



# Brent

## General Purposes Committee

**Monday 22 June 2026 at 11.15 am or on the rising of Cabinet, whichever is the later.**

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

Please note this will be held as a physical meeting which all Committee members will be required to attend in person.

**The meeting will be open for the press and public to attend or alternatively can be followed via the live webcast. The link to follow proceedings via the live webcast is available [HERE](#)**

### Membership:

#### Members

Councillors:

M Butt (Chair)  
Grahl (Vice-Chair)  
Clinton  
Georgiou  
Johnson  
Kansagra  
Knight  
Perrin

#### Substitute Members

Councillors:

Amadi, Dixon, Kelcher, and Rubin

Councillors:

Mishra and A Patel

Councillors:

Lorber and Unger

Councillors:

Ahmadi Moghaddam and Mitchell

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Tel: 020 8937 2469, Email: [rebecca.reid@brent.gov.uk](mailto:rebecca.reid@brent.gov.uk)

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[Council meetings and decision making | Brent Council](#)

## **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

Introductions, if appropriate.

Item	Page
<b>1 Apologies for absence and clarification of alternate members</b>	
<b>2 Declarations of interests</b>	
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.	
<b>3 Deputations (if any)</b>	
To hear any deputations received from members of the public in accordance with Standing Order 67.	
<b>4 Minutes of the previous meeting</b>	1 - 4
To approve the minutes of the previous meeting held on 30 March 2026 as a correct record.	
<b>5 Matters arising (if any)</b>	
To consider any matters arising from the minutes of the previous meeting.	
<b>6 Contractual Change to Probationary Periods Report</b>	5 - 36
The purpose of this report is to seek approval from the General Purposes Committee to make contractual changes as of 1 July 2026 to the probation period for new starters from 6 months to 4 months and to reduce the probation extension period from 13 weeks to 4 weeks.	
<b>7 Update on Amendments to Terms and Conditions</b>	37 - 66
The purpose of this report is to update the Committee on the implementation of the changes to staff terms and conditions, to share the handbook that has been developed which sets out terms and conditions and which forms a collective agreement with the trade unions, and to update on further ongoing work that will be brought forward separately for approval.	

## **8 Review of Representation of Political Groups and Appointments**

67 - 72

At its Annual meeting on 20 May 2026, Full Council reviewed and determined the representation of political groups on its main committees and subsequently made appointments to these, in accordance with the wishes of the political groups concerned. As soon as practicable after such a review has been completed, 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 Finance & Resources details the outcome of the review undertaken in relation to Sub-Committees to be appointed by General Purposes Committee.

## **9 Appointments to Sub-Committees Report 2026-27**

73 - 74

Following on from 8. above, to consider and confirm the membership appointments to be made in relation to Sub-Committees to be appointed by General Purposes Committee.

## **10 Any other urgent business**

Notice of items to be raised under this heading must be given in writing to the Deputy Director Democratic and Corporate Governance or their representative before the meeting in accordance with Standing Order 60.

## **11 Exclusion of Press and Public**

No items have been identified in advance of the meeting that will require the exclusion of the press or public.



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, it will be possible to follow proceedings via the live webcast [HERE](#)



## LONDON BOROUGH OF BRENT

### MINUTES OF THE GENERAL PURPOSES COMMITTEE

Held in the Conference Hall, Brent Civic Centre on Monday 30 March 2026 at 9.30 am

PRESENT: Councillor M Butt (Chair), Councillor M Patel (Vice-Chair) and Councillors Benea, Donnelly-Jackson, Farah and Rubin

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

Apologies for absence were received from Councillor Krupa Sheth.

2. **Declarations of interests**

There were no declarations of interests made during the meeting.

3. **Deputations (if any)**

There were no deputations received.

4. **Minutes of the previous meeting**

It was **RESOLVED** that the minutes of the previous meeting held on Monday 19 January 2026 be approved as a correct record.

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

There were no matters arising.

6. **Approval to make Severance Payments - Adult Social Care Senior Management Restructure**

Claudia Brown (Director Adult Social Care) introduced a report seeking GPC approval for the proposed redundancies resulting from the implementation of the new Adult Social Care (ASC) Senior Management Structure, following completion of the formal consultation process (21 January – 18 February 2026). Members were advised that as the pension strain costs, which the council was required to meet under the Local Government Pension Scheme, exceeded £100,000, General Purposes Committee would be required to approve the payments identified.

In presenting the report, members were advised of the background and rationale supporting the restructure which had been designed to strengthen operational alignment with the resident journey, reduce duplication, improve strategic oversight, and address longstanding inefficiencies across senior management arrangements.

Confirmation was also provided regarding the approach adopted in terms of the restructure involving competitive assimilation, job matching and ring-fencing processes all of which had been completed in accordance with organisational policy. As a result, whilst one candidate had been able to secure a position within the new structure the others had been unsuccessful in being able to secure alternative roles available leading to the related redundancy and severance arrangements General Purpose Committee was being requested to approve. In outlining the rationale supporting the restructure and proposals within the report (as detailed within section 3.6 of the report) members were advised that the restructure had been designed to deliver a more coherent, resident-aligned model with notice periods for redundancy aligned with the commencement of the new structure and financial year.

Having thanked Claudia Brown for introducing the report, the Chair then moved on to invite questions and comments from the Committee, with the following comments highlighted:

- Members sought assurance that the continuation of service improvement would not be compromised following the restructure and resulting redundancies. In response, Claudia Brown (Director Adult Social Care) advised that the restructure had been designed to resolve operational and customer journey misalignment whilst also addressing senior leadership capacity, clarifying professional pathways, eliminating duplication and enhancing accountability with capacity being enhanced at service manager level designed to support the continued improvement of service quality and financial efficiencies.

Having thanked all those involved their contributions to the discussion and consideration of the item and noted the exempt information contained within the appendix to the report, it was **RESOLVED**:

- (1) To approve the redundancies set out in Appendix A of the report (containing exempt information) associated with the implementation of the ASC Senior Management restructure.
- (2) To approve the associated redundancy, severance and pension strain costs as required under the Council's Pay Policy, Local Government Pension Scheme regulations, and constitutional requirements relating to senior officer payments.
- (3) To note that the payments did not 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.
- (4) As an additional recommendation, it was also agreed to delegate authority to the Head of Paid Service to approve the severance amount due to Employee B once the precise figure had been received.

## 7. **Approval to Make Severance Payment Housing Management Service**

Councillor Donnelly-Jackson and Tom Cattermole (Corporate Director Residents and Housing Service) introduced a report seeking approval to make one severance payment, consisting predominantly of actuarial strain costs relating to the release of a

pension on the basis that the employee's post was redundant. As the pension strain costs, which the council was required to meet under the Local Government Pension Scheme, exceeded £100,000, General Purposes Committee was required to approve the payment.

In presenting the report, members were advised of the background and rationale supporting the restructure within housing management from which the redundancy had arisen which had been designed to strengthen operational alignment with the resident journey, reduce duplication and improve strategic oversight in relation to tenant satisfaction and regulatory oversight. Whilst the restructure had been implemented in 2024, the individual for which redundancy was approved at the time had subsequently been retained on a temporary basis to support the implementation of the new structure, ensure continuity of service, and minimise operational disruption during a period of significant change which resulted in a deferment of the original redundancy situation affecting the post. Members were advised, however, that the requirement for the transitional support being provided through the employee within the new structure had now ceased but as they had remained in post beyond the original approval solely to support service continuity during implementation, a fresh report to the General Purposes Committee had been required to approve the redundancy dismissal and associated severance payment at the point it would now take effect.

Having thanked Councillor Donnelly-Jackson and Tom Cattermole for introducing the report, the Chair then moved on to invite questions and comments from the Committee, with the following comments highlighted:

- The Committee noted that the employee in question had provided long service to the Council and expressed appreciation for their contribution to the housing service and support in implementation of the new structure.
- Members further commented on the movement towards a strengthened tenancy-based approach and welcomed the design of the original restructure to embed a more responsive model of tenancy management and to support tenants more closely and effectively.

Having thanked all those involved their contributions to the discussion and consideration of the item and having noted the exempt information contained within the appendix to the report, it was **RESOLVED**:

- (1) To approve the severance payment as set out in the exempt Appendix to the report.
- (2) To note that the payment in (1) above would not 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.

## 8. **Exclusion of Press and Public**


There were no items that required the exclusion of the press or public.

9. **Any other urgent business**

No items of urgent business were raised at the meeting.

The meeting closed at 9:40 am

COUNCILLOR MUHAMMED BUTT  
Chair

 <b>Brent</b>	<b>General Purposes Committee</b> 22 June 2026
	<b>Report from the Corporate Director Finance and Resources</b>
	<b>Lead Member – Deputy Leader &amp; Cabinet Member for Finance &amp; Resources (Councillor Gwen Grahl)</b>
<b>Contractual Change to Probationary Periods</b>	
<b>Wards Affected:</b>	None
<b>Key or Non-Key Decision:</b>	Not Applicable
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>No. of Appendices:</b>	One Appendix 1 Supporting New Staff Policy & Procedures (Probation policy and Procedures)
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Musrat Zaman, Director of HR and OD 020 8937 4081 <a href="mailto:Musrat.Zaman@brent.gov.uk">Musrat.Zaman@brent.gov.uk</a>  Krupa Peshavaria, HR Business Partner – Policy & Projects <a href="mailto:Krupa.Peshavaria@brent.gov.uk">Krupa.Peshavaria@brent.gov.uk</a>

## 1.0 Executive Summary

- 1.1 The Employment Rights Act 2025 introduces a significant change to the qualifying period to claim unfair dismissal reducing from 2 years to 6 months with effect from 1 January 2027. This will be applied retrospectively so that any new starters from 1 July 2026 can claim unfair dismissal when the change is implemented. To mitigate against this, it is proposed to reduce the probationary period from 6 months to 4 months' so that decisions about suitability for confirmed employment are made in a timely way. This is in line with other London Councils which are moving to either a 3- or 4-month probationary period. A revised policy

is attached that sets out the revised periods for assessment and changes the focus to support staff that are new to the Council.

- 1.2 The trade unions have been consulted (7 May 2026) with the changes to the probation policy renamed Supporting New Staff policy and procedures and they are in agreement with the policy and procedures and the required contractual change to the probation period from 6 months to 4 months.
- 1.3 The Corporate Management Team (CMT) considered a report on 20 May that set out the changes to the probationary period.
- 1.4 The purpose of this report is to seek approval from the General Purposes Committee to make a contractual change as of 1 July 2026 to the probation period for new starters from 6 months to 4 months changes and reduce the probation extension period from 13 weeks to 4 weeks.

## **2.0 Recommendations**

That the Committee:

- 2.1 Approve the contractual change required to the probation period for all new starters as of 1 July 2026 from 6 months to 4 months.
- 2.2 Approve the contractual change for reducing the probation extension period from up to 13 weeks to up to 4 weeks.

## **3.0 Detail**

### **3.1 Contribution to Borough Plan Priorities & Strategic Context**

- 3.1.1 The Supporting New Staff policy, including a shortened probation period, supports the Borough Plan by strengthening workforce stability, service quality, and organisational effectiveness. Through structured onboarding and early performance management, it helps recruit and retain capable employees, contributing to prosperity and stability, while enabling staff to quickly adopt sustainability practices that support a cleaner, greener future. By ensuring new starters are well supported, aligned to Brent's values, and able to deliver consistently high-quality services. It also reflects good employment practice by fostering a positive start, encouraging development and wellbeing, and supporting staff who deliver essential services to children, young people, and families. Additionally, early support and clear expectations help reduce stress and improve wellbeing, ensuring a confident workforce that can contribute to the needs across the borough.

### **3.2 Background**

- 3.2.1 The Supporting New Staff policy and procedures replaces the current Probation Policy to reflect the Council's response to forthcoming changes under the Employment Rights Act 2025, coming into force from 1 January 2027, which will

reduce the qualifying period for unfair dismissal from two years to six months. This significantly shortens the timeframe for assessing performance and increases the need for robust, fair and well-documented management practices from the outset. The policy therefore strengthens early performance management, ensuring clear expectations, regular review points, and timely, evidence-based decision-making to support legal compliance and reduce organisational risk.

3.2.2 Alongside this, the policy sets out the Council's broader approach to supporting employees during their probationary period, reinforcing our commitment to a positive, inclusive and supportive workplace. It focuses on early support, constructive feedback, wellbeing and development to help new starters succeed, feel a strong sense of belonging, and integrate effectively into their roles. It also establishes a consistent framework for managers and employees, ensuring the initial employment experience is positive, engaging and aligned to Brent's Values and Behaviours.

### **3.3 Unfair Dismissal employment law change**

3.3.1 Whilst the unfair dismissal claim period is changing from a two-year qualifying period to a 6-month qualifying period as of 1 January 2027 this will be applied retrospectively therefore claims for unfair dismissal can be made from 1 July 2026.

3.3.2 The Employment Rights Act will also remove the existing cap on compensatory awards for unfair dismissal (which as of 6 April 2025 is the lower of either £118,223 or 52 weeks' gross pay).

### **3.4 Probation Key Implications**

3.4.1 The new Supporting New Staff policy and procedures aims to provide clearer guidance for managers and new starters, while placing greater emphasis on supporting employees during their onboarding period and fostering a positive and inclusive workplace culture.

3.4.2 The Council's current six-month probation period will need to reduce to four months as the time limit for staff to claim unfair dismissal at tribunal will be reduced from the two-year unfair dismissal qualifying period to a six-month qualifying period.

3.4.3 Probation extension period will reduce from 13 weeks to 4 weeks for exceptional circumstances to ensure all matters are managed prior to the six-month qualifying period.

3.4.4 Managers will have less time to identify and address concerns, requiring stronger early intervention to support staff to achieve the required performance level.

3.4.5 Revised processes will need to be clearly communicated and consistently applied with the exception of newly qualified social workers who will continue to

go through a robust 52-week programme as per the assessed and supported year in employment (ASYE) programme.

- 3.4.6 Amendments to the Probationary Service section of the employment contracts is required to change the length of the probation period and extension period. In addition, to remove reference to a probationary period for internal staff. Due to the changes required to the contracts GPC approval is required as detailed within Appendix 1 Supporting New Staff policy and Procedures (Probation policy and Procedures)

### 3.5 Risks to the Council

- **Changes in the law:** new starters who join the council from 1 July 2026 onwards will meet the 6-month qualifying period to claim unfair dismissal.
- **Operational Risk:** all managers will need to ensure that they support new starters to avoid claims for unfair dismissal and understand the organisational impact.
- **Financial Risk:** removal of the unfair dismissal compensation cap may be a financial risk should an unfair dismissal claim be successful at Employment Tribunal.
- **Reputational Risk:** Non-compliance or inconsistent implementation could damage organisational credibility and undermine staff trust.

### 3.6 Mitigation Actions

- Line managers to support employees during their probationary period through early performance management, regular reviews and constructive feedback.
- Ensure any reasonable adjustments required are in place within a reasonable time period.

### 4.0 Financial Considerations

- 4.1 The introduction of the reduced qualifying period for unfair dismissal could potentially see an increase in volume of claims being brought against the council.
- 4.2 With the compensatory awards for unfair dismissal now being uncapped this could potentially lead to a higher value of claim against the council.
- 4.3 The impact of the change in policy will be closely monitored by HR&OD on an ongoing basis to measure its impact on the council.

### 5.0 Legal Considerations

5.1 The Employment Rights Act 2025 introduces significant change that will impact the Council. The Council must proactively review and update its policies, procedures and contracts of employment/ engagement to ensure compliance with the new legal framework. Failure to adapt to these changes could result in legal liability, financial penalties for non-compliance and reputational harm. It is recommended that HR works closely with Legal to navigate these changes effectively and mitigate potential risks.

## **6.0 Equity, Diversity & Inclusion (EDI) Considerations**

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 Impact Assessment for the amended Probation Policy has been completed to assess the impact on different groups.

## **7.0 Climate Change and Environmental Considerations**

7.1 There are no climate change and environmental considerations contained within this report.

## **8.0 Human Resources/Property Considerations (if appropriate)**

8.1 All HR considerations are contained within the body of this report.

8.2 There are no Property considerations contained within this report.

## **9.0 Communication Considerations**

9.1 Clear, and consistent communication will be essential to support managers in supporting new starters with the reduced probationary period.

**Report sign off:**

***Minesh Patel***

Corporate Director Finance and Resources

## Human Resources and Organisational Development

### Supporting New Staff Policy & Procedures

July 2026



### Our values

**COLLABORATE**  
PROACTIVELY

LEAD INCLUSIVELY

EMBRACE  
CHANGE

BE BOLD  
AND CURIOUS

CELEBRATE AND  
SHARE OUR  
SUCCESS

Governance		
Approved by	Approved date	Date of next review
Human Resources & Organisational Development	June 2026	June 2027

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## Policy

### 1. Introduction

This policy sets out the Council's approach to supporting new employees during their initial period of employment. It reflects our commitment to creating a positive, inclusive, and supportive workplace where new colleagues are enabled to succeed, develop and feel a strong sense of belonging from the outset.

Recognising that the vast majority of employees successfully complete their probationary period, the policy focuses on early support, constructive feedback, wellbeing, and development, within a fair, consistent, and legally compliant framework. It provides a structured period for managers to assess, monitor and review performance while encouraging, supporting, and developing employees, enabling them to be successfully integrated into their role and, where appropriate, confirmed into employment.

How someone is treated, managed and supported during their initial period of employment has a major effect on their view of the workplace and this policy will set out what is expected from both manager and new employees to ensure that the experience is positive and rewarding. It is crucial that new recruits are aware of and buy into Brent's [Values and Behaviours](#).

This policy covers both the things that are essential (indicated by **E**) and those which are advisory (indicated by **A**) to have and would make a new recruits first 4 months all the more welcoming. To assist in keeping you on track with the things that are essential, see the Supporting New Staff – Managers Checklist ([Link](#)) and [induction checklist](#). Managers must ensure that this is actioned and completed as a record of the support and guidance provided.

### 2. Scope

#### 2.1 The policy applies to:

- All new employees
- Graduates
- Apprentices
- Newly Qualified Social Workers (NQSW) in their assessed and supported year in employment (ASYE) (with reference to the AYSE Handbook) – see section 9.

#### 2.2 The policy does not apply to:

- Teachers in schools and school-based non-teaching staff where the schools have separately agreed processes
- Staff not employed by the council e.g. casual workers and workers supplied through an agency.

### 3. General Principles

3.1 The probation review period for new staff is 4 months, with the exception of newly qualified social workers who are in their assessed and supported year in employment (ASYE), for whom the period is 52 weeks (see section 9).

3.2 Employees will not be eligible to apply for other roles within the council until they have successfully completed their probation period.

## **4. Responsibilities**

### **4.1 Employee responsibilities**

- Complete all relevant activities as set out by your line manager as a part of the induction programme.
- Gain an understanding of job duties, accountabilities and objectives and demonstrate skills and knowledge to meet the role requirements at the standard set.
- Use the regular meetings with their manager to discuss performance and well-being and to raise any issues.
- Make their manager aware of any particular training needs not already identified.
- Advise line managers of any support requirements to improve or sustain the level of performance.
- Advise line managers on any support requirements needed to improve or sustain performance, particularly where workplace barriers relate to a disability, long-term health condition, or diagnosis.
- Co-operate with the line manager and agree a performance improvement plan where performance has fallen short of expectations.

### **4.2 Managers responsibilities**

- Hold regular (at least weekly/fortnightly) informal meetings during probation to provide support, training, and constructive feedback.
- Encourage open discussions about performance and wellbeing, including reasonable adjustments where needed.
- Use the disability and workplace adjustment passport to log any reasonable adjustments the employee has requested
- Plan and conduct probation review meetings as scheduled.
- Seek early HR advice, particularly for issues with performance, attendance, conduct, or probation extensions.
- Address concerns promptly—don't wait for formal reviews.
- Consider any personal or underlying factors affecting performance.
- Manage Newly Qualified Social Workers (NQSWS) in line with standards; explore training/support options and document decisions for formal reviews (see section 9).
- Keep written records of informal discussions and agreed actions.
- Confirm successful probation completion in writing.
- Seek Occupational Health advice where health or disability may affect performance.
- For persistent absence (medical or otherwise), consider dismissal in consultation with HR.

### **4.3 HR**

- Advise and guide line managers throughout the probation period in line with the process.
- Support the Chair at formal review meetings where dismissal is a possible outcome.

## **5. Prior to starting employment**

First impressions count and it is important that we make a lasting positive impression. How we deal with a new recruit before they start is as important as after they join us.

The manager should ensure the following actions are carried out before the new recruit joins us:

- Phone call from manager welcoming individual to the team and letting them know what to expect. **(E)**
- Complete the new starters form to ensure IT access and ID badge is processed **(E)**
- Ensure all required reasonable adjustments or assessments are in place for when the new employee joins **(E)**
- Draw up a clear plan of action covering the new recruit's first 4 months of probation, incorporating the [induction checklist](#) elements and timescales detailed in the rest of this document, ensuring that particular attention is given to regular catch ups via the 121/Check- in process. **(E)**

## 6. First Day

A new recruit's experience on their first day can set the tone for the future employment relationship. We want to ensure that things get off to a good start so following the approach outlined in this section is key to ensuring that happens.

- Allocate a desk for individual where practicable ensure that this desk is as close to their manager as possible. This arrangement regarding the desk is important as it can be very unsettling as a new recruit **(E)**
- Go over the [induction checklist](#) **(E)**
- Check whether the new recruit has disabilities, long term health conditions and diagnosis that may require adjustments to the workplace and if so whether a Personal Emergency Evacuation Plan (PEEP) is required to ensure safe evacuation from the building. Complete [Disability and Workplace Adjustment Passport](#). **(E)**
- Show individual where the essential areas of the building are (e.g. toilets, kitchens, facilities, reflection room etc.). Remember to think about the basics, how kitchen taps work, entrances and exits to building, dress code, fire exits etc. They may seem minor issues, but they can have a big impact on an individual's comfort level if not clearly explained. **(E)**
- Assign a Buddy to the new recruit – a competent, friendly member of the team to act as a 'confidant' to the new starter. They should undertake that role for the first 4 months of the individual's employment. A guide to the attributes and responsibilities of a buddy is available at Appendix 1. **(A)**
- The new recruit should also be advised that the council works with its recognised trade unions and contact details can be found at [Trade Unions](#) **(E)**
- Introductions – to immediate team and others the individual will work most closely with but don't feel you have to get round everyone on day one. **(E)**
- Do something social, maybe a team lunch or team coffee break. **(A)**
- Identify a real work task for day one – but something straightforward / simple that the employee can deliver on day one. **(A)**
- Short first day – consider whether it is possible for the new starter to leave a little bit early **(A)**

- If you have not been with them throughout the day then make sure you touch base with the new starter at the end of the day to check how they have found their first day. **(E)**

## 7. First Week

It is important to continue the positive feel of the first day into the remainder of the first week by ensuring that the support continues in an appropriate way. By the end of week one the new recruit should have a clear idea of how the team, service and Council work and how they fit in to it.

- Hold first 121 catch up meetings – these must be held weekly/fortnightly for first four months then move to monthly if performance/conduct etc is satisfactory. Ensure meeting invites are sent in advance **(E)**.
- Define goals and set tasks based on the job description using clear statements, to ensure the employee understands their role in relation to departmental and organisational objectives **(E)**.
- Set key specific, measurable, achievable, relevant and timebound (SMART) [goals](#) for the post to avoid misinterpretation **(E)**.
- Explain our culture, values / expectations. Also focus on what makes us exciting and different. This is especially important if the new recruit is not familiar with Brent and local government. **(E)**
- Manager to consider what else might be helpful to enable the individual to settle in such as a Mentor or some form of work shadowing. **(A)**
- At close of first week, Manager to ask for feedback on how the first week has gone. **(E)**

## 8. Week 2 up to 16 weeks

It is important that momentum continues right up to four months to ensure that the new recruit knows they are valued and engaged. It is vital that relevant training is undertaken and that the individual is comfortable and productive in their role. Following the steps below will help determine if that is the case.

- Ensure attendance at Corporate Induction. **(E)**
- Set out a training plan covering on the job training and courses that need to be completed within the first four months. If the individual is a manager ensure that they are booked on the various management training sessions. **(E)**
- Manager to give guidance to new recruit on how they can build their professional network both internally and with other organisations relevant to the role they are undertaking. **(A)**
- Continue with 121's, review objectives and provide honest and constructive feedback while addressing any issues of concern. **(E)**

## 9. ASYE social workers

The ASYE (assessed and supported year in employment) handbook and the Professional Capability Framework should be used to provide regular and focused

support to newly qualified social workers (ASYE) during this time in order to develop their skills, knowledge and capabilities.

Any extension should be determined by the ASYE panel under exceptional circumstances.

## **10. Support**

### **10.1 Employee Assistance Programme (EAP)**

Employees who require support or are impacted by any issues discussed under this policy can access support through the Employee Assistance Programme (EAP) using the following:

- Helpline number: 0808 168 2143 anytime
- Access to online/ Lifestyle support: [www.carefirst-lifestyle.co.uk](http://www.carefirst-lifestyle.co.uk)
- Access to online counselling: via chat function at above website
- Username: brent (case sensitive)
- Password: employee (case sensitive)

Employees with hearing and speech difficulties can access the EAP service by using Relay UK via their Minicom or Uniphone or by downloading the Relay UK app on their mobile, tablet or PC. They can then dial in the usual way with 18002 + 0808 168 2143 (the usual Care First number).

### **10.2 Mental Wellbeing Champions**

Mental Wellbeing Champions are available to support colleagues who may be struggling with their mental health or experiencing emotional distress and are there to:

- Recognise signs that a colleague may be experiencing mental ill health and offer initial help.
- Be a non-judgmental person to talk to
- Listen and signpost to sources for professional help.
- Encourage the person to talk to family, colleagues, their manager or to see their GP.

The Mental Wellbeing Champions are available for an informal and confidential chat if you need to reach out to someone. They are not mental health professionals but are there to provide support and to signpost you to sources for professional help.

A list of all the Mental Wellbeing Champions across the council can be found on [Mental Wellbeing Champions](#)

## Formal Procedure

**1.1** The initial 4 months also known as the probation period is where managers should formally assess the new employees performance, conduct and attendance.

Factors to be taken into consideration:

- Work performance (output/quality of work)
- General attitude (conduct/relationships)
- Flexibility (commensurate with the role where relevant)
- Training needs
- Any support needs (e.g. reasonable adjustments)
- Any underlying issue/s or mitigating factors (e.g. disability)

## 1.2 Probation Period

The below outlines the probation review periods and intervals when formal review meetings should be undertaken by line managers.

<b>Probation Period</b>	<b>Applicable to</b>	<b>Formal reviews</b>
<b>16 weeks</b> (or length of contract where this is less)	<ul style="list-style-type: none"><li>• New employees</li><li>• Graduates</li><li>• Apprentices</li></ul>	4 weeks – 1st review 8 weeks – 2 <sup>nd</sup> review 14 weeks – Final review
<b>52 weeks</b>	<ul style="list-style-type: none"><li>• Newly qualified social workers in their assessed and supported year in employment (ASYE)</li></ul>	8 weeks – 1 <sup>st</sup> review 20 Weeks – 2 <sup>nd</sup> review 32 Weeks – 2 <sup>nd</sup> review 44 weeks – 4 <sup>th</sup> review 50 week – 5 <sup>th</sup> review

## 1.3 Probation review meetings

Managers should hold the formal supporting new staff review meetings at intervals as outlined in section 1.2 above. Reviews should be set up in advance so that both parties have time to prepare for them.

Where probation review meetings are missed, the line manager should note the reason why on the probation form and the date it was rescheduled to. See appendix 3 for supporting new staff probation form.

## 2.0 Ongoing management & assessment

### 2.1 4-week review – initial review

The 4-week review is an early, supportive check-in focused on helping the employee settle into the role.

This review will:

- Explore how the employee is adjusting to the role and workplace.

- Confirm understanding of role expectations and performance objectives including conduct and attendance.
- Identify any immediate training, support or wellbeing needs.
- Reinforce the Council's Values and expected behaviours.
- Agree priorities and support for the next stage of the probation period.

## 2.2 8 Week Review – Second Review

The 8-week review focuses on progress, development and emerging capability.

This review will:

- Assess progress against agreed performance objectives including conduct and attendance.
- Provide balanced feedback on strengths and development areas.
- Review training, learning and support provided.
- Identify any concerns and agree a clear support plan where required.
- Continue to promote wellbeing and inclusive working practices.

## 2.3 14 Week Review – Final Review

The 14-week review is the final formal review within the 4-month probation period.

This review will:

- Consider overall performance and consistency including conduct and attendance.
- Assess demonstration of the Council's Values and Behaviours
- Review progress made in response to earlier feedback.
- Determine readiness for confirmation in post.

## 2.4 The outcome to be recorded in relation to expected standards after every formal review meeting would be one of the following:

<b>Met</b>	employee progressing well
<b>Partially met</b>	The employee has demonstrated progress against some performance targets and standards of conduct and attendance. Further development is required in certain areas, which will be supported through ongoing feedback and guidance.
<b>Not met</b>	The employee has not made sufficient progress in meeting required performance targets and/or expected standards of conduct and attendance.

**2.5** At the end of the final probation review meetings, the manager will have the following options available as next steps:

- Confirmation of employment (subject to successful completion of the full probation period and confirmed in writing)
- Extension of probation period
- Termination of employment (see section 3 and 4)

Termination of employment may be at any time before the 14 week review or at any point in the process, where it is clear that confirmation of employment is not likely, that support and development is not likely to improve performance in a timely way or where the performance/ conduct of the employee causes serious concern.

## **2.6 Where expected standards have been met at each probation review meeting**

**2.6.1** The manager should:

- inform the employee of this in the meeting and complete the relevant supporting new staff probation review form.
- set the date for the next formal meeting.
- where standards have been met up to the final review meeting, inform the employee that their employment / successful completion of their probation period will be confirmed, subject to them sustaining current performance levels until the end of their probation period (see section 1.2 Probation periods).

**2.6.2** Where performance levels are not sustained following the final probation review meeting, the employee should be made aware and the reasons for this explored. The manager should also consider whether there is exceptional reason/s to extend the probation period and should take further formal action/ review under this procedure with advice from HR.

## **2.7 Where expected standards have not been fully met.**

**2.7.1** For new staff, where the review meeting is not the final one, the line manager should:

- Explain clearly in the review meeting, any areas of concern/s identified e.g. performance and/ or conduct, ensuring these are included when completing the relevant supporting new staff probation review form.
- Explore any reason/s including whether there are any underlying issue/s impacting on performance.
- Discuss what remedial guidance and training is required.
- Explain the standard required, providing clear targets and when these need to have been achieved by
- Agree and record an action plan for improvement with timescales as appropriate.
- Outline the possible outcome of dismissal should their performance not improve or be sustained to a satisfactory standard with any support.
- Set a review date as appropriate (see section 1.2 Probation periods).

**2.7.2** If an allegation of misconduct is made, it must be put to the employee and their response sought before deciding on the matter.

**2.7.3** Where performance issues or sickness absence is due to certain underlying factors that can be sensitive or difficult to talk about, line managers should encourage a two-way open conversation, and exercise sensitivity and understanding. In addition, they should consider completing any relevant risk assessments, to provide adequate support.

**2.7.4** Following the meeting, the supporting new staff probation review form should be shared with the employee confirming whether performance standards have been met, attaching the action plan.

### **3.0 Dismissal as a possible outcome**

**3.1** Before dismissal is considered, managers must be satisfied that the employee has been given clear feedback, reasonable time and appropriate support to improve, and that these measures have been reviewed and documented.

HR advice must be sought where there is any uncertainty.

**3.2** Where dismissal is being considered at the final review, the manager conducting the meeting and making the decision (the Chair) should be at Head of Service level or above.

### **4.0 Final review meeting and the consideration of an extension**

**4.1** Where there are exceptional reasons for the manager to consider an extension of probation period, the manager should consult HR and where appropriate, use the meeting to discuss this with the employee, in addition to covering the above (section 2.7.1). Any extension will be limited up to 4 weeks.

**4.2** The line manager may extend the probationary period in exceptional circumstances where they have either grounds to believe or to suggest that performance is likely to improve with extension, enabling the employee to adequately perform their role. Such grounds may include:

- Employee's line manager has been absent for an extended period.
- Further training and support where the manager and employee believe this will result in an improvement.
- A change of management leading to there being limited continuity for the purpose of supervision.
- Sickness absence during a substantial part of the probation period e.g. pregnancy or disability related.
- Other authorised absence e.g. Maternity/ Adoption/ Shared parental leave.

**4.3** At the meeting, the manager should discuss:

- Reasons for the extension
- Length of the extension period
- Assistance/training that will be given during the period of extension as appropriate.
- That the action plan will be set in agreement with the employee following their opportunity to explain the reasons for unsatisfactory performance
- How the action plan will be monitored and measured
- The action plan will be used to record details.
- A review date

Following the meeting, the discussion including the extension period agreed should be reflected on the supporting new staff probation review form and shared with the employee in the usual way.

## **5.0 Final review meeting where dismissal is a consideration.**

**5.1** Where the review meeting is the final review and may result in dismissal, the manager presenting at the meeting should submit a brief report in advance to the Final Review Manager (the Chair), who will be at Head of Service level or above, with information showing the actions taken during the probation period. The Chair should:

- Liaise with HR at the earliest opportunity for advice.
- Schedule the meeting to allow for the notice of dismissal to end on or before the end of the probation period, wherever possible
- Invite the employee to the review meeting:
- providing 5 working days' notice in writing to attend
- informing them that they may be accompanied by a Trade Union representative or work colleague and that HR will be present.
- informing them that dismissal is a possible outcome of the meeting.
- asking them to bring any documentation they wish to be considered, to be received at least 3 working days before the final review meeting.
- In the review meeting, explain or ask the line manager to explain and demonstrate clearly the areas of concern identified.
- Provide the employee the opportunity in the meeting to respond to the points raised by management.
- Explore any reason/s provided by the employee, including where there are any underlying issue/s impacting on performance.
- Where it is decided that an extension period is not appropriate, inform the employee that their employment will be terminated with 1 weeks' notice.

**5.2** Considerations in the final review meeting by the Chair

- Issues or concerns have been identified and discussed throughout the probation period.
- Level of discussion which has taken place with the employee across their probation period.
- Level of support offered to aid an improvement.
- Period of time over which performance has been assessed.
- Any mitigating factors
- Ensure that the meeting is conducted fairly, in line with this procedure.

**5.3** Where performance standards have been met at the end of the final probation review the manager should write to the employee to confirm successful completion of the probation period (see section 4).

**5.4** At the end of the final supporting new staff probation review meeting where performance standards have not been met, the manager will have the following options available as next steps:

- Extension of probation period, where the probation period has not previously been extended.
- Dismissal/ termination of employment

**5.5** Any decision made at the meeting involving dismissal will be confirmed in writing. The outcome letter will usually be issued within 5 working days of the final probation review meeting, with full reasons for the decision and the right to appeal in writing, copying in HR.

**5.6** In the case of dismissal, the employee will be given contractual notice of 1 week.

## **6.0 Appeal against dismissal**

**6.1** An appeal may be submitted to the Chair of the final review meeting, in writing outlining the full grounds for appeal within 10 working days of the date of the letter notifying the employee of the decision to dismiss.

**6.2** An appeal will only be considered if the below grounds are covered in the written appeal. There may be one or more of the following grounds showing a detailed basis for each:

- **Procedure** – there was a failure to follow procedure, and this had a material effect on the decision.
- **Decision** – where the decision to opt for dismissal rather than an alternative option was one that would not have been reached by any reasonable manager.
- **New evidence** is available that could not have reasonably been raised earlier during the probation process and the absence of which had a material effect on the decision.

Where the appeal relates to new evidence, the employee should outline the reason/s why this was not available for consideration at the final review meeting.

**6.3** The appeal will be sent to the Appeal Manager when they have been appointed. The Appeal Manager will normally be a more senior manager than the Chair of the final review meeting who considered the case for dismissal, or at the same level.

## **7.0 Appeal meeting**

**7.1** The purpose of the appeal meeting is for the Appeal Manager to review the line manager's decision to not confirm the employee's employment, in light of the grounds of appeal submitted and to hear the views of the employee and the line manager, to make a decision. It is not to re-consider the issues.

**7.2** The Appeal Manager must write to the employee to:

- Acknowledge receipt of the appeal.
- Let the employee know that they will be hearing the appeal.
- Arrange to meet with the employee to discuss the appeal, with 5 working days' notice to attend.
- Inform them that they may be accompanied by a trade union representative or work colleague and that HR will be present.

- Inform them that in cases where new evidence has come to light, they must submit supporting documents and any names of witnesses to be received by at least 3 working days before the meeting and provide reasons why this information was not submitted prior to this stage.
- Inform them that following the appeal, there is no further right of appeal.

- 7.3** If the employee or their chosen representative cannot attend the scheduled meeting and cannot propose a reasonable alternative date and time for the meeting within 5 working days of the original date set for the meeting then the meeting will normally proceed without them. Where appropriate, the employee may elect to bring another representative.
- 7.4** The Appeal Manager will chair the meeting and hear the case including any information which is relevant to the appeal submitted. The chair of the final review meeting will respond to any questions. The employee will also have an opportunity to explain their appeal and will respond to questions.
- 7.5** In order to help clarify any points outside of the meeting or come to a decision, the Appeal Manager may adjourn the meeting at any point.
- 7.6** The Appeal Manager conducting the appeal has the authority to:
1. Uphold/ partially uphold the appeal – in this case, they may extend the probation period or confirm employment.
  2. Not uphold the appeal – in this case the decision to dismiss would still stand.
- 7.7** The Appeal Manager with support from HR, should aim to confirm their decision in writing to the employee with reasons, within 10 working days of the appeal meeting.
- 7.8** The decision of the Appeal Manager is final and there shall be no further right of appeal.

## **Appendix 1 - Guidance on the role of a Buddy**

### **Aim of the buddy**

Having a buddy at work can make a huge difference to the speed at which new recruits manage to settle into the role, the service and the Council. Just knowing there is someone there to listen who is genuinely interested in helping them can make new employees feel supported. At Brent, we recommend allocating an induction buddy for any new member of your team.

### **Who makes a good buddy?**

**A good buddy is someone who is prepared to be:**

- A contact
- A friendly face
- An informal source of information on the team and service
- Someone who knows how things work across the Council and is prepared to share that experience

**Personal attributes of a good buddy include:**

- The ability to listen
- Openness and commitment to being a buddy – it can be a learning experience for both parties
- Good time management and self-management skills
- Relevant knowledge and experience to be able to provide the right level of support
- An honest and considerate approach to giving feedback and asking challenging questions including the ability to give constructive feedback
- Ability to identify learning opportunities
- Ability to use questions to encourage new starters to think for themselves
- A willingness to learn

### **Roles and responsibilities of a buddy**

As a buddy you are not line managing that individual but are there in the role of supportive employee and a friendly face. Your role as a buddy will vary depending on the individual you are working with but could involve some or all of the following:

- Helping your new employee to navigate their way around the service and this could include helping them find their way round the building
- Showing them how to do aspects of their role
- Answering questions – often more than once. Buddies need to be patient as new recruits take in a lot of information, often in a short time, and may need to re-ask questions in the future as events occur
- Provide information, signpost information and provide informal support
- Introducing them to other employees who are important to their role
- Encourage them to ask questions if unsure about any aspects of their role
- Arrange to go for coffee or lunch sometime so they can enjoy the social side of working and feel part of the team.

### **A buddy is not:**

- A line manager
- An advisor or counsellor
- A new best friend
- A confidante

### **Guidelines for approaching the first meeting**

If you have not done this role before it can seem daunting and this is matched by the new recruit feeling a bit overwhelmed possibly by a new role and new environment. The following will help establish your relationship and decide on how you are both going to make use of the buddy scheme.

- Arrange an informal meeting, over coffee is a nice touch but not necessary.
- Outline your role, experience and why you are their buddy
- Find out about their professional background and experience and identify their understanding of the “buddy” relationship and how it will work
- Clarify expectations they can have from you
- Arrange a good time to take them around to understand the layout of the building in which they are based and whilst doing this introduce them to key people relevant to their role.
- Arrange to show them around the office and explain basics like how the phone and photocopier work, where things are stored, where to get stationary, key documents and policies and anything else that will make it easier for them to settle into the role
- Explain any office events such as tea club and make sure they are added to informal contact lists
- Make sure they know they can ask you anything in regards to work and you will be happy to help – it is important to stress this as often new members of the team are reluctant to ask as they don’t want to get off on a bad foot with their new employer.

## Appendix 2 - Supporting New Starters – Managers checklist

How you treat, manage and support new employees in their early days has a strong influence on how they experience Brent Council. Your role as a line manager is to help new staff feel welcomed, supported and confident in their role.

You should actively support new employees during their first few weeks, helping them understand their role, settle into the team and become familiar with Brent Council's Values and Behaviours.

Managers are responsible for completing the key actions in the first few weeks of a new starter joining Brent Council. These actions include essential **(E)** requirements and advisory **(A)** actions, all of which contribute to a positive and effective first four months.

Use the checklist to guide you through the essential actions. You are responsible for completing the checklist and keeping it as a record of the support and guidance provided to the new starter.

Use in conjunction with the Supporting New Staff policy and procedures ([link](#))

**Employee Name:**

**Date Joined:**

**Manager completing checklist:**

	Completed	Comments
<b>Prior to starting employment</b> <i>First impressions count and it is important that we make a lasting positive impression. How we deal with a new recruit before they start is as important as after they join us.</i>		
Phone call from manager welcoming individual to the team and letting them know what to expect <b>(E)</b>	<input type="checkbox"/>	
Complete the new starters form to ensure IT access and ID badge is processed <b>(E)</b>	<input type="checkbox"/>	
Ensure all required reasonable adjustments or assessments are in place for when the new employee joins <b>(E)</b>	<input type="checkbox"/>	
Draw up a clear plan of action covering the new recruit's first 4 months of probation, incorporating the <a href="#">induction checklist</a> elements and timescales detailed in the Supporting New Staff policy ( <a href="#">Link</a> ) rest of this document, ensuring that particular attention is given to regular catch ups via the 121/Check- in process. <b>(E)</b>	<input type="checkbox"/>	
<b>First Day</b> <i>A new recruit's experience on their first day can set the tone for the future employment relationship. We want to ensure that things get off to a good start so following the approach outlined in this section is key to ensuring that happens.</i>		

Allocate a desk for individual where practicable ensure that this desk is as close to their manager as possible. This arrangement regarding the desk is important as it can be very unsettling as a new recruit <b>(E)</b>	<input type="checkbox"/>	
Check whether the new recruit has any disability, long-term health condition, or diagnosis that may require adjustments to the workplace and if so whether a Personal Evacuation Plan (PEEP) is required to ensure safe evacuation from the building. Complete <a href="#">Disability and Workplace Adjustment Passport</a> <b>(E)</b>	<input type="checkbox"/>	
Show individual where the essential areas of the building are (e.g. toilets, kitchens, facilities, reflection room etc.). Remember to think about the basics, how kitchen taps work, entrances and exits to building, dress code, fire exits etc. They may seem minor issues, but they can have a big impact on an individual's comfort level if not clearly explained. <b>(E)</b>	<input type="checkbox"/>	
Assign a Buddy to the new recruit – a competent, friendly member of the team to act as a 'confidant' to the new starter. They should undertake that role for the first 4 months of the individual's employment. A guide to the attributes and responsibilities of a buddy is available at Appendix 1. <b>(A)</b>	<input type="checkbox"/>	
The new recruit should also be advised that the council works with its recognised trade unions and contact details can be found at <a href="#">Trade Unions</a> <b>(E)</b>	<input type="checkbox"/>	
Introductions – to immediate team and others the individual will work most closely with but don't feel you have to get round everyone on day one. <b>(E)</b>	<input type="checkbox"/>	
Do something social, maybe a team lunch or team coffee break. <b>(A)</b>	<input type="checkbox"/>	
Identify a real work task for day one – but something straightforward / simple that the employee can deliver on day one. <b>(A)</b>	<input type="checkbox"/>	

Short first day – consider whether it is possible for the new starter to leave a little bit early <b>(A)</b>	<input type="checkbox"/>	
If you have not been with them throughout the day then make sure you touch base with the new starter at the end of the day to check how they have found their first day. <b>(E)</b>	<input type="checkbox"/>	
<b>First Week</b> <i>It is important to continue the positive feel of the first day into the remainder of the first week by ensuring that the support continues in an appropriate way. By the end of week one the new recruit should have a clear idea of how the team, service and Council work and how they fit into it.</i>		
Hold first 121 catch up meetings – these must be held weekly/fortnightly for first four months then move to monthly if performance/conduct etc is satisfactory. Ensure meeting invites are sent in advance <b>(E)</b> .	<input type="checkbox"/>	
Define goals and set tasks based on the job description using clear statements, to ensure the employee understands their role in relation to departmental and organisational objectives <b>(E)</b> .	<input type="checkbox"/>	
Set key specific, measurable, achievable, relevant and timebound (SMART) <a href="#">goals</a> for the post to avoid misinterpretation <b>(E)</b> .	<input type="checkbox"/>	
Explain our culture, values / expectations. Also focus on what makes us exciting and different. This is especially important if the new recruit is not familiar with Brent and local government. <b>(E)</b>	<input type="checkbox"/>	
Manager to consider what else might be helpful to enable the individual to settle in such as a Mentor or some form of work shadowing. <b>(A)</b>	<input type="checkbox"/>	
At close of first week, Manager to ask for feedback on how the first week has gone. <b>(E)</b>	<input type="checkbox"/>	
<b>Week 2 up to 16 weeks</b> <i>It is important that momentum continues right up to four months to ensure that the new recruit knows they are valued and engaged. It is vital that relevant training is undertaken and that the individual is comfortable and productive in their role. Following the steps below will help determine if that is the case.</i>		

Ensure attendance at Corporate Induction. <b>(E)</b>	<input type="checkbox"/>	
Set out a training plan covering on the job training and courses that need to be completed within the first four months. If the individual is a manager ensure that they are booked on the various management training sessions. <b>(E)</b>	<input type="checkbox"/>	
Manager to give guidance to new recruit on how they can build their professional network both internally and with other organisations relevant to the role they are undertaking. <b>(A)</b>	<input type="checkbox"/>	
Continue with 121's, review objectives and provide honest and constructive feedback while addressing any issues of concern. <b>(E)</b>	<input type="checkbox"/>	

**Once completed save in employees personnel file by emailing [personnelfiling@brent.gov.uk](mailto:personnelfiling@brent.gov.uk)**

### Appendix 3 - Supporting New Staff Probation form

This form is to be used to record the outcome of a formal probation review meeting and should be used with reference to Supporting New Staff Policy and procedures [\(Link\)](#).

All sections must be completed. Any supporting documentation/ additional sheets must be attached to the form.

A: Details							
Name:							
Job title:		Service area:					
Work Location:		Contact no:					
Date of review meeting:			Date of end of probation period:				
Please indicate below which review meeting the form relates to, under the relevant probationary period							
16 week probation:	4 weeks	<input type="checkbox"/>	8 weeks	<input type="checkbox"/>	14 weeks (final)	<input type="checkbox"/>	
52 week probation:	8 weeks	<input type="checkbox"/>	20 weeks	<input type="checkbox"/>	32 weeks	<input type="checkbox"/>	
				44 weeks	<input type="checkbox"/>	50 weeks (final)	<input type="checkbox"/>
Date of review meeting if outside above set meetings:			Date of end of probation period:				

B: Please state whether expected standards of performance/ conduct/ behaviour have been met, partially met or not met.			
Met		Partially met	Not met
Where expectations have been <b>met</b> , please use the space below to make notes or highlight any feedback under each applicable factor, including any support offered, then go to section D.			
Where expectations have been <b>partially met</b> or <b>not met</b> please summarise details of this below, providing examples and continuing on a separate sheet if necessary. Please include details of any support/ learning offered:			

**C. Managers must consider how the employee has demonstrated the Council's [Values and Behaviours](#) during the probation period. Evidence provided below should inform whether expectations are assessed as met, partially met or not met.**

**Please provide examples of behaviours demonstrated, feedback given, and any support provided.**

<b>Collaborate proactively</b>	
<b>Lead inclusively</b>	
<b>Embrace change</b>	
<b>Be bold and curious</b>	
<b>Celebrate and share our success</b>	

**D: Please summarise below the areas for development and improvement identified and the plan to improve these, continuing onto a new sheet if necessary:**

<b>Area for improvement/ development</b>	<b>Action to be taken (including any development aims)</b>	<b>Date to be achieved by</b>
<b>Date of next review meeting:</b>		

**E. Employee comments**

--


F: Form completion	
<b>Manager's name:</b>	<b>Position:</b>
<b>Manager's signature</b>	<b>Date:</b>
<b>Employee (name):</b>	<b>Date:</b>
<b>Employee signature/ email:</b>	

Once completed save in employees personnel file by emailing [personnefiling@brent.gov.uk](mailto:personnefiling@brent.gov.uk)

<b>Governance</b>		
Human Resources & Organisational Development	October 2022	November 2023
Human Resources & Organisational Development	1 July 2026	<ul style="list-style-type: none"> <li>• Amended probation period from 6 months to 4 months for all employees inc. graduates and apprentices</li> <li>• Removed probation period for existing employees moving to new roles internally.</li> <li>• Updated links</li> <li>• Added in support for the initial period of employment including buddying</li> <li>• Added in supporting new starters managers checklist</li> <li>• Updated probation review form</li> <li>• Made reference to Disability and Workplace adjustment passport.</li> </ul>



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	<p align="center"><b>General Purposes Committee</b> 22 June 2026</p>
	<p align="center"><b>Report from the Corporate Director Finance and Resources</b></p>
	<p align="center"><b>Lead Member – Deputy Leader &amp; Cabinet Member for Finance &amp; Resources (Councillor Gwen Grahl)</b></p>
<p align="center"><b>Update on Amendments to Terms and Conditions</b></p>	

<b>Wards Affected:</b>	None
<b>Key or Non-Key Decision:</b>	Not applicable
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>No. of Appendices:</b>	One Appendix 1 – Terms & Conditions Handbook
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## 1.0 Executive Summary

- 1.1. In October 2025, the General Purposes Committee was asked for approval for proposed changes to terms and conditions and to start consultation with staff and trade unions on the changes. This followed a review of pay and allowances that identified that some pay elements and policies were not fit for purpose and should be revised and updated. The review also identified that there was inconsistency in the way the policies are applied, leading to disparity in payments to different groups of staff.
- 1.2. In summary, the Committee were asked to approve:
- Amendments to the Standby and Callout Policy.
  - Amendments to the calculation and payment of shift allowances.
  - Amendments to the core working hours of the Council.
  - Amendments to the Planned Overtime Rate to pay overtime at plain time to

- staff graded SO1 – PO6.
  - Commencement of formal consultation with staff and trade union representatives with a view to seeking a local agreement for the changes.
- 1.3. Consultation on the changes took place with staff and trade unions during November and December 2025 and the agreed changes have been implemented between January and April 2026.
- 1.4. The purpose of this report is to update the Committee on the implementation of the changes, to share the handbook that has been developed which sets out terms and conditions and which forms a collective agreement with the trade unions, and to update on further ongoing work that will be brought separately for approval.

## **2.0 Recommendations**

That the Committee note:

- 2.1 The updates in the report.
- 2.2 The Handbook of Terms & Conditions.
- 2.3 The future work being undertaken.

## **3.0 Detail**

### **3.1 Contribution to Borough Plan Priorities & Strategic Context**

- 3.1.1 This has created improved financial controls in Brent by having clear and consistent policies and processes for additional payments. It will produce savings that will contribute to the MTFS (Medium Term Financial Strategy) of the Council.

### **3.2 Background**

#### **Standby and Callout Policy**

- 3.2.1 The revised Standby and Callout Policy sets out clear criteria to recognise the duties and level of support required. It ensures transparency and consistency of payments and has been well received by staff and trade unions.

#### **Shift allowances**

- 3.2.2 We have implemented a standard calculation for payment of an allowance to staff that work non-standard working patterns and have made Oracle system changes to ensure these are correctly applied and increased in line with salary increases.

#### **Core Working Hours**

- 3.2.3 The core working hours of the Council are defined as 07:30 – 18:30 hours. This will support the health and wellbeing of staff by encouraging them to work within core hours. Actual working hours will be fixed subject to local needs but will

normally fall within these core hours. Core hours will not apply to those who by the nature of their role are required to work shift patterns or irregular hours and who will be compensated appropriately.

### **Planned Overtime Rates**

- 3.2.4 For staff graded below SO1, overtime rates are paid at an enhanced rate based on the actual basic salary of the employee.
- 3.2.5 For staff graded SO1 – PO6, we have stopped using the GLPC planned overtime rates and now pay overtime at plain time rate of actual salary. This will reduce the enhanced overtime payment for most staff in these grades, thereby reducing the overtime bill.
- 3.2.6 We have also made changes to the Oracle system to automatically calculate the rate of overtime, removing the ability to claim the wrong rate of pay and introduce better recording and governance of overtime payments.
- 3.2.7 Staff graded PO7 and above, including Hay grades do not receive any overtime payment but can time off in lieu.

### **Other changes and future reviews**

- 3.2.8 We have introduced a consistent and fair method of compensating staff that volunteer to support Wembley events based on the role they undertake. We will also offer volunteer opportunities to a wider range of staff and train them to increase our resilience to support these events.
- 3.2.9 We have improved the governance of acting up, honoraria and market supplement payments and made system changes to introduce mandatory review dates to reduce the incidence of overpayments.
- 3.2.10 We will review additional payments made to social work staff and develop a clear policy so that they are transparent and applied consistently. This will include Golden Hellos, Retention payments, Advanced Mental Health Practitioner payments, Practice Educator payments and Best Interest Assessor payments. The Committee previously considered and approved these payments to social work staff in 2023 so it is timely that they are reviewed and considered for continued payment.
- 3.2.11 We will review the Expenses Policy to ensure clarity, consistency and better governance about what expenses can be reimbursed.

## **4.0 Financial Considerations**

- 4.1 Previously, pay elements in Oracle were not being used accurately or consistently, which made reporting and financial analysis challenging. The robust review of these allowances will reduce the annual spend and all payments will be more effectively controlled.

## **5.0 Legal Considerations**

- 5.1 The amendments to pay and allowances will ensure greater equity in remuneration while materially reducing the risk of potential equal pay complaints or claims.
- 5.2 All contractual changes are fully consulted and made in line with current employment legislation.

## **6.0 Equity, Diversity & Inclusion (EDI) Considerations**

- 6.1 The changes to the policies, procedures, recording and governance of pay and allowances ensures a fair, transparent and equitable process for remuneration and will have a positive impact on employees overall.
- 6.2 A full EIA of the changes will be done now that the changes have been implemented.

## **7.0 Climate Change and Environmental Considerations**

- 7.1 There are no climate change and environmental considerations contained within this report.

## **8.0 Human Resources/Property Considerations (if appropriate)**

- 8.1 All HR considerations are contained within the body of this report. Consultation with relevant parties and trade unions has taken place as is appropriate.
- 8.2 There are no Property considerations contained within this report.

## **9.0 Communication Considerations**

- 9.1 The changes have been communicated to all affected staff. The development and publication of the Terms and Conditions Handbook will support staff to easily find information and will be given to all new staff as part of their induction.

**Report sign off:**

***Minesh Patel***

Corporate Director Finance and Resources

# Terms and Conditions Handbook

April 2026



## Human Resources

Governance		
Approved by	Approved date	Date of next review
Human Resources	April 2026	April 2027

### Our values

**COLLABORATE**  
PROACTIVELY

**LEAD INCLUSIVELY**

**EMBRACE**  
**CHANGE**

**BE BOLD**  
**AND CURIOUS**

**CELEBRATE AND**  
**SHARE OUR**  
**SUCCESS**

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## 1.0 INTRODUCTION

- 1.1 This Handbook gives an overview of the main things you need to know as an employee, whether you've just started with us or have been an employee for a while. It provides an overview of the key points of our policies, conditions of service, and pay. It will also signpost you to other information which will provide greater detail of the topics covered within the Handbook.
- 1.2 The contents of this Handbook do not form part of the terms of your contract of employment unless otherwise stated. The Handbook is a local agreement with our recognised trade unions about your terms and conditions and Council pay and policies. We may need to alter or amend any policy or procedure contained in this Handbook to ensure that it remains relevant and consistent with the needs of the business. If we do this, we will consult with our recognised trade unions.
- 1.3 *Wording in italics is taken from the Green Book, which sets out the terms and conditions for most staff.*

## 2.0 SCOPE

This Handbook applies to all Council staff, except for teachers and school-based non-teaching staff where the schools have separately agreed processes. It does not apply to agency workers, contractors or casual workers.

## 3.0 CONDITIONS OF SERVICE

Your contract of employment will set out which terms and conditions apply to you. The following table sets out the main terms and conditions for staff employed by the Council.

<b>Role</b>	<b>Terms &amp; Conditions</b>
Administrative, Clerical, Technical, Manual officers	NJC for Local Government Services (Green Book)
Chief Executive/Chief Officers	JNC for Chief Executive/JNC for Chief Officers (HAY grades 1 – 3)
Soulbury	NJC Soulbury Terms & Conditions (Blue Book)
School Teachers/Leadership Groups	School Teachers Pay & Conditions – only applies to those employed directly by the council (Burgundy Book)
NHS staff	NHS Terms & Conditions

## 4.0 EQUALITIES

(Part 2, paragraph 1 of Green Book)

- 4.1 Brent Council recognises its responsibility to ensure that all staff should receive equal pay for like work, work rated as equivalent or work of equal value, and to achieve this, has committed to maintain a pay system that is transparent, based on objective criteria and free from bias.
- 4.2 *Employees will be afforded equal opportunities in employment irrespective of disability, gender, race, religion, age, sexuality, marital status, parental status, caring responsibilities and hours of work.*
- 4.3 *The council will ensure that discriminatory practices are identified and removed and non-discriminatory practices introduced in all areas of employment including recruitment, training and promotion. Lawful positive initiatives may be taken to achieve and maintain a representative workforce.*
- 4.4 The Equality Policy can be accessed [here](#)

## 5.0 CODE OF CONDUCT

(Part 2, paragraph 2 of Green Book)

- 5.1 Employees will maintain conduct of the highest standard such that public confidence in their integrity is sustained.
- 5.2 We expect staff to maintain the highest standards of professionalism, integrity, and ethical behaviour in all aspects of our work. Our success and reputation depend on the trust of the communities we serve. Therefore, every staff member must follow a clear code of conduct, reflecting our values.
- 5.3 Staff are expected to give the highest possible standard of service to the public and, where it is part of their duties, to provide appropriate advice to councillors and colleagues with impartiality.
- 5.4 To uphold our commitment to excellence, all staff are expected to:
  - **Respect others:** Treat everyone courteously and professionally. This includes colleagues, managers, stakeholders, and members of the public.
  - **Act with integrity:** Conduct ourselves honestly and ethically, maintaining the highest standards of integrity in all our interactions.
  - **Work diligently and responsibly:** Perform our duties with diligence, competence, and dedication, meeting deadlines, and delivering high-quality work.
  - **Avoid discrimination and harassment:** Refrain from engaging in any form of discrimination, harassment, or bullying.

- **Use resources wisely:** Be prudent and efficient in the use of organisational resources, including time, funds, equipment, and facilities.
- **Maintain professional boundaries:** Uphold appropriate professional boundaries, avoid conflicts of interest, and maintain impartiality.
- **Comply with policies and procedures:** Follow all relevant laws, regulations, and organisational policies.

5.5 We also expect staff to embrace our Values, which are:

- Collaborate Proactively
- Lead Inclusively
- Embrace Change
- Be Bold and Curious
- Celebrate and Share our Success.

5.6 If staff have concerns about impropriety or breach of procedure, they must report this to the appropriate manager. Staff are expected, through agreed procedures and without fear of recrimination, to bring to the attention of the appropriate level of management any deficiency in the provision of service.

The Code of Conduct is available [here](#)

The Acceptable Use of Council Property Policy is available [here](#)

The Whistleblowing Policy is available [here](#)

The Council's Values are available [here](#)

## 6.0 HEALTH, SAFETY AND WELFARE

(Part 2, paragraph 4 of the Green Book)

6.1 The Council recognises *its duty to comply with the law governing the health, safety and welfare of employees, including the conditions under which they work and the provision and maintenance of necessary protective clothing.*

6.2 *Employees have a duty to take care of themselves and others affected by their activity at work and to co-operate with employer's actions taken to meet their duties under the relevant Regulations.*

More information on Health & Safety is available [here](#)

## 7.0 WORKING TIME

(Part 2, paragraph 6 and Part 3, paragraph 2 of the Green Book)

7.1 The normal working hours of the Council are Monday to Friday, between 06:00 and 22:00. The standard full-time working week is 36 hours, usually working five over seven days.

- 7.2 The Council policy is that staff attend the workplace at least three times a week (pro-rata if you work less than five days per week).
- 7.3 Actual working hours will be fixed subject to local needs but will normally fall within the Council's core hours of 07:30 and 18:30. Core hours will not apply to those who by the nature of their role are required to work shift patterns or irregular hours.
- 7.3 You are required to take an unpaid lunch break of at least 30 minutes if you work more than 6 hours per day.
- 7.4 The Council has a flexible approach to working arrangements. The arrangement of your times of duty will be determined by the needs of the service and consideration may be given to the variation of your working days and hours. Your manager will notify of any changes. *Variations to the established working week or patterns of work will be reasonable and subject to adequate notice.*
- 7.5 *Working arrangements should avoid:*
- *Short notice changes to rostered or expected patterns of work*
  - *Excessive hours in any week*
  - *Unnecessarily long periods over which the weekly hours are arranged*
- 7.6 To comply with the Working Time Regulations, if you are likely to work more than 48 hours per week, including any secondary employment, you must make your manager aware of this for a judgement to be made as to whether it is safe for you to work such hours. You will be asked to sign a waiver form and keep a record of the hours worked.
- 7.7 Staff who are required to work non-standard patterns of work shall be compensated in accordance with the local agreements on allowances and additional payments set out below.

## 8.0 PAY AND GRADING INFORMATION

(Part 2, paragraph 5 and Part 3, paragraph 1 of the Green Book)

*The pay and grading of jobs must be fair and non-discriminatory, complying with equal pay legislation and associated Codes of Practice.*

### 8.1 Pay Scales

The pay scales for each category of staff are set out below.

Pay Scales	Categories of staff
Greater London Provincial Council (GLPC)	Administrative, Clerical, Technical, Manual officers

HAY	Senior Managers
Soulbury	Educational Psychologists, Educational Improvement Professionals, Senior and Principal Educational Psychologists, Adviser Inspectors, Young People's/Community Service Managers
JNC Youth and Community Support Workers	Young People's/Community Service Support Workers
NHS	NHS staff
STPCD	Teachers employed directly by the council
Salaried Management Spine and Tutor Rates	Brent Adult and Community Education Service staff
NJC for Local Government Services	Schools and the Brent Housing Partnership staff
Craft workers	Craft Workers/Fitters

- 8.1.1 Pay awards are in accordance with the respective negotiating bodies' guidelines. Separate arrangements apply to staff that have been transferred from another employer under the Transfer of Undertakings (Protection of Employment) regulations (TUPE).
- 8.1.2 The council is committed to pay all staff at least the London Living Wage. This also applies to apprentices.
- 8.1.3 Staff can view their pay slips and pay history online in the Oracle system.
- 8.1.4 Staff are paid on the 15th of each month covering the entire month. Payments are made two weeks in advance and two weeks in arrears.
- 8.1.5 Increments for all staff on GLPC pay scales are paid annually on 1 April each year. If an employee starts between 1 October and 31 March, they will receive their first annual increment after 6 months service.
- 8.1.6 Staff on Soulbury and Teacher pay and conditions of service receive their increments in September, or for each year of employment as a qualified teacher.
- 8.1.7 Subject to satisfactory performance, and following approval by the line manager, increments for staff on Hay Grades are paid on the anniversary of joining the council or the anniversary of their appointment to the role.
- 8.1.8 In certain services career progression may apply. In such cases, progression will be in accordance with locally agreed criteria.
- 8.1.9 Pay on appointment or promotion will usually be at the first spinal column point of the grade, unless agreed by the relevant Director in consultation with the Director of Human Resources. Higher entry points are based on a candidate's relevant skills and experience.

## 8.2 Grading information

- 8.2.1 Brent is committed to using grading arrangements which are based on principles of fairness, transparency and consistency. We believe that these objectives can best be met by the application of job evaluation.

8.2.2 We use the Greater London Provincial Council (GLPC) job evaluation scheme, which has been extensively tested to ensure that it is free from gender bias and discrimination, for posts graded up to PO8 and the HAY evaluation scheme for senior management posts.

8.2.3 All new jobs are evaluated when they are created. If a job changes due to a restructuring exercise or if there is a significant change in the responsibilities of the post it can be re-evaluated to ensure the pay grade is at the right level.

Further detailed guidance is available on the intranet here - [The job evaluation process](#)

## 9.0 ALLOWANCES AND ADDITIONAL PAYMENTS

### 9.1 Overtime and additional hours

9.1.1 Overtime should only be paid in exceptional circumstances where the service requirement prevents flexible working to cover the requirement for overtime to be worked.

9.1.2 Overtime must be agreed in advance with the line manager. Time off in lieu to be taken on an hour for hour basis.

9.1.3 A minimum of 15 minutes must be worked before claiming overtime or payment for additional hours.

9.1.4 Plain time, based on the actual hourly rate, is paid for all hours up to 36. For more than 36 hours the rate of payment is set out below:

Scales 1 - 6	Monday – Friday – Plain time Saturday – Time and a half Sunday – Double time
Grades SO1 – PO6	All additional hours are paid at plain time
Grades PO7 and above	No additional pay – Time Off in Lieu (TOIL) only

### 9.2 Unsocial or irregular hours

Weekend Work	Weekend work as part of the normal working pattern (not overtime) is paid at plain time.
Night Work	Night work is paid at the rate of time and a third for all hours worked between 22:00 and 06:00.

Shift work	<p><i>Shift payment of 5% of basic pay</i></p> <p>a) Work is normally scheduled to take place between the hours of 06:00 and 22:00, but some work is regularly scheduled to take place outside of these hours</p> <p><b>OR</b></p> <p>b) One shift in every five rostered for work is regularly scheduled to take place on Saturdays and Sundays and on Bank Holidays (at least two Bank Holidays per year) i.e., a 365-day working pattern.</p> <p><i>Shift payment of 10% of basic pay</i> Where both conditions above are met, i.e.,</p> <p>a) <b>PLUS</b> b)</p>
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### 9.3 **Standby and Callout**

9.3.1 There are three levels of standby.

#### *Level One*

For emergency response teams or service areas that carry out a statutory function and there is a duty to have staff on standby to provide emergency cover 24/7. To be paid standby at Level One, staff that carry out a statutory function must also usually be required to attend on site rather than dealing with issues remotely.

#### *Level Two*

For emergency response that requires 24/7 cover either because of service need or a service agreement but can often be dealt with remotely and will not always require attendance on site.

#### *Level Three*

For services that need to be contactable in the event of an emergency. Standby is voluntary and matters can usually be resolved remotely and if this is not possible the issue could wait until the next working day for resolution.

9.3.2 Standby payments are made according to the level applied to the post, not the individual.

9.3.3 The appropriate overtime rate will be paid if staff on standby are called out on emergency duty and required to work, regardless of grade, so including staff graded PO7 and above but excluding staff who are on Gold or Silver call out duty. The first 15 minutes of call out are included in the standby payment and no

additional payment will be made. A minimum of one hour's overtime will be paid for time worked more than 15 minutes but less than one hour.

Further details of payments can be found in the Standby and Callout Policy – [here](#).

#### 9.4 **Wembley Events Payments**

9.4.1 The Council has a key role in providing services that are essential to ensure that stadium events are delivered safely and to a high standard. These activities include traffic and pedestrian management, trade regulation, public safety, public space protection and parking enforcement.

9.4.2 Event duties are voluntary and are worked over and above the normal core hours and often separate to the core job description, although you are still representing the Council.

9.4.3 Each role is evaluated, and overtime is paid at the evaluated grade level and at the rate set out in paragraph 6.1.

9.4.4 For roles evaluated at Grade PO7 and above, payment is a fixed rate for each event, currently £250.

9.4.5 These payments are made directly to staff by the Council and are subject to deductions in the usual way; the payments are then reimbursed to the Council by the Football Association.

9.4.6 Volunteers for event duties must carry these out in their own time. If the volunteer duty times overlap with your core hours, you must book annual leave for the hours that they overlap.

9.4.7 No travel or subsistence allowances are payable.

#### 9.5 **Acting up allowance**

9.5.1 Acting up allowance is paid when the full duties and responsibilities of a higher graded substantive and established post are carried out for a period of at least four weeks (excepting annual leave).

9.5.2 This may be to cover:

- A vacant post
- Long-term absence, e.g., maternity leave or sick leave
- Secondment
  
- **Acting up allowance should not be used to cover periods of annual leave**

- 9.5.3 Acting up duties can be shared, for example two people carrying out the duties will each receive payment calculated and paid on a pro-rata basis to reflect the split of responsibilities undertaken.
- 9.5.4 Acting up arrangements should not normally exceed 6 months. Exceptionally, a business case can be made for an acting up payment of up to 12 months (usually to cover maternity or longer-term secondments). This should be agreed with the relevant Director and the Director of HR.
- 9.5.5 Staff acting up to a higher graded post have no right to the post on a permanent basis and at the end of the acting up period will return to their substantive post. If the post is subsequently advertised, the person acting up may apply for the post in the same way as other candidates.
- 9.5.6 If there is a reorganisation that impacts the person who is acting up, job matching is done on the substantive post, not the acting up position.
- 9.5.7 Acting up will be offered to staff who hold a sole deputising responsibility for the higher graded post or where a selection process has been undertaken.
- 9.5.8 Staff who have a live disciplinary warning or whose performance is being managed will not normally be considered for an acting up role.
- 9.5.9 Acting up payments will be based on the first spinal column point of the higher grade. Exceptionally, payment may be made at a higher spinal column point with the agreement of the relevant Director and the Director of HR, to recognise relevant skills and experience. This is consistent with Council policy regarding promotion to a higher graded post.
- 9.5.10 Staff will not receive increments whilst in their acting up position. Incremental progression will continue in their substantive post. If staff receiving an acting up allowance are absent for a continuous period of more than four weeks the acting up allowance will cease, except for any period of sickness prior to the start of maternity leave that is related to the pregnancy.
- 9.5.11 Acting up allowance may also be terminated early for the following reasons:
- The return of the substantive post holder (even if they take annual leave following their return)
  - Unsatisfactory performance
  - Poor attendance or disciplinary
  - Restructuring of the service and the deletion of the post

## 9.6 **Honoraria**

- 9.6.1 An honorarium is paid where additional duties and responsibilities *outside of the substantive job description* have been exceptionally onerous, for example, where a specific piece of project work has been carried out in addition to the usual duties.
- 9.6.2 Where it is demonstrated that the additional duties are at a higher grade level, payment will be calculated based on the first spinal column point of the higher grade.
- 9.6.3 An honorarium is a one-off payment, paid after the additional work has been completed. Honoraria are not recurring payments, nor should they be paid in advance of any work done. If the full duties of a higher graded post are being undertaken, this should be recorded as an acting up arrangement and paid in accordance with Section 6.5.
- 9.6.4 The additional duties must be undertaken for a continuous period of at least four weeks. Honoraria should not be paid to cover periods of annual leave.
- 9.6.5 Staff who have a live disciplinary warning or whose performance is being managed will not normally be considered for payment of an honorarium.
- 9.6.6 Honoraria payments may be ceased for the same reasons as staff receiving an acting up allowance (as set out in Section 6.5).
- 9.6.7 Requests for payment of acting up allowances and honoraria are made through Oracle. Guidance can be found here - [Oracle Support Hub](#)

## 9.7 **First Aid Allowance**

- 9.7.1 Designated first aiders are paid £102 per annum/£8.50 per month.
- 9.7.2 First aiders must have completed the 1-day Emergency First Aid at work course. Applications to attend the training will be assessed by the Health and Safety Team to see if the work location needs additional first aiders.
- 9.7.3 Payment will be made for 3 years from the date staff have passed the course. Payment is automatically removed at the end of the period, unless it is confirmed that the training has been renewed.

## 9.8 **Driving for Work**

- 9.8.1 Staff that need to use a car for council business should sign up to the Car Share Service here – [Driving for work](#). The Council expects staff to use the most environmentally friendly form of transport available and discourages the use of cars.

9.8.2 Staff should use a Car Share Vehicle for business travel unless:

- Your journey requires the use of your own vehicle
- You need access to the Civic Centre at least three times a day
- You need to move heavy, bulky, or sensitive equipment/materials.

9.8.3 If you do need to use a personal vehicle on council business, you must have appropriate business insurance cover and approval from your line manager, and you will be reimbursed at the HMRC rate.

#### 9.9 **Subsistence allowance**

9.9.1 For staff staying overnight on council duties there is a £15 allowance toward the cost of an evening meal (after 20:00 hours).

9.9.2 Managers have discretion within their budgets to cover the cost of staff attending conferences or service-related visits to other authorities.

9.9.3 Receipts should be provided for all subsistence claims.

#### 9.10 **Sleeping in allowance**

9.10.1 Staff required to sleep in on the premises will receive an allowance agreed by the National Joint Council (currently £43.12 per night). This allowance covers the requirement to sleep in and up to 30 minutes call out per night, after which the additional hours provisions will apply.

9.10.2 The allowance is reviewed annually and increased in line with national pay awards.

#### 9.11 **Market Supplements**

9.11.1 Market supplements are made by the Council where labour market conditions require such payments to be made to recruit and retain staff.

9.11.2 Market supplement payments are not a contractual right and can be withdrawn and/or varied by the Council dependent upon fluctuations in labour market conditions.

9.11.3 Market supplement payments are regularly reviewed. Payments will be made for a specified period not exceeding two years during which time reviews will be undertaken and the payment can be withdrawn or varied depending on the outcome of the review.

9.11.4 Staff will be given reasonable notice in writing of the withdrawal or any variation in the payment.

The arrangements for payment of market supplements are set out in the [Market Supplement Policy](#).

#### 9.12 **Practice Educator payments**

9.12.1 Practice Educators (PEs) play a pivotal role in the development of Social Work Learners. Their involvement is essential to the quality of practice and the overall experience of student social workers, forming an integral part of the Social Work Learning culture within the organisation.

9.12.2 The Adult Social Care Department maintains a register of Qualified and Registered Social Workers who have achieved Practice Educator Professional Standards (PEPS) Levels 1 and 2. The PEPS framework supports the training of social workers who wish to mentor and assess students:

- PEPS 1: Prepares trainees for initial placements, focusing on the fundamentals of teaching and assessment.
- PEPS 2: Equips educators to manage complex cases, failing students, or those at the final stage of their training.

#### 9.13 **Recruitment and Retention payments (Social Care)**

9.13.1 These payments are designed to support workforce stability, improve recruitment outcomes, and retain skilled professionals in hard-to-recruit roles.

9.13.2 Designated social care posts in Early Help & Social Care and Adults Social Care are entitled to receive a payment following successful recruitment (after completion of the probationary period) and an annual sum on the anniversary of their start date.

9.13.3 These payments are not contractual and are not pensionable.

#### 9.14 **Public Holiday Pay**

Staff required to work on a public holiday will be paid for hours worked at plain time (in addition to the normal day's pay – equating to double time) PLUS they may take the equivalent time off in lieu at a later date. There is no grade restriction.

### 10.0 LEAVE

(Part 2, paragraph 7 of the Green Book)

#### 10.1. **Annual leave**

*The minimum paid annual leave entitlement is twenty-three days with a further three days after five years of continuous service. The entitlement as expressed applies to five day working patterns. For alternative working patterns an equivalent leave entitlement should be calculated.*

10.1.1 The annual leave entitlement for all staff is shown in the table below:

<b>Service</b>	<b>Days (full time staff)</b>
Up to 5 years	27
After 5 years continuous LG service	31 days
After 10 years continuous LG service	33 days

10.1.2 The annual leave entitlement includes two extra statutory days to be taken as part of annual leave (by local agreement).

10.1.3 Annual leave entitlements for each year will run from the anniversary of an employee's start date and end on the day before the anniversary start date.

10.1.4 Staff who work part-time hours or compressed hours are entitled to the same leave entitlement as full-time staff, on a pro-rata basis. Their annual leave will be calculated in hours and when booking leave they should book the number of hours they would normally work for that day.

10.1.5 Casual or irregular hours workers have their annual leave paid as a proportion of their hourly rate.

10.1.6 For new staff, entitlement to annual leave will be pro-rata based on their start date.

10.1.7 If staff resign from the Council's service, their annual leave will be pro-rata based on their last day of service. Staff will be expected to take the full entitlement prior to leaving.

## 10.2 **Management of annual leave**

10.2.1 Staff should provide their team manager with details of the main periods of annual leave they wish to take during the year as soon as they are known. This will enable services to plan, allowing staff and teams greater flexibility to manage annual leave. Staff must agree leave dates reasonably in advance with their manager.

10.2.2 Managers and their teams must take responsibility to:

- Determine the minimum number of staff required to be at work at any one time so that adequate cover is always in place to ensure service delivery.
- Ensure that forward planning of annual leave works to the benefit of all team members and service delivery.
- Always give maximum notice of intended leave periods.

10.2.3 During periods where there is a high demand for annual leave, the team should meet and discuss everyone's leave requirement and agree by mutual consent where possible. If there is difficulty in reaching agreement consideration should be given to leave history, for example, has a team member had leave refused in the past; is it someone else's turn to take the period in question off this year. If a decision cannot be made, draw lots. The outcome of this will then become part of future considerations.

10.2.4 No holidays should be booked until leave has been granted.

### 10.3 **Carry-over of leave**

10.3.1 Whilst employees are encouraged to take their full leave entitlement during the leave year, an employee may carry forward up to 5 days of annual leave to the next leave year (pro-rata for part-time employees).

10.3.2 Subject to taking the statutory minimum leave of 20 days (excluding public holidays) and with the agreement of the Head of Service, in exceptional circumstances staff may request to carry over up to 10 days leave.

### 10.4 **Buying annual leave**

Staff can request to buy up to 5 days annual leave per annum. Requests must be made and approved by the line manager at least 3 months prior to the start date of their new leave year.

### 10.5 **Annual leave and sickness absence**

10.5.1 Leave may be requested and taken during periods of sickness in the usual way.

10.5.2 If staff become unwell during annual leave, they may reclaim it if they provide a fit note from a doctor, regardless of the number of days claimed and whether it is taken at home or abroad.

10.5.3 Staff continue to accrue annual leave during any period of sickness absence.

### 10.6 **Public Holidays**

*Employees shall, irrespective of length of service, be entitled to a holiday with a normal day's pay for each of the statutory, general and public holidays as they occur, except in the case of part time and job share employees who shall receive payment in respect of public holiday's pro-rata.*

Pay will be as set out in paragraph 9.14 above.

### 10.7 **Special Leave**

10.7.1 The Council acknowledges that occasionally staff will need to take time off to deal with emergencies and events outside of work. Staff are expected to use

annual leave or flexible working arrangements to attend to these; however, there will be instances where Special Leave will be granted to provide practical support.

10.7.2 Special Leave, with or without pay, should not normally exceed 10 days in any 12-month rolling period.

10.7.3 Special Leave is not an entitlement but a discretion that will be considered by line managers on the merits of each request, taking account of the needs of the service.

10.7.4 *Necessary paid time off will be granted to employees for the purpose of cancer screening.*

More information about Leave, including Special Leave can be found in the [Time Off Policy](#).

#### 10.8 **Family Leave**

The Council's policy relating to family leave, for example, maternity, paternity, adoption leave, neonatal leave or carer's leave is committed to supporting employees with caring responsibilities, whether this is for a child or adult.

More information can be found in the [Family Leave Policy](#).

### 11.0 SICKNESS SCHEME

(Part 2, paragraph 10 and Part 3, paragraph 4 of the Green Book)

11.1 *The scheme is intended to supplement Statutory Sick Pay and Incapacity Benefit, Employment and Support Allowance or equivalent social security benefit so as to maintain normal pay during defined periods of absence on account of sickness, disease, accident or assault.*

11.2 *Absence in respect of normal sickness is entirely separate from absence through industrial disease, accident or assault arising out of or in the course of employment with the Council. Periods of absence in respect of one shall not be set off against the other for the purpose of calculating entitlements under the scheme.*

11.3 *Employees are entitled to receive sick pay for the following periods:*

<i>During 1st year of service</i>	<i>1 month's full pay and (after completing 4 months' service) 2 months' half pay</i>
<i>During 2nd year of service</i>	<i>2 months' full pay and 2 months' half pay</i>
<i>During 3rd year of service</i>	<i>4 months' full pay and 4 months' half pay</i>
<i>During 4th and 5th years of service</i>	<i>5 months' full pay and 5 months' half pay</i>
<i>After 5 years' service</i>	<i>6 months' full pay and 6 months' half pay</i>

*The Council shall have discretion to extend the period of sick pay in exceptional cases.*

- 11.4 *The period during which sick pay shall be paid, and the rate of sick pay, in respect of any period of absence shall be calculated by deducting from the employee's entitlement on the first day the aggregate of periods of paid absence during the twelve months immediately preceding the first day of absence.*
- 11.5 *In the case of full pay period's sick pay will be an amount which when added to Statutory Sick Pay and Incapacity Benefit, Employment and Support Allowance or equivalent social security benefit receivable will secure the equivalent of normal pay.*
- 11.6 *In the case of half pay periods sick pay will be an amount equal to half normal earnings plus an amount equivalent to Statutory Sick Pay and Incapacity Benefit, Employment and Support Allowance or equivalent social security benefit receivable, so long as the total sum does not exceed normal pay.*
- 11.7 *Normal pay includes all earnings that would be paid during a period of normal working, but excluding any payments not made on a regular basis.*
- 11.8 *The Employment and Support Allowance or equivalent social security benefits to be taken into account for the calculation of sick pay are those to which an employee is entitled on the basis that the employee has satisfied so far as is possible:*
- a) The conditions for the reporting of sickness as required by the Council*
  - b) the claiming of benefits*
  - c) the obligation to declare any entitlement to benefits and any subsequent changes in circumstances affecting such entitlement*
- 11.9 *An employee, who is prevented from attending work because of contact with infectious disease, as certified by a registered medical practitioner, shall be entitled to receive normal pay. The period of absence on this account shall not be reckoned against the employee's entitlements under this scheme.*
- 11.10 *If an employee abuses the sickness scheme or is absent on account of sickness due or attributable to deliberate conduct prejudicial to recovery or the employee's own misconduct or neglect or active participation in professional sport or injury while working in the employee's own time on their own account for private gain or for another employer sick pay may be suspended. The Council shall advise the employee of the grounds for suspension of sick pay and the employee shall have a right of appeal. Appeals of this nature are delegated to a senior officer. If the Council decides that the grounds were justified, then the employee shall forfeit the right to any further payment in respect of that period of absence. Repeated abuse of the sickness scheme should be dealt with under the disciplinary procedure.*

### 11.11 **Sickness management**

The Council is committed to the health, safety and wellbeing of all staff. It aims to encourage staff to maximise their attendance at work whilst recognising that, from time to time, staff may be unable to attend work due to ill health. Promoting a culture of attendance will encourage improved performance and the delivery of cost-effective services

The Managing Sickness in the Workplace Policy and Procedure can be found [here](#).

## **12.0 FLEXIBLE WORKING**

12.1 Whether you need to adjust your hours for family responsibilities, health reasons, or simply to improve your work-life balance, we have several flexible working arrangements available.

12.2 Flexible working refers to how many hours you work, when you start or finish work, the days you work or where you work from.

12.3 Our [Flexible Working policy](#) is designed to support you in finding the best way to work that suits your needs, while ensuring that we continue to deliver the highest quality services to our residents.

## **13.0 MANAGING CHANGE**

13.1 At times it is necessary and appropriate to review organisational structures within the Council to ensure they remain up to date and appropriate, provide value for money and deliver excellent quality services.

13.2 Brent is committed to ensuring that its organisational structure delivers cost-effective and high performing services. The Council's structure may change and new ways may be introduced.

13.3 Staff may need to perform new tasks, work different hours in different locations and embrace other changes to their roles. The Council is committed to following a fair and reasonable process during times of organisational change and will consult appropriately with its employees and recognised trade unions.

The Managing Change Policy and Procedure can be found [here](#).

## **14.0 CONTINUOUS SERVICE**

(Part 2, paragraph 14 of the Green Book)

- 14.1 *For the purposes of entitlements regarding Annual Leave, the Occupational Sickness Scheme and the Occupational Maternity Scheme continuous service will include continuous previous service with any public authority to which the Redundancy Payments Modification Order (Local Government) 1999 applies.*
- 14.2 *Where an employee returns to local government service following a break for maternity reasons, or reasons concerned with caring for children or other dependants he or she will be entitled to have previous service taken into account in respect of the sickness and maternity schemes provided that the break in service does not exceed eight years and that no permanent paid full time employment has intervened. For the purpose of the calculation of entitlement to annual leave the eight years' time limit does not apply provided that no permanent full time employment has intervened.*
- 14.3 *Where an employee is transferred to an organisation not covered by the Redundancy Payments (Continuity of Employment in Local Government etc.) (Modification) Order 1999, continuity of service is protected under the TUPE regulations where there is a TUPE transfer. However, if that employee returns voluntarily to local government service continuity is broken. Where an employee returns in such circumstances, without a break between employments, all previous continuous service will be recognised for the purposes of the calculation of entitlements to annual leave, occupational maternity leave / pay and occupational sick pay. This is subject to the return to service being within five years of the original transfer.*

*Note: This agreement applies to all employees who have returned to local government service since 1st April 1997 however the calculation of the resulting benefits, such as additional leave, will only take effect as and from 1st April 2002.*

## **15.0 NOTICE PERIODS**

(Part 2, paragraph 15 of the Green Book)

- 15.1 *Employees will be required to give notice that is equivalent to the normal period between salary payments, unless the contract of employment specifies a different period.*
- 15.2 The minimum notice period you need to give to terminate your employment is dependent on your grade:
- Up to Grade S02 – a minimum of 1 calendar month notice is required.
  - Grades PO1 - P08 – a minimum 2 calendar months' notice is required.
  - Hay grades – a minimum of 3 calendar months' notice is required.

15.3 The minimum notice that the Council will give to terminate your employment is dependent on your grade and length of service:

<b>Grade</b>	<b>Years of service</b>	<b>Notice</b>
Up to Grade SO2	1 – 4 years	A minimum of 1 calendar month
	5 – 12 years	A minimum of 1 week for each year to a maximum of 12 weeks
Grades PO1 – PO8	1 – 8 years	A minimum of 2 calendar months'
	9 – 12 years	A minimum of 1 week for each year to a maximum of 12 weeks
Hay grades	Any (after successful completion of probation)	A minimum of 3 months'

15.4 The Council may, at its sole discretion, elect to make a payment in lieu of notice or of any unexpired period of notice. For the avoidance of doubt, this right will apply whether the notice is given by you or by the Council. For these purposes, you agree that pay in lieu of notice will consist of your basic salary for the relevant notice period.

15.5 During any period of notice of termination, (whether given by the Council or by you) the Council may require you to take garden leave for all or part of the remaining period of your employment. If you are asked to take garden leave, you will continue to receive your full salary and any benefits but will be subject to specific rules determined by the Council.

## 16.0 OTHER KEY POLICIES

### 16.1 Probation

The Council is committed to creating a positive, inclusive, and supportive workplace where new colleagues are enabled to succeed, develop and feel a strong sense of belonging from the outset. The probation period provides a structured period for managers to assess, monitor and review performance while encouraging, supporting, and developing employees, enabling them to be successfully integrated into their role.

The probation policy can be found [here](#)

## 16.2 **Workplace Resolution**

16.2.1 The Council expects everyone to treat each other with respect. It recognises that on occasion staff may want to raise workplace issues with their line manager and we encourage all parties to resolve issues at the earliest opportunity and in an informal way if possible.

16.2.2 Direct communication and discussion is often the best way to deal with issues, supported if appropriate by mediation or facilitated discussions.

You can find the Workplace Resolution Policy [here](#)

## 16.3 **Disciplinary**

16.3.1 The Council sets high standards of conduct for staff. Managers are expected to set and maintain high standards of conduct in a transparent, fair and consistent way.

16.3.2 Where possible and appropriate, issues of misconduct will be dealt with through day-to-day management and informal procedures such as counselling and coaching.

16.3.3 Our standards of conduct apply both at work and outside of work where the council is or might be adversely impacted.

The Disciplinary Policy and Procedure can be found [here](#)

## 16.4 **Gifts and Hospitality**

16.4.1 The Council accepts that employees will be shown hospitality and be given gifts as an appreciation of their service from time to time. Our aim is to prevent corruption and to ensure that the acceptance or refusal of gifts is a transparent process.

16.4.2 The policy sets out clear advice in relation to the behaviour of all staff if they are offered gifts or hospitality and should be read in conjunction with the Council's Code of Conduct, the Disciplinary Policy and the Anti-fraud and Bribery Policy.

## 17.0 **OTHER IMPORTANT INFORMATION**

### 17.1 **Trade Union Membership and Facilities**

(Part 2, paragraph 18 of the Green Book)

17.1.2 Staff have the following rights in respect of trade union membership and activities:

- The right to be a member of such trade union as the employee may choose
- The right not to belong to a trade union
- The right where an employee is a member of one of the trade unions recognised by the Council for collective bargaining purposes, to take part in its activities at appropriate times, to seek election to office in the union.

17.1.3 The Council, as an employer, supports the process of collective bargaining in every way and believes in the principle of solving industrial relations' problems by discussion and agreement. For practical purposes, this can only be conducted by representatives of the employers and the employees.

17.1.4 If collective bargaining of this kind is to continue and improve to the benefit of both, it is essential that the employees' organisations should be fully representative. The Council is associated with other London Boroughs and represented by the Greater London Provincial Council (GLPC). It is equally sensible for employees to be in membership of a Trade Union representing them on the appropriate negotiating body and the Council encourages staff to do so. At a local level, the Trade Unions represented on the negotiating body for these terms and conditions are UNISON and GMB.

17.1.5 The Council provides *the recognised trade unions with facilities necessary to carry out their functions, including paid leave of absence to attend meetings concerned with the work of the NJC and Regional/Provincial Councils and the operation of a check off system whereby, with the consent of the individual, trade union dues are deducted from pay.*

## 17.2 Pensions

17.2.1 The Local Government Pension Scheme (LGPS) is a nationwide pension scheme for council employees. It provides a secure and valuable package of benefits for members and their dependents.

17.2.2 To join the LGPS, you need to be under the age of 75 and an employee of Brent Council.

17.2.3 New eligible employees, with a contract of three months or more, are automatically enrolled in the scheme on their first day of employment but you can opt out if you choose.

17.2.4 If your contract is for less than three months, or you are on a casual contract you can choose to join the scheme by filling out the [Pension starter form](#).

17.2.5 Our pensions are administered by LPP. To find out more, obtain the necessary forms or opt out, [visit the Brent Pension Portal](#).

17.2.6 Other pension schemes are available for Teachers and NHS staff.

### 17.3 **Smoke Free Brent**

17.3.1 Our aim to provide a working environment which is, as far as practicable, free from health associated with exposure to second-hand or passive smoking.


17.3.2 Smoking is not allowed at any time in any of Brent Council's buildings, in any temporary structures we control such as tents and marquees, in the grounds of our buildings or in the immediate vicinity, including any garden and external communal areas.

17.3.3 Additionally, smoking is not allowed in any vehicle owned or operated by the Council. This also includes privately owned vehicles used for work when there are passengers in the car. This applies even if the car is stationary.

## **18.0 FURTHER INFORMATION AND ADVICE**

For further advice and guidance, please contact your [HR Business Partner](#).

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	<b>General Purposes Committee</b> 22 June 2026
	<b>Report from the Corporate Director of Finance &amp; Resources</b>
<b>Review of Representation of Political Groups and Appointments</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Not Applicable
<b>Open or Part/Fully Exempt:</b> (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
<b>No. of Appendices:</b>	None
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> (Name, Title, Contact Details)	Amira Nassr, Deputy Director Democratic & Corporate Governance Tel: 0208 937 5436 <a href="mailto:amira.nassr@brent.gov.uk">amira.nassr@brent.gov.uk</a>  James Kinsella, Governance & Scrutiny Manager, Democratic Services Tel: 020 8937 2063 <a href="mailto:james.kinsella@brent.gov.uk">james.kinsella@brent.gov.uk</a>

## 1.0 Summary

- 1.1 At its Annual meeting on 20 May 2026, Full Council reviewed and determined the representation of political groups on its main committees and subsequently made appointments to these, in accordance with the wishes of the political groups concerned. As soon as practicable after such a review has been completed, 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

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 Contribution to Borough Plan Priorities & Strategic Context**

- 3.1.1 The allocation of seats on each of the Council's committees to which the political balance rules apply supports delivery of the borough plan by enabling the Council's decision making bodies to operate transparently and effectively whilst also supporting and promoting confidence in the good governance of the council.

#### **3.2 Background**

- 3.2.1 As General Purposes Committee has been constituted as an ordinary committee of the Council, it was included as part of the review and determination of the representation of political groups on Council committees undertaken at the Annual Council meeting on 20 May 2026 with the appointment of Members agreed, in accordance with the wishes of the political groups concerned.
- 3.2.2 As General Purposes Committee has three Sub-Committees, it now has a statutory duty to review and determine the representation of political groups on these Sub-committees as soon as practicable after the review undertaken by Full Council in respect of its ordinary committees. The Committee then has a duty to make appointments to those Sub-Committees giving effect to the wishes of the political groups allocated the seats.
- 3.2.3 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, replicates the political composition of Full Council.
- 3.2.4 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.

3.2.5 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 as the proportion of the members of the Council that belong to that group). This covers the appointments to ordinary committees and was applied to the relevant bodies at the Annual Council meeting. The legislation does not apply this principle to the appointment of Sub-Committees.

3.2.6 On the basis that the overall membership of the Council stands at 57 and following on from the outcome of the local elections on 7 May 2026, the composition of political groups as a percentage of overall membership on the Council now stands as follows:

- 26 Labour Group councillors – representing 45.61% of the total council membership.
- 11 Conservative Group councillors – representing 19.30% of the total council membership.
- 11 Liberal Democrat councillors – representing 19.30% of the total council membership.
- 9 Green councillors – representing 15.79% of the total council membership.

3.2.7 According to the political balance rules, a political group for this purpose is a group of two or more members.

3.2.8 The application of the three principles listed in 3.2.4 above therefore results in the following allocation of seats:

<b>Committee</b>	<b>Sub Committee</b>	<b>Size</b>	<b>Labour Group 26 (45.61%)</b>	<b>Conservative Group 11 (19.30%)</b>	<b>Liberal Democrats Group 11 (19.30%)</b>	<b>Green Group 9 (15.79%)</b>
General Purposes	Pension Fund Sub-Committee*	7	3	2*	1	1
	Senior Staff Appointments Sub-Committee	5	2	1	1	1
	Senior Staff Appeals Sub-Committee	5	2	1	1	1

\* Based on the principles in 3.2.4 above the final seat available for allocation on the Sub Committee falls between the Conservative and Liberal Democrat Groups.

Following consultation with the relevant Group Leaders it has been agreed, subject to the Committee's decision, this is allocated to the Conservative Group.

- 3.2.9 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 are set out in the paper listed as Item 9 on the agenda.

#### **4.0 Stakeholder and ward member consultation and engagement**

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

#### **5.0 Financial Considerations**

- 5.1 There are no financial considerations arising directly from this report.

#### **6.0 Legal Considerations**

- 6.1 These are addressed in the main body of the report.

#### **7.0 Equity, Diversity & Inclusion (EDI) Considerations**

- 7.1 Under Section 149 of the Equality Act 2010, the Council has a duty when exercising their functions to have 'due regard' to the need:

- a) To eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited under the Act;
- b) Advance equality of opportunity; and
- c) Foster good relations between those who share a "protected characteristic" and those who do not.

- 7.2 This is the Public Sector Equality Duty (PSED). The 'protected characteristics' are: age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, sex, and sexual orientation.

- 7.3 The purpose of the duty is to enquire into whether a proposed decision disproportionately affects people with a protected characteristic. In other words, the indirect discriminatory effects of a proposed decision. Due regard is the regard that is appropriate in all the circumstances.

- 7.4 There are no direct equalities implications arising from this report at this stage.

#### **8.0 Climate Change and Environmental Considerations**

- 8.1 None directly arising from this report.

#### **9.0 Human Resources/Property Considerations (if appropriate)**

- 9.1 None directly arising from this report.

## 10.0 Communication Considerations

10.1 None directly arising from this report.

Report sign off:

***Minesh Patel***

Corporate Director Finance &  
Resources

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**APPOINTMENTS TO SUB COMMITTEES & OUTSIDE BODIES**

**Proposed Appointments to the General Purposes Sub-Committees for the 2026-2027 Municipal Year**

Members are asked to note that the appointments listed below were presented to the Annual Council meeting on 20 May 2026, for information.

**SENIOR STAFF APPOINTMENTS SUB-COMMITTEE**

M BUTT (C)	<b>LABOUR</b>
GRAHL	<b>LABOUR</b>
KANSAGRA	<b>CONSERVATIVE</b>
GEORGIU	<b>LIBERAL DEMOCRATS</b>
MITCHELL	<b>GREEN</b>

**SUBSTITUTE MEMBERS:**

**LABOUR:** DIXON, KNIGHT,  
**CONSERVATIVE:** MISHRA & MISTRY  
**LIBERAL DEMOCRATS:** LORBER & UNGER  
**GREEN:** AMADHI MOGHADDAM & RYAN

**SENIOR STAFF APPEALS SUB-COMMITTEE**

M BUTT (C)	<b>LABOUR</b>
GRAHL	<b>LABOUR</b>
KANSAGRA	<b>CONSERVATIVE</b>
LORBER	<b>LIBERAL DEMOCRATS</b>
MITCHELL	<b>GREEN</b>

**SUBSTITUTE MEMBERS:**

**LABOUR:** DIXON, KNIGHT,  
**CONSERVATIVE:** MISHRA & MISTRY  
**LIBERAL DEMOCRATS:** GEORGIU & UNGER  
**GREEN:** RYAN & WARSAME

**BRENT PENSION FUND SUB-COMMITTEE**

BURN (C)	<b>LABOUR</b>
ANDERSON	<b>LABOUR</b>
I.AHMED	<b>LABOUR</b>
KANSAGRA	<b>CONSERVATIVE</b>
H.PATEL	<b>CONSERVATIVE</b>
BROWN	<b>LIBERAL DEMOCRATS</b>

RYAN

GREEN

**CO-OPTED NON-VOTING:**

ELIZABETH BANKOLE (UNISON)

**SUBSTITUTE MEMBERS:**

**LABOUR:** AGHA, BAJWA, CHOUDRY, THOAMS

**CONSERVATIVE:** CHOWDHURY & DO ROSARIO

**LIBERAL DEMOCRATS:** LORBER & UNGER

**GREEN:** GALLAGHER & PERRIN

**BRENT PENSION BOARD**

**FULL MEMBERS:**

DAVID EWART (C)  
S.BUTT  
DAR

INDEPENDENT CHAIR (31.12.2026)

LABOUR

LABOUR

CHRIS BALA  
BOLA GEORGE  
ROBERT WHEELER  
VACANCY

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.