



General Purposes Committee

Monday 22 May 2023 at 9.30 am

Conference Hall - Brent Civic Centre, Engineers Way,
Wembley, HA9 0FJ

Please note that this meeting will be held in person with all members of the Committee required to attend in person.

The meeting is open to members of the press and public to attend. Alternatively, the meeting proceedings can be followed via the live webcast. The link to view the webcast will be made available [HERE](#)

Membership:

Members

Councillors:

M Butt (Chair)
M.Patel (Vice-Chair)
Donnelly-Jackson
Georgiou
Grahl
Knight
Krupa Sheth
Tatler

Substitute Members

Councillors:

Afzal, Akram, Crabb, Farah, Nerva, Rubin and
Southwood

Councillors:
Lorber and Matin

Please note the agenda has been republished to reflect the change in membership confirmed at the Annual Council meeting on 17 May 2023.

For further information contact: Natalie Connor, Governance Officer
Tel: 020 8937 1506, Email: natalie.connor@brent.gov.uk

For electronic copies of minutes and agendas please visit:
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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 or 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

Introductions, if appropriate.

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	1 - 4
To approve the minutes of the previous meeting held on Monday 13 March 2023 as a correct record.	
5 Matters arising (if any)	
To consider any matters arising from the minutes of the previous meeting.	
6 Appointment timetable for the Corporate Director of Adult Social Care and Health	5 - 14
To provide General Purposes Committee with a proposed timetable for recruiting a permanent Corporate Director following the departure of the current postholder.	
7 Recruitment and Retention Payments for Children and Young People's Social Workers	15 - 24

This report provides the Committee with an update on activity in relation

to the recruitment and retention of children and young people social workers.

8 Review of Representation of Political Groups and Appointments 25 - 28

At its Annual meeting on 17 May 2023, Full Council is being asked to review and determine the representation of political groups on its main committees and subsequently make appointments to these, in accordance with the wishes of the political groups concerned.

As soon as practicable after such a review, this Committee is also required to review and determine the representation of political groups on its Sub-committees and then make appointments giving effect to the wishes of the political groups allocated seats. The attached report from the Corporate Director Governance details the outcome of the review undertaken in relation to Sub-Committees to be appointed by General Purposes Committee.

9 Appointments to Sub-Committees / Outside Bodies 29 - 30

To consider any appointments needing to be made in relation to those Sub Committees appointed by the General Purposes Committee.

Members are asked to note the list of appointments have been attached.

(Agenda republished to include the list of Sub Committee appointments on 18 May 2023)

10 Exclusion of Press and Public

There are no items listed on the agenda that will require the exclusion of the press and public.

11 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 her 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. Alternatively, members of the public can view proceedings via the live webcast [HERE](#)

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LONDON BOROUGH OF BRENT

MINUTES OF THE GENERAL PURPOSES COMMITTEE

Held in the Conference Hall, Brent Civic Centre on 13 March 2023 at 9:30am

PRESENT: Councillor M Butt (Chair), Councillor M Patel (Vice-Chair) and Councillors Grahl, Knight, Nerva, Krupa Sheth and Tatler.

1. Apologies for absence and clarification of alternate members

Apologies for absence were received from Councillor Lorber.

2. Declarations of interests

There were no formal declarations made during the meeting.

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 Monday 12 December 2022 be approved as an accurate record.

5. Matters arising (if any)

There were no matters arising.

6. Workforce Equalities and Pay Gap Report 2023

Councillor Mili Patel introduced a report from the Corporate Director of Governance providing the Committee with information on Brent's annual workforce equalities data (published in January 2023) and pay gap data relating to gender, ethnicity and disability.

Members noted that the 2021/22 annual workforce equalities data had been published, as detailed within Appendix 1 of the report. In addition, the Gender, Ethnicity and Disability Pay Gap report provided a further breakdown of the data (as detailed within Appendix 2 of the report) that was due to be published at the end of March 2023. Members were provided with a summary of the main headlines within the equalities data analysis, as detailed within section 3.5 of the report. These included a breakdown of the age, gender, disability and ethnicity profile of the workforce based on working age population. Members also noted the pay gap analysis over the past 3 years up to the period ending March 2022 broken down between gender, ethnicity and disability, as detailed within section 3.6 of the report.

Details were also provided on the proportion of females, Black, Asian and Minority Ethnic (BAME) and disabled employees in each pay quartile during 2021, as detailed in section 3.7 of the report. Alongside the priority actions identified within the published Workforce Equalities report, the Pay Gap report had also identified several priority actions designed to address the pay gap issues during 2022-23, which had been set out within Appendix 2 of the report. The identified priorities included the following:

- To continue monitoring to include both internal promotions and external appointments.
- Ongoing monitoring of new joiners' starting salary for grades PO5 and above.
- Adopt the London Council Race Equality Statement and Framework in promoting equality, diversity, and inclusion (EDI) best practice in the workforce.
- To work with local communities who are less well represented in the workforce to raise awareness of and increase applications for roles within the council.
- To increase access to corporate communication and inclusive learning for all non-desk and/or field based remote working employees.

Committee members recognised the positive progress made and acknowledged the good practice in Brent including the strategies in place to take the vision forward reducing further work place inequalities. In noting and commending the progress made, members felt it would be helpful to see further contextualised data in future reports and also highlighted the importance of providing support in relation to health issues specific to women in the work place such as menopause, particularly as it was noted that the workforce data presented suggested that a significant amount of the Brent workforce would potentially be affected by these issues.

Martin Williams, Head of HR, advised the Committee that Brent were responsive to the issues raised and advised of the schemes in place that were available to assist employees should they require support, these included support sessions, support through the Employee Assistance Programme and the Occupational Health Service.

Having welcomed the report, it was **RESOLVED** to:

- (1) Note the findings from Brent's Workforce Equalities Report April 2021 to March 2022.
- (2) Note the findings from the Gender Ethnicity and Disability Pay Gap Report - March 2023.
- (3) Note and comment on the proposed action plans contained in these documents
- (4) Note the proposal to extend the content of and incorporation of all equality data into future annual Workforce Equality Reports to streamline and consolidate equality reporting.

7. Appointments to Sub-Committees/Outside Bodies

Councillor Butt introduced the item seeking approval to a change in membership on the Pension Fund Sub Committee as one of the Sub Committees appointed by General Purposes Committee.

The Committee **RESOLVED** to approve the following change in membership on the Brent Pension Fund Sub Committee

- Councillor Dar to be replaced by Councillor Daniel Kennelly as a full member of the Brent Pension Fund Sub Committee.

The membership of the Brent Pension Fund Sub Committee would therefore be as follows

BRENT PENSION FUND SUB-COMMITTEE

JOHNSON (C)	LABOUR
MITCHELL (VC)	LABOUR
CHOUDRY	LABOUR
HACK	LABOUR
KANSAGRA	CONSERVATIVE
KENNELLY	LABOUR
MILLER	LABOUR

CO-OPTED NON-VOTING:

ELIZABETH BANKOLE (UNISON)

SUBSTITUTE MEMBERS:

LABOUR: DIXON, ETHAPEMI, MAHMOOD & SHAH
CONSERVATIVE: MAURICE & J PATEL

8. Exclusion of Press and Public

There were no items which required the exclusion of the press or public from the meeting.


9. Any Other Urgent Business

None.

The meeting closed at 9:40am.

COUNCILLOR MUHAMMED BUTT
Chair

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 Brent	General Purposes Committee 22 May 2023
	Head of Paid Service
Appointment of Corporate Director Adult Social Care & Health	

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)	Open
No. of Appendices:	One Appendix 1: Job Description & Person Specification – Corporate Director Community Health & Wellbeing
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Martin Williams Head of Human Resources 020 8937 3209 Martin.Williams@brent.gov.uk

1.0 Purpose of the Report

1.1 To provide General Purposes Committee with a proposed timetable for recruiting a permanent Corporate Director Adult Social Care and Health following the departure of the current Corporate Director.

2.0 Recommendations

2.1 To note the Chief Executive intends to appoint an Interim Corporate Director Adult Social Care and Health.

2.2 To consider and, if satisfied, agree to the timetable set out in the report for the appointment to the post on a permanent basis.

- 2.3 To delegate to the Chief Executive any amendment to the proposed timetable, for operational reasons, in consultation with the Chair of General Purposes Committee.
- 2.4 To note the change of job title to Corporate Director Care, Health and Wellbeing.

3.0 Detail

- 3.1 The Council's current Corporate Director of Adult Social Care and Health, Phil Porter, has secured a Chief Executive post with another Local Authority. In line with Standing Order 76(i) the Chief Executive has decided to appoint an Interim Corporate Director to ensure this important area of Council work is covered by a suitably experienced individual pending a permanent appointment of a suitable qualified replacement.
- 3.2 In these circumstances Standing Order 76(ii) requires the General Purposes Committee to approve the timetable for recruiting a permanent post holder. Following discussions with our recruitment consultant the proposed timetable is set out below:

Post Advertised	w/c 25th May
Advert closes	w/c 22nd June
Technical Interviews	w/c 3rd July
Senior Staff Appointments Sub Committee	w/c either 17 th or 24 th July

- 3.3 The Job Description and Person Specification for the post is attached at Appendix 1. The salary for the post is on a scale between £162,457 to £174,678 (pay award pending) in line with the Council's pay and grading structure.
- 3.4 It is proposed to change the job title to Corporate Director Care, Health and Wellbeing as this provides a more rounded description of the post.

4.0 Financial Implications

- 4.1 The role of Interim Corporate Director Adult Social Care and Health will be funded within the existing departmental budget prior to the permanent appointment.

5.0 Legal Implications

- 5.1 In accordance with Standing Order 76 (i) and (ii) interim appointments to Senior Management Posts (including the Corporate Director of Adult Social Care and Health) are made by the Chief Executive and, as set out in the report, when such an appointment is made General Purposes Committee receives a report setting out the timetable for the permanent recruitment. The permanent appointment will be made by the Senior Appointments Committee in accordance with Standing Order 75.

6.0 Equality Implications

6.1 There are not considered to be any equality implications arising directly from this report. The recruitment will be undertaken in accordance with the council's Recruitment and Selection Policy in respect of which an equality impact assessment has been undertaken.

7.0 Consultation with Ward Members and Stakeholders

7.1 None.


8.0 Human Resources/Property Implications (if appropriate)

8.1 Included in the main body of the report.

Report sign off:

Kim Wright
Chief Executive

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	Job Title	Corporate Director Care, Health and Wellbeing
	Department	Care, Health and Wellbeing
	Section	Care, Health and Wellbeing
	Grade	HAY2a
	Reports to	Chief Executive
	Staffing Responsibility	Line management of: Director, Public Health Director, Brent Integrated Care Partnership Director, Adult Social Care

Job Purpose:

1. Provide strategic and corporate leadership and management, in collaboration with the Chief Executive, CMT colleagues and Executive Members, to ensure the continued development and improvement of the Council and the borough.
2. Provide strategic leadership across the borough, maximising opportunities for local people to be informed and engaged to play an active role in shaping services and the future development of the borough.
3. Lead and develop strong partnership working with public sector partners, the voluntary and community sector and local business to maximise opportunities for innovative, efficient and effective service delivery.
4. Overseeing the discharge of statutory obligations including advising the Chief Executive, Lead Members and Executive in relation to those statutory responsibilities.
5. Ensure the provision of commissioned and directly provided services meets the highest standards.

Dimensions:

Overall oversight for all departmental budgets of £132.4m.

Principal Accountabilities:

1. Work collegiately with colleagues on the Senior Management Team (SMT), and make a proactive contribution delivering departmental and corporate objectives.
2. Lead and manage a portfolio of customer focused services in alignment with both corporate and departmental aims and priorities.
3. Provide leadership and management to achieve high performance and effective operational delivery; which will include managing the effective use of resources and staff.
4. Work closely with the direct reports to support effective working relationships with relevant portfolio holders.
5. Support and develop partnership working, including acting as an effective ambassador and advocate with external organisations.
6. As Corporate Director, lead a portfolio of services in alignment with corporate aims and priorities, building a high performing, innovative, customer focused culture which embraces change.
7. Take overall responsibility for ensuring that financial, staffing and physical resources are planned, controlled and deployed to best effect to deliver agreed service priorities and that budget and service planning and monitoring are aligned.
8. Provide effective leadership and promote service excellence working locally, regionally and nationally to build and maintain partnership working across all the services managed.
9. Ensure that directly provided services meet appropriate standards set out by CQC to ensure service users enjoy the best possible care and support allowing them to develop and thrive.
10. Identify, lead and commission strategies to deliver the Council's vision for the provision of Adult Social Care and wider health provision, including effective assessment and support services and safeguarding frameworks that protect vulnerable adults.
11. Support the Chief Executive and the Council's political leadership in securing the continuous development, improvement, efficiency and success of the Council as a whole through effective corporate leadership, strategic direction, planning, management and governance across the Council.
12. As a member of the Corporate Management Team (CMT) working collegiately to formulate the strategic direction, policy and planning of services, build a shared and cohesive organisational culture and ethos and ensure robust governance arrangements are in place.
13. Ensure CMT is briefed and kept up to date on service developments including highly sensitive matters likely to have a major impact on the Council.
14. Foster a consistent cross Council culture by ensuring that the Council's overall vision, values and ethos are central to service delivery and managing performance, quality and risk.
15. Ensure that benchmarking and target setting supports continuous and sustained performance improvement.
16. Lead organisational development and redesign through a portfolio of responsibilities including

leading on cross Council initiatives, projects and programmes such as the one Council programme.

17. Provide clear, balanced and accurate advice and guidance to the Chief Executive and Executive members on the strategic service issues and challenges facing the Council.
18. Take overall responsibility for ensuring that financial, staffing and physical resources are planned, controlled and deployed to best effect to deliver agreed service priorities and that budget and service planning and monitoring are aligned.
19. Provide leadership to all staff gaining ownership of and commitment to the Council's overall aims and values.
20. Act as an effective ambassador and advocate with external organisations.
21. Ensure the needs and interests of Brents residents are well represented in all key Council policies.
22. Safeguarding is everyone's responsibility and all employees are required to act in such a way that at all times safeguards the health and well-being of children and vulnerable adults.
23. Carry out duties with due regard to the council's customer care; equal opportunities; information governance, data protection , health and safety and Emergency Planning & Awareness (including to provide assistance where available) policies and procedures.
24. Undertake any other duties commensurate with the general level of responsibility of this post.

Job Context:

- Wide range of internal and external contacts including directors, senior managers, elected members, professional bodies, partner organisations and government functions involving the use of a wide range of interpersonal skills.
- Partner other local authorities, public sector organisations and agencies, local businesses, the voluntary sector and other stakeholders.
- Developing partnership working with key external stakeholders across the public, private and voluntary sectors.
- Management and leadership of a high performance team.
- Lead role in the development of the council's services in this area.
- Operates within a framework set by Corporate and Departmental Management teams but with considerable freedom to shape services.
- Leads on policy and development and ensures implementation of new legislative requirements.
- Ensures high professional standards.

DBS Status	Enhanced
Politically Restricted	Yes

Person Specification

Job Knowledge, Skills & Experience:

Specify the qualifications, experience, skills and abilities required.

All criteria are essential

Knowledge and Qualifications:


- High standard of academic achievement and relevant professional qualifications.
- Substantial knowledge and understanding of Adult Social Care, Public Health and Health Integration.
- Evidence of significant relevant Continuing Professional Development (CPD).

Experience:

- A demonstrable senior leadership and track record in a large scale, highly diverse customer centric, political organisation.
- Evidence of achievements working collaboratively across organisational boundaries to deliver strategic priorities and outcomes.
- Influencing at departmental and corporate management team level and stakeholders within a complex and politically sensitive environment.
- Driving forward major change initiatives, efficiency savings and service improvement developments in line with key strategic objectives.
- Contributing as part of a senior management team through effective business planning, budget management and performance appraisal.
- Partnership working commanding confidence and building positive working relationships in support of key objectives.

Skills and Abilities:

- Exceptional leadership ability to develop and deliver a clear sense of service direction and purpose.
- Excellent judgement and demonstrable track record of senior management decision making.
- Ability to engender trust and confidence across political groups.
- High level planning and management skills ensuring excellent service delivery.
- Demonstrable ability to think and act strategically, analyse complex evidence and develop practical, innovative and entrepreneurial solutions to the management of strategic issues and complex problems.
- Organisational skills to translate strategy into plans and deliver high performing services, managing risks and overcoming barriers to success.
- Communication and influencing skills to inform, consult and negotiate with a wide range of audiences in a straightforward, articulate and persuasive manner and the interpersonal ability to engender confidence and respect.

 <p>Brent</p>	<p>General Purposes Committee 22 May 2023</p> <hr/> <p>Report from the Corporate Director of Children and Young People</p>
<p>Recruitment and Retention Payments for Children and Young People’s Social Workers</p>	

Wards Affected:	All
Key or Non-Key Decision: <small>(only applicable for Cabinet, Cabinet Sub Committee and officer decisions)</small>	N/A
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	One Appendix 1: Outline of existing recruitment and retention arrangements
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	<p>Palvinder Kudhail, Operational Director - Integration and Improved Outcomes Palvinder.kudhail@brent.gov.uk</p> <p>Clare Ebuné , HR Manager 020 8937 4573 Clare.ebune@brent.gov.uk</p> <p>Megan McGeown, Senior Transformation Officer 020 8937 5424 Megan.mcgeown@brent.gov.uk</p>

1.0 Purpose of the Report

- 1.1 This report provides the Committee with a further update following the most recent decision in November 2022 to increase the recruitment and retention payments agreed by the Committee in October 2018 to staff in the most hard to recruit teams within the Looked After Children and Permanency (LAC and Permanency) Service.
- 1.2 The report also provides information about the current position regarding social work staff within the Children and Young People’s department overall, including

proposals developed following a comprehensive review of incentive packages, which are designed to reduce the complexity of existing arrangements and improve recruitment and retention outcomes for social worker staff of all grades and in all teams. The current arrangements are shown in Appendix 1.

2.0 Recommendations

2.1 That the Committee agree to extend the use of two recruitment and retention initiatives, to all teams within the department, as follows:

- To make a one-off payment of £5,000 to newly recruited permanent qualified social work staff on grades PO1 – PO7, on satisfactory completion of probationary period and repayable where an employee leaves the council's employment within 12 months of receiving the payment.
- To make retention payments of £2,500 to all qualified social work staff on grades PO1 to PO7.

2.2 That the Committee agrees to retain the enhanced retention payment of £4,500 per annum for those teams where it is particularly hard to recruit and retain qualified social work staff i.e. the Short and Long Term Teams in the Localities Service and the Care Planning Teams in the LAC and Permanency Service (as outlined in Appendix 1).

2.3 That continued discretion is provided to the department in how recruitment and retention payments are offered across the department with a continued focus on hard to recruit to posts.

3.0 Detail

3.1 Previous GP Committee decisions in March 2016, October 2018, November 2021 and November 2022, approved requests to continue to provide a market supplement to Children and Young People's (CYP) social workers as a tool to support the department in retaining key frontline staff and the introduction and subsequent enhancement of recruitment and retention payments to particularly hard to recruit posts and teams. The continuation and enhancement of these payments, alongside other factors such as stable senior leadership, greater training and development opportunities and manageable caseloads for staff has supported the permanent recruitment of qualified social work staff – although predominantly in management roles.

3.2 Owing to the ongoing national shortage of social workers and a high number of social workers leaving the profession, coupled with increased demand for services since the pandemic, significant structural difficulties remain in recruiting and retaining more experienced social workers and first line social work management staff. Despite this, recent recruitment campaigns have attracted a favourable response, particularly for first line managers. However, challenges remain within the Short and Long Term Teams in the Localities Service and Care Planning Teams in the LAC and Permanency Service as a result of permanent social workers leaving Brent to take up employment either in the agency market or to other London local authorities where there is a more competitive pay and reward structure.

- 3.3 Historically, recruitment and retention within other teams across both services has not presented the same challenges, however this is becoming increasingly difficult. In some teams only 50% of non-management roles are held by permanent staff. The disparity between those teams covered by the arrangements and those teams that are not is also having an impact on staff morale as staff feel less valued than their colleagues in other teams.
- 3.4 Whilst filling vacant posts with agency workers increases staff budgetary pressures, the decline in the number of agency workers coming forward and the very limited success in recruiting permanent staff through the current recruitment and retention arrangements, is becoming a challenge across all teams with some posts currently vacant.
- 3.5 The issue of sufficiency of suitably qualified children's social work staff is recognised as a national issue that the DfE is seeking to address through new routes into social work and better development pathways for future managers. The profession is noted as an occupation that appears on the list of skills shortages to enable overseas recruitment to fill key vacancies.
- 3.6 Despite the introduction of the recruitment and retention arrangements in 2018 and enhancement to these in 2021 and 2022 agreed by GP committee, the scale of the challenge at both a national and regional level requires ongoing review and development to ensure Brent continues to compete in what remains an increasingly competitive marketplace for suitably qualified and experienced social workers.

4.0 Update

- 4.1 Experience from recent recruitment activity following the enhancements agreed by GP Committee in November 2021 and November 2022 highlights the particular difficulty faced in recruiting experienced social workers. Only 1 non-management social work role has been filled in response to traditional advertising methods since December 2022 with the outcome of a further 2 awaited. A contributing factor has been the challenges in clearly articulating the different recruitment and retention payment arrangements in a composite job advertisement. An example of this is applicants withdrawing from the process when they establish that not all posts within all teams attract the enhanced arrangements. There continues to be a more positive outcome from targeting the conversion of existing agency staff, with a further 2 currently in the process of converting and expressions of interest from another 3. The vast majority of the agency conversions have been within the Localities service, encouraged by the retention payments.
- 4.2 The recruitment activity carried out recently, particularly the focus on agency worker conversions, suggests the enhanced recruitment and retention arrangements that apply to specific teams are having a more positive impact although it is too soon to fully assess their effectiveness as the first annual retention payments were paid in December 2022 and the first annual payments for the Care Planning Teams are due to be paid in December 2023. Also, of the newly recruited permanent staff who received the £7,500 one-off payment,

the majority of these are still within the 12 month period during which they are required to repay the amount if they leave the council.

- 4.3 The departmental workforce strategy was refreshed in October 2022 and includes a range of activities to address the ongoing recruitment and retention challenges. The key activities include the social work career progression framework that supports social workers with the intention of 'growing our own' staff such as student social workers, step-up to social work programme, ASYE and the international recruitment of qualified social workers. 5 ASYEs have successfully completed the programme in the last 3 months and a further 8 are in the process of completing it.
- 4.4 Career progression panels have been held every six months since May 2019 with at least 9 submissions being heard at each panel with a number of staff progressing at each into the senior social worker role. The progression framework continues to act as part of the retention strategy with some staff commenting that they had considered leaving Brent before it was put in place.
- 4.5 The Panel meets twice a year and the most recent panel was held in November 2022. There were 5 submissions from staff, all of whom were successful, of whom 3 became senior social workers. The next panel will be held in November 2022.
- 4.6 A further round of international recruitment of 9 qualified Social Workers from Africa took place in late 2021. Retention of international staff remains high – 8 of the 2021 and 8 of the 2019 cohort remain in role. A further round of international recruitment is underway from India, with interviews taking place in May 2023.
- 4.7 The relocation support package of up to £6,000, which the GP Committee agreed to increase from the previous limit of £5,000, continues to be used for international recruitment and includes a number of clearly defined elements including payment of the worker's first month's rent and deposit.
- 4.8 Whilst these and other measures will continue to contribute to the recruitment and retention of permanent staff, further measures are required to maintain and boost the number of permanent staff in social work roles across the department.
- 4.9 In April 2023, a Transformation-led project, focussing on optimising the Brent offer for CYP social workers, was completed. This work included reviewing, benchmarking and evaluating incentive packages and other drivers at a pan-London level, as well as developing options to minimise any disparities and inconsistencies identified in current arrangements in Brent.
- 4.10 Building on 2022 work by the London Innovation and Improvement Alliance (LIIA), the review engaged social work leads at other London authorities to compare incentives alongside salaries, progression arrangements and recruitment and retention outcomes. The key findings of this work include:
 - Brent's current incentive package is more complex than most other London boroughs. Whilst most boroughs offer further financial incentives on top of salaries, in Brent the wide variety of additional payments -

including retention payments and one-off 'welcome payments' that significantly differ based on grades, roles and teams – is an outlier.

- Brent's overall financial offer, when combining salaries and higher-range additional payments, is generally competitive for most social worker roles. Brent is least competitive, albeit still near middle-ranking, for non-management social worker roles (PO1 – PO3) that do not attract higher additional payments.
- Some authorities have introduced progression to PO4 grades for social workers in non-management roles. This type of progression does not currently exist in Brent, indicating Brent may be less competitive in non-management progression routes. However, this area has been the most complicated to accurately benchmark and further work is needed to fully understand these arrangements.

4.11 The findings of this review have been considered alongside detailed feedback from CYP and HR leads, who have identified the complexity of existing multi-tiered financial incentives as a challenge in both maintaining staff morale (specifically for those in roles and teams paid lower incentives than their counterparts in equivalent roles and teams), and in successfully developing recruitment initiatives that clearly and concisely communicate what the Brent offer for social workers is.

4.12 In response to these findings, proposals outlined in paragraph 2.1 were developed. These proposals are designed to enable a more consistent and simplified approach to additional payments across the whole service, whilst also ensuring no current staff member is adversely impacted by new arrangements.

4.13 In addition to implementing these arrangements, further work to build on the learning of the pan-London review and explore progression routes for non-manager social workers into more senior grades that are not currently available in Brent will commence.

4.14 The outcome of this work and an updated review of the impact and effectiveness of recruitment and retention arrangements will be included in a report presented to the Committee by the end of spring 2024.

4.15 Payment of the £7,500 welcome payment under the current arrangements will be honoured for those staff who were recruited on the basis of this higher payment as we transition to the proposal to move to a standard payment of £5,000 for all teams.

5.0 Financial Implications

5.1 Providing incentives to support the recruitment and retention to social work positions within the Localities and Looked After Children and Permanency service areas is an investment which could lead to cost avoidance if permanent staff are retained in place of providing interim cover for agency staff. The additional cost pressure is estimated at £7.2k per year per agency social work staff member.

5.2 Remodelling the incentives by increasing the cost of retention payment from £1,200 to £2,500 for all qualified social work staff and continuing the retention

payment of £4,500 to the “hard to recruit” positions, will require an overall investment of £0.394m including oncosts and will need to be managed within growth funds allocated to CYP in 2023/24.

- 5.3 Included in the investment, is the assumption that there may be 20 one-off £5,000 golden hello payments which would cost £0.132m including oncosts. It is proposed that a reserve is created to fund the golden hellos on a one-off basis in order that the scheme can be properly evaluated to determine the impact on recruitment.
- 5.4 It is anticipated that the revised incentives, would increase the number of permanent staff into the social care teams, reducing reliance on agency staff, which would also lead to a reduction in the cost pressure arising from the use of those agency staff.
- 5.5 There is no relocation budget currently available. Funding for relocations of future recruitment of overseas staff would need to be managed within the existing resources and a reserve built up to fund the costs if the need arises.

6.0 Legal Implications

- 6.1 Where a supplement is paid on top of the evaluated grade of a post the potential for equal pay claims arises. The council will need to demonstrate that there is a genuine “material factor” which is neither directly nor indirectly discriminatory based on sex to avoid or defend such claims. The state of the employment market, which may lead an employer to increase the pay of a particular job in order to attract candidates, may constitute an objectively justified economic ground for a pay disparity. Where payments to an employee are on-going the payment must be kept under regular review to ensure that it only continues for as long as it is justified by material market factors.

7.0 Equality Implications

- 7.1 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.
- 7.2 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.
- 7.3 An Equality Impact Assessment was completed in respect of the proposals considered in the previous report to GP Committee in October 2018 with the

analysis being based on the characteristics of ethnicity and gender as these were the two most significant types affected by the proposed changes. To ensure the analysis was sufficiently broad it also included staff undertaking similar tasks from the Adult Social Care Service. The overall analysis was that the risks that the criteria for applying the proposed payments disadvantage persons with a protected characteristic were low based on ethnicity and medium based on gender. It was considered that the market evidence, establishing that there was a material factor (namely market conditions for recruitment to the affected posts) justified the pay disparity. The proposal to enhance the recruitment and retention arrangements for staff in the looked after children teams to align them with the hard to recruit teams in the Localities Service reduces the amount of disparity, at least within the Children and Young People Department.

8.0 Consultation with Ward Members and Stakeholders

8.1 Not Applicable (N/A)

9.0 Human Resources/Property Implications (if appropriate)

9.1 The Human Resources implications have been contained within the main body of the report above.

10.0 Next Steps

10.1 There are regular recruitment campaigns and, should the GP committee approve these recommendations, they will be incorporated into the materials. Monthly progress meetings to consider the impact of these initiatives have been set and the overall effectiveness of the proposed changes will be reviewed by the end of spring 2024.

Related Documents:

General Purpose Committee reports - 15 October 2018, 8 November 2021 and 17 November 2022

Report sign off:

Nigel Chapman

Corporate Director of Children and Young People

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Appendix 1 – Outline of existing recruitment and retention arrangements

Package 1

LAC and Permanency: Fostering, Kinship, Leaving Care

Localities: No recourse to public funds

Grades	Job title	Golden hello	Market supplement (£1,200 per annum, paid monthly)	Retention payments
SO2	ASYE	N/A	N/A	N/A
PO1	Social Worker	N/A	1,200	N/A
PO2	Social Worker	N/A	1,200	N/A
PO3	Senior Social Worker	N/A	1,200	N/A
PO5	Social Work Practice Consultant / Deputy Team Manager	N/A	N/A	N/A
PO7	Team Manager	N/A	N/A	N/A

Package 2

Localities: MASH, Children with Disabilities


Grades	Job title	Golden hello	Market supplement (£1,200 per annum, paid monthly)	Retention payments
SO2	ASYE	N/A	N/A	N/A
PO1	Social Worker	N/A	1,200	N/A
PO2	Social Worker	N/A	1,200	N/A
PO3	Senior Social Worker	5,000	1,200	N/A
PO5	Social Work Practice Consultant / Deputy Team Manager	5,000	N/A	3,600 (paid every 3 years)
PO7	Team Manager	5,000	N/A	3,600 (paid every 3 years)

Package 3

LAC and Permanency: Care Planning Teams (LAC)

Localities: Referrals and Assessments (Short-term), Long-term teams (East and West)

Grades	Job title	Golden hello	Market supplement (£1,200 per annum, paid monthly)	Retention payments
SO2	ASYE	N/A	N/A	N/A
PO1	Social Worker	7,500	N/A	4,500* (paid every 12 months)
PO2	Social Worker	7,500	N/A	4,500* (paid every 12 months)
PO3	Senior Social Worker	7,500	N/A	4,500* (paid every 12 months)
PO5	Social Work Practice Consultant / Deputy Team Manager	7,500	N/A	4,500 (paid every 12 months)_
PO7	Team Manager	7,500	N/A	4,500 (paid every 12 months)

 Brent	General Purposes Committee 22 May 2023
	Report from the Corporate Director of Governance
Review of Representation of Political Groups and Appointments	

Wards Affected:	All
Key or Non-Key Decision:	Non-key
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	None
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	James Kinsella Governance Manager Email: james.kinsella@brent.gov.uk Tel: 020 8937 2063

1.0 Summary

- 1.1 At its Annual meeting on 17 May 2023, Full Council is due to review and determine the representation of political groups on its main committees and subsequently make appointments to these, in accordance with the wishes of the political groups concerned. As soon as practicable after such a review, this Committee is also required to review and determine the representation of political groups on its Sub-committees and then make appointments giving effect to the wishes of the political groups allocated seats.
- 1.2 The current membership of the Council consists of 57 councillors, which has been used as the basis for the annual review.

2.0 Recommendations

That on the basis of the current membership of the Council, the Committee:

- 2.1 Agrees the size of each sub-committee to be appointed by the Committee;
- 2.2 Agrees the allocation of seats to political groups on each of the sub-committees in accordance with political balance rules; and

2.3 Appoints Chairs and Vice-Chairs, Members and Substitutes to each Sub-committee under Item 9 of the agenda giving effect to the wishes of the political group(s) allocated the seats.

3.0 Detail

3.1 As General Purposes Committee has three Sub-committees, it has a statutory duty to review and determine the representation of political groups on its Sub-committees as soon as practicable after any review undertaken by Full Council. The Committee then has a duty to make appointments to the Sub-committees giving effect to the wishes of the political group allocated seats.

3.2 The allocation of seats is determined by applying the political balance principles prescribed by the Local Government and Housing Act 1989 and supplemented by the Local Government (Committees and Political Groups) Regulations 1990. These principles are set out below and are designed to ensure that the political composition of committees and sub-committees, as far as reasonably practicable, replicate the political composition of Full Council.

3.3 The political balance principles are:

- (i) That not all the seats on the sub-committee are allocated to the same political group.
- (ii) That the majority of the seats on the sub-committee are allocated to a particular political group if the number of persons belonging to that group is a majority of the Council's membership.
- (iii) Subject to paragraphs (i) and to (ii) above, that the number of the seats on the sub-committee which are allocated to each political group bears the same proportion to the number of all the seats on that sub-committee as is borne by the number of members of that group to the membership of the Council.

3.4 There is a 4th principle (that each political group is allocated the same proportion of the total seats across all the ordinary committee of the Council (38 in total) as the proportion of the members of the Council that belong to that group). This covers the appointment of ordinary committees and was applied to these bodies at the Annual Council meeting. The legislation does not apply this principle to the appointment of sub-committees.

3.5 On the basis that the overall membership of the Council stands at 57, the composition of political groups as a percentage of overall membership is as follows:

- 49 Labour Group councillors – representing 85.97% of the total council membership;
- 5 Conservative Group councillors – representing 8.77% of the total council membership;
- 3 Liberal Democrat councillors – representing 5.26% of the total council membership.

- 3.6 According to the political balance rules, a political group for this purpose is a group of two or more members.
- 3.7 The application of the three principles listed in 3.3 above therefore results in the following allocation of seats:

Committee	Sub Committee	Size	Labour 49 (85.97%)	Conservative 5 (8.77%)	Liberal Democrats 3 (5.26%)
General Purposes	Pension Fund Sub-Committee	7	6	1	0
	Senior Staff Appointments Sub-Committee	5	4	1	0
	Senior Staff Appeals Sub-Committee	5	4	1	0

- 3.8 As the main General Purposes Committee has been constituted as an ordinary committee of the Council, the additional political balance principle (set out in 3.4 above) was applied to the allocation of seats on that body. This resulted in the Opposition seat on the main Committee being allocated to the Liberal Democrats Group. However, the political balance rules applying to the appointment of Sub Committees by General Purposes Committee requires this calculation to be based only on the size of each individual sub-committee. As a result, the available opposition seats are all required to be allocated to the Conservative Group, based on the size of the group as a percentage of the Council's overall membership.
- 3.9 Subsequent to allocating seats, the General Purposes Committee has a duty to make appointments to their specified sub committees giving effect to the wishes of the political group(s) allocated the seats. The appointments to each sub-committee being made by the respective political groups will be set out within the paper listed as Item 9 on the agenda, which will be circulated in advance of the meeting.

4.0 Financial Implications

- 4.1 There are none arising directly from this report.

5.0 Legal Implications

- 5.1 These are addressed in the body of the report.

6.0 Equality Implications

- 6.1 None.

7.0 Consultation with Ward Members and Stakeholders

7.1 The allocation of seats on each Sub Committee has been subject to consultation with each individual group on the Council.

Report sign off:

Debra Norman

Corporate Director Governance



APPOINTMENTS TO SUB COMMITTEES & OUTSIDE BODIES

Proposed Appointments to the General Purposes Sub-Committees for the 2023-2024 Municipal Year

SENIOR STAFF APPOINTMENTS SUB-COMMITTEE

M BUTT (C)	LABOUR
M.PATEL (VC)	LABOUR
KANSAGRA	CONSERVATIVE
KRUPA SHETH	LABOUR
TATLER	LABOUR

SUBSTITUTE MEMBERS:

LABOUR: DONNELLY-JACKSON, FARAH, GRAHL, KNIGHT, NERVA, VACANCY
CONSERVATIVE: MAURICE, MISTRY

SENIOR STAFF APPEALS SUB-COMMITTEE

M BUTT (C)	LABOUR
M.PATEL (VC)	LABOUR
KANSAGRA	CONSERVATIVE
KRUPA SHETH	LABOUR
TATLER	LABOUR

SUBSTITUTE MEMBERS:

LABOUR: DONNELLY-JACKSON, FARAH, GRAHL, KNIGHT, NERVA, VACANCY
CONSERVATIVE: MAURICE, MISTRY

BRENT PENSION FUND SUB-COMMITTEE

JOHNSON (C)	LABOUR
MITCHELL (VC)	LABOUR
CHOUDRY	LABOUR
HACK	LABOUR
KENNELLY	LABOUR
KANSAGRA	CONSERVATIVE
MILLER	LABOUR

CO-OPTED NON-VOTING:

ELIZABETH BANKOLE (UNISON)

SUBSTITUTE MEMBERS:

LABOUR: DIXON, ETHAPEMI, MAHMOOD, SHAH
CONSERVATIVE: MAURICE, J.PATEL

BRENT PENSION BOARD

FULL MEMBERS:

DAVID EWART (C)
AKRAM
KABIR

INDEPENDENT CHAIR (31.07.2025)
LABOUR
LABOUR

CHRIS BALA
BOLA GEORGE
ROBERT WHEELER
SUNIL GANDHI

PENSION SCHEME MEMBER
TRADE UNION (UNISON) MEMBER
TRADE UNION (GMB) MEMBER
EMPLOYER MEMBER (NON-BRENT COUNCIL)

SUBSTITUTE MEMBERS:

No provision is included within the Boards Terms of Reference for substitute members.