



General Purposes Committee
22 June 2026

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

**Lead Member – Deputy Leader &
Cabinet Member for Finance &
Resources
(Councillor Gwen Grahl)**

Update on Amendments to Terms and Conditions

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