

	<p align="center">General Purpose Committee 30 March 2026</p>
	<p align="center">Report from the Director of Adult Social Care</p>
	<p align="center">Lead Member – Cabinet Member for Adult Social Care, Public Health and Leisure (Councillor Neil Nerva)</p>
<p align="center">Approval to make Severance Payments - Adult Social Care Senior Management Restructure</p>	
<p>Wards Affected:</p>	<p>N/A</p>
<p>Key or Non-Key Decision:</p>	<p>Not Applicable</p>
<p>Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</p>	<p>Partially Exempt - Appendix 1 is Not for Publication as it relates to the following category of exempt information as specified under paragraph 1 Schedule 12A of the Local Government Act 1972 namely: 'information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'.</p>
<p>List of Appendices:</p>	<p>One Appendix 1: Proposed redundancy payments</p>
<p>Background Papers:</p>	<p>None</p>
<p>Contact Officer(s): (Name, Title, Contact Details)</p>	<p>Claudia Brown: Director Adult Social Care 0208937 2322 Claudia.Brown@brent.gov.uk</p>

1.0 Executive Summary

- 1.1 This report seeks 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).

- 1.2 The restructure is designed to strengthen operational alignment with the resident journey, reduce duplication, improve strategic oversight, and address longstanding inefficiencies across senior management arrangements.
- 1.3 Competitive assimilation, job matching and ring-fencing processes have now concluded. A number of existing senior managers were unsuccessful in securing suitable alternative roles within the new structure. This report therefore seeks GPC approval to proceed with the related redundancy and severance arrangements.

2.0 Recommendation(s)

GPC is asked to:

- 2.1 Approve the redundancies set out in Appendix A (Exempt) associated with the implementation of the ASC Senior Management restructure.
- 2.2 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.
- 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

3.1 Contribution to Borough Plan Priorities & Strategic Context

- 3.1.1 The Adult Social Care Senior Management Restructure directly supports the ambitions of the Brent Borough Plan by strengthening the council's ability to deliver high quality, resident focused services. The restructure establishes a clearer, more streamlined leadership model that aligns with the resident journey, mirroring the Borough Plan's emphasis on prevention, early intervention, and improved access to services. By consolidating functions, reducing duplication, and strengthening operational oversight, the new structure improves the council's capacity to deliver consistent, timely, and person-centred support for residents with care and support needs. This addresses Borough Plan priorities around reducing inequalities, improving life chances, and ensuring vulnerable residents receive coordinated, effective support at the earliest possible stage.
- 3.1.2 The report also contributes to the Borough Plan's objectives on financial sustainability, organisational resilience, and delivering modern, efficient public services. The restructure creates a more coherent senior leadership framework that enhances accountability, strengthens professional governance, and embeds transformation and quality improvement functions, directly supporting the Borough Plan's commitment to building a high performing, future ready council. The planned savings from 2028/29, alongside a stronger focus on prevention and demand management, align with the borough's strategic aim of

managing rising pressures in adult social care while protecting frontline delivery. The report demonstrates ASC's role in enabling a stable, efficient, and resident centred organisation that can meet Brent's long-term priorities.

3.2 Background and Rationale for Change

3.2.1 The ASC Senior Management Restructure was launched to resolve operational and customer journey misalignment, address fragmented leadership among five Heads of Service, clarify professional pathways, eliminate duplication and ambiguous accountability, and reduce financial inefficiencies caused by redundant management roles. The restructure also aimed to strengthen service leadership. It was highlighted in the consultation report from February 2026, staff supported structural reform, improved clarity, enhanced professional leadership, and greater integration of care pathways.

3.3 Final Structure and Job Matching Outcomes

3.3.1 As a result, a number of managers must now exit the organisation by redundancy. Following the completion of job matching, ring-fencing and competitive assimilation processes, only one candidate secured the position of Deputy Director – Prevention, Early Intervention & Acute Services. No candidates were successful in the competitive assimilation for the Deputy Director – Ongoing Support & Specialist Services role, nor did any candidates secure the Head of Service – Quality & Improvement position. Although all Service Managers have been successfully assimilated. As a result, there are no suitable alternative roles within the Head of service grade. Consequently, a number of senior managers are now required to leave the organisation through redundancy.

3.4 Summary of Redundancy Situation

The affected individuals have all been through:

- Formal job matching
- Competitive assimilation (where applicable)
- Ring-fenced interviews
- Redeployment search
- Consideration of voluntary redundancy applications

None of the unsuccessful individuals have been able to secure an alternative role within ASC or the wider council that is suitable, at grade, or reasonable. Notice letters will be issued on 30 March 2026.

3.5 Recruitment and Appointment Outcomes

3.5.1 All senior managers were given the opportunity to apply for the newly created Deputy Director and Head of Service posts. Following the selection process, one individual was successfully appointed to the role of Deputy Director (Prevention, Early Intervention & Acute).

3.5.2 No internal candidates were appointed to either the Head of Service positions or the Deputy Director (Ongoing Support & Specialist Services) post. The panel determined that the unsuccessful applicants did not sufficiently demonstrate the required skills to oversee the expanded portfolios, lead system-wide transformation, or provide senior leadership across multiple disciplines.

3.5.3 At present, there are no alternative senior management roles at the relevant grade available within Adult Social Care. All potential redeployment options have been thoroughly explored and considered.

3.6 Rationale Supporting Redundancy Recommendations

3.6.1 The following factors justify approval:

- The restructure delivers a more coherent, resident-aligned model
- Professional leadership capacity is strengthened in OT, social work, transformation and performance
- Senior portfolios are modernised to reflect statutory and crisis-response pressures
- Savings (from 2028/29) will be achieved through a reduced number of senior posts
- Consultation feedback has been fully incorporated
- Job matching and redeployment processes have been fairly and transparently applied
- Failure to progress redundancies would undermine the viability of the new structure and delay implementation

4.0 Financial Implications

4.1 The total cost of the redundancies is £0.3m, inclusive of redundancy payments, severance and pension strain.

4.2 The cost will be funded from the ASC budget. It is important to note that the current ASC budget is forecasting an overspend for 2025/26, however as these costs are one off, they do not add to the baseline budget or have an ongoing revenue implication.

4.3 The new structure proposes a reduction in the establishment cost estimated at £0.1m per annum once fully implemented. The current estimated cost for redundancy, severance and pension strain is higher than the estimated future savings from the restructure, resulting in a payback period of three years. In aggregate this is longer than the usual two-year payback period considered for voluntary redundancy, however this restructure is critical to transform and enhance service delivery.

5.0 Legal Implications

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

- 5.2 Where payments exceed the statutory thresholds, General Purpose Committee approval is required.
- 5.3 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.
- 5.4 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.
- 5.5 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.
- 5.6 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.
- 5.7 Other legal implications are contained in the body of the report.

6.0 Equality Implications

- 6.1 An Equality Impact Assessment (carried out by the Director of ASC) confirms no adverse impact on protected groups.
- 6.2 All decisions, scoring and job matching have been assessed as fair, transparent and non-discriminatory.

7.0 Consultation with Ward Members and Stakeholders

- 7.1 Trade unions have been involved throughout.
- 7.2 Affected staff have been consulted formally and individually, with feedback incorporated into the final structure.

8.0 Staffing/Accommodation Implications (if appropriate)

- 8.1 Four senior managers will exit the organisation under redundancy.

8.2 Implementation will be complete by **31 March 2026**, enabling transition to the new structure from 1 April.

Report sign off:

Claudia Brown

Director of Adult Social Care