



General Purposes Committee

Wednesday 5 December 2018 at 5.30 pm

Board Room 2 - Brent Civic Centre, Engineers Way,
Wembley HA9 0FJ

Membership:

Members

Councillors:

M Butt (Chair)
McLennan (Vice-Chair)
Agha
Colwill
Farah
Hirani
Krupa Sheth
Tatler

Substitute Members

Councillors:

Aden, S Choudhary, Kabir, Knight, Miller, M Patel and
Southwood

Councillors:

Kansagra and Maurice

For further information contact: James Kinsella (Governance Manager)
Tel: 020 8937 2063, Email: James.Kinsella@brent.gov.uk

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The press and public are welcome to attend the meeting for the consideration of those items not listed as excluded under Agenda Item 8.

Notes for Members - Declarations of Interest:

If a Member is aware they have a Disclosable Pecuniary Interest* in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent and must leave the room without participating in discussion of the item.

If a Member is aware they have a Personal Interest** in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent.

If the Personal Interest is also significant enough to affect your judgement of a public interest and either it affects a financial position or relates to a regulatory matter then after disclosing the interest to the meeting the Member must leave the room without participating in discussion of the item, except that they may first make representations, answer questions or give evidence relating to the matter, provided that the public are allowed to attend the meeting for those purposes.

***Disclosable Pecuniary Interests:**

- (a) **Employment, etc.** - Any employment, office, trade, profession or vocation carried on for profit gain.
- (b) **Sponsorship** - Any payment or other financial benefit in respect of expenses in carrying out duties as a member, or of election; including from a trade union.
- (c) **Contracts** - Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one has a beneficial interest) and the council.
- (d) **Land** - Any beneficial interest in land which is within the council's area.
- (e) **Licences** - Any licence to occupy land in the council's area for a month or longer.
- (f) **Corporate tenancies** - Any tenancy between the council and a body in which the Councillor or their partner have a beneficial interest.
- (g) **Securities** - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

****Personal Interests:**

The business relates to or affects:

(a) Anybody of which you are a member or in a position of general control or management, and:

- To which you are appointed by the council;
- which exercises functions of a public nature;
- which is directed is to charitable purposes;
- whose principal purposes include the influence of public opinion or policy (including a political party of trade union).

(b) The interests a of a person from whom you have received gifts or hospitality of at least £50 as a member in the municipal year;

or

A decision in relation to that business might reasonably be regarded as affecting the well-being or financial position of:

- You yourself;
- a member of your family or your friend or any person with whom you have a close association or any person or body who is the subject of a registrable personal interest.

Agenda

Item Page

1 Apologies for absence and clarification of alternate members

2 Declarations of interests

Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary or personal interests in the items on this agenda and to specify the item(s) to which they relate.

3 Deputations (if any)

To hear any deputations received from members of the public in accordance with Standing Order 67.

4 Minutes of the previous meeting

To approve, as a correct record, the minutes of the meetings of the General Purposes Committee held on:

4.1 15 October 2018; and 1 - 4

4.2 31 October 2018 4 - 6

5 Matters arising (if any)

To consider any matters arising from the minutes of the previous meetings.

6 Severance Approvals 7 - 26

To receive a report from the Head of Paid Service seeking approval to severance payments, in accordance with the Council's Voluntary Redundancy Scheme.

The report also provides an update on the outcome of the Council's Voluntary Redundancy Scheme run during August and September 2018.

Wards Affected:

All Wards

Contact Officer: Debra Norman,
Director of Legal and HR

Tel: 020 8937 1578

Email: debra.norman@brent.gov.uk

7 Appointments to Sub-Committees / Outside Bodies

To consider any appointments needing to be made in relation to General Purposes Sub Committees.

Members are asked to note that details of the appointments to be considered will published in advance of the meeting.

8 Exclusion of Press and Public

The following item is not for publication as it relates to the following category of exempt information as specified under Section 100A(4) of the Local Government Act 1972, namely Para 1. "Information relating to any individual":

- Item 6: Severance Approvals (Appendix 2)

9 Any other urgent business

Notice of items to be raised under this heading must be given in writing to the Head of Executive and Member Services or his representative before the meeting in accordance with Standing Order 60.



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 Monday 15 October 2018 at 6.00 pm

PRESENT: Councillor M Butt (Chair), Councillor McLennan (Vice-Chair) and Councillors Agha, Farah, Hirani, Krupa Sheth, Tatler and Kansagra

Also present: Councillor M Patel

Apologies for absence were received from: Councillor Colwill

1. **Apologies for absence and clarification of alternate members**

Apologies for absence were received from Councillor Colwill, with Councillor Kansagra present as substitute member.

2. **Declarations of interests**

There were no declarations of interests made by Members.

3. **Deputations (if any)**

There were no deputations received.

4. **Minutes of the previous meeting**

RESOLVED that the minutes of the previous meeting, held on 2 August 2018, be approved as an accurate record.

5. **Matters arising (if any)**

There were no matters arising.

6. **Recruitment and Retention Payments for Children and Young People's Social Workers**

At the invitation of the Chair, Nigel Chapman, Operational Director Integration and Improved Outcomes, Brent Council, introduced the report which informed the committee of the recommended measures for addressing existing challenges in recruiting and retaining permanent staff to hard to recruit to social work roles within the Children and Young People's (CYP) department. He stated that the issue had been ongoing and was first raised at a General Purposes meeting back in March 2016. In noting the progress made since then, including not only the establishment of more stable leadership within the department, review of career opportunities and improving training offers along with a general re-aligning of services and formation

of smaller teams, Mr Chapman explained that structural difficulties however remained, with only 44% permanency rates of experienced social workers and managers as of September 2018. Whilst acknowledging the need for a long-term strategic approach, Mr Chapman stated that the proposals set out in the report were therefore expected to provide an immediate response to the challenges of recruiting and retaining experienced staff and were seen as a positive step in the right direction.

In welcoming the report, members asked questions which centred mainly on the financial and equality implications of the proposals. In terms of financial implications, officers explained that while the proposals would not generate financial savings, they were expected to reduce pressures on budgets by minimising the need for agency staff additional costs of £7200 per year per person. A query was also raised on the rationale behind awarding £3600 retention payment to new recruits on PO5 and PO7 grades and whether that would put existing staff at a disadvantage. Mr Chapman explained that the payment mirrored what staff on scales PO1 to PO4 were currently being paid with the difference being that the funds to new recruits would be paid as lump sum as opposed to monthly instalments. He continued to say that payments would not be pensionable and would be paid at the end of a 3-year period, as a way of incentivising staff to remain in the organisation. The committee was assured that the proposals were not putting anyone at disadvantage and payments would be subject to continuous review, in line with market needs.

Discussions moved on with members seeking further clarification on the equality implications of the proposals, in particular the risk of creating further imbalance within the Council and the basis on which the proposed payments would be made. While putting strong emphasis on the importance of the assumptions behind the proposals, namely that funding would be met within the CYP department, that proposals would lead to a reduction in cost pressures and would create a positive impact, members were particularly mindful of the implications on other professions within the Council and felt that due regard should be paid onto the impact on current staff and ensuring overall fairness of the proposals. Referencing the report, officers stated that whilst careful consideration to the extent to which proposals may disproportionately affect staff had been given, the market evidence set out in the report justified certain pay disparity. Members were assured that the proposed payments would be subject to a satisfactory performance, underpinned by detailed criteria, in line with council policies and following a successful completion of the probation period.

Finally, with regards to next steps, the Committee heard that a recruitment campaign was planned for late October – early November 2018, which, subject to approval by the committee, would also include reference to the outlined proposals. The initiative would be subject regular monitoring and would be reviewed after six months to report on the effectiveness of the proposals.

RESOLVED that:

- i. The contents of the report be noted
- ii. In noting the time limits for their implementation, the following arrangements, as detailed in the report, be approved:

- a. Introduction of a one-off, £5,000 payment to newly recruited permanent social work managers, social work practice consultants and senior social workers in hard to recruit to teams within the Localities and LAC and Permanency Services, on satisfactory completion of a probationary period.
 - b. Introduction of a retention payment of £3600 to the social work managers and social work practice consultant posts, payable after 36 months in role and on a recurring 36 month cycle, subject to annual review of market conditions. Senior social workers currently receive a retention payment therefore no change is required to these roles.
 - c. To allow the department the discretion to provide relocation package support to key posts, up to a maximum of £5,000 in individual cases.
- iii. Authority be delegated to the Strategic Director, Children and Young people, in consultation and regular review with the Director of Legal and HR, to determine how recruitment and retention payments were offered across the department, with a continued focus on hard to recruit to posts.
 - iv. That figures be produced as part of the 6 months review of the scheme to demonstrate financial improvements resulting from the proposals.

7. Appointments to Sub-Committees / Outside Bodies

There were no appointments to sub-committees/outside bodies to report on.

8. Any other urgent business

None.

9. Exclusion of Press and Public

None.

The meeting closed at 6.16 pm

COUNCILLOR M BUTT
Chair

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LONDON BOROUGH OF BRENT

MINUTES OF THE GENERAL PURPOSES COMMITTEE Wednesday 31 October 2018 at 5.00 pm

PRESENT: Councillor M Butt (Chair), Councillor McLennan (Vice-Chair) and Councillors Agha, Farah, Colwill, Hirani, Krupa Sheth and Tatler

Also present: Councillors S Choudhary, Chan, A Choudry, Dar, Hector, Long, Mahmood and Nerva

1. **Apologies for absence and clarification of alternate members**

There were no apologies for absence.

2. **Declarations of interests**

There were no declarations of interests made by Members.

3. **Deputations (if any)**

There were no deputations received.

4. **Minutes of the previous meeting**

RESOLVED that the minutes of the previous meeting, held on 17 October 2018 be approved as an accurate record.

5. **Matters arising (if any)**

There were no matters arising.

6. **Electoral Boundary Review ward pattern proposals for the Local Government Boundary Commission for England (LGBCE)**

Members were reminded that the Council at its meeting on 9 July 2018 had unanimously supported a submission to the Local Government Boundary Commission for England (LGBCE) which proposed a future council size of 57 councillors - a reduction of six councillors from the current council size of 63. The LGBCE had subsequently announced in August 2018 that it was minded to recommend a council size of 57 councillors and was now consulting on ward patterns to match this reduced council size. The committee had previously considered two ward pattern proposals developed by council officers at its meeting on 17 October 2018. The report that was now before the committee provided an update on the progress made since that meeting in developing a council proposal on ward patterns for submission to the LGBCE.

In introducing the report, Carolyn Downs (Chief Executive) advised that since the previous committee meeting, officers had met with members to explore alternative proposals and had received various representations. Members of the Committee noted the tabled document which set out all the comments received by officers regarding the proposals from both members of the public and councillors.

Carolyn Downs emphasised that the intention had been to seek a consensus of opinion to reach a proposal that all councillors could support. As this had not been possible, it was recommended that the council did not make a submission to the LGBCE on future ward patterns. The committee was reminded that the council was not legally obliged to make a submission and that all parties, whether an individual member of the public or a group of councillors had the right to make their own representations to the LGBCE. The work undertaken by officers in developing the two proposals had been valuable and would, along with all subsequent work exploring alternative proposals and with all comments received, be provided to the LGBCE to contribute to their own review. Any members who wished to make their own submission were encouraged to do so by the deadline of 5 November 2018.

In the subsequent discussion, Carolyn Downs clarified that the LGBCE would publish their proposals by February 2019. A period of consultation would then ensue and the council, as a statutory consultee, would have the opportunity to comment on the LGBCE's proposals. Councillor Nerva expressed the hope that the committee would emphasise the significance of the North Circular Road as a barrier, which was not reflected in the officers' proposals.

The committee and members in attendance thanked officers for the work that they had undertaken in developing the proposals and in working with members to explore alternative options.

RESOLVED:

- i) That a council proposal not be made to the Local Government Boundary Commission for England with regard to future ward patterns for Brent;
- ii) That all the work undertaken in developing the draft proposals for members consideration and all comments and feedback received be provided to the Local Government Commission for England for information.

7. Appointments to Sub-Committees / Outside Bodies

None.


8. Any other urgent business

None.

The meeting closed at 5.23pm

M BUTT

Chair

	<p align="center">General Purposes Committee 5 December 2018</p>
	<p align="center">Report from Head of Paid Service</p>
<p>Severance Approvals</p>	

Wards Affected:	N/A
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	This report is partially exempt. Appendix 2 is Not for Publication as it relates to the following category of exempt information as specified under Paragraph 1, Schedule 12A of the Local Government Act 1972, namely: "Information relating to any individual"
No. of Appendices:	Appendix 1 – Severance Payments Appendix 2 – Severance Payment Appendix 3 – Equality Impact Assessment
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Debra Norman Director of Legal and HR 020 8937 1578 Debra.norman@brent.gov.uk

1.0 Purpose of the Report

This report seeks approval from the Committee to make severance payments to a number of officers, in particular pursuant to the council's voluntary redundancy scheme where their redundancy and severance payment, when added to the pension strain costs that the council must bear as part of the Pension scheme rules, comes to over £100,000. The report also reports more generally on the outcome of the council's Voluntary Redundancy Scheme run during August and September 2018.

2.0 Recommendations

2.1 To approve the severance payments set out in Appendix 1 and 2.

- 2.2 To note that none of the payments pursuant to the voluntary redundancy scheme include any element additional to sums calculated in accordance with the council's Managing Change Policy and the requirements of the Local Government Pension Scheme.
- 2.3 To note the overall outcome of the Voluntary Redundancy Scheme run during August and September 2018.

3.0 Detail

- 3.1 On 2 August 2018 the General Purposes Committee agreed that the council implement a Voluntary Redundancy Scheme in advance of planning and implementing restructures as part of re-modelling the council to achieve the savings required in the council budget over the coming period. It was agreed that employees taking voluntary redundancy under the scheme would continue to work until the end of the financial year (31 March 2019) unless exceptionally another date is agreed by the Chief Executive. The scheme was implemented from 3 August 2018 and closed for application on 28 September 2018. 149 applications were received.
- 3.2 All applications were assessed on the basis of the efficiency of the service and longer term financial considerations. A benchmark period of not more than 2 years for the cost of the redundancy to be offset by the consequent savings to the council (net of any saving reinvested as part of a restructure) was part of this assessment. A business case was prepared in respect of each application received and this was considered by Departmental Management Teams (DMT). Each business case has considered the cost of the individual redundancy and the savings associated with a deletion of the post, taking into account any associated restructure to ensure that the council can continue to deliver its services after the redundancy is implemented. The Council Management Team considered all the proposals from DMTs.
- 3.3 As a result of this process, 82 applications for voluntary redundancy were agreed and a further 12 are recommended for approval but require the agreement of General Purposes Committee before they can be agreed. Formal confirmation of acceptance has now been received from 75 employees, 6 have withdrawn and one has left the council for other reasons. Assuming the 12 applications covered by this report are agreed, a total of 87 redundancies will proceed under the scheme. In addition to the contribution to the council's savings targets, the restructures connected to the successful implementation of this scheme will provide opportunities for other staff within the council to progress in their careers.
- 3.4 Statutory guidance Localism Act 2011 provides that termination payments (including pension strain) which exceed £100k should be approved by full Council. The council must have regard to this guidance. The council's Pay Policy Statement provides that where practicable, and unless the Chief Executive agrees otherwise, termination payments which exceed £100k will normally be agreed by full council or a committee of the council. For the avoidance of doubt, termination payments in excess of normal contractual

terms are not proposed as a result of the voluntary redundancy scheme by way of this report. As can be seen from the Appendix 1, the termination payments in excess of £100k proposed pursuant to the voluntary redundancy scheme are not all being made to highest earners. The nature of payments due, including the terms of the Local Government Pension Scheme (LGPS) are such that, for example, someone earning £40,000 p.a. with 30 years' service might attract a total termination payment (including pension strain) in excess of £100,000.

- 3.5 Employees with two or more years' continuous service at the council or other bodies listed in the Redundancy Payments (Continuity of Employment in Local Government) Modification Order are entitled to a redundancy payment in accordance with the council's policies. The council's policy is based on the statutory scheme but actual salary rather than the statutory weekly maximum is used for the calculation. In addition, a discretionary severance payment, equal to 50% of the redundancy payment so calculated, is currently made to those made redundant. In addition, employees who are made redundant who are aged 55 or over and have at least two years of pension scheme membership are required to receive immediate payment of pension benefits without reduction for early payment.
- 3.6 In each of the 12 voluntary redundancy cases in respect of which a committee decision is requested, the overall cost of the termination is in excess of £100,000 only because of the payment that the council needs to make into the pension fund in order to ensure the fund does not suffer any detriment, because individuals over 55 are required by Local Government Pension Scheme rules to take their pension early. The precise amounts to be paid in each case could change slightly should a date other than 31 March 2019 be agreed (on an exceptional basis as set out at paragraph 3.1) based on service need.
- 3.7 To not approve these payments would mean that officers aged 55yrs or over and who are in higher paid jobs, or in some cases are in lower paid jobs but have many years of service, would be denied access to the voluntary redundancy scheme. This is discussed further in the Diversity Implications section of this report and in Appendix 3. To not approve these payments would effectively mean that equivalent savings would need to be found elsewhere and staff in lower paid jobs and/or with shorter service might face compulsory redundancy as a consequence.
- 3.8 The final severance payment covered by the report is included in Appendix 2 and arises from a restructure rather than being part of the voluntary redundancy scheme.

4.0 Financial Implications

- 4.1 As set out in the report, the benefits of the scheme was not only financial. Nonetheless, it is important to consider the financial implications.
- 4.2. The total termination payments will be £5.3m and savings of £3.3m will be achieved. This equates to an overall payback period of approximately 1.6 years, which is well within the two year benchmark.

- 4.3. Most of the savings will form part of the delivery of the proposals set out in the draft budget of 15 October 2018, if agreed. However, approximately £0.6m of additional savings have been identified through this exercise, of which nearly half relate to the HRA and DSG budgets. Redundancy costs will also be properly apportioned between different ring-fenced elements of the budget.

5.0 Legal Implications

- 5.1 The council has power to enhance the statutory redundancy scheme and to make severance payments to staff not eligible for that scheme under Regulations 5 and 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England & Wales) Regulations 2006 (as amended) where dismissal is for redundancy or efficiency reasons.
- 5.2 Under the Redundancy Payments (Continuity of Employment in Local Government) Modification Order continuous service with bodies listed in the Order is included in the calculation of an employee's continuous employment for redundancy purposes.
- 5.3 The Government has put forward various proposals to reduce and standardise severance payments in the public sector. The proposals, none of which are operative at the moment, are:
- (a) requiring repayment of public sector exit payments by those with annual earnings above £80,000 should they return to work in the public sector within one year (Small Business, Enterprise and Employment Act 2015). Implementation of regulations to effect these changes (the Repayment of Public Sector Exit Pay Regulations 2016) is still awaited;
 - (b) placing a cap on exit payments of £95,000 (Small Business, Enterprise and Employment Act 2015) subject to further consultation on the draft Public Sector Exit Pay Regulations;
 - (c) making public sector exit compensation terms fairer, more modern and more consistent, including through the following means:
 - A maximum salary of £80,000 for the calculation of exit payments.
 - A taper on the amount of lump sum compensation an individual is entitled to receive as they get close to the normal pension age or target retirement age of the pension scheme.
 - Action to reduce the cost of employer-funded early access to a pension as an exit term.

The government has published its response to the consultation but has not yet brought forward draft legislation.

- 5.4 Firm implementation dates for these provisions have not yet been announced and so whether any of them will be implemented at a time and in a way that impacts on the payments General Purposes Committee is being asked to agree is unknown.
- 5.5 Other legal implications are contained in the body of the report.

6.0 Diversity Implications

- 6.1 The public sector equality duty, as set out in section 149 of the Equality Act 2010, requires the Council, when exercising its functions, to have “due regard” to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, to advance equality of opportunity and foster good relations between those who have a “protected characteristic” and those who do not share that protected characteristic. The protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
- 6.2 Having due regard involves the need to enquire into whether and how a proposed decision disproportionately affects people with a protected characteristic and the need to consider taking steps to meet the needs of persons who share a protected characteristic that are different from the needs of persons who do not share it. This includes removing or minimising disadvantages suffered by persons who share a protected characteristic that are connected to that characteristic.
- 6.3 An equality assessment has been undertaken in respect of the proposed policy (this is included in Appendix 3).
- 6.4 This assessment identifies that applying a 2 year payback period to individual redundancy applications would impact particular on those aged 55yrs and over. This impact is likely to be materially justified by the policy objectives to contribute to the council’s savings requirements and to the avoidance/minimising of compulsory redundancies in the whole workforce. If costs are not recovered over the required period, this does not contribute to the council’s savings requirements over this period, although a contribution will be made after a longer period. However, as indicated in the Financial Implications, if the 12 applications Council is asked to agree which do not meet this benchmark are accepted, the scheme as a whole will still meet the benchmark.

7.0 Consultation with Ward Members and Stakeholders

- 7.1 None.

8. Human Resources/Property Implications (if appropriate)

- 8.1. The council has made a commitment in its Change Management policy to seek to avoid compulsory redundancies by using voluntary redundancy where appropriate. This commitment and its implementation is likely to have a positive effect on employee engagement and reduce any negative impact on service performance which can result from the distress and demotivation sometimes experienced by continuing staff whose colleagues have been made compulsorily redundant.
- 8.2. A voluntary redundancy scheme is advantageous for both management and employees. It enables employees to come forward and initiate a discussion about their future without fear of committing themselves until all the paperwork has been agreed after exit figures have been finalised. For managers, it means that they can plan reorganisations more effectively, knowing in

advance which staff are willing to leave.

- 8.3. Implementing compulsory redundancies is a significant drain on management time and is very disruptive for the wider workforce. Time is spent on individual consultation and in dealing with appeals which is saved if redundancy can be agreed on a voluntary basis.
- 8.4. Use of voluntary redundancy also reduces the risk of legal claims against the council. Implementation of compulsory processes carries with it the risk of disputes and employment tribunal claims. Even where these are successfully defended, they pose a further drain on management resource and on HR and Legal resources and may incur irrecoverable costs, for example in respect of the use of counsel.

Background Papers

None

Report sign off:

Carolyn Downs
Chief Executive and Head of Paid
Service

Appendix 1

Post	Grade	Total Severance Pay	Pension Capital Cost	Total Severance Cost
Post 1	PO3	£26,464.51	£75,195.15	£101,659.66
Post 2	PO2	£30,640.41	£72,361.31	£103,001.72
Post 3	PO4	£36,640.47	£75,899.66	£112,540.13
Post 4	PO4	£23,998.44	£90,446.76	£114,445.20
Post 5	PO3	£32,933.61	£82,132.85	£115,066.46
Post 6	PO2	£22,980.31	£92,190.22	£115,170.53
Post 7	PO7	£41,574.27	£126,484.58	£168,058.85
Post 8	PO5	£36,925.65	£145,234.91	£182,160.56
Post 9	Hay	£53,706.16	£228,589.80	£282,295.96
Post 10	Hay	£65,367.28	£237,940.95	£303,308.23
Post 11	Hay	£74,800.79	£228,717.06	£303,517.85
Post 12	Hay	£91,670.74	£277,404.30	£369,075.04

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By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Appendix 3

Brent Council - Equality Impact Assessment

Change, initiative or review:	Voluntary Redundancy Scheme
Directorate:	Council Wide Initiative
Officer:	Debra Norman/Martin Williams
Date:	26 th November 2018

Section A: Description

Please describe your proposed policy, decision, action or project, explaining why the change is needed. Please cite any relevant background information and/or previous decisions:

The Council is required to find savings of circa £40million over the next four years. A number of initiatives will be implemented to address this savings target.

The Council's General Purposes Committee, following a recommendation from CMT agreed that a 'time limited' Voluntary Redundancy Scheme could be implemented between 3rd August and 28th September 2018 as a measure to mitigate potential Compulsory Redundancies. The scheme was open to all Council staff on the proviso that there was no guarantee requests for Voluntary Redundancy would be accepted. Each individual application would be assessed on the basis of the efficiency of the service and the longer term financial considerations together with those skill sets and specific experience that would be required in the future.

The Council received 149 requests for Voluntary Redundancy 94 were accepted and 55 refused. 6 employees have subsequently withdrawn and 1 has left the council for other reasons.

An expectation of the scheme is that the costs will be covered by the savings achieved through it within a 2 year period applied consistently across the whole Council.

Please complete the following table by including an X in the relevant column to outline the impact on specific equality characteristics (make sure you include residents, staff and external stakeholders if the group is more likely to use this service or be particularly affected by the proposal). Positive and negative impacts identified will need to inform your action plan. Impacts on all three needs in the PSED should be highlighted.

Equality groups	Positive impacts	Negative impacts	Neutral impacts	Unknown impacts
Age (including older and younger people, and working age population)	X	X		
Disability (a physical or mental health condition which has a long-term impact on a person's ability to carry out day to day tasks)	X			
Religion or belief (means both religious and non-religious beliefs)	X			
Sex	X			
Gender reassignment (including trans people who identify as trans but have not gone through the medical gender reassignment process)	X			

Marriage and civil partnership	X			
Pregnancy and maternity	X			
Race	X			
Sexual orientation	X			
Human rights (not covered by the PSED, but should still be a consideration)			X	
Socio economic equality (including lone parents and people on low incomes. Not covered by the PSED, but should still be a consideration)			X	

Section C - Evidence and data

Please outline the evidence you have on the expected impacts identified in Section B. Include any relevant data, graphs or research under the headings below (only complete those boxes relevant to the type of impact you have identified). You can also include any specific consultation you have undertaken with the named protected groups but remember that consultation is a separate process. You may find the Brent Data resource helpful, as it holds a range of information and intelligence about the borough: <https://intelligence.brent.gov.uk/Pages/default.aspx>

1. Evidence of positive impact

Staff in all protected groups with significant numbers have put themselves forward under the scheme and applications from all these groups are recommended for approval. Staff in all groups who do not want to leave their roles benefit from colleagues leaving on a voluntary basis as the number of compulsory redundancies likely to be required reduces accordingly. Longer serving and older employees have particularly benefitted as legislative and policy rules favour them financially.

2. Evidence of negative impact (You will need to assess carefully if there's discrimination that you cannot remove or reduce, and how this will be justified)

There is a proportionally larger number of older people (51+) who have applied for Voluntary Redundancy. If the requirement that all redundancy costs be paid back in two years were applied on an application by application basis this would have detrimental impact on this group, given the cost of releasing them is higher due to length of service/and or pension entitlement factors. The proportion applying for VR in the older age group (79% of applicants) is much higher than the proportion of the overall workforce that this represents (34%). This is explained by the access to early unreduced pension entitlements in the case of those aged 55 yrs and over. This will have an effect on the age profile of the workforce but this cannot be avoided whilst maintaining fair access to the VR scheme for this age group.

3. Evidence of neutral impact

As the scheme is voluntary in nature it is self-selective.

The decision making in respect of applications is based on service provision requirements which take account of the need to maintain service to all parts of the Brent community and service users at an appropriate level.

In the case of some protected groups the numbers who have applied under the scheme are so small statistical analysis is not possible.

In all other groups the figures for applications and approvals/rejections do not indicate an adverse impact arising from the application of the scheme criteria, provided that the expectation of a payback period not exceeding 2 years is applied across the scheme as a whole to prevent a potential impact on those aged 55yrs or older.

Although disability absence tends to be higher if the case of disabled staff, on the basis that redundancy (and if appropriate pension) payments are based on total length of service there is no detriment arising from this.

Section D - Action Planning

This will help you monitor the steps you have identified to reduce the negative impact and increase the positive impact of your proposed policy, decision, action, project or review. You can also outline how you will address any gaps in knowledge.

NB: Please list the actions you will take to **advance opportunities for improvement where positive impacts have been identified** and **reduce the negative impacts** and explain the monitoring arrangements. You may also list how you will **address the gaps** in knowledge /evidence.

Page 21

Action	How will you measure success?	Officer responsible	Estimated completion date
The two year payback period is calculated on a whole scheme basis so as not to detrimentally impact on the older (55 yrs+) workforce.	The release of older people via the scheme.	Debra Norman	Immediate.

Officer:	Martin Williams, Head of HR
Reviewing Equality Officer:	Natalie Gordon, Policy performance and Partnerhsips
Head of Service:	Debra Norman, Director of Legal and HR Services

PNTS = Prefer not to say

Number of Mutually Accepted Applications	88
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By Age Band	Headcount	Percentage of Total
21-30	0	0%
31-40	4	5%
41-50	15	17%
51-60	46	52%
61-70	22	25%
71-79	1	1%

By Disability	Headcount	Percentage of Total
Yes	11	13%
No	68	77%
PNTS / Unknown	9	10%

By Religion	Headcount	Percentage of Total
Christian	38	43%
Hindu	12	14%
Muslim	7	8%
No Religion	6	7%
Other	3	3%
PNTS / Unknown	22	25%

By Gender	Headcount	Percentage of Total
Male	27	31%
Female	61	69%

By Ethnic Origin	Headcount	Percentage of Total
Asian	21	24%
Black	32	36%
Mixed Heritage	1	1%
Other	1	1%
PNTS / Unknown	10	11%
White	23	26%

By Sexual Orientation	Headcount	Percentage of Total
Heterosexual/Straight	58	66%
Lesbian, gay or bisexual	3	3%
PNTS / Unknown	27	31%

Married or in a civil partnership	Headcount	Percentage of Total
Yes	45	51%
No	16	18%
PNTS / Unknown	27	31%

Currently on maternity leave	Headcount	Percentage of Total
Yes	0	0%
No	88	100%
PNTS / Unknown	0	0%

Care responsibilities	Headcount	Percentage of Total
Yes	17	19%
No	49	56%
PNTS / Unknown	22	25%

Gender identity same as assigned at birth	Headcount	Percentage of Total
Yes	77	88%
No	0	0%
PNTS / Unknown	11	13%

Parenting responsibilities	Headcount	Percentage of Total
Yes	30	34%
No	34	39%
PNTS / Unknown	24	27%

PNTS = Prefer not to say

Number of Declined Applications	55
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By Age Band	Headcount	Percentage of Total
21-30	1	2%
31-40	5	9%
41-50	6	11%
51-60	24	44%
61-70	19	35%
71-79	0	0%

By Disability	Headcount	Percentage of Total
Yes	6	11%
No	45	82%
PNTS / Unknown	4	7%

By Religion	Headcount	Percentage of Total
Christian	27	49%
Hindu	7	13%
Muslim	1	2%
No Religion	7	13%
Other	5	9%
PNTS / Unknown	8	15%

By Gender	Headcount	Percentage of Total
Male	15	27%
Female	40	73%

By Ethnic Origin	Headcount	Percentage of Total
Asian	13	24%
Black	17	31%
Mixed Heritage	1	2%
Other	1	2%
PNTS / Unknown	6	11%
White	17	31%

By Sexual Orientation	Headcount	Percentage of Total
Heterosexual/Straight	41	75%
Lesbian, gay or bisexual	3	5%
PNTS / Unknown	11	20%

Married or in a civil partnership	Headcount	Percentage of Total
Yes	23	42%
No	17	31%
PNTS / Unknown	15	27%

Care responsibilities	Headcount	Percentage of Total
Yes	11	20%
No	25	45%
PNTS / Unknown	19	35%

Currently on maternity leave	Headcount	Percentage of Total
Yes	0	0%
No	55	100%
PNTS / Unknown	0	0%

Gender identity same as assigned at birth	Headcount	Percentage of Total
Yes	50	91%
No	0	0%
PNTS / Unknown	5	9%

Parenting responsibilities	Headcount	Percentage of Total
Yes	16	29%
No	23	42%
PNTS / Unknown	16	29%