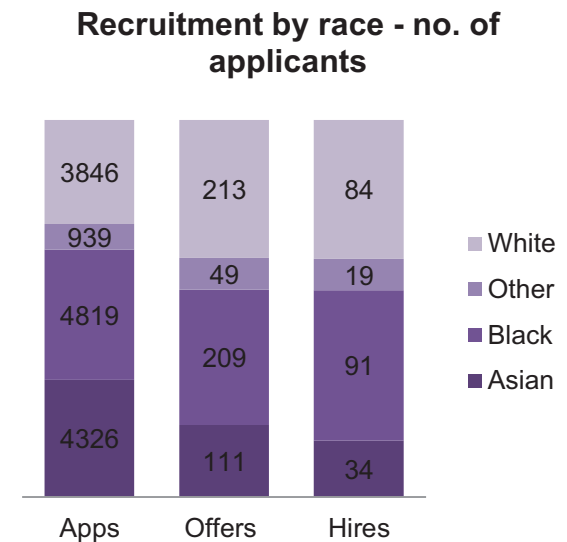
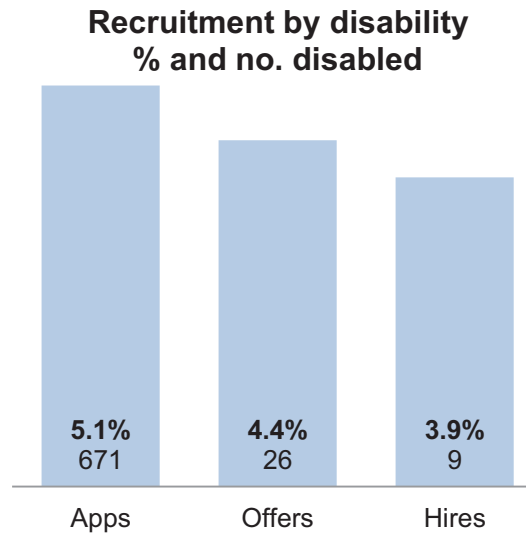
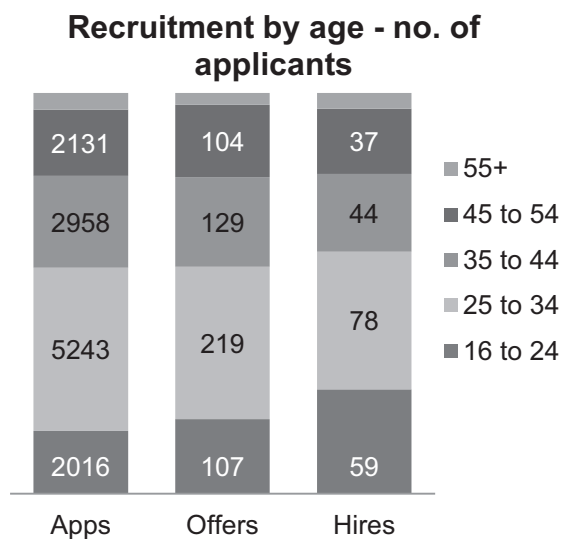


Recruitment and diversity

Brent council aims for an equal representation of diversity at each stage of the recruitment process to show that there are no barriers to recruitment for any groups. The largest changes in representation were as follows:

- the proportion of job applicants **aged 16 to 24** increased from the offer stage (Offers) to the hire stage (Hires)
- the proportion of **disabled** applicants fell at each stage of the process.

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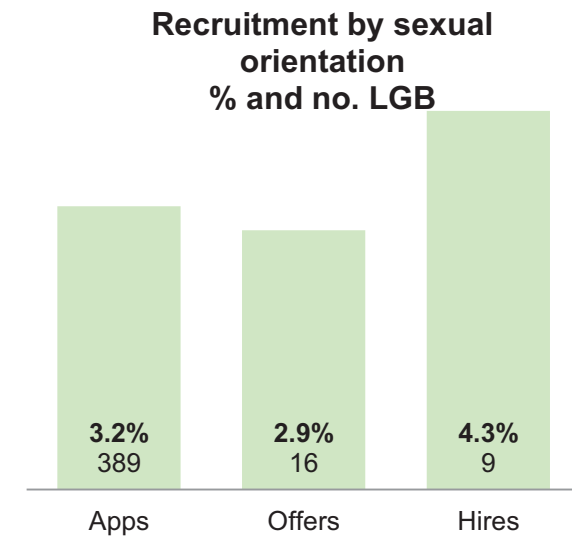
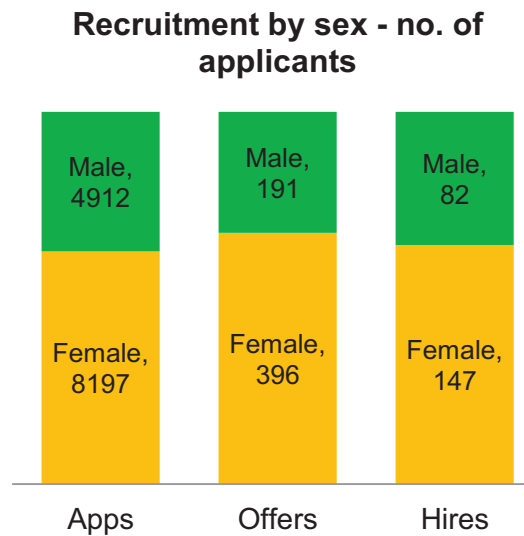


Recruitment and diversity continued

Brent council aims for an equal representation of diversity at each stage of the recruitment process to show that there are no barriers to recruitment for any groups. The largest changes in representation were as follows:

- the proportion of **Asian, Hindu and Muslim** applicants fell between the application stage (Apps) and Offers.

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Leavers and diversity

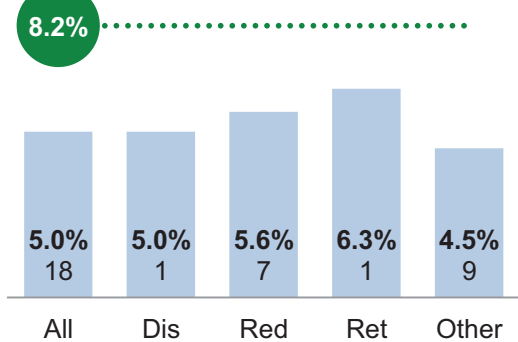
The average **age** of staff that have retired (Ret) is 18 years higher than the average age of Brent staff, as would be expected.

Brent has excellent retention rates for **disabled** staff: only five per cent of all leavers (All) were disabled, compared with eight per cent of the overall workforce.

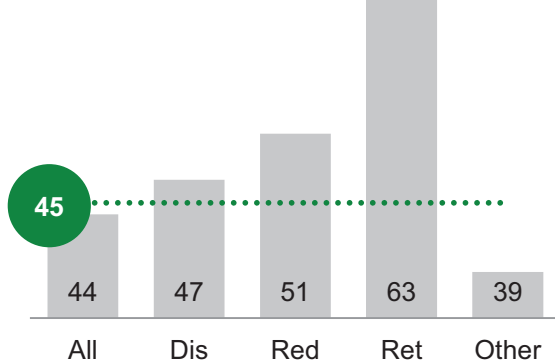
Brent also has good retention rates for **BAME** staff: 56 per cent of leavers were BAME, compared with 62 per cent of all staff.

Women were more likely than men to be made redundant (Red).

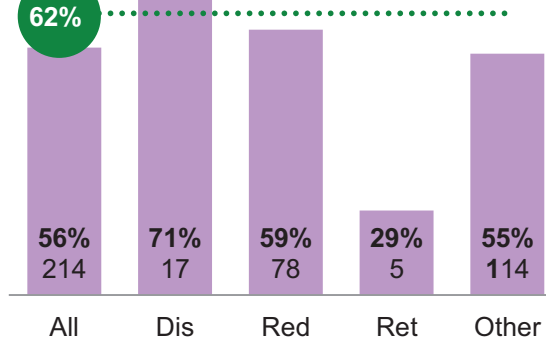
Leavers by disability - % and no. disabled



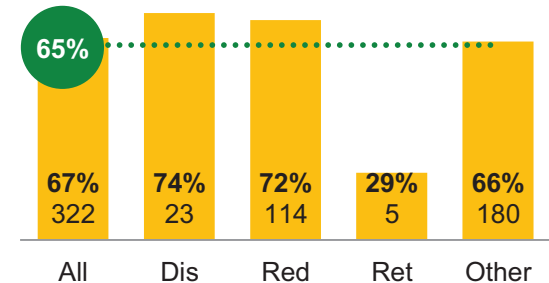
Leavers by average age



Leavers by race - % and no. BAME



Leavers by sex - % and no. female



Recommendations

The following recommendations have been developed to build on the strengths and address the challenges identified in this report. These recommendations will be incorporated into Brent's Equality Strategy 2014 to 2019.

Increasing diversity in senior management

- Brent council will join Race for Opportunity, the UK campaign to improve employment opportunities for ethnic minorities
- Departmental Equality Groups will play a role in succession planning to increase the array of diverse talent
- A positive action programme will be introduced to support the career progression of high-potential staff from groups under-represented at senior management levels

Ensuring fair policies and procedures


- Data will be collected on the diversity of candidates at the shortlisting stage of the recruitment process
- The Flexible Working policy will be applied fairly and consistently
- Training will be offered on unconscious bias to managers and recruitment panels

Strengthening workplace inclusion

- Events and internal communications will be used to increase staff awareness of equality, diversity and inclusion issues
- Information and resources available on the Equality and Diversity intranet pages will be refreshed and updated
- Focus groups and surveys to consult with BAME, disabled and LGBT staff on equality and inclusion issues will be used

Increasing declaration rates

- A data refresh exercise sponsored by the Chief Executive to encourage staff to supply equalities data will be run
- The Annual Workforce Equalities Report will be published on the staff intranet and Brent's external website

	<p style="text-align: center;">General Purposes Committee 29 January 2015</p> <p style="text-align: center;">Report from the HR Director</p>
Stress Policy	

1.0 Summary

1.1 This report provides details of the proposed new Stress Policy. When developing the new policy, the opportunity has been taken to provide clearer guidance to all staff on the symptoms of stress and to expand the policy to cover all stress whether potentially work related or not. The policy make clear that not all stress necessarily impacts negatively on wellbeing, and that employees and managers must take active responsibility for their own health and wellbeing.

2.0 Recommendation

2.1 GP Committee is asked to:

- a) approve the new stress policy; and
- b) authorise the HR Director in consultation with the Chief Executive and then consultation with the relevant trade unions, to make such other changes as may be necessary from time to time to the policy to ensure it remains 'fit for purpose'.

3.0 Detail

3.1 Currently, Brent has a 'Workplace Stress' policy. This policy is overly lengthy and is no longer fit for purpose. Specifically, it does not account for individuals who develop stress or show symptoms of stress due to external factors taking place outside of the work environment, nor does it provide advice and guidance for managers and staff on how best to deal with colleagues who may be experiencing stress.

3.2 The new policy clarifies that stress – regardless of its cause – can be detrimental to staff health and wellbeing and must therefore be recognised and managed according to the procedures outlined within the policy.

- 3.3 However, the new policy does not assume that all staff experiencing stress will be absent from work nor that all stress has a negative influence on health and wellbeing. It emphasises the role of good management practice in minimising instances of negative stress affecting employee health and wellbeing, and clarifies that managers have a fundamental responsibility to ensure their practices are in line with the stress-reducing practices outlined in the policy.
- 3.4 The new policy offers guidance on how to recognise stress in colleagues, and outlines some common symptoms and signs of stress. It alerts staff to the possible links between stress and alcohol or substance misuse as recommended in the Healthy Workplace Charter's gold standards.
- 3.5 The new policy clarifies the roles and responsibilities of all stakeholders, including Human Resources, employees and managers. It makes clear that employees have a responsibility to manage stress and seek support if necessary. The policy sets out clear procedures for managers when dealing with employees whom they suspect may be experiencing negative stress or may be at risk of developing stress related symptoms.
- 3.6 The new policy outlines that certain areas may show higher incidences of stress and that the council should be aware of and monitor any potential 'stress hotspots'. This is again in line with the Healthy Workplace Charter gold standard guidelines.
- 3.7 The new policy streamlines the risk assessment processes, stating that a risk assessment to identify workplace stressors should be incorporated into the standard risk assessment processes.
- 3.8 As with all the council's policies and procedures the new policy is designed to ensure that all employees are treated fairly and receive the support they require in order to carry out their roles effectively.
- 3.9 HR has consulted with HR Improvement Group and the Trade Unions on the new Stress Policy. Both groups provided positive feedback and their comments were incorporated into the policy where appropriate. The policy has also been approved by CMT.

4.0 Financial Implications

- 4.1 There are no financial implications arising as a result of changes made to the policy.

5.0 Legal Implications

- 5.1 The council's health and wellbeing policies are underpinned by its duty to abide by section 2 of the Health and Safety at Work etc. Act 1974 (HASWA). This policy is compliant with all legal and legislative requirements.

6.0 Diversity Implications

- 6.1 The policy is applicable to all staff and provides a consistent approach to managing stress in the workplace. No one group of staff with a shared protected characteristic should be disproportionately affected by the policy and it will be monitored to ensure this is the case. An equalities analysis is being undertaken to ensure that all diversity implications are considered.

7.0 Staffing Implications

The Stress Policy will provide clear guidance to all staff on recognising and responding to stress. Managing stress effectively will improve employee wellbeing and should contribute to greater productivity, lower staff turnover and fewer leaves of absence.

Background Papers

None.

Contact Officer

Cara Davani, HR Director.

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HR Policy

Draft Stress Policy
January 2015



Human Resources

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1. INTRODUCTION

Brent Council is committed to providing excellent, publically accountable services that give real value for money and to improving customer service standards and satisfaction. The council recognises that the health and wellbeing of our staff impacts directly on our ability to provide such services, and the role that the council has in supporting staff affected by or at risk of unwelcome stress.

This policy document outlines the health risks to Brent staff in relation to stress – including workplace stress – and the roles and responsibilities of the council, managers and employees in preventing and managing stress and its effects.

Brent Council recognises its responsibility in controlling the risks which can lead specifically to workplace stress. The council also expects all staff to take responsibility for the management of their own stress. This policy outlines expectations for managers with regards to carrying out suitable risk assessments and attendance at stress management training as well as identifying symptoms of stress so that staff are aware of how to recognise stress in themselves and others.

2. LEGAL AND BUSINESS CONTEXT

Employers have a duty to safeguard the health and safety of their employees under Section 2 of the Health and Safety at Work etc. Act 1974 (HASWA) and the Management of Health and Safety at Work Regulations 1999. Managing stress is an essential element of ensuring that the council's responsibilities for health and safety are met and managers therefore have a duty to ensure that their good practice minimises the occurrence of stress amongst employees.

In addition, the council recognises that taking steps to manage stress can:

- ensure that good management practice supports the avoidance of stress which is detrimental;
- reduce the costs associated with sick pay, replacement cover and recruitment;
- strengthen an employer's position with regard to employer's liability insurance;
- reduce the likelihood of a claim being made for a breach of a duty of care and improve defences against such claims;
- improve the overall morale and commitment of employees;
- improve relationships between members of staff;
- improve relationships with customers.

3. POLICY REMIT AND DEFINITIONS

Not all stress negatively impacts on health and wellbeing, and the council recognises that employees will have individual triggers for negative stress. The Health and Safety Executive's (HSE) formal definition of work related stress is:

The adverse reaction people have to excessive pressures or other types of demand placed on them at work.

Staff are also affected by domestic pressures, which can impact on performance at work or mean that staff are less able to deal with work based pressures.

Managers must therefore be aware of the general symptoms of stress in order to ensure that staff who may be experiencing stress are supported appropriately and service delivery is not affected.

4. HOW TO RECOGNISE STRESS

4.1 The symptoms of stress

The following table highlights some of the emotional, mental and behavioural symptoms managers and staff should be aware of:

Emotional symptoms include:	Mental symptoms include:	Changes in behaviour include:
Depressive feelings, anxiety, tearfulness Feeling that one can't cope Irritability, anger, frustration, over-sensitivity Loss of motivation and commitment Cynicism/loss of sense of humour Low self esteem/feelings of inadequacy	Inability to plan, concentrate and control work Indecisive – or making poor decisions Muddled thinking/confusion Poor memory	Comfort eating (i.e. eating when not hungry) or loss of appetite Increase in smoking or drinking Decreased productivity or deterioration in quality of work Poor relationships with colleagues or clients Poor time management Nervous habits (fidgeting, impatience, nail biting) Disregard for personal appearance Lack of confidence – socially withdrawn Increased sickness absence

The above list of symptoms is not exhaustive, nor are any of the behaviours in themselves necessarily indicative of an employee experiencing stress. A pattern of uncharacteristic behaviour that continues for some time may indicate an underlying problem. Managers and employees need to be aware of and sensitive to a colleague who consistently shows any of the above changes.

4.2 Stress and other health issues

Stress and its symptoms may be caused by or exacerbate other underlying health problems, including alcohol and substance misuse. The council operates a clear policy on alcohol and substance misuse which should be referred to in conjunction with this policy if appropriate.

4.3 Long term effects of stress

If the signs go undetected, or are not acted upon, the long-term effects of stress will often be serious both for the individual and for the council. Health problems and diseases that have been linked to stress include:

- high blood pressure
- alcoholism
- diabetes
- coronary heart disease
- increased blood pressure
- chronic digestive illness
- ulcers
- asthma
- nervous breakdowns
- chronic depression and anxiety
- skin rashes
- cardiovascular and heart disease

5. ROLES AND RESPONSIBILITIES

Managers, employees, Human Resources and trade unions all have a role to play in ensuring that stress and any related illnesses are identified and managed as effectively as possible.

5.1 Employees

Employees will:

- Take responsibility for their own health and take steps to prevent stress from negatively affecting their wellbeing;
- Raise any issues relating to stress with line managers, union representatives or Human Resources staff;
- Take active steps to access support services early on if they recognise their wellbeing is becoming affected (e.g. their GP or the council's Employee Assistance Programme);
- Encourage colleagues to seek support if they are affected by stress or its effects;
- Use other appropriate procedures if necessary to ensure they receive adequate support.

5.2 Line managers

Managers will:

- Avoid instances where stress negatively influences wellbeing through good management practice;

- Conduct stress risk assessments with staff if they feel it is necessary based on the guidance outlined in 4.0 above, or if a member of staff raises the issue of stress. Otherwise stress should be considered as part of the normal risk assessment process;
- Ensure good communication between management and staff, particularly where there are organisational and procedural changes, and foster an environment in which stress can be discussed openly;
- Ensure staff are fully trained to undertake the tasks associated with their job roles;
- Ensure staff are provided with meaningful developmental opportunities;
- Monitor workloads to ensure that people are not overloaded;
- Monitor working hours and overtime to ensure that staff are not routinely overworking;
- Monitor holidays to ensure that staff are taking their full entitlement;
- Attend training as requested in good management practice and health and safety, including Managing Stress for Managers which is accessed through the Corporate Training Programme;
- Ensure that bullying and harassment is not tolerated;
- Be vigilant and offer additional support – including Occupational Health referrals where appropriate – remembering that stress can originate from situations outside of work;
- Seek guidance from Human Resources if necessary on the above.

5.3 Human Resources

Human Resources will:

- Provide training for all line managers to assist them identify and manage stress related health and performance issues amongst their staff;
- Provide an Occupational Health service which is available to all employees subject to appropriate referrals;
- Ensure staff have access to free and confidential support services;
- Ensure its risk assessment procedure incorporates the assessment of risk factors which could cause stress or exacerbate existing stress issues experienced by staff;
- Monitor data to identify any areas with high incidences of stress and devise interventions or otherwise try to reduce the potential for stress.

5.4 Trade unions

The role of the trades unions is to represent the views and interests of their members on this policy and associated procedures, as a need arises, and to advise and represent individual members as appropriate.

6. MANAGING STRESS

6.1 Risk Assessments

A proactive approach must be taken to manage stress amongst employees. Where appropriate to the job role, new starters – including existing council employees starting in new roles or secondment placements – should conduct a thorough risk assessment with their line manager including the assessment of any workplace stressors.

Additionally, line managers will meet with employees if they have concerns about any employee exhibiting symptoms or signs of stress, or who they think may be at risk of stress. If necessary, the manager and employee in question will then complete a stress risk assessment. Any reasonable controls should be identified and recorded on the risk assessment, along with any other practicable actions. Any control measures or other actions which arise as a result of the risk assessment must be actioned within a reasonable time frame (maximum 1 month).

The risk assessment is a live document and should be revisited and revised as and when deemed necessary by the individual employee.

In addition, all staff should be encouraged to raise any stress-related issues as they arise. If staff raise issues, or managers become aware of symptoms in 4.1 which they feel may be stress related, managers should then follow procedure outlined 6.4.

6.2 Stress triggers in the workplace

When undertaking the risk assessment, managers and employees should consider the following stress triggers which can occur in the workplace¹:

- Demands of e.g. workload, work environment, work patterns;
- Lack of control, e.g. how much say an employee has in how they do their work;
- Lack of adequate training, lack of constructive advice/feedback, lack of general managerial support;
- Bullying, harassment or other negative relationships with colleagues or residents;
- Any conflict or ambiguity around an employee's role;
- Organisational change.

6.3 Stress hotspots

It is also important that to be able to identify areas – or hotspots – where large groups of staff are experiencing or are likely to experience stress. HR officers will monitor incidences of reported stress to identify any areas where high incidences of stress related absences are occurring, or situations which are likely to put staff in stressful situations. Managers will also notify HR if they identify a potential/current stress 'hotspot'. If such an area is identified managers will be expected to work with HR to take appropriate action.

6.4 Managing employees who are experiencing stress

Despite efforts to control the risk of stressors emerging in the workplace, many employees will

¹ Health and Safety Executive; <http://www.hse.gov.uk/stress/standards/index.htm>

experience stress at some point in their careers, much of which will not be negative or detrimental. If managers become aware that a member of their staff is experiencing stress which is having a detrimental impact or notice that one of their staff is persistently exhibiting the symptoms outlined in 4.1 above, they must ensure that adequate support is in place by following the procedure outlined below:

- Hold a meeting with the individual as soon as possible in a suitably private location to discuss the issue;
- If appropriate, refer the individual to the Employee Assistance programme for support;
- If appropriate, recommend the individual sees their GP and/or make a referral to Occupational Health;
- Identify the cause(s) of the individual's stress including any specific work-based factors that may be contributing to an employee's stress and record appropriately using a stress risk assessment²;
- Work with the individual to identify any changes or adjustments that can be made to support the employee, and explore actions the employee can take to manage their own stress and identify coping strategies;
- Monitor any changes made to ensure they are effective, review the plan or risk assessment regularly to ensure that measures identified are addressing the issue. Include the employee in any further conversations about their health;
- Seek advice and guidance from Human Resources as required.

6.5 Employee Assistance Programme

The Employee Assistance Programme (EAP) is a free, confidential and professional support service available to all Brent staff. The EAP, run by Lifestyleaction, offers impartial advice and support – including telephone counselling – to all staff. There is no limit on how frequently employees can use the service. All employees experiencing stress should be encouraged to contact the EAP to discuss what support may be available. More information is available on the intranet.

6.6 Occupational health service

Occupational health services are available to council employees subject to referrals made by managers in conjunction with the Employee Relations Teams. For more information please see the intranet pages on [Occupational Health](#).

6.7 Rehabilitation of an individual following absence through sickness

When an employee returns to work following stress related sickness absence it is important to:

- make sure the individual feels they are welcome back;

² <http://intranet.brent.gov.uk/intrahsl.nsf/Health%20and%20safety%20advisory/LBB-32>

- conduct a thorough stress risk assessment making sure the individual is not exposed to the same factors that originally caused the stress; if this is not possible, make reasonable adjustments to reduce stressors;
- make arrangements for the individual to have an early return-to-work interview — at the interview focus on the individual rather than any work problems that may have arisen during the absence;
- communicate regularly with the individual to make sure there are no further difficulties; ensure that regular review meetings are put in place and timescales for actions are agreed.

7. FURTHER INFORMATION

Any clarification in respect of the application of this policy should be sought from Human Resources.

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General Purposes Committee 29 January 2015

Report from the HR Director

For Action

Wards affected:
ALL

Localism Act 2011 – Pay Policy Statements

1. Summary

- 1.1. Section 38 (1) of the Localism Act 2011 requires England and Welsh local authorities to produce a pay policy statement on an annual basis. The Act does not apply to local authority schools.
- 1.2. The purpose of this report is to inform General Purposes Committee of the arrangements that have been put in place in Brent Council to meet the requirements of the Act. The Act requires the pay policy statement to be approved by a meeting of Full Council. It is the intention to take the report to the meeting of Full Council in March 2015.
- 1.3. The pay policy statement for the council is attached. The statement is consistent with the specific requirements of the Act detailed in the body of this report and sets out all the factual pay information in relation to those requirements. The Act requires the statement to be produced on an annual basis by the 31 March each year.

2. Recommendations

- 2.1 It is recommended that General Purposes Committee approve the draft Pay Policy Statement attached to this report as an accurate and factual representation of the council's pay arrangements for 2015/16 prior to consideration and approval by the Full Council in March 2015. Any amendments required during the year will be brought back to a future meeting of the General Purposes Committee and Full Council for approval.

3. Detail

Requirements of the Localism Act 2012

- 3.1 The Localism Act 2011 sections 38-43 requires local authorities in England and

Wales to publish a pay policy statement for each financial year beginning with 2012-13. This provision of the Act does not apply to staff in local authority schools.

3.2 The Act sets out the matters which must be included in an authority's pay policy statement as follows:

- the remuneration of its "chief officers";
- the remuneration of its "lowest-paid employees" (together with the definition of "lowest paid employees" adopted by that authority for the purposes of the statement, and the reasons for adopting that definition); and
- the relationship between the remuneration of its chief officers and the remuneration of its employees who are not chief officers.

3.3 For the purposes of the statement the Act defines who is included under the term "chief officer". It includes the Head of Paid Services (Chief Executive, the Monitoring Officer, the statutory chief officers (directors) as well as non-statutory chief officers and deputy chief officers (managers who report directly to a chief officer).

3.4 Remuneration is also defined widely and includes not just basic pay/salary but also any bonuses, charges, fees e.g. election fees or allowances, benefits in kind, increases enhancements of pension entitlements and termination/severance payments. Remuneration in relation to employees who are not chief officers is also similarly widely defined.

3.5 The statement must set out the authority's policy on a number of specific aspects of chief officer remuneration:

- the level and elements of remuneration for each chief officer;
- the remuneration of chief officers on recruitment;
- increases and additions to remuneration for each chief officer;
- the use of performance related pay for chief officers;
- the use of bonuses for chief officers;
- the approach to final payments to chief officers when they leave the authority; and
- the publication of and access to information relating to remuneration of chief officers.

3.6 The policy statement must be published on the authority's website and in any other manner the authority considers appropriate. There is no requirement to include specific numerical data on pay and reward within the statement. However, it is necessary to consider how the information in the statement fits in relation to the information authorities are already required to publish. For example, The Local Government Transparency Code 2014.

Brent's Pay Policy Statement

3.7 The policy statement for Brent has been prepared incorporating all of the above requirements. The statement is attached to this report. There are no new proposals or policy changes attached to the statement as the information reflects current practice and is strictly factual in nature.

3.8 The introduction to the statement refers to the HR Strategy 2014 -17 which sets out the overarching objective of having the right people, with the right skills, attitudes and experience, in the right place at the right time to enable the organisation to deliver on its corporate objectives and priorities.

3.9 Brent's senior managers covered are those in the top three tiers in the management structure - the Chief Executive (Tier 1), Strategic Directors (Tier 2), Operational

Directors (Tier 3) and the Chief Legal Officer (which is the Council's monitoring officer but is a Head of Service level post). This includes all statutory and non-statutory chief officer posts.

- 3.10 All references to terms and conditions in the statement are factual. Where appropriate a link to the relevant pay policy e.g. the council's pension arrangements has been included.
- 3.11 In keeping with the requirements of the Act the statement will be published on the Internet with links to pay policy and information where appropriate.
- 3.12 As set out in the summary to this report the pay policy statement must be approved by a meeting of the Full Council and published by the 31 March each year. The information the authority is required to publish is factual, based on the current pay arrangements. There are no proposals to make any changes to these arrangements. The Full Council at its meeting in March 2015 will be requested to approve the Pay Policy Statement for the Financial year 2014/15 as required by the Localism Act.

4. Financial Implications

- 4.1 There are no financial implications arising from this report.

5. Legal Implications

- 5.1 The contents of the statement comply with regulation 38 of the Localism Act 2011. The approval of the pay policy will satisfy the technical requirements of Regulation 39 of the Localism Act 2011.

6. Diversity Implications

- 6.1 There are no diversity implications arising from this report.

7. Staffing/Accommodation Implications

- 7.1 There are no staffing implications.

8. Background Papers

- 8.1 None

Contact Officers

Cara Davani
HR Director

PAY POLICY STATEMENT

Financial Year 2015/16

April 2015



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BRENT COUNCIL PAY POLICY STATEMENT

Financial Year 2015/16

Purpose

The council's pay policy outlines Brent's policy on pay and benefits for all employees (excluding Schools) and has been developed to meet the relevant statutory provisions of the Localism Act 2011.

The pay policy will be reviewed on an annual basis and any changes will be approved in advance of each new financial year.

The pay policy statement can be amended during the course of any financial year, but only by a resolution of the Full Council. If it is amended during the year to which it relates, the revised version of the statement will be published as soon as reasonably practicable.

Strategic Context

The current and future pay and benefit arrangements are embodied in the council's HR Strategy for 2014/17 which reflects the Borough Plan priorities. The council's Borough Plan and One Council programmes provide the strategic framework for the council's workforce and people priorities.

The overarching objective for the HR Strategy is to have the right people, with the right skills, attitudes and experience, in the right place at the right time to enable the organisation to deliver on its corporate objectives and priorities.

Key strategic aims of the HR Strategy for 2014/17 are to:

- Achieving organisational effectiveness and strong performance management
- Recruiting, retaining and rewarding a diverse, highly skilled and motivated workforce
- Valuing diversity and reducing inequalities
- Developing high performing managers and talented staff
- Building the professionalism and skills of the workforce to support One Council projects and deliver high quality services

The council is committed to being a good employer, has an excellent track record in employing a workforce which reflects the community and in order to recruit and retain a high quality workforce will pay its staff at salary levels which will attract top performers. The move to the Civic Centre was achieved

in 2013 and significant inroads have been made into introducing new ways of working to support the relocation to new offices.

Review of Employee Benefits

The council's pay arrangements and terms and conditions play a key role enabling the council to fully realise its objectives and in ensuring the workforce is 'fit for purpose'. The impact of the review of the council's terms and conditions in 2013 are now being realised. The council is committed to fair and equitable pay and benefits arrangements to maintain a flexible, talented and performance focused workforce. The council has successfully recruited to a number of key roles this year following significant restructuring exercises to improve service delivery to the local community set against a backdrop of ever decreasing financial resources.

Last year as part of the review of HR policies and procedures the opportunity was taken to consolidate all the council's pay arrangements into a single policy document.

Council Pay Rates and Scales

Pay scales are reviewed annually in line with the National Joint Council agreements and are effective from 1st April.

The following pay scales have been adopted by the council:

1. GLPC Pay Scales (job evaluated) (main pay scales)
2. Senior Manager Pay Scales (job evaluated) (senior managers)
3. Soulbury Pay Scales (Education Psychologists, Advisors and Inspectors)
4. Youth and Community Service Pay Scales (Young People's and Community Service Managers)
5. Teaching Pay Scales (for centrally employed local authority teachers)

Remuneration of Senior Management (Chief Officers)

The council defines its senior management as the top 3 tiers in the management structure. This includes all statutory and non-statutory Chief Officer and Deputy Chief Officer roles. It comprises the Chief Executive, strategic directors and operational directors.

Currently the pay, expenses and declaration of interest are published for the Corporate Management Team which comprises the Chief Executive and the strategic directors.

The council may, in exceptional circumstances, employ senior managers under contracts for services. The council generally will aim to pay such

individuals at a rate consistent with the pay of directly employed staff performing a comparable role although there may be circumstances where a higher rate is warranted over the short term.

Remuneration of Lowest Paid Employees

The council defines its lowest paid employees as those staff paid on the lowest established grade and scale point which in Brent is Scale 2 spinal point 11 of the GLPC Pay Scales currently £17,013 per annum.

London Living Wage

The council has implemented the London living wage. This rate has been applied to all staff who receive less than £9.15 per hour. This will not apply to apprenticeships.

Pay Multiple

The 'pay multiple' is the ratio between the highest paid salary and the lowest/median average salary of the council's workforce. The council's highest paid employee is the Chief Executive. The current median salary is SCP 34 £31,368.

The current multiples are

Lowest salary multiple is 1:11

Median salary multiple is: 1:6

The council has not set a target for a maximum multiple. The pay multiple has remained relatively unchanged from 2014/2015. The council continues to pay the London living wage which has increased marginally. This also reflects capping of the Chief Executive's salary at £191,159 per annum.

Pay Grading

Single Status was introduced in 2009 for staff on the main pay scales. Single Status introduced common job evaluation schemes and pay scales for the council's former manual workers, administrative, professional, technical and clerical employees with the exception of education psychologists, nursery nurses, youth and community workers, chief officers and the chief executive.

Senior managers including chief officers have locally determined rates of pay which are linked to national negotiations for the determination of pay awards. A revised pay and grading structure for senior managers was introduced on 1st April 2013. The aim of the review was to reduce costs whilst ensuring the council's pay arrangements remained competitive.

In 2013 the council rationalised the terms and conditions for senior managers. Those senior management posts which fall within the JNC for Chief Officer definition are employed on JNC terms and conditions and all other senior managers are employed on NJC for Local Government Services terms and conditions with some local variations. The senior management posts which fall within the JNC definition are predominately the strategic directors, other directors with statutory responsibilities and the HR Director. This means that the majority of senior managers have terms and conditions which are largely consistent with those for other staff. A number of changes were also made to the JNC for Chief Officer terms and conditions to bring them more into line with the terms and conditions for all other staff.

Local Conventions for the GLPC Job Evaluation Scheme

Virtually all local authorities and organisations that use the GLPC Scheme have local conventions in place. Without local conventions, evaluators may interpret these terms differently – and hence gradings can be affected and consistency lost.

The council in March 2013 introduced local conventions to ensure that the scheme is applied consistently and fairly to all employees.

Public Health Transfer

Following major changes to the public health system, responsibility for public health transferred to local authorities on 1 April 2013. Fifteen staff transferred into the council under NHS terms and conditions including pay. A Director of Public Health has been recruited on Brent terms and conditions.

Pay on Appointment

All employees are normally appointed on the lowest pay spinal column point for their job evaluated grade. Employees may be appointed at a higher point, where they are currently earning more than the lowest pay spine for the role and where it is considered that they already possess the skills and experience needed to justify such a higher salary.

The council delegates authority to the Senior Staff Appointments Sub-Committee to make recommendations to the council on the appointment of all officers at operational director level and above and the council's Monitoring Officer.

Annual Pay Progression

Brent's pay policy is primarily based on evaluated pay grades, which each have a salary range comprising a number of incremental points. Other pay grades are nationally prescribed and also have incremental progression

arrangements. Most employees incrementally progress through the pay grade for their job. Progression will normally be one increment (pay spine column point) on the 1st of April each year until the top of the grade is reached for those on the main pay scales (separate arrangements apply during the first year of service where the start date is between 1st October and 31st March) and on the anniversary of joining for those on senior manager pay scales.

Pay progression is subject to satisfactory performance assessed during the annual appraisal process and can be withheld as a disciplinary sanction or where poor performance is being addressed.

Performance Related Pay and Bonuses

Council employees including the Chief Executive and directors do not receive performance related payments or bonuses.

National / Regional Pay Agreements

The council operates the national (JNC/NJC) and regional (GLPC) collective bargaining arrangements for pay and conditions of service for all employees, including senior managers. Pay is increased in line with national and regional pay agreements.

Details of the 2014/16 pay award agreement include:

- an increase of 2.2% for 2014/16 applicable from 1 January 2015
- higher percentage increases on SCPs 5 to 10 to provide a new minimum hourly rate at SCP5 of £7 per hour. This would increase further to £7.06 per hour on 1 October 2015 by the deletion of SCP5 (Brent Council does not pay any staff on SCP 5)
- non-consolidated lump sum payments of between £100 and £325 on SCP5 -25
- 0.45% of new salaries to employees on SCPs 26-49 inclusive
- a commitment to joint working for the future that would ensure the NJC was focused on issues of importance to both employers and employees.

The non consolidated payment was paid to eligible staff in December's salary. Only employees in post on 1 December 2014 were eligible for the payment, which was pro-rata for part-time employees.

Market Supplements

The council has phased out market supplement payments and has put in place employee benefits as part of the new benefits package to ensure the council remains competitive in the recruitment market. Currently there are only a small number of supplements in existence and these have planned end dates.

Fees for Election Duties

Election fees paid to employees (including chief officers) who assist in elections are in line with the rates agreed by the Government whenever general, regional or European elections occur. Where local elections occur fees will be determined using the cross-London agreed rates.

Pension

All non teaching employees are able to join the Local Government Pension Scheme. Teachers are able to join the Teachers Pension Scheme. Benefits for both schemes are paid in accordance with government regulations. NHS employees who transferred to the council under TUPE have access to the NHS Pension Scheme.

Payments on Termination of Employment

In the event that the council terminates the employment of an employee on the grounds of redundancy the terms of the council's redundancy and early retirement arrangements will apply.

Re-employment of Employees

Section 7 of the Local Government and Housing Act 1989 requires that every appointment to paid office or employment in a local authority shall be made on merit.

The re-engagement of employees including chief officers who are made redundant is subject to the council's re-engagement arrangements (contained within the council's Managing Change Policy). The policy sets out the minimum period a former employee must wait before being eligible to work for the council again, as well as outlining other restrictions.

Employees who are made redundant may not be re-engaged within twelve months of their termination of employment for reasons of redundancy. After twelve months the employee may be re-engaged via the normal recruitment procedures either to carry out the same work or a different job. Re-engagement is subject to the approval of the Operational Director and HR Director.

Tax avoidance

All permanent Brent staff including senior managers are paid through payroll which means that all taxes are deducted at source. A review of temporary staff has recently been concluded and it is Brent's policy to cover vacancies

through the use of approved agency workers or by appointing staff on fixed term contracts. Temporary workers providing services through their own companies will be carrying out projects and generally not covering permanent roles other than in exceptional circumstances e.g. where interim cover is essential whilst a permanent appointment is recruited. Where these situations do occur they will be limited in duration, usually to less than 6 months.

Publication and access to information

Brent's annual Pay Policy Statement will be published on the website where it can be easily accessed. Information about chief officers remuneration is published on the council's website www.brent.gov.uk in the section Senior Staff Salaries.

For further information on the Council's Pay Policy, please email askhr@brent.gov.uk.



General Purposes Committee
29 January 2015

Report from the Chief Executive

For Action

Wards affected:
ALL

Review of Polling Places 2015

1.0 Summary

1.1 It is normal practice prior to any election to carry out a review of polling places in the borough based on experience at the previous election and investigation into the availability of premises for the forthcoming election. This report describes the outcome of the review and asks members to approve my recommendations for polling station arrangements at the General Election in May 2015.

2.0 Recommendations:

- 2.1 that Bethel Community Centre, 197 Ealing Road, HA0 4LW replace Alperton Community School as the polling place for polling district NAL3;
- 2.2 that Christ for the World Mission, Clifford Way, NW10 1AN replace the hut at St Catherine's Church, Dudden Hill Lane as the polling place for polling district CDU2;
- 2.3 that Holy Innocents Church Hall, Bacon Lane, NW9 0PG replace the hut outside Father O'Callaghan Centre NW9 0NG as the polling place for polling district NFR1;
- 2.5 that Oliver Goldsmith School, Coniston Gardens, NW9 0BD replace the hut outside 195-197 Edgware Road as the polling place for polling district NFR5;
- 2.6 that John Keble CE School, Crownhill Road, NW10 4DR replace St Matthew's Church, St Mary's Road as the polling place for polling district CHA4;

- 2.7 that the Roundwood Club, 49 Longstone Avenue, NW10 3UN replace John Keble CE School, Crownhill Road as the polling place for polling district CKG1;
- 2.8 that Hazel Community Centre, Hazel Road, NW10 4PP replace Harlesden Assembly, Purves Road as the polling place for polling district CKG6;
- 2.9 that the meeting room at Haridham Hindu Swaminarayan Temple, Woodcock Hill, HA3 0JH replace St Gregory's Science College, Donnington Road as the polling place for polling district NKE4;
- 2.10 that the Royal British Legion, 15 Peel Precinct, NW6 5DT replace the OK Club, Neville Close as the polling place for polling district HKI4;
- 2.11 that Wembley Christian Centre, Carlton Avenue East, HA9 8LX replace Preston Manor High School, Carlton Avenue East as the polling place for polling district NPR3;
- 2.12 that St Joseph's Wembley Pastoral Centre, 339 High Road, HA9 6AG replace the former Brent House One Stop Shop as the polling place for polling district NWC1;
- 2.13 that the polling place for polling district NWC4 be confirmed at the meeting in the light of updated information;
- 2.14 that the polling places approved at this meeting be adopted for the General Election on 7 May 2015;
- 2.15 that in the event of any polling place becoming unavailable before the May 2015 elections, authority be delegated to the Democratic Services Manager to make any further changes required to polling places for these elections in consultation with the leaders of the political groups on the Council.

3.0 Detail

- 3.1 In 2013 a review of polling districts and places was conducted, notice of which was given to interested parties, including organisations with a particular interest and expertise in advising on access to buildings for people with different types of disability. This formed the basis of the arrangements made for the 2014 elections. This report is confined to proposing changes to polling places used in 2014 in the light of availability and increased efficiency.
- 3.2 Polling districts, polling places and polling stations may be defined as follows:

A **polling district** is a geographical sub-division of an electoral area, i.e. a UK Parliamentary constituency, a European Parliamentary electoral region, a ward or an electoral division.

A **polling place** is a geographical area in which a polling station is located. However, as there is no legal definition of what a polling place is, the geographical area could be defined as tightly as a particular building or as widely as the entire polling district. Most commonly in Brent, it has been defined as the premises inside which voting takes place.

A **polling station** is the actual area where the process of voting takes place, and must be located within the polling place designated for the particular polling district.

3.3 A copy of the proposals in the report have been sent to all councillors and local MPs. Comments where received have been included in the report.

3.4 **Alperton Ward**

The arrangements for Alperton ward were considered to be satisfactory for electors; however, it is now understood that Alperton Community School will undergo building works in 2015 and may not be available. For the 2014 Elections, the Music Room at the front of the site was used to comply with safeguarding concerns. While the room was an improvement in terms of space, access involved crossing a tarmac path that was found to be slippery after rain and also there was restricted access to WC facilities for staff throughout the day and evening. In addition a ramp had to be built at considerable cost.

Alternative premises have been identified directly opposite the school, Bethel Community Centre, part of the Church of God of Prophecy on Ealing Road. The room is larger than the school music room and disabled access is excellent with an integrated ramp down into the room.

I am therefore recommending that Bethel Community Centre, 197 Ealing Road, HA0 4LW be the polling place for Polling District NAL3 for the 2015 and future elections.

3.5 **Barnhill Ward**

The old Brent Town Hall remains under development and cannot be used as a polling place in 2015. Temporary huts were placed in the vicinity of the town hall for 2014 and though not ideal it is proposed that this arrangement continue for 2015. Suggested alternatives, the Sattavis Patidar Centre on Forty Avenue and the Chalkhill Community Centre on Chalkhill Road, fall outside of the polling district and are not conveniently located for electors, with the latter requiring voters to cross Forty Lane. A further possible location, Robert Hartlee Centre, owned by BHP at the end of Kings Drive, was visited but found not to be large enough to accommodate two polling stations.

3.6 **Brondesbury Park Ward**

Temporary huts were placed at Queen's Park Community School for 2014 as the school was unavailable due to planned building works. These works are now complete and the school is available for use in the 2015 elections.

3.7 **Dollis Hill Ward**

The arrangements for Dollis Hill ward are considered to be satisfactory for electors and no changes to polling places are proposed.

3.8 **Dudden Hill Ward**

Historically voters in polling district CDU2 have voted in a temporary hut outside St Catherine's Church. There have traditionally been problems in positioning the hut given the location's proximity to a busy roundabout. Alternative premises have been identified in Clifford Way, Christ for the World Mission which is under new management. The new premises are more central to the polling district and the occupiers have agreed to put in place adaptations to improve disabled access. I am therefore recommending that Christ for the World Mission be the polling place for district CDU2.

In recent years the polling place for CDU6 has been a temporary hut located opposite Cassandra Court, on Station Parade, near Willesden Green Station and, in view of the wish to avoid the use of temporary polling stations and concerns over the positioning of the temporary ramp, consideration was given to recommending the use of the Pakistan Community Centre, Marley Walk NW2 4PU as an alternative.

Comments from Councillor Carr, while expressing support and respect for the centre and staff, expressed strong concerns over the use of the centre on the grounds of the political and social neutrality of the space.

The Returning Officer has a responsibility to find polling places that are regarded as neutral and accessible to all and as such I recommend the continued use of a temporary polling station to be placed in as suitable location as can be found in the vicinity of Station Parade.

3.9 Fryent Ward

At the time of the last review, the polling place for NFR1, the Father O'Callaghan Centre was undergoing major refurbishment and a temporary hut was located outside the centre for elections held in 2014. Unfortunately, the Father O'Callaghan Centre remains unavailable for 2015 and as no alternative permanent location has been identified, I am recommending that for 2015 the polling place for NFR2, the Holy Innocents Church Hall, also be used for NFR1. This venue is capable of accommodating an additional polling station. Consideration may be given at the next review as to whether this adjustment should become permanent.

I also recommend that the current polling place for NFR7, Oliver Goldsmith Primary, also serve as the polling place for NFR5, removing the requirement to place a temporary hut outside 205-209 Edgware Road. There is sufficient space at Oliver Goldsmith Primary School to comfortably accommodate two polling stations.

3.10 Harlesden Ward

In 2014, St Matthew's Church was used as the polling place for CHA4, as the Church Hall was unavailable. Though appropriate as a temporary option, use of the Church building in the future is not sustainable. As St Matthew's Church Hall remains unavailable for 2015 and no other potential venues have been identified, I am recommending the use of John Keble Primary School as a permanent polling place for CHA4. The school is an established polling place and is well situated for electors across the polling district. My recommendation is subject to the transfer of the polling place for CKG1 from John Keble

Primary School to the Roundwood Club on Longstone Avenue, as proposed below.

3.11 **Kensal Green Ward**

As described above it was necessary to identify a new permanent alternative polling place for CHA4. It is therefore recommended that the Roundwood Club on Longstone Avenue be used as the polling place for CKG1 instead of John Keble Primary School. The Roundwood Club is a well-known and well used community facility and is no less conveniently located for elector access.

Following the 2014 elections, a suggestion was received from a ward member that the Hazel Road Community centre, Hazel Road, NW10 4PP should be considered as an alternative to the Harlesden Assembly, 29-31 Purves Road the current polling place for CKG6, where the disabled access proved to be inadequate. Having visited Hazel Community Centre and found it to be a well situated community building with good accessibility, I am supporting this suggestion and recommend that the Hazel Road Community centre be used as the polling place for CKG6.

3.12 **Kenton Ward**

St John's United Reform Church in Woodcock Hill, a longstanding polling place, was unavailable in 2014 and St Gregory's School was approved as a suitable replacement. The former St John's United Reform Church is under new ownership and is now the Haridham Hindu Swaminarayan Temple, Woodcock Hill, HA3 0JH. The new owners have confirmed the availability of the premises and I am recommending that the polling place for NKE4 revert to the Haridham Hindu Swaminarayan Temple where a meeting room is available.

3.13 **Kilburn Ward**

Currently, we locate two stations at the OK Club for polling district HKI4. As a well-used community facility, internal space at the OK Club has become increasingly limited over the years. I am concerned about the capacity of the premises to continue to accommodate two stations. The Royal British Legion (Kilburn), 15 Peel Precinct, NW6 5DT is now situated in the former Sir Robert Peel Public House which is immediately opposite the OK Club. These premises have recently been refurbished by the Royal British Legion and could comfortably accommodate two stations. I am therefore proposing that the Royal British Legion replace the OK Club as the polling place for HKI4.

3.14 **Mapesbury Ward**

The arrangements for Mapesbury ward are considered to be satisfactory for electors and no changes to the boundaries or polling places are proposed.

St Gabriel's Hall has in recent years been the polling place for two districts in the ward, CMA3 and CMA4. There have been concerns expressed in the past about its capability to accommodate the three polling stations required. I am pleased to report that there has been refurbishment works carried out which should allay those concerns.

3.15 Northwick Park Ward

Sudbury Pavilion underwent refurbishment in 2014 and was unavailable for use at last year's elections. Temporary huts placed at the front of the building were used to replace the pavilion. The works have now been completed and it is recommended that Sudbury Pavilion again be used as the polling place for NNP4.

3.16 Preston Ward

Feedback from polling staff and voters regarding Preston Manor High School suggested that the polling station was awkwardly situated within the school site for voter access. The site has been developed over the years and there are now a number of additional buildings which have affected routes of access across the site. Adjacent to the school lies the Wembley Christian Centre. This building is immediately visible from the road and from the school and would be a good alternative location for a polling station. I am therefore recommending that the Wembley Christian Centre, corner of Carlton Avenue East and Forty Avenue be used as the polling place for NPR3, in place of Preston Manor High School.

3.17 Queen's Park Ward

The polling station for HQP5 prior to 2014 was Moberly Sports & Education Centre in Kilburn Lane. Due to planned building works, the site was not available for use in 2014 and though just outside the polling district, ARK Franklin Academy (formerly Kensal Rise Primary School) on Harvist Road was considered a viable and suitable alternative. It is now known that Moberly Sports & Education Centre will be demolished in 2015 and I am therefore recommending that ARK Franklin Academy be retained as a permanent polling place for HQP5. ARK Franklin also accommodates a polling station for HQP3 and there is sufficient space for both stations at the site.

3.18 Queensbury Ward

The arrangements for Queensbury ward are considered to be satisfactory for electors and no changes to the polling places are proposed.

3.19 Stonebridge Ward

The arrangements for Stonebridge ward are considered to be satisfactory for electors and no changes to the polling places are proposed.

3.20 Sudbury Ward

The arrangements for Sudbury ward are considered to be satisfactory for electors and no changes to the boundaries or polling places are proposed.

3.20 Tokyngton Ward

The arrangements for Tokyngton ward are considered to be satisfactory for electors and no changes to the boundaries or polling places are proposed.

3.22 Welsh Harp Ward

The arrangements for Welsh Harp ward are considered to be satisfactory for electors and no changes to the polling places are proposed.

3.23 Wembley Central Ward

The former Brent House One Stop Shop which was the polling place in 2014 for NWC1 is no longer available. St Joseph's Wembley Pastoral Centre, 339 High Road, HA9 6AG on the High Road and very close to the Brent House has been identified as a suitable replacement polling place. I am therefore recommending that the Pastoral Centre be the polling place for polling district NWC1.

Ealing Road Methodist Church Hall, Ealing Road has been used as a polling place for polling district NWC4 for a number of years however there has been a longstanding disabled access problem. A new replacement door has not solved the problems as the UPVC door threshold makes wheelchair access awkward and the council has to provide a ramp.

Alternative premises had been identified at the former Douglas Avenue Resource Centre, Douglas Avenue, Wembley HA0 4DT, which has been refurbished and is shortly to be opened as a bulge class for nearby Lyon Park primary school. The property is accessed by a service road and there are a few parking spaces. In addition to being fully wheelchair accessible, any charge will be negligible compared to the Church Hall hire charge.

Comments from Ward Councillor Krupa Sheth were not in support of the new proposed location which she felt was not well known in the community. Clear signposting would have been in place to direct voters from the High Road and the premises would have been in use as a bulge class for a number of months so should be better known by Election Day.

In view of Councillor Sheth's comments efforts will be made to identify a more permanent solution to the disabled access problems at the Methodist Church the outcome of which will be reported to the meeting.

3.24 Willesden Green Ward

The arrangements for Willesden Green ward are considered to be satisfactory for electors and no changes to the polling places are proposed.

4.0 Financial Implications

4.1 The cost of Council elections and by elections is met by the local authority. For all other elections, funding is provided either by the government or the Greater London Authority. In the current financial climate it is expected that efforts are made to look for where economies in the cost of holding elections can be made.

4.2 The total cost for the hire of premises at the combined European Parliamentary and Council elections in 2014 was £25,933 plus £25,421.90 for temporary huts. Temporary huts averaged out at £1210 each.

- 4.3 The recommendations in this report make a net reduction of eight temporary huts, four of which are due to premises returning to use following building works which will create an estimated saving of around £9,680 at current prices. The recommendations also reduce the overall number of polling places by three providing a marginal saving in the cost of hiring premises.

5.0 Legal Implications

- 5.1 The Representation of the People Act 1983 requires the council to divide every parliamentary constituency or part thereof within its area into polling districts and that these be kept under review. The council must also ensure that all electors are given such facilities for voting as may be reasonable in the circumstances.

6.0 Diversity Implications

- 6.1 The purpose of the review is to ensure that no elector is discouraged from voting because of any inconvenience placed in his or her way by the choice of polling station location in their area. The accessibility of premises for all electors is taken into consideration as a matter of normal procedure.

Background Papers

Documents submitted during the consultation period of the Review of Polling Places and Polling Districts.

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CHRISTINE GILBERT
Chief Executive

Ward	Polling District	Current Polling Place	Parliamentary Electorate as at 01/12/14	No of Polling Stations	Recommendation
Alperton	NAL1	Lyon Park Infants School	1816	2	No change
Alperton	NAL2	Alperton Baptist Church Hall	3140	3	No change
Alperton	NAL3	Alperton Community School Annexe	2425	2	Bethel Community Centre, 197 Ealing Road, HA0 4LW
Alperton	NAL4	Abbey Estate Community Centre	1394	1	No change
Barnhill	NBA1	Preston & Mall Y&C Centre	1239	1	No change
Barnhill	NBA2	Hut at Preston Road Car Park	1408	1	No change
Barnhill	NBA3	Parish Hall, Church of the Ascension	1603	2	No change
Barnhill	NBA4	Huts at Former Brent Town Hall	2812	2	No change
Barnhill	NBA5	Chalk hill Primary School	1164	1	No change
Barnhill	NBA6	English Martyrs Church Hall	1534	1	No change
Brondesbury Park	HBP1	George Furness House	1435	1	No change
Brondesbury Park	HBP2	Stember Hall Scouts Hut	1087	1	No change
Brondesbury Park	HBP3	Huts at Queen's Park Community School	2120	2	Queen's Park Community School
Brondesbury Park	HBP4	North West London Jewish School	1764	2	No change
Brondesbury Park	HBP5	Landau House Community Centre	1212	1	No change
Dollis Hill	CDO1	Braintcroft School	2966	2	No change
Dollis Hill	CDO2	Kingfisher Y&C Centre	960	1	No change
Dollis Hill	CDO3	Our Lady of Grace Junior School	2442	2	No change
Dollis Hill	CDO4	Our Lady of Grace Infants School	1308	1	No change

Dudden Hill	CDU1	Christ Embassy (Former Neasden Library)	1135	1	No change
Dudden Hill	CDU2	Hut at St Catherine's Church,	972	1	Christ for the World Mission, Clifford Way, NW10 1AN
Dudden Hill	CDU3	Northview School	670	1	No change
Dudden Hill	CDU4	Gladstone Park School	2532	2	No change
Dudden Hill	CDU5	Hut in Car Park, St Mary's Church	1627	1	No change
Dudden Hill	CDU6	Hut opposite Cassandra Court	1221	1	Temporary polling station on Station Parade
Fryent	NFR1	Hut at former Father O'Callaghan Centre	1325	1	Holy Innocents Church Hall, Bacon Lane, NW9 0PG
Fryent	NFR2	Holy Innocents Church Hall	927	1	No change
Fryent	NFR3	Hut outside Pizza Hut, Kingsbury Rd	1027	1	No change
Fryent	NFR4	St Robert Southwell School	1209	1	No change
Fryent	NFR5	Hut outside 205-209 Edgware Rd	1029	1	Oliver Goldsmith Primary School, Coniston Gardens, NW9 0BD
Fryent	NFR6	Fryent Primary School	1490	1	No change
Fryent	NFR7	Oliver Goldsmith Primary School	1014	1	No change
Harlesden	CHA1	Church End & Roundwood Centre	1402	1	No change
Harlesden	CHA2	Leopold Primary School	1104	1	No change
Harlesden	CHA3	St Joseph's RC Primary School	1588	1	No change
Harlesden	CHA4	St Matthew's Church	2031	2	John Keble CE School, Crownhill Road, NW10 4DR
Harlesden	CHA5	Harlesden Primary School	2283	2	No change
Kensal Green	CKG1	John Keble Primary School	792	1	Roundwood Club, 49 Longstone Avenue, NW10 3UN
Kensal Green	CKG2	Newman Catholic College	1461	1	No change
Kensal Green	CKG3	All Souls' Church Hall	993	1	No change
Kensal Green	CKG4	Furness Primary School	1754	2	No change

Kensal Green	CKG5	St Mark's Church Hall	1210	1	No change
Kensal Green	CKG6	Harlesden Assembly	1553	1	Hazel Road Community Centre, Hazel Road, NW10 4PP
Kenton	NKE1	Lindsay Park Baptist Church Hall	1661	1	No change
Kenton	NKE2	Claremont High School	1483	1	No change
Kenton	NKE3	Uxendon Manor Primary School	1067	1	No change
Kenton	NKE4	St Gregory's Science College	2674	2	Hall at rear of Haridham Hindu Swaminarayan Temple (formerly St John's United Reform Church), Woodcock Hill, HA3 0JH
Kenton	NKE5	Mount Stewart Infant School	1639	1	No change
Kilburn	HKi1	Christchurch School	1738	2	No change
Kilburn	HKi2	Kilburn Square Housing Co-op	2224	2	No change
Kilburn	HKi3	Kilburn Square Housing Co-op	1412	1	No change
Kilburn	HKi4	The OK Club	2807	2	The Royal British Legion, 15 Peel Precinct, NW6 5DT
Kilburn	HKi5	Marian Community Centre	1248	1	No change
Mapesbury	CMA1	Mora Primary School	2101	2	No change
Mapesbury	CMA2	Anson Primary School	1744	2	No change
Mapesbury	CMA3	St Gabriel's Hall	1013	1	No change
Mapesbury	CMA4	St Gabriel's Hall	2105	2	No change
Mapesbury	CMA5	Watling Gardens Community Centre	1305	1	No change
Northwick Park	NNP1	Hut opposite 86 Northwick Avenue	644	1	No change
Northwick Park	NNP2	St Cuthbert's Church Hall	2771	2	No change
Northwick Park	NNP3	Byron Court Primary School	1600	1	No change
Northwick Park	NNP4	Hut at Sudbury Court Pavilion	1892	2	Sudbury Court Pavilion
Northwick Park	NNP5	St George's Church Hall	1615	2	No change
Preston	NPR1	Preston Park Primary School	2918	2	No change
Preston	NPR2	Huts on Pellatt Road	1736	2	No change

Preston	NPR3	Preston Manor High School	1335	1	Wembley Christian Centre, Carlton Avenue East, HA9 8LX
Preston	NPR4	Wembley Primary School	2975	2	No change
Queen's Park	HQP1	Manor Special School	1810	2	No change
Queen's Park	HQP2	Princess Frederica School	1133	1	No change
Queen's Park	HQP3	ARK Franklin Academy	1947	2	No change.
Queen's Park	HQP4	Salusbury Primary School	2508	2	No change
Queen's Park	HQP5	ARK Franklin Academy	1368	1	No change
Queensbury	NQY1	Queensbury Methodist Church Bdg	2788	2	No change
Queensbury	NQY2	Hut outside Mecca Club	914	1	No change
Queensbury	NQY3	White Cross Hall	1371	1	No change
Queensbury	NQY4	Kingsbury Library Plus	1140	1	No change
Queensbury	NQY5	Roe Green Primary School	1809	2	No change
Queensbury	NQY6	Kingsbury Resource Centre	1405	1	No change
Stonebridge	CST1	Children's Centre	2114	2	No change
Stonebridge	CST2	Mitchell Brook School	759	1	No change
Stonebridge	CST3	Leopold Primary School Annexe (formerly Centre for Staff Development)	2756	2	No change
Stonebridge	CST4	Brentfield Primary School	1307	1	No change
Stonebridge	CST5	Stonebridge Hub	2469	2	No change
Stonebridge	CST6	Church Hall, Brentmead Gardens	294	1	No change
Sudbury	NSU1	Sudbury Methodist Church Hall	2064	2	No change
Sudbury	NSU2	LNER Sports & Social Club	939	1	No change
Sudbury	NSU3	Sudbury Baptist Church Hall	1955	2	No change
Sudbury	NSU4	Sudbury Primary School	2111	2	No change
Sudbury	NSU5	St John's Community Centre	1854	2	No change
Tokyngton	CTO1	Hut on North End Road	380	1	No change
Tokyngton	CTO2	Brent Civic Centre	2614	2	No change
Tokyngton	CTO3	Oakington Manor Primary School	2019	2	No change

Tokington	CTO4	St Michael's Church Hall	2212	2	No change
Tokington	CTO5	Elsley Primary School	1774	2	No change
Welsh Harp	CWH1	Hut on Mallard Way	1042	1	No change
Welsh Harp	CWH2	Fryent Primary School	1161	1	No change
Welsh Harp	CWH3	St Andrew's New Church Hall	1223	1	No change
Welsh Harp	CWH4	Wykeham Primary School	1143	1	No change
Welsh Harp	CWH5	St Margaret's RC School	1434	1	No change
Welsh Harp	CWH6	Hut on Crispian Close	665	1	No change
Welsh Harp	CWH7	Woodfield School	1019	1	No change
Wembley Central	NWC1	Former Brent House One Stop Shop	2768	2	St Joseph's Wembley Pastoral Centre, 339 High Road, Wembley HA9 6AG
Wembley Central	NWC2	Ealing Road Library	2538	2	No change
Wembley Central	NWC3	Barham Primary School	1993	2	No change
Wembley Central	NWC4	Ealing Road Methodist Church Hall	1885	2	Ealing Road Methodist Church Hall Or Douglas Avenue Resource Centre
Willesden Green	CWG1	St John & St Francis School	2136	2	No change
Willesden Green	CWG2	St Mary Magdalen's School	2506	2	No change
Willesden Green	CWG3	Kings Hall	2643	2	No change

