



General Purposes Committee

Monday 7 September 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 Patel

Councillors:

Lorber and Unger

Councillors:

Ahmadi Moghaddam and Mitchell

For further information contact: Rebecca Reid, Governance Officer
Tel: 020 8937 2469, Email: rebecca.reid@brent.gov.uk

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Notes for Members - Declarations of Interest:

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

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

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

***Disclosable Pecuniary Interests:**

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

****Personal Interests:**

The business relates to or affects:

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

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

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

or

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

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

Agenda

Introductions, if appropriate.

Item	Page
1 Apologies for absence and clarification of alternate members	
2 Declarations of interests Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary or personal interests in the items on this agenda and to specify the item(s) to which they relate.	
3 Deputations (if any) To hear any deputations received from members of the public in accordance with Standing Order 67.	
4 Minutes of the previous meeting To approve the minutes of the previous meeting held on Monday 27 July 2026 as a correct record.	1 - 6
5 Matters arising (if any) To consider any matters arising from the minutes of the previous meeting.	
6 Approval to Make Severance Payment This report seeks approval for one severance payment arising from the voluntary redundancy of an employee's post. The payment consists of an actuarial strain cost associated with the early release of pension benefits. As the exit package in total exceeds £100,000, approval is sought from the General Purposes Committee.	7 - 14
7 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.	

8 Exclusion of Press and Public

The following item is not for publication as it relates to the following category of exempt information as specified under Paragraph 1, Part 1 of Schedule 12A to the Local Government Act 1972, namely: "Information relating to an Individual".

Agenda Item 6: Approval to make severance payment – Shared Service Senior Leadership Team Restructure (Appendix 1 – Proposed redundancy payment).



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 27 July 2026 at
11:15 am

PRESENT: Councillor M Butt (Chair), Councillor Grahl (Vice-Chair) and Councillors Georgiou, Johnson, Knight, Perrin and Unger

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

No apologies for absence were received.

An absence from Councillor Kansagra was noted during the meeting.

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 22 June 2026 be approved as a correct record.

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

There were no matters arising.

6. **Recruitment and Retention Payments for Adult Social Care Social Workers, Occupational Therapists and Visual Impairment Rehabilitation Officers Report**

Rachel Crossley (Corporate Director Service Reform and Strategy) followed by Councillor Grahl (Deputy Leader and Cabinet Member for Finance & Resources) introduced a report seeking approval to continue with the recruitment and retention payments for social workers, occupational therapists and visual impairment rehabilitation officers in Adult Social Care (ASC), to improve the recruitment and retention of permanent staff, following on from approval of the previous payments in November 2023.

In presenting the report, it was highlighted that the payments had been introduced in response to significant recruitment and retention challenges affecting Social Workers, Occupational Therapists and Visual Impairment Rehabilitation Officers. The payments

to the Adult and Social Care workforce aimed to reduce reliance on agency staff and increase the number of permanent staff in harder to recruit areas. It was noted that these professional areas continued to experience recruitment difficulties, reflecting wider national pressures. It was further mentioned that the recruitment and retention payments had been in place for almost 3 years and had played an important role in reducing agency reliance and progressing agency staff into permanent roles.

In reviewing the arrangements, the importance of ensuring that the Council continued to attract and retain suitably qualified and experienced staff was emphasised. It was stated that it was essential to ensure that the Council remained competitive within the employment market and continued to attract the right people into the right roles.

It was further highlighted that reducing the use of agency staff and increasing the proportion of permanent employees brought both practical and moral benefits. It was stressed that the report was not solely focused on workforce resources, but also reflected the Council's commitment to securing high quality social care provision through the employment of reliable, committed and appropriately compensated professionals.

Having thanked Rachel Crossley (Corporate Director Service Reform and Strategy) and Councillor Grahl (Deputy Leader and Cabinet Member for Finance & Resources) for introducing the report, the Chair then moved on to invite questions and comments from the Committee, with the following comments highlighted:

- The Chair noted the challenging labour market conditions affecting Adult Social Care services. It was highlighted that the recruitment and retention payments for Social Workers, Occupational Therapists and Visual Impairment Rehabilitation Officers had proven effective in supporting both recruitment and retention efforts. It was further observed that the payments had assisted the Council in converting a number of temporary and agency workers into permanent members of staff, strengthening the Council's workforce and reducing dependency on agency provision.

Having thanked all those involved for their contributions to the discussion and consideration of the item, it was **RESOLVED**:

- (1) That the Committee agree to the continuation of the use of recruitment and retention initiatives, as follows:
 - (a) To make a one-off payment of £5,000 to newly recruited permanent qualified social workers, occupational therapists and visual impairment rehabilitation officers on grades PO2 - PO7, on satisfactory completion of their probationary period and repayable where an employee leaves the council within 12 months of receiving the payment.
 - (b) To make annual retention payments of £3,000 to all qualified social workers, occupational therapists and visual impairment rehabilitation officers on grades PO2 to PO7 to be paid annually after completion of a full year's service.

- (c) To make retention payments for Best Interest Assessors of £2,000 a year for being on the rota to carry out statutory duties commensurate with the role.
- (d) To make retention payments of £1,000 a year for qualified Practice Educators to take two students a year.

7. **Recruitment and Retention Payments for Early Help and Social Care staff and Occupational Therapists Report**

Nigel Chapman (Corporate Director Children Young People and Community Development) was invited to introduce a report seeking approval to continue with the recruitment and retention payments for social workers in Children's Early Help and Social Care roles to improve the recruitment and retention of permanent staff.

In presenting, it was highlighted that that the report sought to maintain consistency with the arrangements already in place for Adult Social Care staff and reflected the ongoing need to attract and retain skilled professionals within Children's Early Help and Social Care roles.

It was explained that the recruitment and retention payments had been successfully implemented for children's social workers over recent years and had delivered positive workforce outcomes. It was reported that the permanent children's social care workforce had reached close to 90%, representing the highest level of permanent staffing achieved within the service for over a decade.

The Committee heard that the payments had contributed significantly to improving workforce stability and reducing reliance on agency staff. It was advised that agency expenditure had fallen substantially and had reduced by more than half during the previous 3 years. It was stated that this had enabled the service to benefit from reduced staffing costs associated with agency recruitment.

It was further noted that the recruitment and retention offer had been well received by staff. It was highlighted that the arrangements had encouraged staff to remain working in Brent.

Having thanked Nigel Chapman (Corporate Director Children Young People and Community Development) for introducing the report, the Chair then moved on to invite questions and comments from the Committee, with the following comments noted:

- The Chair emphasised the importance of ensuring that the Council remained able to recruit and retain suitably qualified social workers within Children's Early Help and Social Care services. It was noted that maintaining a stable and experienced workforce was essential to delivering effective support and positive outcomes for children, young people and families across the borough. It was highlighted that the continuation of the recruitment and retention payments would assist the Council in sustaining the workforce necessary to meet residents' needs and maintain high quality service provision.

Having thanked all those involved for their contributions to the discussion and consideration of the item, it was **RESOLVED**:

- (1) That the Committee agree to the continuation of the use of recruitment and retention initiatives, as follows:
 - (a) To make a one-off payment of £5,000 to newly recruited permanent qualified social work staff on grades PO1 - PO7 and to occupational therapists' grades PO2 - PO5, on satisfactory completion of their probationary period and repayable where an employee leaves the council within 12 months of receiving the payment.
 - (b) To make retention payments of either £2500 or £4,500 for qualified social work staff on grades PO1 - PO7 as set out in the accompanying policy (Recruitment and Retention Payments Policy for Social Work Staff), to be paid annually after completion of a full year's service.
 - (c) To make retention payments of £3,000 to occupational therapists' grades PO2 - PO5 to be paid annually after completion of a full year's service.

8. **Extension of Fixed-Term Director of Resident Services Appointment and Interim Director of Public Health Arrangement Report**

Thomas Cattermole (Corporate Director Residents and Housing Services) introduced a report seeking approval from the General Purposes Committee to extend the fixed-term appointment of the Director of Resident Services until 31 March 2027. The proposed extension exceeded the period that may be authorised under the Chief Executive's delegated powers and therefore required approval by the General Purposes Committee.

In continuing, Rachel Crossley (Corporate Director Service Reform and Strategy) added that the report also sought approval to extend the current interim appointment to the post of Director of Public Health and Leisure. It was noted that the existing arrangement was due to end in September 2026. Whilst recruitment to the substantive post was underway, it was anticipated that any successful candidate may not be able to commence until December 2026 at the earliest and potentially later. It was further stated that an extension to the interim arrangement was therefore required to ensure continuity of statutory public health leadership and the discharge of the Council's public health duties pending a substantive appointment, for which the Senior Staff Appointments Sub Committee had been scheduled on 17 September 2026. As the proposed extension exceeded the period that may be authorised under delegated powers, approval was sought from the General Purposes Committee.

Having thanked Tom Cattermole (Corporate Director Residents and Housing Services) and Rachel Crossley (Corporate Director Service Reform and Strategy) for introducing the report, the Chair then moved on to invite questions and comments from the Committee, with the following comments noted:

- Further details were sought regarding whether recruitment to the Director of Resident Services post would be completed within the proposed timescales,

thereby avoiding the need for a further extension of the interim arrangement. In response, Thomas Cattermole (Corporate Director Residents and Housing Services) provided an update on the recruitment process and advised that the intention was to commence recruitment to the substantive post in September 2026. It was explained that this timeline would allow sufficient time for the full recruitment process to be undertaken, including interview stages and other recruitment procedures. The Committee was informed that the aim was for the recruitment process to be completed by 31 March 2027.

Having thanked all those involved for their contributions to the discussion and consideration of the item, it was **RESOLVED**:

- (1) To approve the extension of the Director of Resident Services until 31 March 2027.
- (2) To authorise the Corporate Director of Residents and Housing Services, in consultation with the Director of HR &OD, to complete all necessary contractual and employment arrangements associated with the extension.
- (3) To approve the extension of the interim Director of Public Health and Leisure until 31 January 2027 or until the substantive postholder takes up appointment, whichever is sooner; and
- (4) To authorise the Corporate Director for Service Reform and Strategy, in consultation with the Director of HR &OD, to complete all necessary contractual and employment arrangements associated with the extension.

9. **Appointments to the General Purposes Sub-Committees**

Councillor Muhammed Butt (as Chair) introduced an item seeking approval to changes in membership appointments notified in respect of Sub Committees appointed by the General Purposes Sub Committee.

As a result, it **RESOLVED** to agree the following change in appointments to the General Purposes Sub-Committees as detailed below for the 2026 - 2027 Municipal Year:

BRENT PENSION FUND SUB-COMMITTEE

- (1) Councillors Kansagra and HB Patel to be replaced by Councillors A.Patel and Mishra as the Conservative Group nominations as full members on the Pension Fund Sub Committee
- (2) Councillors Chowdhury and Do Rosario to be replaced as the Conservative Group substitute members on the Pension Fund Sub Committee by Councillors Kansagra and HB Patel
- (3) Councillor Mishra to be appointed as Vice Chair of the Pension Fund Sub Committee

- (4) On the basis of the above changes that the revised membership of the Pension Fund Sub Committee be confirmed as follows:

BURN (C)	LABOUR
ANDERSON	LABOUR
I.AHMED	LABOUR
A.PATEL	CONSERVATIVE
MISHRA (VC)	CONSERVATIVE
BROWN	LIBERAL DEMOCRATS
RYAN	GREEN

CO-OPTED NON-VOTING:

ELIZABETH BANKOLE (UNISON)

SUBSTITUTE MEMBERS:

LABOUR: AGHA, BAJWA, CHOUDRY, THOAMS
CONSERVATIVE: KANSAGRA & HB PATEL
LIBERAL DEMOCRATS: LORBER & UNGER
GREEN: GALLAGHER & PERRIN

10. Exclusion of Press and Public

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

11. Any other urgent business

No items of urgent business were raised at the meeting.

The meeting closed at 11:30 am

COUNCILLOR MUHAMMED BUTT
Chair

 Brent	General Purposes Committee 7 September 2026
	Report from Head of Paid Service
	Lead Member – Deputy Leader & Cabinet Member for Finance and Resources (Councillor Gwen Grahl)
Approval to Make Severance Payment	

Wards Affected:	N/A
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Part Exempt - Appendix 1 is Not for Publication as it relates to the following category of exempt information as specified under paragraph 1 Schedule 12A of the Local Government Act 1972 namely: 'information relating to an individual'.
List of Appendices:	One Appendix 1: Proposed redundancy payment
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Fabio Negro: Shared Technology Service Managing Director 07557 633506 Fabio.Negro@SharedTechnology.Services

1.0 Executive Summary

- 1.1 This report seeks approval for one severance payment arising from the Voluntary redundancy of an employee's post. The payment consists of an actuarial strain cost associated with the early release of pension benefits. As the exit package in total exceeds £100,000, approval is sought from the General Purposes Committee.
- 1.2 The restructure is designed to meet the agreed shared savings target as agreed with Brent, Lewisham & Southwark via the shared IT service.
- 1.3 This report therefore seeks GPC approval to proceed with the related Voluntary redundancy and severance arrangements.

2.0 Recommendations

GPC is asked to:

- 2.1 To approve the severance payment set out in the exempt Appendix 1 to this report associated with the implementation of the shared service Senior Leadership team restructure.
- 2.2 Approve the associated redundancy, severance and pension strain costs as required under the Councils Pay policy, Local Government Pension scheme regulations, and constitutional requirements relating to senior officer payments.
- 2.3 To note that the payment does 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.

3.0 Detail

Contribution to Borough Plan Priorities & Strategic Context

- 3.1 Shared Technology Services (STS) is an IT shared service for the Brent, Lewisham, and Southwark councils. Brent Council is the host borough for the service. STS is governed by an Inter Authority Agreement between the three councils and a Joint Committee of two members from each council and the Executive Directors. The apportioned contributions are Brent = £67,024, Lewisham = £70,906 and Southwark £ 107,822.

Partner	Users	Apportionment
Brent	3,450	27.27%
Lewisham	3,650	28.85%
Southwark	5,550	43.87%
Total	12,650	100.00%

- 3.2 This proposal supports the council's strategic priorities by helping to ensure the shared IT service remains financially sustainable, appropriately structured, and able to respond to future service requirements.

Background and Context

- 3.3 As part of the shared savings objectives agreed by Brent, Lewisham and Southwark councils for 2026–2027, a reduction in leadership posts was identified as a key measure. The agreed proposal reduces the number of Heads of Service within the shared IT service from four to three.
- 3.4 This restructuring forms part of a wider effort to streamline operations and maintain the long-term sustainability of the service. Southwark Council's planned exit from the shared service by March 2028 further reinforces the need to manage staffing and resources carefully over the coming years.

- 3.5 The consultation therefore focused on the process and implications of reducing the Head of Service structure. The final 2026–2027 savings report, approved by all three councils, reflects this change, and the budget has been adjusted from 1 April 2026 to support the transition.
- 3.6 Employees with two or more years' continuous service with the council, or with other bodies listed in the Redundancy Payments (Continuity of Employment in Local Government) Modification Order, are entitled to a redundancy payment in accordance with council policy. The policy is based on the statutory scheme, but uses actual salary rather than the statutory weekly maximum. A severance payment equal to 50% of the calculated redundancy payment is also currently made to employees who are made redundant.

4.0 Details of Proposed Changes

- 4.1 The need to reduce the number of Heads of Service from four to three has been identified as part of the 2026–2027 cost-saving measures. Southwark's planned exit from STS further supports the need for this reduction. Together, these factors form the basis for the redundancy proposal.
- 4.2 There are currently four Heads of Service in post, and the proposal is to delete the Head of Partnerships and Projects post as the post holder has volunteered for Redundancy

5.0 Redistribution of responsibilities

- 5.1 All roles will be consolidated under the remaining three Heads of Service:
- Head of Operations Team 1 will retain their current teams and take on responsibility for the Service Improvement Team and the Cyber Security Team.
 - Head of Operations Team 2 will retain their current teams and take on responsibility for the Enterprise Architecture Team.
 - Head of Strategy and Technology will retain their current teams and take on responsibility for the deleted Head of Service role.

6.0 Financial Considerations

- 6.1 The reduction of one Head of Service post will reduce the budget by £156,000 and contribute to meeting the savings obligations of each council. As a result the proposals represent value for money, with the initial costs expected to be recovered within approximately two years.

7.0 Legal Considerations

- 7.1 The Council must comply with the Local Government Pension Scheme Regulations, Managing Change Policy, and constitutional requirements for approval of severance payments.

- 7.2 Where payments exceed the statutory thresholds, General Purpose Committee approval is required.
- 7.3 The council has power to enhance the statutory redundancy scheme and to make severance payments to staff not eligible for that scheme under Regulations 5 and 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England & Wales) Regulations 2006 (as amended) where dismissal is for redundancy or efficiency reasons. The policy adopted by the council is contained in its Managing Change Policy.
- 7.4 The council is required under Regulation 30 of the Local Government Pension Scheme Regulations to release an individual's pension without the normal actuarial reduction to reflect early payment in the event they are made redundant at or over the age of 55 years.
- 7.5 Statutory guidance under the Localism Act 2011 provides that termination payments (including pension strain) which exceed £100k should normally be approved by full Council. More recent guidance under the Local Government Act 1999 provides that Special Severance Payments, as defined in the guidance (this does not include pension strain or contractual elements), must be referred to full council if the overall payment exceeds £100k. The council must have regard to this guidance. There is no special severance element in either of these payments.
- 7.6 The council's Pay Policy Statement provides that where practicable, and unless the Chief Executive agrees otherwise, termination payments which exceed £100k will normally be agreed by full council or a committee of the council.

8.0 Equity Diversity & Inclusion (EDI) Considerations

- 8.1 An Equality Impact Assessment (carried out by the Managing Director of Shared Service) confirms no adverse impact on protected groups.
- 8.2 All decisions, been assessed as fair, transparent and non-discriminatory.

9.0 Stakeholder, ward member and stakeholder consultation and engagement

- 9.1 Affected staff have been consulted collectively and individually, with feedback incorporated into the final structure.

10 Staffing/Accommodation Implications

- 10.1 If payment is agreed one Head of Service will exit the organisation via Voluntary redundancy.
- 10.2 Implementation if agreed will be w/c 14 September t 2026

8.0 Climate Change and Environmental Considerations

8.1 There are no Climate Change and Environmental considerations in respect of this report.

9.0 Human Resources/Property Considerations

9.1 None save as set out in the report.

10.0 Communication Considerations

10.1 There are no communication considerations in respect of this report.

Report sign off:

Kim Wright

Chief Executive and Head of Paid
Service

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