



General Purposes Committee
13 October 2025

**Report from the Corporate Director
Finance and Resources**

**Lead Member – Deputy Leader &
Cabinet Member for Finance &
Resources (Councillor Mili Patel)**

Amendments to Terms and Conditions

Wards Affected:	None
Key or Non-Key Decision:	Not applicable
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	One Appendix 1 – Draft Standby and Callout Policy
Contact Officer(s): (Name, Title, Contact Details)	Musrat Zaman, Director of HR and OD 020 8937 4081 Musrat.zaman@brent.gov.uk Pat Chen, Senior HR Business Partner Pat.chen@brent.gov.uk

1.0 Executive Summary

- 1.1. Earlier this year, a project group was formed to review how pay and allowances are paid to staff to ensure there is consistency, transparency and fairness. The review has examined pay for non-standard working patterns, supporting events, standby and call-out, overtime, weekend working, market supplements, golden hellos and recruitment and retention payments for social work staff.
- 1.2. The review identified that some pay elements and policies are not fit for purpose and should be revised and updated. It also identified that there is inconsistency in the way the policies are applied, leading to disparity in payments to different groups of staff.

- 1.3. The trade unions have been updated on the work of the project and progress is discussed as standing item on the agenda of the regular HRTU (Human Resources and Trade Union) meeting.
- 1.4. The Senior Officers considered a report on 10 September 2025 that set out the proposed changes to pay and allowances.
- 1.5. The purpose of this report is to seek approval for the proposed changes to pay and allowances from the General Purposes Committee prior to formal consultation with staff and trade unions.

2.0 Recommendations

That the Committee approve:

- 2.1 The amendments to the Standby and Callout Policy, as detailed in the report.
- 2.2 The amendments to the calculation and payment of shift allowances, as detailed in the report.
- 2.3 The amendments to the core working hours of the Council, as detailed in the report.
- 2.4 The amendments to the Planned Overtime Rate to pay overtime at plain time to staff graded SO1 – PO6, as detailed in the report.
- 2.5 Commencement of formal consultation with staff and trade union representatives with a view to seeking a local agreement for the changes.

3.0 Detail

3.1 Contribution to Borough Plan Priorities & Strategic Context

- 3.1.1 This will create 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 Pay Policy and Procedures document dated 2022 sets out a standard rate of £75 for each week an employee is on standby, a week being Monday - Sunday. Overtime rates are paid on a pro-rata basis for actual time worked if called out.
- 3.2.2 However, this rate is not consistently adhered to and there is variation in standby payments. Furthermore, there is no recognition of whether standby is cover for

a statutory function, if staff deal with critical events, the frequency of call out or if it requires attendance on site.

3.2.3 Some examples of the variation in payment are set out in the table below.

Service area	Details
Building Control	Carry out a statutory function and are paid less than £60 per week. Although they receive this every week, they are often called out when they are not on the rota as the incident requires several staff to attend.
IT Shared Service	£130 per week. Call out is not frequent. For each of the functions it might be once every 2-3 weeks; for telephony, once every 2 months; cyber security will be less regular as a 3 rd party handle a lot of the issues.
Housing Needs	£75 per night. They average 3 standby periods per month. The number of calls received is variable but it is rare that they get no calls.
Housing Repairs	£500 per week. There are only two people on the rota and they do one week on and one week off. The out of hours calls are contracted out and they are only on call as an escalation point if the external contractor wants to check if a property belongs to Brent, if they want authorisation for exceptional work, or if they don't want to do the work. There is no requirement to attend on site.
Emergency Planning and Resilience	£25 per day or £175 per week. This is an interim arrangement that has increased the payment from £75 per week.
Communications	£75 per week (as per the policy)

3.2.4 A revised Standby and Callout Policy has been drafted that recognises the different levels of standby and gives clarity to the principles and conditions that apply.

3.2.5 The table below sets out the levels of standby and the payment for each level.

Level	Payment
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. There is usually a requirement to attend on site.	£20 per day, Monday to Friday and £40 per day on Saturday and Sunday. Payment for a full week of standby will be £180. If the standby period covers a public holiday, payment will be enhanced to £60 per day.
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.	£15 per day, Monday to Friday and £30 per day on Saturday and Sunday. Payment for a full week of standby will be £135. If the standby period covers a public holiday, payment will be enhanced to £45 per day.
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.	£10 per day, Monday to Friday and £20 per day on Saturday and Sunday. Payment for a full week of standby will be £90. If the standby period covers a public holiday, payment will be enhanced to £30 per day.

3.2.6 The draft policy has been shared and discussed with DMT's (Departmental Management Team's) and there is general support for the changes.

3.2.7 The draft policy has been shared with the trade unions and no negative feedback has been received.

Recommendation

3.2.8 To agree the revised Standby and Callout Policy and agree the levels of payment.

Shift allowances

3.2.9 Currently there is no guidance or standard calculation for payment of an allowance to staff that work non-standard working patterns.

3.2.10 Some staff are paid a shift allowance but there is no clear record of how this has been set. Additionally, shift allowance is not increased in line with salary increases, i.e., if a shift allowance is agreed at 20% of salary, this is calculated as a fixed amount and paid monthly. When pay increases are applied, the fixed amount remains static, meaning that the percentage decreases over time.

3.2.11 The Council's normal working hours are Monday to Friday, worked between 06:00 and 22:00 hours. The table below sets out the proposed level of shift allowance to be paid to staff that work non-standard working patterns.

Allowance	Working pattern
5% of basic pay	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 OR 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.
10% of basic pay	Where both conditions above are met, i.e., a) PLUS b)

3.2.12 This sets out simple rules so calculation won't become overly complex and will be easily administered and monitored. There may need to be a system change to enable a percentage allowance to be added.

3.2.13 The normal working hours of the Council are currently defined as 06:00 – 22:00 hours. Whilst hours regularly worked outside these times will attract a shift allowance, they do not reflect the core working hours that apply to most staff. It is proposed that the core working hours are defined as 07:30 – 18:30 hours. The core working hours do not apply to staff that work shifts or irregular hours. A staff Handbook is being developed to be shared with new starters and existing staff. This will clarify the normal working hours of the Council and support the health and wellbeing of staff by encouraging them to work within core hours. Additional payment for night work will continue to be paid for hours worked after 22:00 hours.

Recommendation

3.2.14 To standardise the calculation and percentage levels for shift working.

3.2.15 To define the core working hours of the Council as 07:30 – 18:30 hours.

Planned Overtime Rates

3.2.16 For staff graded below SO1, overtime rates are paid at an enhanced rate based on the actual basic salary of the employee.

3.2.17 For staff graded SO1 – PO6, the Council uses the Planned Overtime Rate set by the GLPC, which is aligned to the national pay award. There are three rates,

which are applied to a span of grades rather than a rate for each spinal column point.

3.2.18 The GLPC acknowledge that the planned overtime rates have become out of sync over time and there is a need for review. Of the 21 London Boroughs that supplied data to London Councils, approximately half have introduced other arrangements, such as paying plain time based on actual salary.

3.2.19 It is proposed that we pay overtime at plain time rate of actual salary to staff on grades SO1 – PO6. This will reduce the enhanced overtime payment for most staff in these grades, thereby reducing the overtime bill.

3.2.20 This change will require a local agreement to be reached with the trade unions, which may meet some resistance.

3.2.21 Staff graded PO7 and above, including Hay grades should not receive any overtime payment.

3.2.22 There is an expectation that staff at this level have enough control over their own work to avoid the need for overtime and, if necessary, can take TOIL to compensate for additional time worked.

Recommendation

3.2.23 To cease using the GLPC Planned Overtime Rate and to pay staff graded SO1 – PO6 at plain time based on their actual spinal column point.

4.0 Financial Considerations

4.1 Pay elements in Oracle are not being used accurately or consistently, which has made financial analysis challenging. Ball park figures on the annual cost of the pay and allowances set out in this report are shown in the table below.

Allowance	Annual spend
Standby	99,803
Shift allowance	75,000*
Planned overtime	725,002
Planned overtime PO7+	40,616
Wembley Events	331,385**
Golden Hello	159,000***
Casual Pay	111,180
Market Supplement	135,486
Honoraria	31,346
Total	£1,708,818

* based on Jan 25 data

** based on 2023/24 data

*** excludes recruitment and retention payments

- 4.2 Changes and robust review of these allowances, particularly planned overtime, Wembley events payments and undefined casual pay, will reduce the annual spend and all payments will be more effectively controlled.

5.0 Legal Considerations

- 5.1 Based on this high-level report the proposed amendments to pay and allowances are intended to ensure greater equity in remuneration while materially reducing the risk of potential equal pay complaints or claims.
- 5.2 Prior to commencing consultation with staff and trade unions, further legal consideration will be given to the process and implications of implementing any contractual changes.

6.0 Equity, Diversity & Inclusion (EDI) Considerations

- 6.1 The review of pay and allowances will ensure a fair, transparent and equitable process for remuneration and will have a positive impact on employees overall.
- 6.2 A full EIA of proposed changes will be required once further information is obtained.

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. Furthermore, consultation with relevant parties and trade unions will take place as is appropriate.
- 8.2 There are no Property considerations contained within this report.

9.0 Communication Considerations

- 9.1 The changes will need to be communicated to all affected staff and a communication plan has been drafted as part of the project work that is being undertaken are no communication considerations contained within this report.

Report sign off:

Minesh Patel

Corporate Director, Finance and Resources