

Appendix A

Resources and Public Realm Scrutiny Committee (RPRSC) Recommendations Tracker 2025/26

The Recommendations Tracker is a standing item on committee agendas, and documents the progress of scrutiny recommendations, suggestions for improvement, and information requests made by the Resources and Public Realm Scrutiny Committee at its public meetings and as part of task and finish group reviews. Scrutiny recommendations, suggestions for improvement, and information requests will not be removed from the tracker until full responses have been provided to the committee by either the Cabinet, Full Council, council departments, and/or external partners.

Suggestions for improvement from RPRSC to Council departments/partners

Meeting date and agenda item	Suggestion for improvement	Council Department/External Partner	Response / Status
25 Feb 2025 - Commissioning, Procurement, Community Wealth-Building, and Social Value	Revise the official council report template to include dedicated sections for Community Wealth Building and Social Value Considerations, ensuring these factors are assessed and reported in all council reports where relevant.	Amira Nassr – Deputy Director, Democratic & Corporate Governance, Finance & Resources	Response received on 11/06/2025: This will be revisited in April 2026 once the procurement and social value policies have been formally adopted.
23 April 2025 – Build Quality in Brent	Conduct a survey to identify which council-owned buildings may fall within the scope of the Building Safety Act 2022 and/or the Defective Premises Act 1972 in relation to relevant defects, and assess whether there is potential for legal recourse.	Tanveer Ghani – Director, Property & Assets, Neighbourhoods & Regeneration	Response received on 07/07/25: Officers have identified two projects (Housing and Education) that may fall within the scope of the Building Safety Act 2022 and/or the Defective Premises Act 1972. Work is being undertaken to assess if/where they may be potential for legal recourse. A further update will be provided by 9 January 2026. Updated response received on 08/12/25:

			A further update will be provided by 19 March 2026.
	Undertake a sampling review to assess design changes from the planning stage through to practical completion, and determine whether these changes have impacted build quality.	Tanveer Ghani – Director, Property & Assets, Neighbourhoods & Regeneration	<p>Response received on 07/07/25:</p> <p>Officers propose to undertake a sampling of three projects, one from each the following areas:</p> <ul style="list-style-type: none"> • Education • Housing • Regeneration <p>A further update will be provided by 9 January 2026.</p> <p>Updated response received on 08/12/25:</p> <p>A further update will be provided by 19 March 2026.</p>
4 November 2025 – Q2 Financial Forecast 2025/26	Work with the NHS to establish additional shared or pooled budgets for Adult Social Care, with the aim of reducing financial pressures, improving resource efficiency, enhancing coordinated planning, and delivering a fully integrated health and social care offer across the borough.	Claudia Brown – Director, Adult Social Care, Service Reform & Strategy	<p>Response received on 11/12/25:</p> <p>Adult Social Care Brent has already made some progress in working with the NHS to establish shared and pooled budgets for Adult Social Care. We have a joint panel for Section 117 cases, regular meetings between council and NHS finance teams to agree invoices on joint packages and clarified processes for reclaiming health budgets between commissioning and health commissioners. The Better Care Fund (BCF) is actively monitored through dedicated meetings that review spend and scheme effectiveness, with the flexibility to adapt or end schemes based on delivery and emerging needs. In addition, several schemes are already funded by Public Health, including the SMART team and social prescribers, who are now embedded within our hubs to support residents' wellbeing. Looking ahead, we will be exploring further collaboration with Public Health, particularly around prevention and early intervention, and developing new pathways in mental health and learning disability services—through our revised memorandum of understanding with some focus on prevention- due to be completed in January 2026. To move towards a fully integrated health and social care offer across the borough, we will further explore joint approaches to continuing healthcare, ensuring seamless pathways and shared responsibility for outcomes.</p>

	<p>Prioritise effective void management to reduce forecasted Housing Revenue Account (HRA) budget pressures and ensure the long-term financial sustainability of the HRA.</p>	<p>Spencer Randolph – Director, Housing Services, Residents & Housing Services</p>	<p>Response received on 11/12/25:</p> <p>There are currently 161 void properties in total. Of these, 56 (36%) are ready for handover and awaiting formal sign-off, 76 (47%) are works in progress, 14 (8%) are delayed due to specific issues such as roof leaks, damp, and meter installations, and 15 (9%) are new voids awaiting full specification. The number of voids at stage 2 has reduced significantly from 199 in March to 105 currently, with notable reductions across both I4B and FWH stock.</p> <p>A range of operational improvements has been implemented to accelerate turnaround times, including direct management of British Gas meter registrations, reinstated weekly coordination meetings with contractors and partners, improved collaboration with Housing colleagues on viewings, decants and handovers, daily tracker reviews, the use of temporary compliant void doors to avoid long manufacturing delays, improved access arrangements through Sitex keys, and closer coordination with Oakrays to complete gas works during the void period. Long-term voids have also been separated and allocated to a specialist contractor to prevent skewing overall performance data.</p> <p>Since September 2025, contractor average working times are now 14 days for major voids and 10 days for minor voids with Wates, and 18 days for major and 10 days for minor voids with Greyline. This has contributed to a significant reduction in average turnaround time, falling from 217 days in March 2025 to 20 days in November 2025, demonstrating sustained and substantial performance improvement.</p>
	<p>Assess the opportunities, as they may present themselves, in the Children's Wellbeing and Schools Bill, to establish additional Community Special School capacity, and to work collaboratively with neighbouring local authorities to help alleviate Dedicated Schools Grant pressures.</p>	<p>Shirley Parks – Director, Education Partnerships & Strategy, Children. Young People & Community Development</p>	<p>Response received on 31/12/25:</p> <p>The School Place Planning Strategy 2024-28 (refreshed in November 2025) sets out the need for additional special school places in Brent to meet growing demand. In line with the Strategy, the Local Authority has completed Phase I of the SEND Capital Expansion Programme through delivery of almost 400 additional local places, including the new Wembley Manor secondary special school and new additionally reduced provisions (ARPs) in mainstream schools, at a cost of circa £44m.</p> <p>A number of projects have been identified for Phase II of the SEND Capital Programme, aimed at providing more local special school places to reduce dependency on out-of-borough special schools or independent special school day placements that are at a higher cost to the Dedicated Schools Grant than</p>

			<p>local state-funded provision. The proposed projects include use of the Strathcona site, that was previously used for primary school provision, for SEND provision, as well as expansions of other local special schools at a cost of circa £11m.</p> <p>Demand analysis suggests that further local special school provision is likely to be needed. The Local Authority will consider opportunities arising from both the Children's Wellbeing and Schools Bill and the Schools and SEND White Paper, that is anticipated in January, to determine how this might be provided. This could include consideration of establishing new local special school provision through repurposing spare primary capacity across the school estate and working with neighbouring local authorities to explore joint commissioning of SEND provision. This would help to alleviate further Dedicated Schools Grant budget pressures and pressure on the SEND Transport budget.</p>
	Conduct a comprehensive review of HRA finances to address forecasted budget pressures and ensure long-term sustainability, with findings reported to the Committee at its February 2026 meeting. The review should examine the HRA's purpose, funding sources, performance, key pressures, risks, and mitigation measures, including an in-depth analysis of void management and income generation.	Spencer Randolph – Director, Housing Services, Residents & Housing Services	<p>Response received on 11/12/25:</p> <p>To be provided in scrutiny report for discussion at Resources and Public Realm Committee meeting on 24 February 2026.</p>
4 November 2025 – VCSE in Brent	Integrate employment and climate goals into the forthcoming VCSE capacity building offer.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<p>Response received on 04/12/25:</p> <p>The suggestion is noted, and will be further considered through the scoping and development of the future VCSE capacity building service in conjunction with the cross-sector steering group that is leading on it; joint action planning with the VCSE sector following the VCSE Summit in September 2025 and the support provided through a range of other initiatives including the social value policy.</p>

	Implement a strengthened, comprehensive, and transparent monitoring framework for the forthcoming VCSE Capacity-Building Contract, drawing on lessons learned from existing practices.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	Response received on 04/12/25: The suggestion is noted, and will be further considered through the scoping and development of the future VCSE capacity building service in conjunction with the cross-sector steering group that is leading on it; joint action planning with the VCSE sector following the VCSE Summit in September 2025 and the support provided through a range of other initiatives including the social value policy.
	Leverage the forthcoming VCSE capacity-building contract to strengthen local VCSE organisations' ability to engage effectively in council-led social value negotiations and procurement processes.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	Response received on 04/12/25: The suggestion is noted, and will be further considered through the scoping and development of the future VCSE capacity building service in conjunction with the cross-sector steering group that is leading on it; joint action planning with the VCSE sector following the VCSE Summit in September 2025 and the support provided through a range of other initiatives including the social value policy.
4 November 2025 – Social Value: Draft Policy and Whole-Council Approach	Leverage insights from leading councils and academic research to inform the development of the forthcoming Social Value Policy.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	Response received on 04/12/25: The suggestion is noted. This is already reflected in the development of the draft social value policy, which has been informed by extensive evidence and sector best practice and will be further considered and addressed through the supporting guidance supporting its implementation.
	Embed co-production of social value commitments as a core principle in the forthcoming Social Value Policy. This should involve establishing a framework for involving communities and local organisations in shaping commitments during the tender stage, while requiring contractors to work collaboratively with these stakeholders throughout contract delivery to ensure commitments are implemented to reflect community priorities.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	Response received on 04/12/25: The suggestion is noted. This is already reflected in the development of the draft social value policy, which has been informed by extensive evidence and sector best practice and will be further considered and addressed through the supporting guidance supporting its implementation. The principle of co-production and collaboration is a key guiding principle underpinning the policy.

	Establish a comprehensive monitoring framework to support the forthcoming policy, with mechanisms to guarantee consistent enforcement across the Council.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	Response received on 04/12/25: The suggestion is noted. This is already reflected in the development of the draft social value policy, which has been informed by extensive evidence and sector best practice and will be further considered and addressed through the supporting guidance supporting its implementation.
	Submit an annual report on the forthcoming Social Value Policy for ongoing scrutiny, presenting detailed evidence of social value commitments made and outcomes achieved.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<i>Awaiting response.</i>
4 November 2025 – Procurement Improvement Programme and Emerging Procurement Strategy	Continue strengthening support for SMEs by reducing barriers and streamlining council procurement processes, ensuring easier access to contracts and opportunities.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<i>Awaiting response.</i>
	Adopt a tiered definition of 'local' in procurement, prioritising: <ul style="list-style-type: none"> Suppliers that operate and pay business rates within the borough, while ensuring value for money; followed by Suppliers that deliver significant social and economic benefits to Brent, such as employing a substantial number of local residents 	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<i>Awaiting response.</i>

	Explore introducing a threshold for certain higher-value contracts to ensure that businesses the Council engage with pay the London Living Wage.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	Response received on 04/12/25: The suggestion is noted. This is already under consideration in the development of the draft Procurement Strategy and will be addressed through its final drafting and the development of supporting guidance and activity to support its implementation.
	Require all businesses the Council regardless of contract value to recognise trade unions as a standard condition of engagement, where possible.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	Response received on 04/12/25: The suggestion is noted. This is already under consideration in the development of the draft Procurement Strategy and will be addressed through its final drafting and the development of supporting guidance and activity to support its implementation.

Information requests from RPRSC to Council departments/partners

Meeting date and agenda item	Information request	Council Department/External Partner	Response / Status
4 Sept 2024 – Delivery of Affordable Housing by i4B Holdings Ltd and First Wave Housing Ltd (FWH)	Provide Asset Management Strategy upon completion.	Sadie East – Director, Communications, Insight & Innovation, Service Reform & Strategy	<p>Response received on 07/10/24:</p> <p>This will be presented to the i4B/FWH Board meeting on Thursday 28th November and, dependent on any feedback from directors and further work required, will be available to share with the committee in December 2024.</p> <p>Updated response received on 14/02/25:</p> <p>The draft strategy was presented at the December i4B/FWH Board meeting. The Board have requested more detailed financial analysis which is to be implemented into the business plan. The strategy is expected to return to the Board in February/ March 2025 for approval.</p> <p>Updated response received on 15/04/25:</p>


			<p>The draft strategy was presented at the December i4B/FWH Board meeting. The Board has requested more detailed financial analysis. The strategy is expected to return to the Board in early summer 2025 for approval.</p> <p>Updated response received on 05/09/25:</p> <p>This item has had to be rescheduled on the Forward Plan and is now expected to be picked up in October 2025.</p> <p>Updated response received on 13/01/26:</p> <p>Housing Companies Asset Management Strategy circulated to Committee by email on 13/01/26.</p>
	Provide a breakdown of the expected costs associated with enhancing energy performance and retrofitting the i4B/First Wave Housing stock.	Sadie East – Director, Communications, Insight & Innovation, Service Reform & Strategy	<p>Response received on 07/10/24:</p> <p>This information will be included in the asset management strategy, which will be presented to the i4B/FWH Board meeting on Thursday 28th November and, dependent on any feedback from directors and further work required, will be available to share with the committee in December 2024.</p> <p>Updated response received on 14/02/25:</p> <p>The draft strategy was presented at the December i4B/FWH Board meeting. The Board have requested more detailed financial analysis which is to be implemented into the business plan. The strategy is expected to return to the Board in February/ March 2025 for approval.</p> <p>Updated response received on 15/04/25:</p> <p>The draft strategy was presented at the December i4B/FWH Board meeting. The Board has requested more detailed financial analysis. The strategy is expected to return to the Board in early summer 2025 for approval.</p> <p>Updated response received on 05/09/25:</p> <p>This item has had to be rescheduled on the Forward Plan and is now expected to be picked up in October 2025.</p>

			<p>Updated response received on 13/01/26:</p> <p>Housing Companies Asset Management Strategy circulated to Committee by email on 13/01/26.</p>
<p>25 Feb 2025 - Commissioning, Procurement, Community Wealth-Building, and Social Value</p>	<p>Provide a detailed breakdown of commissioned services income received over the last three years, categorised by organisation type.</p>	<p>Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy</p>	<p><i>Awaiting response.</i></p>
	<p>Provide a detailed breakdown of funding allocated to externally commissioned services, distinguishing between organisation types—private companies (small and medium-sized enterprises (SMEs) and large enterprises/corporations), VCS organisations, and social enterprises—while also indicating whether each organisation is local or non-local.</p>	<p>Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy</p>	<p><i>Awaiting response.</i></p>
<p>25 Feb 2025 – Emerging Employment Strategy 2025-2030</p>	<p>Provide an update on the Roy Smith House initiative after its reopening, measuring its effectiveness in addressing the challenges outlined in the Stonebridge Outcome Based Review (OBR) and reviewing the outcomes of the council's Market Rent Reduction Framework.</p>	<p>Sadie East – Director, Communications, Insight & Innovation, Service Reform & Strategy</p>	<p>Response received on 14/04/25:</p> <p>The commercial unit at Roy Smith House is part of the test of the council's new Market Rent Reduction Framework, which is designed to allow local voluntary and community sector (VCS) organisations to have a reduced rent for council assets where they can demonstrate delivery of significant community value from their proposed use of the asset.</p> <p>Three bids were received for Roy Smith House from VCS organisations and were evaluated in March 2025. All bidders have been notified of the outcome of their bids and the comparative merits of their bid in comparison to the highest scoring bid.</p> <p>Officers are due to meet with the highest scoring bidder later this month to understand their proposal in more detail and discuss/agree heads of terms for a new lease.</p>

			<p>The organisation with the highest scoring bid demonstrated a proven track record of delivering community value and positive outcomes for residents, including opportunities to build confidence, skills and become more employable.</p> <p>Pending the outcome of negotiations, agreed deliverables will be included as a Schedule in the lease to be monitored by the lead service.</p> <p>The commercial unit at Roy Smith House is currently empty and in need of fit-out works. A procurement exercise to appoint a provider to complete the fit-out works is currently live. The works are anticipated to complete in Summer 2025, which is the earliest the highest scoring bidder would be able to move in to the unit and begin delivering their proposed service.</p> <p>Updated response received on 13/08/25:</p> <p>Discussions with the highest scoring bidder are ongoing with a view to agree heads of terms by the end of September 2025. A Procurement exercise for a contractor for fit-out works to the space was carried out between February and March 2025. During this process officers identified a pre-existing engineering issue on site, which delayed progress in the contract award until satisfactory resolution of this issue. Officers are now in a position to award the works contract, which once commenced is expected to last a minimum of 12-weeks.</p> <p>A further update to be provided.</p> <p>Updated response received on 11/01/26:</p> <p>The Spring 2025 procurement exercise to appoint a provider for the fit-out-works for the ground floor unit at Roy Smith House identified that water at the site had only been supplied/connected to the residential units and not the ground floor space.</p>
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			<p>Brent officers have been engaging Thames Water to survey the site, complete trial pits and install the water supply, which Thames Water completed in December 2025.</p> <p>On completion of the water connection Authority to Award contracts for fit-out-works was agreed on 9 January 2026.</p> <p>Works are now expected to commence within the next few weeks and once started, are expected to take a minimum of 12 weeks to complete.</p> <p>During this time lead council officers aim to finalise lease negotiations with Step up Hub.</p>
	Share data on the number and types of roles secured through training at the Green Skills Centre, facilitated by the partnership between the Council and the College of North West London.	Kibibi Octave – Director, Community Development, Children, Young People & Resident Community Development	<p>Response received on 14/04/25:</p> <p>We have asked the college for a response and await a return on this data.</p> <p>Updated response received on 31/01/26:</p> <p>The Green Skills Centre delivers entry-level to Level 3 training in green construction and environmental technologies. Courses include Construction Skills (L1), Environmental Technology Systems (L3), Health & Safety, CSCS preparation, and practical exposure to insulation, air source heat pumps, and EV charging.</p> <p>In 2024/25, the Green Skills Centre tracked 70 job outcomes and 32 Apprenticeships with sustainability-focused units. This includes roles such as Electrical Installation, Plumbing, Carpentry, Dry Lining and Plant Fitters.</p>
23 April 2025 – Build Quality in Brent	Share examples that demonstrate how feedback on build quality issues has led to tangible improvements in design and processes, helping to enhance build quality in subsequent projects or schemes.	Tanveer Ghani – Director, Property & Assets, Neighbourhoods & Regeneration	<p>Response received on 07/07/25:</p> <p>Officers will collate examples from different schemes where we have either self-delivered or acquired from the open market and share with RPRSC to demonstrate how feedback / lessons learned have been incorporated into future projects/schemes.</p> <p>A further update will be provided by 9 January 2026.</p> <p>Updated response received on 08/12/25:</p>

			A further update will be provided by 19 March 2026.
4 November 2025 – Q2 Financial Forecast 2025/26	Provide the percentage of those struggling to pay Council Tax Rates due to financial hardship and the percentage evading or refusing payment.	Kirsteen Roe – Interim Director, Resident Services, Residents & Housing Services	<p>Response received on 11/12/25:</p> <p>Brent has 136,049 households (properties) that are residential. 78.2% of these households have made payments towards Council Tax in this financial year. 16,956 households have either paid in full or have a 100% exemption (eg the whole property is occupied by students).</p> <p>14,483 (10.6%) households have not paid anything for 2025/26. They have all been sent reminders and/or final notice and/or summons. This figure includes customers who are entitled to Council Tax Support (CTS) and those who aren't. This suggests that they are potentially won't pay households.</p> <p>As at end of November 2025, of the 23,912 households are in receipt of Council Tax Support (CTS), 8,746 are in arrears. This is 36.58% of CTS customers or 6.4% of all Brent households. This suggests that these are low-income households that may be struggling to pay Council Tax due to financial hardship.</p>
	Provide a scenario-based assessment of the estimated financial impact of temporary Community Infrastructure Levy (CIL relief and the reduction in the affordable housing threshold (from 35% to 20%) on Brent's council finances over the next three years, including key assumptions, risks, and implications for affordable housing availability.	Gerry Ansell – Director, Inclusive Regeneration & Climate Resilience, Neighbourhoods & Regeneration	<p>Response received on 13/01/26:</p> <p>Future CIL income in the borough is linked to future development activity. Forecasts are inherently subject to high levels of uncertainty and should be treated with caution.</p> <p>Officers have reviewed historical CIL data, the existing stock of unimplemented planning permissions, potential future planning permissions, current and future CIL liabilities, planning permission implementation rates, affordable housing delivery levels, and CIL payment timings.</p> <p>Depending on the amount of development activity coming forward over the next three years we forecast future Brent CIL income in the borough broadly as follows :</p> <p>FY2627 - £10-20m FY2728 - £10-20m FY2829 - £15-30m</p>

			<p>Please see below document:</p> <p> 20260113 BCIL Illustrative Scenarios.r</p>
	Provide additional details on the strategy and approach for reducing costs related to short-term placements.	Claudia Brown – Director, Adult Social Care, Service Reform & Strategy	<p>Response received on 11/12/25:</p> <p>ASC is working to reduce costs associated with short-term placements, through the following implementation:</p> <ul style="list-style-type: none"> • A robust review process to ensure all placements have clear end dates, • a guidance has been written once signed off will be implemented across ASC to ensure cases are reviewed every 4–6 weeks in line with the Care Act 2014. This includes regular audits of packages with no end date, prompt discharge planning, and exploring alternatives such as reablement, home care, or community-based support before considering residential options. • Strengthening joint working with health partners to secure NHS contributions for eligible cases, <p>We aim to improve data quality in Mosaic and develop assistive technology for lower-need cases will further help manage demand and avoid unnecessary extensions, ensuring resources are targeted where most effective.</p>
	Provide estimated cost savings from any existing and/or planned climate initiatives at Willesden Sports Centre and Vale Farm.	Ruth du Plessis – Director, Public Health, Service Reform & Strategy	<p>Response received on 31/12/25:</p> <p>The Council has secured external investment through Sport England's Swimming Pool Support Fund (SPSF) Phase II to deliver energy efficiency and decarbonisation measures at Willesden Sports Centre and Vale Farm Sports Centre, reducing energy demand, carbon emissions, and long-term operating costs.</p> <p>Willesden Sports Centre: £271,011 of SPSF II funding has been used to install photovoltaic (PV) panels and replace fluorescent lighting with LED lighting. Installation works were completed in Q2 (Jul–Sept 25) and the measures became fully operational in Q3 (Oct–Dec 25).</p>

			<p>Vale Farm Sports Centre: In Q2, a further £179,200 of SPSF II funding was secured for the installation of PV panels. Installation is due to be completed in Q3 (Oct–Dec 2025), with the system expected to be fully operational in Q4 (Jan–Mar 26).</p> <p>At this stage, robust cost savings cannot yet be confirmed, as energy generation has been modelled in terms of expected electricity generation rather than cost savings. A full year of operational data is required to reflect seasonal variation, on-site consumption patterns, and energy prices. The Council therefore plans to undertake a full benchmarking exercise in Q1 2027/28, following a complete full year of operation in 2026/27.</p> <p>A one-off utility consumption reconciliation will be undertaken in April 2027 to establish a consistent post-installation baseline. This will align assessment across Willesden and Vale Farm and enable like-for-like comparison from 2026/27 onwards.</p> <p>Additionally at Vale Farm, the implementation of a new leisure contract via an agency agreement from 2026/27 will enable clearer monitoring of energy consumption and savings, with utilities data remaining transparent and auditable.</p>
4 November 2025 – VCSE in Brent	<p>Provide a breakdown of Voluntary and Community Sector (VCS) organisations currently renting assets from Brent, including use type where possible, grouped as follows:</p> <ul style="list-style-type: none"> • Post-Property Strategy: paying full market rent • Post-Property Strategy: paying below market rent – renegotiated and adjusted to reflect 	<p>Tanveer Ghani – Director, Property & Assets, Neighbourhoods & Regeneration</p>	<p>Response received on 08/01/26:</p> <ul style="list-style-type: none"> • Post-Property Strategy: paying full market rent - 15 • Post-Property Strategy: paying below market rent – renegotiated and adjusted to reflect organisational financial circumstances - 0 • Post-Property Strategy: paying below market rent under the Market Reduction Framework Pilot - 3 • Pre-Property Strategy: historical, unexpired rent arrangements - 43

	<p>organisational financial circumstances</p> <ul style="list-style-type: none"> • Post-Property Strategy: paying below market rent under the Market Reduction Framework Pilot • Pre-Property Strategy: historical, unexpired rent arrangements 		
	Provide the percentage of historical leases held by VCS organisations, with unexpired rent arrangements (pre-property strategy), that are due for renewal within the next 5 years and within the next 10 years.	Tanveer Ghani – Director, Property & Assets, Neighbourhoods & Regeneration	<p>Response received on 08/01/26:</p> <p>5 historical leases (8%) held by VCS organisations with unexpired rent arrangements (pre-property strategy) are due for renewal within the next 5 years. 7 leases (11%) are due for renewal within the next 10 years.</p>
	Outline the joint work of Strategic Commissioning, Capacity Building and Engagement, and Property and Assets teams to support VCS organisations renting council-owned assets in sustaining their premises and addressing affordability concerns.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<i>Awaiting response.</i>
	Provide a detailed analysis of the strengths, challenges, and opportunities within current council commissioning arrangements.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<i>Awaiting response.</i>

	<p>Provide an overview of all VCS-commissioned services across the council, including details on scope, objectives, key outcomes, funding levels, contract duration, and how these services align with Borough Plan priorities.</p>	<p>Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy</p>	<p><i>Awaiting response.</i></p>
	<p>Provide detailed information on the current Voluntary Community Infrastructure Support (VCIS) contract, including its scope, objectives, expected outcomes, funding levels, duration, performance measures, monitoring arrangements, and evidence of value and impact delivered to the VCS.</p>	<p>Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy</p>	<p><i>Awaiting response.</i></p>
	<p>Provide benchmarking data on VCSE capacity building contracts commissioned by other London authorities, covering:</p> <ul style="list-style-type: none"> ○ Value and scope ○ Duration ○ Priority themes ○ Delivery models (e.g., direct delivery vs. commissioned providers; single provider vs. consortium) ○ Performance and impact measures. 	<p>Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy</p>	<p><i>Awaiting response.</i></p>

	Provide information on the anticipated value and scope of the forthcoming VCSE capacity building contract.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<i>Awaiting response.</i>
	Provide an update on the Market Rent Reduction Pilot for the three new lettings (Harmony Kitchen, Brent Civic Centre, Roy Smith House, and Picture Palace), detailing the communities each organisation will support, the agreed measures to deliver community value, and how these commitments will be monitored.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<i>Awaiting response.</i>
	Provide a detailed overview of VCS grant programmes, focusing on grant operations and outcomes. This should include eligibility criteria, key dates (such as application windows, decision timelines, and funding start/end dates), a summary of awards over the past three years, and the time taken to disburse funds to recipient organisations, highlighting any significant delays.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<i>Awaiting response.</i>
4 November 2025 – Social Value: Draft Policy	Provide a sample of data from higher-value procurements since April 2020 (following implementation of the current strategy), detailing: <ul style="list-style-type: none"> • Social value delivered versus committed; 	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<i>Awaiting response.</i>

and Whole- Council Approach	<ul style="list-style-type: none"> • Performance against associated KPIs; • Where relevant, financial implications for the Social Value Fund where commitments were unmet; and • The resulting impact. 		
	<p>Provide case studies illustrating both successful and underperforming delivery of social value commitments under current contracts. Each case should outline:</p> <ul style="list-style-type: none"> • The social value commitments made; • Actual delivery achieved; • Reasons for any variance; and • Lessons learned to inform the forthcoming Social Value Policy. 	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<i>Awaiting response.</i>
	<p>Provide further detail on how transparency and accountability will be maintained in measuring social value across services, given the shift from a purely quantitative approach to a mixed model that combines qualitative and quantitative outcomes.</p>	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<i>Awaiting response.</i>