



## Supplementary Agenda Pack: Resources and Public Realm Scrutiny Committee

**Tuesday 20 October 2026 at 6.00 pm**

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 the meeting can be followed via the live webcast. The link to follow proceedings via the live webcast is available [HERE](#)

### Membership:

#### Members

Councillors:

A Patel (Chair)

I Ahmed

Anderson

Blackman

Burn

Chowdhury

Chauhan

Mulaisho

Mitchell

#### Substitute Members

Councillors:

Bajwa, De Souza, Ibrahim, McLeish

Councillors:

Kansagra and Mishra

Councillors:

Georgiou and Lorber

Councillors:

Alexandre and Ryan

**For further information contact:** Rebecca Reid, Governance Officer  
Tel: 020 8937 2469 Email: [rebecca.reid@brent.gov.uk](mailto:rebecca.reid@brent.gov.uk)

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[Council meetings and decision making | Brent Council](#)

### **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 or 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

| Item                                                         | Page           |
|--------------------------------------------------------------|----------------|
| <b>11 Scrutiny Progress Update - Recommendations Tracker</b> | <b>1 - 230</b> |

The purpose of this report is to present the Scrutiny Recommendations Tracker to the Resources and Public Realm Scrutiny Committee for consideration.

Please refer to this supplementary agenda for the complete supporting documentation for this item.

**Date of the next meeting:        Tuesday 26 January 2027**



- 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](#)

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|  | <b>Resources and Public Realm<br/>Scrutiny Committee</b><br>20 October 2026         |
|                                                                                   | <b>Report from the Deputy Director,<br/>Democratic and Corporate<br/>Governance</b> |
| <b>Scrutiny Recommendations Tracker</b>                                           |                                                                                     |

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| <b>Wards Affected:</b>                                                                                                                                    | All                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Key or Non-Key Decision:</b>                                                                                                                           | Non-Key Decision                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Open or Part/Fully Exempt:</b><br><small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small> | Open                                                                                                                                                                                                                                                                                                                                                                               |
| <b>List of Appendices:</b>                                                                                                                                | Appendix A - Scrutiny Recommendations Tracker                                                                                                                                                                                                                                                                                                                                      |
| <b>Background Papers:</b>                                                                                                                                 | None                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Contact Officer(s):</b><br><small>(Name, Title, Contact Details)</small>                                                                               | Jason Sigba, Strategy Lead – Scrutiny, Democratic & Corporate Governance<br>Tel: 020 8937 2036<br>Email: <a href="mailto:Jason.Sigba@brent.gov.uk">Jason.Sigba@brent.gov.uk</a><br><br>Amira Nassr, Deputy Director, Democratic & Corporate Governance, Finance & Resources<br>Tel: 020 8937 5436<br>Email: <a href="mailto:Amira.Nassr@brent.gov.uk">Amira.Nassr@brent.gov.uk</a> |

## 1.0 Executive Summary

- 1.1 This report presents the Scrutiny Recommendations Tracker to the Resources and Public Realm Scrutiny Committee for consideration.

## 2.0 Recommendation(s)

- 2.1 That the progress of any previous recommendations, suggestions for improvement, and information requests of the Committee be noted (Appendix A).

## 3.0 Detail

### 3.1 Contribution to Borough Plan Priorities & Strategic Context

3.1.1 Borough Plan 2023-2027 – all strategic priorities.

## **3.2 Background**

3.2.1 In accordance with Part 4 of the Brent Council Constitution (Standing Orders of Committees), Brent Council scrutiny committees may make recommendations to the Full Council or the Cabinet with respect to any functions which are the responsibility of the Executive, or of any functions which are not the responsibility of the Executive, or on matters which affect the borough or its inhabitants.

3.2.2 The Resources and Public Realm Scrutiny Committee may not make executive decisions. Scrutiny recommendations therefore require consideration and decision by the appropriate decision maker; the Cabinet or Full Council for policy and budgetary decisions.

3.2.3 The Scrutiny Recommendations Tracker provides a summary of any scrutiny recommendations made to Cabinet/Full Council/external stakeholders and implementation progress. It also includes suggestions for improvement and information requests to council departments/external stakeholders, as captured in the minutes of the committee meetings.

3.2.4 Recommendations, suggestions for improvement, and information requests are removed from the tracker when they have either been actioned or rejected.

## **4.0 Procedure for Recommendations from Scrutiny Committees**

4.1 Where scrutiny committees make recommendations to the Cabinet, these will be referred to the Cabinet (and/or relevant cabinet member/s) requesting an Executive Response. If relevant, the item will be published on the Council's Forward Plan.

4.2 Regarding recommendations to Full Council (e.g. in the case of policy and budgetary decisions), the same process will be followed, where a report containing the scrutiny recommendations will then be forwarded to Full Council alongside the Cabinet's responses to those recommendations.

4.3 Where scrutiny committees have powers under their terms of reference to make reports or recommendations to external decision makers (e.g. NHS bodies), the relevant external decision maker shall be notified in writing, providing them with a copy of the respective Committee's report and recommendations, and requesting a response.

4.4 Once responses are received, they will be added to the Recommendations Tracker for review and consideration.

## **5.0 Stakeholder and ward member consultation and engagement**

5.1 None for the purposes of this report.

## **6.0 Financial Considerations**

6.1 There are no financial considerations for the purposes of this report.

## **7.0 Legal Considerations**

7.1 Section 9F, Part 1A of the Local Government Act 2000, *Overview and scrutiny committees: functions*, requires that Executive arrangements by a local authority must ensure that its overview and scrutiny committees have the power to make reports or recommendations to the authority or the executive with respect to the discharge of any functions which are or are not the responsibility of the executive, or on matters which affect the Authority's area or the inhabitants of that area.

7.2 Section 9FE, *Duty of authority or executive to respond to overview and scrutiny committee*, requires that the authority or executive;-

- (a) consider the report or recommendations,
- (b) respond to the overview and scrutiny committee indicating what (if any) action the authority, or the executive, proposes to take,
- (c) if the overview and scrutiny committee has published the report or recommendations, publish the response, within two months beginning with the date on which the authority or executive received the report or recommendations.

## **8.0 Equity, Diversity & Inclusion (EDI) Considerations**

8.1 There are no EDI considerations for the purposes of this report.

## **9.0 Climate Change and Environmental Considerations**

9.1 There are no climate change and environmental considerations for the purposes of this report.

## **10.0 Communication Considerations**

10.1 There are no communication considerations for the purposes of this report.

### **Report sign off:**

**Amira Nassr**

Deputy Director, Democratic and  
Corporate Governance



## 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.

#### Recommendations to Cabinet

| Subject                                                     | Scrutiny Recommendation                                                                                                                                                                                                                                                                                  | Cabinet Member, Lead Officer, and Department                          | Executive Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| 21 Jan 2026<br>– <b>Budget Scrutiny Task Group Findings</b> | Where reasonable, ensure that detailed delivery plans for all thematic savings categories are developed and sighted to scrutiny at the earliest opportunity, including clear timelines, quantified risks, and mitigation measures, to reduce the risk of in-year slippage and unplanned service impacts. | Cabinet<br><br>Minesh Patel – Corporate Director, Finance & Resources | <b><del>Response received on 07/04/26:</del></b><br><br><del>We will share scrutiny delivery plans for each thematic savings category, including timelines, quantified risks and mitigations.</del><br><br><b>Updated response received on 13/10/26:</b><br><br>While savings proposals were initially developed and presented through a number of thematic categories as part of the budget-setting process, accountability for delivery, monitoring and reporting now sits with individual directorates. Where available and proportionate, directorates will provide delivery plans for savings proposals, including key milestones, risks and mitigation measures, to support effective scrutiny and oversight. However, it should be recognised that not all savings are delivered through discrete projects that lend themselves to detailed delivery plans. Some savings arise from ongoing operational management, demand-led assumptions, income forecasts, funding changes or other business-as- |

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|  |                                                                                                                                                                                                                                           |                                                                       | usual activities where a formal delivery plan may not be appropriate. In such cases, assurance over deliverability and performance will continue to be provided through the Council's established budget monitoring, forecasting and performance reporting arrangements. This approach balances transparency and accountability with the proportionality of reporting requirements.                                                                                                                                                                                                                 |
|  | Commit to regular in-year reporting to scrutiny on the delivery of savings, particularly where proposals were not fully developed at the time of budget approval, to enable early identification of under-delivery and corrective action. | Cabinet<br><br>Minesh Patel – Corporate Director, Finance & Resources | <p><b>Response received on 07/04/26:</b></p> <p>We will commit to regular in-year reporting to scrutiny on the delivery of savings, particularly where proposals were necessarily under development at budget approval.</p> <p><b>Updated response received on 07/10/26:</b></p> <p>A detailed breakdown is included as Appendix 1b to the Q2 Financial Forecast Report 2026/27 for consideration by the Committee at its meeting on 20 October 2026. An updated breakdown will be provided through future 2026/27 financial monitoring reports, highlighting progress made.</p>                    |
|  | Strengthen financial forecasting in high-demand services, particularly Housing, Adult Social Care and Children's Services, to better reflect demand growth and reduce recurring reliance on reserves to manage overspends                 | Cabinet<br><br>Minesh Patel – Corporate Director, Finance & Resources | <p><b>Response received on 07/04/26:</b></p> <p>Accepted. We will strengthen financial forecasting in Housing, Adult Social Care and Children's Services to better reflect demand growth and reduce recurring reliance on reserves to manage overspends. This will include improved demand modelling and tighter integration with the Medium-Term Financial Strategy assumptions.</p> <p><b>Additional response received on 12/10/26:</b></p> <p>We will continue to strengthen financial forecasting in Housing, Adult Social Care and Children's Services to better reflect demand growth and</p> |

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|                                                                                                                                                                                            |                                                                                  | <p>improve the accuracy of budget monitoring. This will include enhanced demand modelling, improved use of data and trend analysis, and closer alignment between service forecasts and Medium-Term Financial Strategy assumptions. The outcome of this work will be reflected as part of the 2027/28 budget-setting process, helping to ensure that budgets are more closely aligned to anticipated demand and cost pressures. While these actions should reduce the risk of recurring overspends and reliance on reserves, it is recognised that these services remain subject to external demand and market pressures, meaning some level of financial volatility will continue to be managed through the Council's wider financial planning and resilience arrangements.</p>                                                                                                                                                    |
| <p>Sustain and embed the enhanced debt recovery approach beyond March 2026, while maintaining a policy that makes a clear distinction between those unwilling and those unable to pay.</p> | <p>Cabinet</p> <p>Minesh Patel – Corporate Director, Finance &amp; Resources</p> | <p><b>Response received on 07/04/26:</b></p> <p>Accepted. We will sustain and embed the enhanced debt recovery approach beyond March 2026, maintaining a clear distinction between those unwilling to pay and those unable to pay, underpinned by an ethical framework. We will continue to focus effort where it is most effective, building on the targeted improvement plan approach.</p> <p><b>Additional response received on 12/10/2026:</b></p> <p>We will sustain and embed the enhanced debt recovery approach beyond March 2026, maintaining a clear distinction between those unwilling to pay and those unable to pay, underpinned by an ethical framework. This builds on the approach implemented during 2025/26, which has been successfully sustained into 2026/27 and is delivering positive results in both collection performance and customer outcomes. We will continue to focus resources where they are</p> |

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|                                                                        |                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                           | most effective, building on the targeted improvement plan approach and using data-led interventions to maximise collection rates while ensuring appropriate support is available for vulnerable residents. Performance and outcomes will continue to be monitored through regular reporting arrangements to ensure that improvements are sustained and embedded as part of the Council's business-as-usual approach to income collection and debt recovery. |
| 29 July 2026<br>– <b>Highways Maintenance</b>                          | Review the extent to which Community Infrastructure Levy (CIL) funding is being used to support highways maintenance and improvement works, and identify any further opportunities to maximise its contribution towards addressing the maintenance backlog.                                                                              | Cllr Promise Knight –<br>Cabinet Member for Cleaner Streets, Transport and Public Realm<br><br>Jehan Weerasinghe,<br>Corporate Director,<br>Neighbourhoods & Regeneration | <i>Awaiting response.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                                        | Engage with Transport for London (TfL) to explore funding opportunities and partnership arrangements to support the maintenance and improvement of bus lanes, helping to reduce pressures on the Council's highways maintenance budget.                                                                                                  | Cllr Promise Knight –<br>Cabinet Member for Cleaner Streets, Transport and Public Realm<br><br>Jehan Weerasinghe,<br>Corporate Director,<br>Neighbourhoods & Regeneration | <i>Awaiting response.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 29 July 2026<br>–<br><b>Revitalising High Streets and Town Centres</b> | Develop and implement a coordinated, cross-council approach to the High Streets Strategy, ensuring effective alignment across relevant services and strong partnership working with key external stakeholders, including the Metropolitan Police, TfL, Trading Standards, local businesses and neighbouring boroughs, where appropriate. | Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning<br><br>Jehan Weerasinghe,<br>Corporate Director,<br>Neighbourhoods & Regeneration                        | <b>Response received on 14/10/26:</b><br><br>The draft strategy recognises the Council's role in convening partners, coordinating services and bringing together businesses, communities and public-sector organisations. Its proposed management plan and investment pipeline identify roles for relevant Council services and external partners, including the Metropolitan Police, Transport for London, the Greater London                              |

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|                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Authority, neighbouring boroughs and local business organisations. |
| Use the High Streets Strategy as a vehicle for achieving Brent's wider economic, social and community objectives through innovative and joined-up approaches that maximise the contribution of high streets and town centres to education, skills, employment, business growth, community wellbeing and addressing homelessness.               | Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning<br><br>Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration | <b>Response received on 14/10/26:</b><br><br>These matters are reflected across the strategy's objectives and actions and initial engagement has been undertaken with a variety of Council services in the development of this plan. The draft includes commitments relating to employment and training, business resilience and growth, health and wellbeing, community and cultural activity, support for people experiencing homelessness, safer town centres and improved access to services and opportunities. The Cabinet report also explains how the strategy supports the priorities of the Borough Plan. |                                                                    |
| Embed the High Streets Strategy within Brent's wider planning, regeneration and economic development framework, including the Brent Local Plan, and establish a clear long-term vision for the vitality, viability, resilience and transformation of high streets and town centres, informing planning, regeneration and investment decisions. | Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning<br><br>Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration | <b>Response received on 14/10/26:</b><br><br>The draft establishes a borough-wide vision and five supporting objectives. It identifies the relationship with the Brent Local Plan and proposes coordinated use of planning, licensing, transport, regeneration, business support and investment functions to support the vitality, viability and resilience of town centres.                                                                                                                                                                                                                                       |                                                                    |
| Ensure the High Streets Strategy is informed by robust evidence and meaningful, inclusive engagement with residents, businesses, community organisations and other stakeholders, including seldom-heard groups, so that its priorities and proposed interventions reflect local needs, aspirations and lived experience.                       | Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning<br><br>Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration | <b>Response received on 14/10/26:</b><br><br>Available town-centre data and intelligence obtained through previous engagement by Town Centre Managers have informed the consultation draft. The proposed eight-week consultation, including targeted workshops, will provide the fuller engagement required to test the proposals and ensure that local needs, aspirations and experience are properly reflected before the strategy is finalised. The draft also includes a commitment to inclusive and meaningful engagement reflecting                                                                          |                                                                    |

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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                         | Brent's demographics and protected characteristics.                                                                                                                                                                                                                                                                                                                                                                                                               |
| Strengthen the role of local businesses and representative organisations in shaping and delivering the High Streets Strategy, creating effective mechanisms for collaboration, advocacy and collective action to support sustainable economic growth across Brent's high streets and town centres.                                                                                                                                                                                                                                                                                                                                                                                                   | <p>Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning</p> <p>Jehan Weerasinghe, Corporate Director, Neighbourhoods &amp; Regeneration</p> | <p><b>Response received on 14/10/26:</b></p> <p>The draft commits the Council to maintaining strong relationships with businesses, supporting the development of business associations and representative networks, and enabling businesses to help identify local priorities and deliver improvements. It also identifies the potential for Business Improvement Districts and other business-led arrangements, subject to business support and feasibility.</p> |
| Set out a coordinated approach within the High Streets Strategy to tackling persistent vacancies and under-utilised premises, aligning planning, economic development, business support and enforcement functions, and identifying how the Council's powers, resources and partnerships can support their productive reuse. This should promote a diverse and sustainable mix of businesses, community organisations and social enterprises, including through the flexible repurposing of vacant premises for affordable workspace, community and cultural uses, youth provision, training and employment initiatives, and other uses that support local regeneration priorities where appropriate. | <p>Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning</p> <p>Jehan Weerasinghe, Corporate Director, Neighbourhoods &amp; Regeneration</p> | <p><b>Response received on 14/10/26:</b></p> <p>The strategy includes actions to address long-term ground-floor vacancies, work with landlords, support alternative uses and apply enforcement powers where appropriate. The Cabinet report also seeks approval to consult on the town-centre boundaries required to progress an initial High Street Rental Auction pilot.</p>                                                                                    |
| Adopt a place-based approach through the High Streets Strategy, using robust local data and intelligence, including occupancy and vacancy rates, business mix, and opportunities for business attraction and growth, to identify the distinct needs and opportunities of Brent's high streets and town centres and inform priorities, investment and interventions.                                                                                                                                                                                                                                                                                                                                  | <p>Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning</p> <p>Jehan Weerasinghe, Corporate Director, Neighbourhoods &amp; Regeneration</p> | <p><b>Response received on 14/10/26:</b></p> <p>The draft recognises that the 17 town centres have different functions, communities, challenges and opportunities. It proposes the preparation of more detailed place-based delivery plans, informed by town-centre data, business and community engagement, Town Centre Manager intelligence and existing regeneration and investment programmes.</p>                                                            |

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| Ensure the High Streets Strategy is supported by clear governance arrangements, accountability mechanisms and a robust delivery plan, with measurable, centre-specific objectives and performance indicators to track progress and outcomes. This should include indicators relating to vacancy rates, footfall, business growth and survival, investment, employment, community safety, cleanliness, public realm quality and resident and business satisfaction. | <p>Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning</p> <p>Jehan Weerasinghe, Corporate Director, Neighbourhoods &amp; Regeneration</p> | <p><b>Response received on 14/10/26:</b></p> <p>The draft includes a Town Centres Management Plan and funded and prospective investment pipelines. It also commits to annual monitoring and reporting, including consideration of vacancy and business mix, business survival and confidence, investment, cleanliness, safety, satisfaction, footfall and the outcomes of individual interventions.</p>                                      |
| Develop a sustainable long-term funding and resourcing approach for the High Streets Strategy that maximises the use of existing Council resources and funding streams, including Community Infrastructure Levy (CIL), leverages external funding and partnerships, and reduces reliance on short-term funding to support the long-term transformation of Brent's high streets and town centres.                                                                   | <p>Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning</p> <p>Jehan Weerasinghe, Corporate Director, Neighbourhoods &amp; Regeneration</p> | <p><b>Response received on 14/10/26:</b></p> <p>The draft identifies potential funding from existing Council resources, CIL and Neighbourhood CIL, developer contributions, Greater London Authority (GLA) and government programmes, partnership funding and business-led models. It proposes maintaining an evidence-based investment pipeline so that available funding can be matched to agreed priorities and deliverable projects.</p> |
| Consider the role of parking in supporting the vitality, accessibility, connectivity and attractiveness of Brent's high streets and town centres, including an assessment of the merits and impacts of piloting free short-stay parking and other favourable parking approaches on footfall, business growth and visitor access, while balancing environmental and sustainability objectives.                                                                      | <p>Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning</p> <p>Jehan Weerasinghe, Corporate Director, Neighbourhoods &amp; Regeneration</p> | <p><b>Response received on 14/10/26:</b></p> <p>The draft recognises the importance of parking, loading, servicing and customer access to the economic functioning of town centres. It places these matters within a wider approach that also supports walking, cycling, public transport and sustainable movement. The management plan includes a future review of town-centre parking.</p>                                                 |
| Present the draft High Streets Strategy to the Resources and Public Realm Scrutiny Committee prior to Cabinet approval, accompanied by a clear explanation of how evidence, stakeholder engagement and consultation findings have shaped its vision, priorities and delivery approach.                                                                                                                                                                             | <p>Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning</p> <p>Jehan Weerasinghe, Corporate Director, Neighbourhoods &amp; Regeneration</p> | <p><b>Response received on 14/10/26:</b></p> <p>Due to the timing of available Scrutiny Committee meetings, returning the draft strategy to the Committee before commencing public engagement would delay consultation and, consequently, the subsequent finalisation and adoption of the strategy.</p>                                                                                                                                      |

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|                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                           | Cabinet is being asked only to approve consultation on the draft. All the substantive matters raised by the Committee have been considered and taken into account in its preparation. Proceeding to consultation will allow the broader business, resident and stakeholder engagement sought by the Committee to take place without unnecessary delay. Consultation responses will then be considered and the strategy amended where appropriate before adoption. |
| 29 July 2026<br>– <b>Parking Provision and Policy Review</b> | Develop, as part of the Parking Policy Review, a coordinated approach to addressing issues arising from food delivery and courier riders, as well as dockless hire bikes, including inappropriate parking, obstruction and wider public realm nuisance, through consideration of designated parking arrangements, engagement with operators and users, and alignment with wider transport, community safety and public realm policies. | Cllr Promise Knight –<br>Cabinet Member for Cleaner Streets, Transport and Public Realm<br><br>Jehan Weerasinghe,<br>Corporate Director,<br>Neighbourhoods & Regeneration | <b>Response received on 13/10/26:</b><br><br>The Parking Policy review will consider arrangements for food delivery riders, cycle hire schemes and the general use of kerbside space to align with our wider transport, community safety and public realm policy objectives.                                                                                                                                                                                      |
|                                                              | Explore, as part of the Parking Policy Review, opportunities to further enhance the visibility, clarity and effectiveness of School Streets signage and supporting measures beyond statutory requirements, improving driver awareness and reducing inadvertent non-compliance.                                                                                                                                                         | Cllr Promise Knight –<br>Cabinet Member for Cleaner Streets, Transport and Public Realm<br><br>Jehan Weerasinghe,<br>Corporate Director,<br>Neighbourhoods & Regeneration | <b>Response received on 13/10/26:</b><br><br>School Street Zones include advance warning signage in addition to the statutory signage to warn motorists. The service are exploring opportunities to further enhance these schemes to improve compliance, and this will also be included in the Parking Policy review.                                                                                                                                             |
|                                                              | Explore, as part of the Parking Policy Review, opportunities to strengthen the role of vehicle emissions, size and weight in future parking charges and permit arrangements, in support of the Council's environmental, transport and public realm objectives.                                                                                                                                                                         | Cllr Promise Knight –<br>Cabinet Member for Cleaner Streets, Transport and Public Realm<br><br>Jehan Weerasinghe,<br>Corporate Director,<br>Neighbourhoods & Regeneration | <b>Response received on 13/10/26:</b><br><br>The Parking Policy Review will include benchmarking and exploring options for changes to the current emission-based charges, along with consideration of vehicle size and weight, including motorcycles and mopeds.                                                                                                                                                                                                  |

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|  | <p>Explore, as part of the Parking Policy Review, how parking and permit arrangements can best support residents and businesses in town centres and local high streets, balancing access needs through appropriate resident and business permit provision whilst supporting thriving local economies.</p> | <p>Cllr Promise Knight –<br/>Cabinet Member for Cleaner Streets, Transport and Public Realm</p> <p>Jehan Weerasinghe,<br/>Corporate Director,<br/>Neighbourhoods &amp; Regeneration</p> | <p><b>Response received on 13/10/26:</b></p> <p>The Parking Policy Review will consider parking availability in town centres and permit products available for businesses and how changes may support local economic growth.</p> |
|  | <p>Assess, as part of the Parking Policy Review, the potential long-term implications of autonomous vehicle technology for parking demand, kerbside activity and the allocation of road space, ensuring future parking policies remain adaptable to emerging transport trends.</p>                        | <p>Cllr Promise Knight –<br/>Cabinet Member for Cleaner Streets, Transport and Public Realm</p> <p>Jehan Weerasinghe,<br/>Corporate Director,<br/>Neighbourhoods &amp; Regeneration</p> | <p><b>Response received on 13/10/26:</b></p> <p>The Parking Policy Review will consider the advent of Autonomous Vehicles and the potential impact on parking management and the use of kerbside space.</p>                      |

**Suggestions for improvement from RPRSC to Council departments/partners**

| Meeting date and agenda item                                                                 | Suggestion for improvement                                                                                                                                                                                                                             | Council Department/External Partner                                                                                                                                                           | Response / Status                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
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| 25 Feb 2025 – <b>Commissioning, Procurement, Community Wealth-Building, and Social Value</b> | 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                                                                                                         | <p><b>Response received on 11/06/2025:</b></p> <p>This will be revisited in April 2026 once the procurement and social value policies have been formally adopted.</p> <p><b>Updated response received on 07/07/2026:</b></p> <p>The Council's Procurement Strategy and Social Value statement are now adopted. Both bring community wealth and social value to the forefront of all procurements, with due consideration given to social value commitments that are relevant to contracts and local priorities. It is proposed to track and monitor the new arrangements for 12 months. The annual social impact report will then provide progress and evidence and consider whether adding a section to official reports would bring any further added value.</p> <p><i>*Updated response to follow.</i></p> |
| 23 April 2025 – <b>Build Quality in Brent</b>                                                | 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. | <p><del>Tanveer Chani – Director, Property &amp; Assets, Neighbourhoods &amp; Regeneration</del></p> <p>Karim Pabani – Director, Property &amp; Assets, Neighbourhoods &amp; Regeneration</p> | <p><b>Response received on 07/07/25:</b></p> <p>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.</p> <p><del>A further update will be provided by 9 January 2026.</del></p> <p><b>Updated response received on 08/12/25:</b></p> <p>A further update will be provided by 19 March 2026.</p> <p><b>Updated response received on 19/03/26:</b></p>                                                                                                                                                                                                                                                    |

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|  |                                                                                                                                                                                |                                                                                                                                                                                                                               | <p>Officers have identified two projects, the expansion of Uxendon Manor Primary School and Granville New Homes that may fall within the scope of the Building Safety Act 2022 and/or the Defective Premises Act 1972.</p> <p>Officers are currently undertaking the necessary preparatory work to assess if/where there is potential for legal recourse on both projects and subject to these findings, the Council will decide if legal proceedings can be initiated.</p> <p>A follow up report will also be presented at Resources and Public Realm Scrutiny Committee in 26/27 to discuss the latest position, subject to any matters being protected by legal privilege.</p> <p><b>Updated response received on 02/06/26:</b></p> <p>A follow up report is proposed to be presented at Resources and Public Realm Scrutiny Committee in September 2026 to discuss the latest position, subject to any matters being protected by legal privilege.</p> <p><i>*Updated response to follow.</i></p> |
|  | 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. | <p><del>Tanveer Chani –<br/>Director, Property &amp;<br/>Assets,<br/>Neighbourhoods &amp;<br/>Regeneration</del></p> <p>Karim Pabani –<br/>Director, Property &amp;<br/>Assets,<br/>Neighbourhoods &amp;<br/>Regeneration</p> | <p><b>Response received on 07/07/25:</b></p> <p>Officers propose to undertake a sampling of three projects, one from each the following areas:</p> <ul style="list-style-type: none"> <li>• Education</li> <li>• Housing</li> <li>• Regeneration</li> </ul> <p><del>A further update will be provided by 9 January 2026.</del></p> <p><b>Updated response received on 08/12/25:</b></p> <p>A further update will be provided by 19 March 2026.</p> <p><b>Updated response received on 19/03/26:</b></p> <p>Officers have identified 3 projects across the Education, Housing and Regeneration areas and a follow up report will be presented to Resources and</p>                                                                                                                                                                                                                                                                                                                                     |

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|                                                                                              |                                                                                                                                                                           |                                                                                                                | <p>Public Realm Scrutiny Committee in 26/27 to discuss its findings with Members.</p> <p><b>Updated response received on 02/06/26:</b></p> <p>A follow up report is proposed to be presented at Resources and Public Realm Scrutiny Committee in September 2026 to discuss the latest position, subject to any matters being protected by legal privilege.</p> <p><i>*Updated response to follow.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 4 November 2025 – <b>Social Value: Draft Policy and Whole-Council Approach</b>               | 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 | <p><b>Response received on 17/07/26:</b></p> <p>The first annual report is planned for March / April 2027 to enable progress and impact over the 2026/27 financial year.</p> <p><i>*Updated response to follow.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 4 November 2025 – <b>Procurement Improvement Programme and Emerging Procurement Strategy</b> | 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 | <p><b>Response received on 02/04/26:</b></p> <p>The Procurement Strategy 2026-2030 sets clear intent to reduce barriers and strengthen support for small and medium-sized enterprises (SMEs). Examples of actions being taken include:</p> <ul style="list-style-type: none"> <li>• Reviewing procurement documents etc involved in the tendering process to ensure that SMEs / smaller organisations aren't put off by the admin of tendering – e.g. making sure that only essential /relevant information is being asked for</li> <li>• Increase opportunities for local suppliers, SMEs and Voluntary, Community, and Social Enterprise sector organisations (VCSEs) through early market engagement and simplified procurement processes. This will include holding regular, local Meet the Buyer days to increase awareness of tendering opportunities and support participation.</li> <li>• Break large contracts into accessible lots where appropriate.</li> </ul> |

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|                                                              |                                                                                                                                                                                                                                                  |                                                                                                    | <ul style="list-style-type: none"> <li>• Pay 95% of valid SME and VCSE organisation invoices within 30 calendar days to improve financial stability for local SMEs and VCSE organisations, and publish monthly performance data to demonstrate transparency and reliability.</li> <li>• Adopt the “Freepay” approach for qualifying organisations to support the cashflow of local SMEs.</li> <li>• Ensuring information on how and where Brent publishes its tenders is clearly visible online on Brent’s website, and the process of how a supplier can get involved is clear</li> <li>• A procurement Key Performance Indicator (KPI) on tracking and monitoring on e.g. No of SME tendering / being awarded contract</li> <li>• Recognising inherent social value in respect of social value requirements e.g. being a local SME</li> <li>• Hosted a workshop for local SMEs and VCSE in March 2026 to introduce the Procurement Strategy and provide further opportunity to hear from SME’s and VCSEs about barriers they face and what good bids for work look like</li> <li>• Business Forum to Meet Buyers event held in March 2026</li> </ul> <p><b>Additional response received on 17/07/26:</b></p> <p>The annual Procurement and Social Value Report are planned for March / April 2027 to demonstrate and report on progress and impact over the 2026/27 financial year.</p> <p><i>*Updated response to follow.</i></p> |
| 21 Jan 2026 –<br><b>Anti-Social Behaviour (ASB) in Brent</b> | Subject to evaluation of impact and value for money, explore and pursue all appropriate funding options, including NCIL, where available, to sustain out-of-hours ASB enforcement activity beyond the initial 12-month NCIL-funded pilot period. | Kibibi Octave –<br>Director, Community Development, Children, Young People & Community Development | <p><b>Response received on 19/03/26:</b></p> <p>Budget planning proposals have been submitted to the Corporate Director for Community Development, Children, Young People &amp; Community Development to look at opportunities to fund the patrol Team beyond 12 months, subject to a detailed impact evaluation on the effectiveness of service delivery over the existing contract.</p> <p><b>Updated response received on 20/07/26:</b></p> <p>NCIL patrols have filled a critical gap by gathering soft intelligence on the increasing levels of ASB and crime outside normal office hours and during</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

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|                                                |                                                                                                                                                                                                                                                                                                                             |                                                                     | <p>weekends. This intelligence has enabled the ASB Localities Team to respond effectively by liaising with local Safer Neighbourhood Teams (SNTs) to conduct joint patrols, working with housing providers on tenancy enforcement actions, and referring vulnerable individuals to Adult Social Care for appropriate support and intervention.</p> <p>The NCIL funded patrol team contract ends in January 2027. The process for the next NCIL round has yet to be determined, but all will be informed once confirmation is received that another 'internal officer' round will open. Alternative funding sources will be considered by the service to enable continuation if possible.</p> <p><i>*Updated response to follow.</i></p>                                                                                                                                                                                                                                                                                                                                                        |
| 24 Feb 2026 – <b>Fly Tipping and Littering</b> | Where feasible, improve coordination between Housing, Public Realm teams and relevant partner organisations to provide a more joined-up cleansing and waste-management service across the borough, addressing inconsistencies caused by administrative boundaries/separate arrangements between estates and nearby streets. | Chris Whyte – Director, Public Realm, Neighbourhoods & Regeneration | <p><b>Response received on 24/03/26:</b></p> <p>FixMyStreet (FMS) has the capability to integrate the FMS platform to allow residents to report external housing –related issues – such as damaged communal doors, unclean communal areas and other environment – related concerns. This integration can be connected directly with the relevant internal system to create an automated end – to – end workflow ensuring that reports can be captured, assigned and resolved efficiently. Similarly to how Fly-Tips are reported.</p> <p>There are cost implications to bring in added services on to the system and can be explored as part of new tender.</p> <p><b>Updated response received on 25/09/26:</b></p> <p>There is now a clear signposting on the FixMyStreet portal to direct issues related to Transport for London (TfL) directly to TFL.</p> <p>All Brent Housing Estates have been integrated into FixMyStreet through the Council Estates category. The service continues to work with Housing to improve cleansing and waste-management reporting across our estates.</p> |

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|  | <p>Ensure the FixMyStreet and Bulky Waste retendering processes include clear, measurable social-value requirements that directly support the Council's environmental sustainability priorities, underpinned by a robust monitoring framework.</p> | <p>Chris Whyte –<br/>Director, Public Realm,<br/>Neighbourhoods &amp;<br/>Regeneration</p> | <p><b>Response received on 24/03/26:</b></p> <p>Request noted and will be incorporated in the new procurement process for FixMyStreet.</p> <p>The Bulky Waste contract is procured and maintained by West London Waste Authority (WLWA) on behalf of six other west London waste local authorities. There is a commitment of social value incorporated in the new contract starting from 1 May 2026. Details on how that relate to each local authority will be enquired and explored.</p> <p><b>Updated response received on 25/09/26:</b></p> <p>The retendering of FixMyStreet is now completed. The contract is awarded to SocietyWorks for 2 years. As this was a low-value direct award, the procurement with SocietyWorks did not meet the Council's threshold for the application of formal social value criteria. However, SocietyWorks has its own established social value commitments.</p> <p>SocietyWorks is a social enterprise wholly owned by the charity mySociety, with its profits helping to support the charity's mission of educating and empowering people to play a more active role in society. The organisation operates as a fully remote workforce and has an Environmental Policy in place to minimise its environmental impact. Further information can be found via the following link: <a href="#">Social value statement – SocietyWorks</a></p> <p>The re-tendering of Bulky Waste service is also completed, and the contract is awarded to Litta App Limited. Their social value commitment includes:</p> <ul style="list-style-type: none"> <li>• Use of approved local waste carriers across West London</li> <li>• Investment in local labour markets</li> <li>• Support of local SME's through long term service partnerships</li> <li>• Mandatory training for operatives covering health and safety</li> <li>• All operatives working in London are paid London Living Wage</li> <li>• Offer apprenticeship scheme to local people who want to enter the industry</li> </ul> |
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|  | <p>As part of the forthcoming retender of the FixMyStreet contract, explore options to improve the user experience. This should include assessing:</p> <ul style="list-style-type: none"> <li>the feasibility of the system automatically signposting users to the correct responsible department/organisation where a report cannot proceed, rather than the current practice of closing reports that fall outside the contractor's remit (e.g. Housing Association land or Highways);</li> <li>whether improvements to GPS and location-accuracy functions could be incorporated under new contract arrangements to reduce incorrect land identification and unnecessary report closures; and</li> <li>the potential for the system to identify and record the stages at which users abandon report submissions, so that the Council can analyse barriers to engagement and improve the reporting journey</li> </ul> | Chris Whyte –<br>Director, Public Realm,<br>Neighbourhoods &<br>Regeneration | <p><b>Response received on 24/03/26:</b></p> <p>The closure of reports is currently being reviewed with our contractor, Veolia and improvements are under way.</p> <p>GPS location accuracy function is already available within the current FixMyStreet portal. We will explore the option of further improvement in the new contract and revisit land identification option.</p> <p>GPS discrepancies are primarily attributable to inconsistent connectivity across the borough. In addition, instances of incorrect land identification often arise where polygon boundaries—for example, between highways and parks—intersect or are closely aligned, which may lead to confusion for residents. To mitigate these issues, a comprehensive review of the existing polygon data will be required to ensure accuracy and alignment with operational needs. This will help reduce errors and improve data reliability moving forward.</p> <p>Abandonment of reports at specific stages is something that cannot be reported in the current contract. We will explore this request in the new tender. Currently we are able to confirm what category they were reporting on, however we are unable to view the details of this report.</p> <ul style="list-style-type: none"> <li>The numbers we can provide are of non- confirmed reports; where residents do not confirm their email address to validate the report.</li> <li>Users could have resubmitted their report, successfully.</li> <li>The overall number of unconfirmed reports (1403), is very small compared to amount confirmed (84,873)</li> </ul> <p>Regarding the feasibility of the system automatically signposting users, unfortunately the system would not be able to automatically signpost users to the correct responsible department or organisation in cases where a report falls outside the contractor's remit. To achieve this, a defined internal process would be required whereby such reports are routed to an appropriate internal team to for review. This team would then assess the submission and redirect the report to the correct department or external organisation.</p> <p>We would be happy to explore this further to assess potential opportunities to streamline or partially automate elements of the workflow where feasible.</p> |
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|  |                                                                                                                                                                                                                                                                                                    |                                                                                            | <p><b>Updated response received on 25/09/26:</b></p> <p>We are working with SocietyWorks to improve the accuracy of report locations, ensuring that issues are recorded and routed to the correct area and responsible team as efficiently as possible.</p> <p>To address the issue of reports being closed when they fall outside a contractor's remit, we have implemented a change that allows contractors to amend the category of a report. This means that, rather than closing a report, they can redirect it to the responsible team. For example, if a fly-tipping report is incorrectly logged under the general fly-tipping category but relates to a park, Veolia can reassign it to the Parks category, automatically routing the report to Krinkels for action.</p> <p>We are now able to request abandoned reports from SocietyWorks. This allows us to see how many instances in which users abandon report submissions. A recent run of report accounted for less than 1% of the total abandoned reports made on FMS since the service was procured. This along with the number of report submissions year on year suggests that there are limited barriers to engagement. In particular, there was 144,165 reports logged in the 2025/26 demonstrating a high level of resident engagement. However, we have put together a user manual which will help residents navigate the website:</p> <div data-bbox="1182 906 1234 967" data-label="Image"> </div> <p>FMS Residents<br/>Manual.pdf</p> |
|  | <p>Undertake a feasibility assessment (including a cost-benefit analysis) of alternative charging approaches for bulky-waste collections, including the potential implications of offering a free service or a tiered charging model based on the number and/or sizes of items for collection.</p> | <p>Chris Whyte –<br/>Director, Public Realm,<br/>Neighbourhoods &amp;<br/>Regeneration</p> | <p><b>Response received on 24/03/26:</b></p> <p>We are committed to a timetable that is led and driven by WLWA and other participating boroughs, and we cannot be certain there is any link between service costs and fly-tipping, and we can be sure that any free service would increase waiting times beyond what is tolerable for customers and so might be a fresh cause of illegal dumping. We seek only to provide a service that is accessible, offers reasonable concessions, is fair in comparison with neighbours, and which can be relied upon to offer a prompt clearance.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

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|                                                              |                                                                                                                                                                                                                             |                                                                                | <p>A free or tiered service would be feasible depending on new resource being made available sufficiently to cover increased costs and to maintain service levels without a problematic waiting time. Barriers such as costs, operational resource availability, collection timeframes, booking systems, disposal volumes will need to be considered.</p> <p><b>Updated response received on 25/09/26:</b></p> <p>The service is in the process of finalising a report based on desktop research and findings from other London local authorities where free bulky waste services are being offered. This has been shared with the lead member for comments, input and steer on the next steps.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 24 Feb 2026 –<br><b>Quarter 3 Financial Forecast 2025/26</b> | Explore business investment and grant funding opportunities to help mitigate pressures on the Housing Revenue Account (HRA), including costs linked to building safety and decarbonisation programmes such as retrofitting. | Spencer Randolph –<br>Director, Housing Services, Residents & Housing Services | <p><b>Response received on 27/03/26:</b></p> <p>We have bid for £300k Pride in place funding and are awaiting a decision on whether successful. We are recruiting to a social value manager who will hold our contractor to account in terms of getting more out of our contracts in terms of social value.</p> <p>There is no spend to save option but we are considering if there is scope to create for a fixed period a post where their role is to secure grant funding.</p> <p>Housing is not actively pursuing retrofitting opportunities as the HRA budget cannot currently support the match-funding element of grant applications.</p> <p>Housing is looking at the possibility of focusing service provider social value initiatives on retrofitting measures rather than on less specific initiatives.</p> <p><b>Updated response received on 12/10/26:</b></p> <p>Property Services service managers will undertake an audit to identify which current contracts include social value provision and which contracts have delivered social value provision. This will then be compared to the contract social values objectives.</p> <p>A suite of relevant cost-effective retrofitting works will be developed for delivery. A programme of regular reporting will be implemented.</p> |

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| 29 July 2026<br>–<br><b>Highways Maintenance</b> | Develop a quarterly highways (inclusive of footways and carriageways) dashboard, with information presented at ward level where practicable. This should provide an accessible overview of network condition, including annual condition survey data, investment levels, planned and reactive maintenance activity, and key performance indicators.                                                                                                                                                                                                                                                                                                                                          | Chris Whyte–<br>Director, Public Realm, Neighbourhoods & Regeneration | <b>Response received on 15/10/26:</b><br><br>Proposed dashboard attached below:<br><br><br>Proposed Highways Dashboard.pdf |
|                                                  | Develop and implement a communications and engagement programme to improve public understanding of pothole management and highways maintenance. This should include, but not be limited to: <ul style="list-style-type: none"> <li>Explaining the root causes of potholes, the factors that accelerate their deterioration, and why pothole formation remains a significant highways maintenance challenge.</li> <li>Improving public understanding of the wider challenges associated with maintaining the highways network, including funding constraints and the factors that influence maintenance priorities.</li> <li>Providing information on the investment being made in</li> </ul> | Chris Whyte–<br>Director, Public Realm, Neighbourhoods & Regeneration | <b>Response received on 15/10/26:</b><br><br>Briefing note attached below:<br><br><br>Communications and Engagement.pdf    |

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|                                                                               | <p>pothole repairs and highways maintenance, and the outcomes being achieved.</p> <ul style="list-style-type: none"> <li>• Promoting the channels available for residents to report potholes and other highway defects.</li> <li>• Providing greater transparency on how reported defects are assessed, prioritised and repaired.</li> <li>• Exploring opportunities to keep residents informed of progress and outcomes where they have reported a pothole or other highway defect.</li> </ul> |                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <p>2 September 2026 – <b>Value for Money in Procurement and Contracts</b></p> | <p>Strengthen communications and engagement around forthcoming procurement opportunities, including the development of shareable content and resources that can be used by Council services and local councillors to raise awareness among local businesses of opportunities to become Council suppliers.</p>                                                                                                                                                                                   | <p>Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building &amp; Engagement, Service Reform &amp; Strategy</p> | <p><b>Response received on 09/10/26:</b></p> <p>The suggestion is noted and accepted. Officers are working on a range of actions in response.</p> <p>Procurement are continuing to work with Economic Growth Team and services to strengthen communications and engagement around procurement opportunities.</p> <p>Member Development Sessions on Procurement and Business Engagement have been scheduled on Thursday 12 November and Tuesday 18 November. Members will be briefed on the Council's Procurement Strategy 2026-2030 and current and planned business engagement work to raise awareness and promoting opportunities to become Council suppliers.</p> <p>Councillors will be provided with the updated information on the Council's Procurement webpages including relevant material that can be shared with local businesses on how to register to become a supplier with Brent. This includes guidance for businesses and should be the first thing councillors signpost businesses too – see link: <a href="#">Tenders and procurement   Brent Council</a></p> |

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|  |  |  | <p>Procurement and Economic Growth teams will continue to use the Council's business newsletter, member newsletters to promote relevant contract opportunities. We are also exploring additional routes for proactively communicating procurement opportunities to Brent businesses such as social media, video content.</p> <p>Additionally, through the Council's Directorate Procurement Groups, services will be working to use the new contract register to establish a pipeline of potential opportunities that are suitable for local SME and businesses. Procurement will then support with market engagement and supplier awareness raising – this builds on the recent successful examples relating to construction and homecare.</p> |
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#### Information requests from RPRSC to Council departments/partners

| Meeting date and agenda item                                                                    | Information request                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Council Department/External Partner                                                                            | Response / Status                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| 25 Feb 2025 –<br><b>Commissioning, Procurement, Community Wealth-Building, and Social Value</b> | <p><del>Provide a detailed breakdown of commissioned services income received over the last three years, categorised by organisation type.</del></p> <p><i>As a result of response received on 02/04/26, information request above updated to:</i></p> <p>Provide a breakdown of all contracted services (services delivered by third-party providers under contract) that generate income across all Council directorates, covering the last three years (broken down by year), including:</p> | Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy | <p><b>Response received on 02/04/26:</b></p> <p>This information is not available in a form to meet the information request as it stands and requires further clarification.</p> <p><b>Additional response received on 17/07/26:</b></p> <p>The Council is currently implementing a new Contracts Management System which will provide the potential for reporting on income generated as a result of commissioned services e.g. parking. If the Committee is seeking information about these types of services and contracts i.e. Concession Contracts, then the feasibility of this will be considered following the new system implementation.</p> <p><b>Updated response received on 15/10/26:</b></p> <p>Please see document attached below:</p> |

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|  | <ul style="list-style-type: none"> <li>a) Directorate (e.g. Service Reform &amp; Strategy, Neighbourhoods &amp; Regeneration, etc.)</li> <li>b) Service / Activity (e.g. parking enforcement, waste and recycling services, leisure services, etc.)</li> <li>c) Provider</li> <li>d) Annual Contract Value</li> <li>e) Income Received by the Council from the Contract/Arrangement</li> <li>f) Source of income (e.g. PCNs, revenue share, customer charges etc).</li> </ul> |                                                                                                                               |  <p>Brent Concession<br/>Contracts and Tender:</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|  | <p>Provide a detailed breakdown of funding allocated to externally commissioned services, distinguishing between organisation types—private companies (SMEs and large enterprises/corporations), Voluntary and Community Sector (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 &amp; Engagement, Service Reform &amp; Strategy</p> | <p><b>Response received on 02/04/26:</b></p> <p>The council commissioned Centre for Local Economic Strategies (CLES) to review its approach to community wealth building and to carry out an analysis of spending to inform the Procurement Strategy 2026-2030. We are also implementing a new IT system for contract management to strengthen spend analysis.</p> <p>A summary of the CLES spend analysis is set out below:</p> <p>71.6% (£589.8m) of total spend was spent with private sector suppliers, 18.6% (£153m) was spent with public sector suppliers and 3.8% (£31.4m) was spent with third sector suppliers.</p> <p>7.6% of the total private sector spend was spent with suppliers based within Brent. 33.8% was spent with suppliers from within the wider North West London region. 50.8% was spent within the wider London ITL1 region.</p> <p>In terms of spend with micro, SMEs, 30.1% of total private sector spend was spent with micro and small business and 23.3% was spent with medium size businesses. In total therefore, 53.4% of total private sector spend was spent with SME businesses. 34.6% was spent with large businesses.</p> |

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|  |  |  | <p><b>Local Procurement spend</b></p> <p>7.6% of the total private sector spend was with locally based suppliers (if 'local' is defined as being within the Brent local authority area).</p> <p>However, in a London context, spend within the North West London geography is a more reasonable comparator. Brent LA spent 33.8% of total spend with private sector suppliers located within North West London. Across the ITL1 region of London, Brent spends 50.8% of its private sector spend with suppliers located in this geography.</p> <p>Comparatively, on average according to Tussell's Local Procurement Report in 2024 43% of local authority total spend was spent within the region 2. This would suggest that Brent is spending more regionally than the average local authority, though it should be noted that this 43% figure is total spend, not only total private sector spend.</p> <p>However, across some sectors Brent has high levels of local procurement including, the education sector where 47.4% of private sector spend is spent with local suppliers and public administration where 45.5% of private sector spend is spent with local suppliers. Within these sectors Brent demonstrates its ability to procure locally.</p> <p><b>SME procurement spend</b></p> <p>Brent overall performs well in terms of procuring from micro, small and medium size businesses. With 23.3% of total private sector spend being spent with medium size private sector suppliers and 30.1% of total private sector spend spent with micro and small businesses. In total therefore, over half (53.4%) of total private sector spend is spent with SME suppliers. With only 34.6% of total private sector spend spent with large size supplier enterprises.</p> <p>To provide some comparative insight to this, across all Local Authorities in 2024, Tussell found that 23% of total Local Authority spend was spent directly with SMEs. However, it should be noted that this figure includes all spend by local authorities, not just the spend with the private sector. If this only included the total spend with the private sector this figure would likely be higher. Though</p> |
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|                                               |                                                                                                                                                                                                    |                                                                                                                                                                                               | <p>it would be unlikely that it would surpass the 53.4% total private sector spent with SME suppliers that can be seen in Brent.</p> <p><i>*Updated response requested in table format to aid readability.</i></p> <p><b>Response received on 09/10/26:</b></p> <p>Information has been provided previously to the Committee. This related to a specific review completed by Centre for Local Economic Strategies (CLES). There is no additional data or format to be provided on the information above.</p> <p>The Council's new contract management system (Intend) is being implemented and will provide stronger reporting capability.</p> <p>A summary of information is shown below which refers to active contracts and total contract spend (not annual). This is based on the estimated 2.5k contracts that have been uploaded to the new contract management system.</p> <ul style="list-style-type: none"> <li>• Total spend - 795 contracts - £2,602,694,175</li> <li>• VCSE spend - 105 contracts - £256,220,521, 10% of total</li> <li>• Local Brent spend - 62 contracts - £146,448,911, 6% of total</li> </ul> |
| 23 April 2025 – <b>Build Quality in Brent</b> | 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. | <p><del>Tanveer Chani – Director, Property &amp; Assets, Neighbourhoods &amp; Regeneration</del></p> <p>Karim Pabani – Director, Property &amp; Assets, Neighbourhoods &amp; Regeneration</p> | <p><b>Response received on 07/07/25:</b></p> <p>Officers will collate examples from different schemes where we have either self-delivered or acquired from the open market and share with the Committee to demonstrate how feedback / lessons learned have been incorporated into future projects/schemes.</p> <p><del>A further update will be provided by 9 January 2026.</del></p> <p><b>Updated response received on 08/12/25:</b></p> <p>A further update will be provided by 19 March 2026.</p> <p><b>Updated response received on 19/03/26:</b></p> <p>Officers have compiled a list of some of the lessons learned and will ensure feedback is incorporated into future projects/schemes. A follow up report will</p>                                                                                                                                                                                                                                                                                                                                                                                                  |

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|                                        |                                                                                                                                                                                                                              |                                                                                                                | <p>also be presented to Resources and Public Realm Scrutiny Committee in 26/27 to discuss its findings with Members.</p> <p><b>Updated response received on 02/06/26:</b></p> <p>A follow up report is proposed to be presented at Resources and Public Realm Scrutiny Committee in September 2026 to discuss the latest position, subject to any matters being protected by legal privilege.</p> <p><i>*Updated response to follow.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 4 November 2025 – <b>VCSE in Brent</b> | 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. | Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy | <p><b>Response received on 02/04/26:</b></p> <p>The Council's Embrace Change Programme includes a workstream focused on developing the VCSE sector in Brent which aims to achieve a thriving, well-resourced and sustainable VCSE sector that delivers better outcomes and helps local groups grow and thrive, so they can better support people they work with. The first priority has been to review and develop a future capacity building support offer that meets the needs of the VCSE sector. The next priority is to carry out a strategic analysis of current commissioned spend across VCSE services to identify opportunities for considering alternative delivery models, consolidating services and to ensure spend meets community needs. This work will be undertaken through the Capacity and Capability Building Programme Board between April 2026 and September 2026, with a view to informing a programme of VCSE commissioning aligned to borough and service priorities. For example, one of the identified priorities will be on provision of information, advice and guidance.</p> <p><b>Additional response provided on 17/07/26:</b></p> <p>The information requested is being collated and presented in a format that makes the information accessible. This will be available at the end of August 2026.</p> <p><b>Updated response received on 09/10/26:</b></p> <p>The attached table provides the information requested by Committee:</p> |

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|  | <p>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.</p> | <p>Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building &amp; Engagement, Service Reform &amp; Strategy</p> | <div data-bbox="1182 201 1234 260" data-label="Image"></div> <p>Brent VCFSE<br/>Commissioned Service</p> <p><b>Response received on 02/04/26:</b></p> <p>The Council is finalising proposals to bring together community grants under a consolidated grant model. Consolidating community grants that are feasible to combine will allow us to streamline the process and make it easier to manage the application process, payments, accessibility for residents and VCSE organisations and monitoring and reporting. And enable better tracking and reporting on delivery. The information requested is extensive. We are in the process of reviewing this as part of the community grants review, and while not yet complete, a snapshot is provided below.</p> <p>The following section summarises key 2024/25 (unless otherwise stated) VCSE and community grant funding initiatives:</p> <ul style="list-style-type: none"> <li>• <b>Neighbourhood Community Infrastructure Levy (NCIL) Grants</b> – £1.5 million across five Brent Connects areas. £8m for projects across the borough being delivered by the Council – Investing in Brent Programme approved for delivery in 2025/26.</li> <li>• <b>Love Where You Live (LWYL)</b> – £66,000 awarded to 130 local projects. New partnership with Wembley Stadium Foundation (WSF) in 2025 brings new £420k investment in community grants for benefit of Brent - £100k awarded to 35 local projects in September 2025</li> <li>• <b>Brent Health Matters</b> – £433,000 awarded to 46 projects tackling health inequalities.</li> <li>• <b>Together Towards Net Zero</b> – £254,000 across four rounds supporting environmental action.</li> <li>• <b>Community Chest Fund</b> – £45,000 awarded to seven grassroots groups in 2025.</li> </ul> |
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|  |  |  | <ul style="list-style-type: none"> <li>• <b>Edward Harvist Trust Fund (EHTF)</b>- From 2023 awarded £367,756.07 to 76 organisations.</li> <li>• <b>Equality, Diversity and Inclusion Grant</b> - £30,000 available and is being launched in 2025</li> </ul> <p>Other grant funding examples (not exhaustive) include:</p> <ul style="list-style-type: none"> <li>• <b>Holiday Activities &amp; Food Programme</b> - £1m allocated to Brent in 2023-2024. Allocations based on the number of children eligible for benefits-related free school meals in each local authority area.</li> <li>• <b>Brent Resident Support Fund</b>: £5,562,444.56 with 4,075 grant applications approved. This funding aims to assist Brent residents facing financial hardship by providing support for essentials such as food, energy, water, and other household necessities.</li> <li>• <b>Homes for Ukraine</b> - £350,000 awarded to 5 organisations providing support in areas such as mental health, housing, e-visa and employment</li> <li>• <b>UK Shared Prosperity Fund</b> - £140,000 awarded to 2 organisations for employment support and disabilities employment support focusing on SEND</li> <li>• <b>London Crime Prevention Fund</b> - £500,00 (3 yrs) for Exploitation &amp; Vulnerability Panels, Independent Domestic Violence Advisors, Brent Triage, Perpetrator Domestic Abuse Programme, Knife Crime Awareness Programme</li> </ul> <p><b>Youth Justice</b> - £2m awarded to 5 VCSE capital projects</p> <p><b>Additional response provided on 15/10/26:</b></p> <p>Please see the following document attached for table breakdowns:</p> <div style="text-align: center;">  </div> <p>NCIL and Community<br/>Grants 23 26.pdf</p> |
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| <p>24 Feb 2026 – <b>Complaints Analysis Report 2024/25</b></p> | <p>Provide further details on the Residents' Complaints Group, including:</p> <ul style="list-style-type: none"> <li>• when it was established and its purpose;</li> <li>• its terms of reference (ToR);</li> <li>• current activity and planned future work; and</li> <li>• an estimated timeframe for reporting back to the Resources and Public Realm Committee on the impact of its work.</li> </ul> | <p>Spencer Randolph – Director, Housing Services, Residents &amp; Housing Services</p> | <p><b>Response received on 27/03/26:</b></p> <p>To ensure the Housing Complaints Handling Review continues to be driven by resident insight and achieve better outcomes for residents, we are proposing to set up a resident group who we can work with to consult on and co-design service improvements.</p> <p>The group met for the first time in December 2025, a meeting which updated the residents on the current position with complaints performance and the findings of the review. The next meeting is on 24<sup>th</sup> March 2026 where the ToR will be agreed.</p> <p>The activities are focused on the complaints handling process itself, as opposed to the common issues being raised in complaints relating to the wider service (although any feedback will be noted and passed on to teams). Improving how we are listening to and acting on dissatisfaction is an essential element of rebuilding trust with our residents.</p> <p>To note: this group focus is specifically relating to complaints handling by housing management, as it relates to our landlord services for Brent Council tenants and leaseholders.</p> <p>The group will run for approximately one year, and work through the full resident complaints journey in chronological order, with additional opportunities to co-design and influence policy, staff training and communications. Residents who attend will be reimbursed for their time through vouchers, as per our agreed housing resident engagement approach.</p> <p>The proposed forward plan for the group is as follows, but will be a regular item on the agenda to ensure the attendees feel it is valuable and interesting:</p> <p>Session 1 – Housing complaints performance and review findings<br/> Session 2 – Co-designing the Housing Compensation Policy &amp; how we are recognising a complaint in dissatisfaction<br/> Session 3 – Reporting a and acknowledgement of a complaint<br/> Session 4 – Investigating your complaint and keeping you informed<br/> Session 5 – Complaint response letters and escalation<br/> Session 6 – TBC</p> |
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|                                                  |                                                                                                                           |                                                                       | <p>The group will report its work back into the Housing Management Advisory Board on a 6-month basis, for oversight on meeting our regulatory duties and championing the resident experience in our service improvement. The outcomes can be shared as part of a wider Housing Management resident engagement outcomes report for the Committee.</p> <p><b>Updated response received on 21/07/26:</b></p> <p>The complaints group has yet to reconvene. Attendance to the December 2025 meeting was lower than was hoped and the engagement team is reviewing the approach being taken to ensure as much value is gained from resident engagement in this area as possible (and exploring additional recruitment options for the group). There is no TOR to share as of yet.</p> <p><b>Updated response received on 12/10/2026:</b></p> <p>As previously reported, engagement with a complaints resident group has been lower than expected. The intention remains to involve resident feedback in improving how complaints are handled across housing management and a new set of transactional feedback surveys will be introduced from the start of next financial year (subject to procurement timelines). Satisfaction following the handling of a complaint will be a priority area where a transactional feedback survey will be implemented and the feedback will be used to drive forward improvements. A future resident group for complaints is not ruled out, however no plans currently to reignite it until we have started to receive feedback via the new survey.</p> |
| 29 July 2026<br>–<br><b>Highways Maintenance</b> | Provide a one-off baseline analysis of ward-by-ward highways condition and associated investment over the past two years. | Chris Whyte–<br>Director, Public Realm, Neighbourhoods & Regeneration | <p><b>Response received on 15/10/2026:</b></p> <p>Please see document attached below:</p> <div data-bbox="1182 1126 1234 1187" data-label="Image"> </div> <p>Baseline Assessment of Highways Conditio</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

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|  | <p>Provide a detailed briefing note on the borough's methodology for prioritising highways maintenance and investment, including the factors taken into account when determining priorities and allocating resources, supported by illustrative case studies demonstrating how the methodology is applied in practice.</p>                                                                                                                                                                                                 | <p>Chris Whyte—<br/>Director, Public Realm,<br/>Neighbourhoods &amp;<br/>Regeneration</p> | <p><b>Response received on 15/10/2026:</b></p> <p>Please see document attached below:</p> <div data-bbox="1182 320 1234 379" data-label="Image"> </div> <p>Highways<br/>Prioritisation Method</p>            |
|  | <p>Provide an assessment of the extent to which current levels of highways investment are sufficient to maintain and improve the condition of the borough's highways, including an estimate of the time required to address the existing maintenance backlog.</p>                                                                                                                                                                                                                                                          | <p>Chris Whyte—<br/>Director, Public Realm,<br/>Neighbourhoods &amp;<br/>Regeneration</p> | <p><b>Response received on 15/10/2026:</b></p> <p>Please see document attached below:</p> <div data-bbox="1182 639 1234 699" data-label="Image"> </div> <p>Highways Investment<br/>Sufficiency and Maint</p> |
|  | <p>Provide a breakdown of the current highways maintenance programme, distinguishing between reactive and planned preventative maintenance, and setting out the contribution made by each funding source, including the Council's base budget, grants, CIL, Section 106 contributions, Mayoral funding, and any other external funding streams. The information should identify which elements of the programme are supported by recurring funding and which are dependent on one-off or time-limited funding sources.</p> | <p>Chris Whyte—<br/>Director, Public Realm,<br/>Neighbourhoods &amp;<br/>Regeneration</p> | <p><b>Response received on 15/10/2026:</b></p> <p>Please see document attached below:</p> <div data-bbox="1182 895 1234 954" data-label="Image"> </div> <p>Highways<br/>Maintenance Funding</p>              |

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|  | <p>Provide an update on external partner contributions to highways maintenance and improvement programmes across the borough over the last three years, including the respective responsibilities of the Council and partner organisations, the funding and resource contributions made by each party, any outstanding commitments, and progress in delivering agreed responsibilities and contributions. The update should include a specific case study on the Staples Corner maintenance programme, setting out the respective responsibilities of the Council and external partners, funding and resource contributions, any outstanding commitments, and progress against agreed delivery timescales.</p> | <p>Chris Whyte–<br/>Director, Public Realm,<br/>Neighbourhoods &amp;<br/>Regeneration</p> | <p><b>Response received on 15/10/2026:</b></p> <p>Please see document attached below:</p> <div data-bbox="1182 320 1234 384" data-label="Image"> </div> <p>External Partner<br/>Contributions, Respor</p> |
|  | <p>Provide benchmarking information from comparable London boroughs on pothole management, including:</p> <ul style="list-style-type: none"> <li>• Average repair times.</li> <li>• Repeat repair rates.</li> <li>• Resident satisfaction levels.</li> <li>• Compensation claim volumes, compensation costs, and claim success rates.</li> <li>• Service delivery models (in-house, outsourced or hybrid).</li> <li>• Annual expenditure on pothole management services.</li> </ul>                                                                                                                                                                                                                            | <p>Chris Whyte–<br/>Director, Public Realm,<br/>Neighbourhoods &amp;<br/>Regeneration</p> | <p><b>Response received on 15/10/2026:</b></p> <p>Please see document attached below:</p> <div data-bbox="1182 1031 1234 1094" data-label="Image"> </div> <p>Benchmarking of<br/>pothole management</p>   |

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|  | <ul style="list-style-type: none"> <li>• The proportion of highways maintenance expenditure allocated to reactive pothole repairs compared with planned preventative maintenance.</li> <li>• Pothole repair methodologies and intervention thresholds.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                             |                                                                                                                                                                               |
|  | <p>Provide information on the assessment undertaken of insourcing in relation to the following contracts:</p> <ul style="list-style-type: none"> <li>• O'Hara Bros. Surfacing Ltd – Highways Maintenance Contract</li> <li>• GW Highways Ltd – Highway Infrastructure Contract</li> <li>• Velocity UK Ltd – Injection Patching Contract</li> </ul> <p>The information should include any options appraisals, business cases and/or benchmarking undertaken, together with an assessment of the potential implications of insourcing for service performance, resilience, workforce capacity, risk and value for money compared with the current outsourced arrangements.</p> | Chris Whyte–<br>Director, Public Realm,<br>Neighbourhoods &<br>Regeneration | <p><b>Response received on 15/10/2026:</b></p> <p>Please see document attached below:</p> <div data-bbox="1182 608 1234 667" data-label="Image"> </div> <p>Insourcing.pdf</p> |

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|  | <p>Provide a detailed briefing on the Council's broader approach to improving customer satisfaction in relation to highways maintenance, with a particular focus on pothole management.</p> | <p>Chris Whyte—<br/>Director, Public Realm,<br/>Neighbourhoods &amp;<br/>Regeneration</p> | <p><b>Response received on 15/10/2026:</b></p> <p><b>Broader approach to improving customer satisfaction</b></p> <p>Customer satisfaction in relation to highways maintenance is closely linked to the condition of the network, particularly the condition of carriageways and the timely repair of defects. The Council's asset management approach is therefore fundamentally geared towards managing the highway network as effectively as possible within the funding available, prioritising resources to achieve the greatest overall benefit and, in turn, maximising customer satisfaction.</p> <p><b>Current pothole management</b></p> <p>The Council has relatively low investigation thresholds, meaning that defects are identified and assessed at an early stage. However, identification does not automatically result in immediate repair. Defects are risk assessed and prioritised, with resources directed towards those presenting the greatest risk.</p> <p>This creates an important challenge for customer satisfaction. The Council's inspection regime identifies a significant number of defects that would benefit from repair, but the available revenue budget is currently sufficient to fund only approximately 30% of medium-priority defects. These are defects which the Council's own inspection and risk-assessment processes have identified as requiring attention, but which cannot all be repaired within the available budget. It is therefore inevitable that some residents will be dissatisfied when a defect they have reported, or which has been identified by the Council, is not repaired immediately.</p> <p>The Council seeks to mitigate this through a combination of planned and reactive maintenance. This includes conventional reactive repairs, planned patching, injection patching and the winter "Find and Fix" programme. In 2025/26, for example, the Council undertook 5,558 injection-patching repairs and a further 1,197 Find and Fix repairs, alongside other planned and reactive patching activity.</p> |
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|  |  |  | <p><b>The Underlying Condition and Funding Challenge</b></p> <p>Ultimately, customer satisfaction cannot be separated from the physical condition of the highway network. Smooth, well-maintained roads and footways are likely to be one of the most significant determinants of residents' perceptions of the service.</p> <p>Brent has a substantial accumulated maintenance backlog. The latest assessment estimates approximately £42m is required to eliminate the carriageway backlog and £256m for footways. Recent improvements in condition have also been achieved only with substantial additional investment above the Council's underlying highways capital funding.</p> <p>Consequently, there is a fundamental distinction between managing the network effectively within available resources and being able to deliver the condition that residents would ideally expect. The Council can improve its processes, prioritisation, communication and repair techniques, but it cannot fully address the underlying condition and backlog without significantly greater and sustained investment.</p> <p><b>Improving the customer experience</b></p> <p>There are, nevertheless, opportunities to improve satisfaction even within the existing funding constraints. The Council is proposing to build on its existing communications by:</p> <ul style="list-style-type: none"> <li>• explaining more clearly why potholes form and why they can deteriorate rapidly;</li> <li>• explaining how defects are inspected, risk assessed and prioritised;</li> <li>• being clearer about why identifying a defect does not necessarily mean that it can immediately be repaired;</li> <li>• providing greater information about the scale of highway investment and the outcomes achieved;</li> <li>• promoting the available reporting channels, including FixMyStreet;</li> <li>• improving the information provided to residents who report defects; and</li> </ul> |
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|  |  |  | <ul style="list-style-type: none"> <li>• using photographs, simple graphics and "Highways Explained" features to make the process easier to understand.</li> </ul> <p>Residents who report defects through FixMyStreet and provide an email address already receive automated updates. The Council will review the wording and consistency of these updates and explore opportunities to provide clearer information about inspection decisions, repair arrangements and completion of works.</p> <p><b>Potential future improvements</b></p> <p>The Council is also considering a more systematic approach to communicating performance. A proposed quarterly highways dashboard could provide a concise picture of network condition, investment, planned and reactive maintenance and key performance indicators, with more ward-level information becoming possible following the migration to Symology Aurora.</p> <p>The existing annual Highways Capital Maintenance Programme report could also potentially be developed into an accessible "State of the Highways" report, bringing together condition, investment, maintenance activity, performance and outcomes in a more resident-friendly format.</p> <p><b>Overall</b></p> <p>The Council's approach is therefore twofold: first, maximise the condition and safety outcomes that can be achieved from the funding available; and second, improve the customer experience through clearer communication, transparency and information about how maintenance decisions are made.</p> <p>There is, however, a limit to what can be achieved through process improvements alone. With a substantial maintenance backlog and only sufficient revenue funding to repair around 30% of medium-priority defects identified through the inspection regime, customer dissatisfaction will inevitably remain where residents see defects that the Council has identified but is unable to fund for repair. Addressing that underlying issue ultimately requires sustained investment sufficient both to reduce the existing backlog and to keep pace with ongoing deterioration.</p> |
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|  | <p>Provide information on the preventative maintenance measures currently undertaken for bus lanes to ensure they remain safe and in good condition.</p> | <p>Chris Whyte—<br/>Director, Public Realm,<br/>Neighbourhoods &amp;<br/>Regeneration</p> | <p><b>Response received on 15/10/2026:</b></p> <p><b>Preventative maintenance of bus lanes and bus stops</b></p> <p>Bus lanes are maintained as part of the wider highway network and are not subject to a separate preventative maintenance regime. Their condition is assessed through the Council's normal inspection and highway asset management arrangements, with defects identified and addressed according to condition, safety, risk, network importance and available funding. Bus stops are similarly not routinely prioritised for maintenance ahead of the surrounding carriageway simply because they are bus stops.</p> <p>Bus lanes and bus stops can experience higher levels of wear and deformation than ordinary carriageway, particularly because buses are heavy vehicles and their movements are highly channelised. This is particularly relevant at bus stops, where buses repeatedly brake, stop and accelerate in broadly the same location. This can result in increased loading and deterioration of the carriageway.</p> <p>The Council has previously received TfL funding for bus-related improvements, and the Council seeks to make use of TfL bus-priority funding opportunities where available. On occasions when TfL funding is secured for improvements to bus stops, associated carriageway defects may also be addressed as part of the wider works. However, bus stops are not separately targeted or prioritised over the surrounding carriageway solely because they are bus stops.</p> <p><b>Materials and preventative maintenance</b></p> <p>For locations subject to particularly heavy and concentrated bus loading, grouted macadam can provide a more durable solution than conventional asphalt. It is particularly resistant to deformation and can therefore be considered at locations such as heavily loaded bus stops where conventional materials may be more susceptible to rutting or deformation.</p> <p>The principal constraint is cost, as grouted macadam has a higher construction cost than conventional asphalt. It would therefore not necessarily represent value for money to use it routinely across all bus lanes and bus stops. A more targeted approach would be to consider it at locations experiencing persistent</p> |
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|  |                                                                                                                                                                                                                                                                                                                                      |                                                                                           | <p>deformation or particularly heavy and concentrated loading, especially where conventional repairs have required repeated intervention.</p> <p>Other preventative measures include using appropriate pavement materials and specifications for heavily trafficked locations, addressing drainage problems that can accelerate carriageway deterioration, and coordinating highway works with bus infrastructure improvements wherever possible. Where a bus-stop improvement scheme is being undertaken, this also provides an opportunity to address any associated carriageway defects as part of the wider works.</p> <p>Overall, the Council's approach is to manage bus lanes and bus stops as part of the wider highway asset rather than maintain them as a separate asset category. The principal opportunity for more targeted preventative treatment is where the condition, loading characteristics or history of deterioration at a particular location justify a more durable intervention.</p>                                                                                                                                                                                                                                                                                                                                        |
|  | <p>Provide details of the preventative maintenance and inspection programme for newly planted trees, including how the Council monitors and manages the risk of trees causing damage to adjacent footways and carriageways, and what measures are in place to enable early intervention before significant repairs are required.</p> | <p>Chris Whyte—<br/>Director, Public Realm,<br/>Neighbourhoods &amp;<br/>Regeneration</p> | <p><b>Response received on 15/10/2026:</b></p> <p>The Council seeks to manage the potential impact of street trees on the highway primarily through appropriate tree selection and establishment arrangements, rather than waiting for highway damage to occur.</p> <p>Newly planted trees are normally maintained for 1–3 years following planting, depending on the size of the tree, with exceptionally up to five years where this is necessary to ensure successful establishment. This establishment period provides an opportunity to identify and address problems while trees are still young and before they develop into significant highway issues.</p> <p><b>Selection and planting to minimise highway damage</b></p> <p>An important preventative measure is the selection of trees that are suitable for use as street trees. This takes account of the eventual mature size of the tree, the scale of the street and, importantly, the available width of the footway. Selecting a species whose mature size is appropriate to its location reduces the likelihood of the tree and its root system subsequently causing damage to footways, kerbs or carriageways.</p> <p>Species with a known tendency to cause highway damage are avoided where possible. This includes trees with extensive or shallow root systems which are</p> |

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|  |  |  | <p>more likely to lift paving or affect kerb lines. The Council also considers the size of the tree pit: where site conditions permit, providing an appropriately sized pit gives the tree greater space for root development and can help reduce pressure on surrounding paving.</p> <p>Before planting, consideration is also given to the removal of existing stump material below ground. Leaving substantial stump remains can result in the replacement tree being planted too high and its roots being forced towards the surface, increasing the potential for lifting of surrounding paving.</p> <p>The risk of damage also depends on the type of paving and its underlying construction. For example, particular attention is required where paving incorporates a sand layer, as tree roots can exploit this layer and spread beneath block paving.</p> <p><b>Highway inspection and early intervention</b></p> <p>These preventative measures are complemented by the Council's normal highway inspection regime. Roads and pavements are routinely inspected, with the frequency reflecting the importance and risk of the route. The inspection regime is designed to identify highway defects, including footway defects that may arise from tree roots, and allows appropriate action to be taken in accordance with the Council's normal intervention and risk-based procedures.</p> <p>Consequently, the Council does not rely solely on a tree becoming sufficiently mature to cause a problem before action is taken. The combination of appropriate species and location selection, suitable tree-pit design, establishment maintenance and the routine inspection of the highway provides a number of opportunities to identify potential problems at an early stage.</p> <p>Tree-related damage is more commonly associated with footways, particularly where roots interact with paving and kerbs. However, trees can also contribute to carriageway deterioration in some locations, depending on factors such as species, root growth, proximity to the carriageway and the construction of the highway. These risks are considered through the Council's approach to tree selection and planting, together with the normal highway inspection regime.</p> |
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|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                             | Overall, the approach is therefore one of prevention through appropriate tree selection and planting, supported by establishment maintenance and the Council's normal highway inspection regime, with intervention where emerging tree-related highway defects are identified.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |                |                |                        |       |     |        |             |           |
|                        | <p>Provide information on carriageway and footway reinstatement works carried out by utility companies following excavations, including:</p> <ul style="list-style-type: none"><li>• How often utility companies are required to return and correct works that fail Council inspections or do not meet the required standard.</li><li>• The powers and processes available to the Council to ensure utility companies rectify substandard work and cover any associated costs.</li><li>• Measures being taken to improve the quality of reinstatement works and minimise disruption to residents.</li><li>• How the Council ensures that the cost of correcting poor-quality reinstatement work is met by the responsible utility company rather than the Council.</li></ul> | Chris Whyte—<br>Director, Public Realm,<br>Neighbourhoods &<br>Regeneration | <p><b>Response received on 15/10/2026:</b></p> <p><b>Utility reinstatement works</b></p> <p>Utility works are an unavoidable and significant part of maintaining essential electricity, gas, water and telecommunications services. Brent does not have the power to prevent statutory undertakers from carrying out legitimate works, including emergency works, but it does have extensive powers to regulate the way works are undertaken, inspect reinstatements and require defective work to be corrected. The Council currently processes approximately 1,000 permit applications each month and uses its permit, inspection and enforcement powers to minimise disruption and ensure that reinstatements meet the required standards.</p> <p><b>How frequently are reinstatements found to require correction?</b></p> <p>Brent's NRSWA officers undertake a sample of Category B inspections of completed reinstatements, normally within six months of an interim or permanent reinstatement. Where an inspection fails, the utility is notified and is required to programme and complete corrective works. A follow-up inspection is then undertaken to confirm that the defect has been properly rectified.</p> <p>The inspection data shows a reduction in the proportion of Category B inspections failing:</p> <table><tr><td></td><td><b>2024/25</b></td><td><b>2025/26</b></td></tr><tr><td>Category B inspections</td><td>1,111</td><td>869</td></tr><tr><td>Failed</td><td>121 (10.9%)</td><td>31 (3.6%)</td></tr></table> |  | <b>2024/25</b> | <b>2025/26</b> | Category B inspections | 1,111 | 869 | Failed | 121 (10.9%) | 31 (3.6%) |
|                        | <b>2024/25</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>2025/26</b>                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |                |                |                        |       |     |        |             |           |
| Category B inspections | 1,111                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 869                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |                |                |                        |       |     |        |             |           |
| Failed                 | 121 (10.9%)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 31 (3.6%)                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |                |                |                        |       |     |        |             |           |

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|                        |                |                | <p>Officers also undertake Category C inspections towards the end of the reinstatement guarantee period, normally two years. These provide a further check on the longer-term performance of reinstatements:</p> <table><tr><td></td><td><b>2024/25</b></td><td><b>2025/26</b></td></tr><tr><td>Category C inspections</td><td>866</td><td>621</td></tr><tr><td>Failed</td><td>25 (2.9%)</td><td>17 (2.7%)</td></tr></table> <p>The figures indicate that only a proportion of all utility reinstatements are selected for inspection, so the failure rates should not be interpreted as failure rates across the entire utility works programme. They do, however, demonstrate that the Council is identifying defects both relatively soon after reinstatement and towards the end of the guarantee period.</p> <p><b>Powers to require correction and recover costs</b></p> <p>The legal framework places the primary responsibility for reinstatement on the utility undertaking the works. Under the New Roads and Street Works Act 1991, an undertaker must reinstate the highway and comply with prescribed requirements for materials, workmanship and performance. The Department for Transport's Specification for the Reinstatement of Openings in Highways (SROH) sets the applicable technical standards.</p> <p>Where a reinstatement fails, Brent can require the utility to undertake remedial works. The Act also provides powers for the Council to undertake investigatory works and, where necessary, to require remedial works by notice. If the utility fails to comply, the Council can undertake the necessary works and recover the reasonable costs from the undertaker. Where a defective reinstatement presents a danger to highway users, the Council has powers to act without first giving notice and recover the costs.</p> <p>In practice, Brent does not normally undertake the corrective works itself. The relevant utility is required to arrange and pay for the correction. Consequently, there is generally no separate Council expenditure on remedial works requiring</p> |  | <b>2024/25</b> | <b>2025/26</b> | Category C inspections | 866 | 621 | Failed | 25 (2.9%) | 17 (2.7%) |
|                        | <b>2024/25</b> | <b>2025/26</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |                |                |                        |     |     |        |           |           |
| Category C inspections | 866            | 621            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |                |                |                        |     |     |        |           |           |
| Failed                 | 25 (2.9%)      | 17 (2.7%)      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |                |                |                        |     |     |        |           |           |

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|  |  |  | <p>subsequent recovery from the utility: the utility contractor bears the cost directly.</p> <p>The Council also charges utilities for inspections and follow-up inspections. In 2024/25, inspection and follow-up charges totalled <b>£53,580</b>, reducing to <b>£41,180 in 2025/26</b>. The Council's wider enforcement powers include Fixed Penalty Notices, Section 74 overrun charges, permit conditions and charges for repeat inspections.</p> <p><b>The Impact of Excavation on the Underlying Highway</b></p> <p>There is an important distinction between poor reinstatement and the longer-term effect of an excavation on the highway asset. Any excavation necessarily interrupts the existing pavement structure. Even where the reinstatement is subsequently compliant with the SROH, the original continuous construction has been broken and the reinstated section can represent a point of different construction, compaction and material characteristics within the pavement.</p> <p>Repeated excavations can therefore contribute to longer-term deterioration of a carriageway or footway, particularly where works are poorly constructed, repeatedly disturbed or affected by settlement or water ingress. For footways, excavation can also disrupt paving units, kerbs and the supporting layers. For carriageways, repeated trenching can create areas which are more susceptible to settlement, cracking and subsequent deterioration under traffic loading.</p> <p>This is one reason why high-quality reinstatement and effective coordination of utility works are important elements of highway asset management. The Council cannot eliminate the underlying impact of necessary utility excavations, but it can minimise the additional deterioration arising from poor workmanship, inadequate compaction, prolonged occupation or repeated unnecessary excavation.</p> <p><b>Measures to improve reinstatement quality and minimise disruption</b></p> <p>Brent uses a combination of inspection, enforcement, coordination and performance management. Utility performance is monitored through site inspections, defect inspections, permit compliance, overrun monitoring,</p> |
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|  |  |  | <p>coordination meetings and performance reviews. Where poor performance is identified, utilities are required to rectify defects at their own expense and may face financial penalties where legislation permits.</p> <p>The Council also holds monthly coordination meetings with major utilities to identify potential conflicts and opportunities to coordinate works. Permit applications are assessed to identify conflicts with other planned works, coordinate with planned highway maintenance and minimise disruption to key routes and facilities.</p> <p>Brent is also progressing a Lane Rental Scheme, which is intended to provide additional financial incentives for utilities to complete works more quickly, collaborate where possible and avoid the busiest periods. The Council is currently refining the proposed network, charging periods and operational arrangements, with implementation anticipated during 2027.</p> <p>The Department for Transport's fourth edition of the SROH, which became statutory guidance in 2021, also introduced or updated provisions concerning materials, compaction, innovation and techniques such as micro-trenching. The intention is to improve compliance and facilitate higher-quality reinstatements while reducing the time that works occupy the highway</p> <p><b>Ensuring The Council Does Not Bear The Cost</b></p> <p>The arrangements are designed so that the responsible utility bears the cost of correcting a failed reinstatement. Brent identifies failures through its inspection regime, notifies the relevant utility and requires it to undertake the corrective work. The Council does not normally undertake those remedial works itself and therefore does not incur a corrective works cost which subsequently needs to be recovered.</p> <p>The inspection and follow-up inspection charges are separately levied on utilities. Where the statutory conditions for Council intervention are met, NRSWA also provides explicit powers to recover the reasonable costs of investigatory or remedial works undertaken by the Council.</p> |
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|                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                              | Overall, Brent's approach is therefore to ensure that utilities remain financially responsible for both the original reinstatement and the correction of defective work, while the Council uses its inspection, permit and enforcement powers to ensure that the required standards are met. The objective is not only to secure a compliant reinstatement but, as far as practicable, to prevent avoidable additional deterioration and disruption to the highway network. |
| 29 July 2026<br>– <b>Budget Update: Quarter 1 Financial Forecast 2026/27 and Medium Term Financial Outlook</b> | <p>Provide a detailed Q1 update on delivery of the 2026/27 Budget savings programme. The response should include a <u>tabulated breakdown</u> of progress against both cross-council thematic savings and service-specific savings proposals, containing the following information:</p> <p><b>Cross-council thematic savings</b></p> <p><i>CC01 Commissioning &amp; Procurement   CC02 Digital Programme   CC03 Efficiency   CC04 Workforce   CC05 Income Maximisation   CC06 Resident Experience &amp; Channel Shift</i></p> <ul style="list-style-type: none"> <li>For each thematic category listed above and each specific proposal within it: <ul style="list-style-type: none"> <li>The original saving target in £, the amount delivered so far, and an overall RAG rating for each proposal</li> </ul> </li> <li>A further breakdown for each contributing directorate to each proposal:</li> </ul> | Rav Jassar–<br>Deputy Director,<br>Corporate & Financial<br>Planning, Finance &<br>Resources | <p><b>Response received on 07/10/26:</b></p> <p>A detailed breakdown is included as Appendix 1b to the Q2 Financial Forecast Report 2026/27 for consideration by the Committee at its meeting on 20 October 2026. An updated breakdown will be provided through future 2026/27 financial monitoring reports, highlighting progress made.</p>                                                                                                                                |

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|  | <ul style="list-style-type: none"> <li>○ The saving committed in £, the amount delivered to date in £, and a RAG rating</li> </ul> <p><b>Service-specific savings</b></p> <p><i>NR01 Lane Rental Scheme   NR02 Asset Utilisation   PHRS01 Reduce Subsidy Loss   PHRS02 Homelessness Prevention   PHRS03 Housing Benefits Claim Reduction</i></p> <ul style="list-style-type: none"> <li>• For each service-specific proposal:             <ul style="list-style-type: none"> <li>○ The original saving target in £, the amount delivered to date in £, and a RAG rating</li> </ul> </li> <li>• Top-line summary of any slippage and mitigating actions</li> </ul> |                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|  | <p>Provide the delivery plans for each cross-council thematic savings category, where available (<i>CC01 Commissioning &amp; Procurement   CC02 Digital Programme   CC03 Efficiency   CC04 Workforce   CC05 Income Maximisation   CC06 Resident Experience &amp; Channel Shift</i>).</p> <p>The information should include key milestones and timelines, quantified risks and mitigations, analysis of variances and their</p>                                                                                                                                                                                                                                    | <p>Rav Jassar—<br/>Deputy Director,<br/>Corporate &amp; Financial<br/>Planning, Finance &amp;<br/>Resources</p> | <p><b>Response received on 13/10/26:</b></p> <p>While savings proposals were initially developed and presented through a number of thematic categories as part of the budget-setting process, accountability for delivery, monitoring and reporting now sits with individual directorates. Where available and proportionate, directorates will provide delivery plans for savings proposals, including key milestones, risks and mitigation measures, to support effective scrutiny and oversight. However, it should be recognised that not all savings are delivered through discrete projects that lend themselves to detailed delivery plans. Some savings arise from ongoing operational management, demand-led assumptions, income forecasts, funding changes or other business-as-usual activities where a formal delivery plan may not be appropriate. In such cases, assurance over deliverability and performance will continue to be provided through the</p> |

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|------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                        | underlying causes, and any actions being taken to support delivery of the savings programme.                                                                                                                                                           |                                                                                                                                                                              | Council's established budget monitoring, forecasting and performance reporting arrangements. This approach balances transparency and accountability with the proportionality of reporting requirements.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 29 July 2026<br>–<br><b>Revitalising High Streets and Town Centres</b> | Provide data on vacant premises across the borough, broken down by high street, town centre and ward, including vacancy duration, property type, the status of vacant premises and any known barriers to bringing them back into use, where available. | <del>Gerry Ansell – Director, Inclusive Regeneration &amp; Climate Action</del><br><br>David Glover – Head of Planning & Development Services, Neighbourhoods & Regeneration | <p><b>Response received on 15/10/26:</b></p> <p>A Town Centre Health Check was commissioned to support the work on the Local Plan, with vacancies examined as a part of this work.</p> <p>Town centre unit vacancy rates range from 1% to 11%, depending on source, with an average of around 7%. This puts Brent's vacancies within the expected range for London for which the average for 2025 was 8.5%. Most of our vacancies are on the ground floor, but Wembley, Harlesden, Cricklewood, and Queen's Park have notable empty spaces on the first floor or above.</p> <p>Long-term vacancies are a challenge in Brent and more widely across London. Half of all vacant units have been empty for more than two years. From this study, the reasons behind entrenched vacancies are unclear. Quality of space, inactive landlords, location, and asking rent could all be factors that need further investigation.</p> <p>A vacancy level below 10% is typically viewed as healthy (Centre for Cities), some vacancy is necessary to allow for normal market churn and provide opportunities for new businesses.</p> <p><i>What's stopping premises being let?</i></p> <p>Some centres are less likely to be attractive to some of the more 'footloose' occupiers, particularly those with lower spend catchments. Demand for premises in these areas may be lower than supply available. In respect of some centres, such as Kilburn, there may be landlord expectations of higher rents than the market is willing to bear, which means properties could stay vacant longer.</p> <p>Much longer-term vacancies are usually either absent landlords, institutional investors with large portfolios not managing their assets well, probate, or capital costs of refurbishment/ making the property of a standard that can be let being unviable.</p> |

|                                                              |                                                                                                                                                                                                                                                           |                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                              |                                                                                                                                                                                                                                                           |                                                                       | Where active marketing is not occurring or expectations around unrealistic rents are driving vacancy the threat of the Council looking to include a property in <a href="#">High Street Rental Auctions (HSRA)</a> appears to be a significant stimulus to letting and this is something we will test through the proposed pilot project. For more fundamental issues, compulsory purchase order (CPO) could be a route for the Council, albeit the Council has many calls on its resources, so the business case would have to be compelling and balanced against other priorities, e.g. reducing temporary housing costs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 29 July 2026<br>– <b>Parking Provision and Policy Review</b> | Provide an assessment of any emerging trends relating to autonomous vehicles and their potential implications for parking demand, kerbside management and future parking policy, highlighting any significant developments for the Committee's attention. | Chris Whyte–<br>Director, Public Realm, Neighbourhoods & Regeneration | <p><b>Response received on 13/10/26:</b></p> <p>Autonomous vehicles (AV's) are an emerging transport with the potential to change how people travel and how vehicles use kerbside space. In the short term, conventional parking will remain essential, but we should prepare for a future in which some vehicles spend less time parked and more time circulating, waiting for passengers, charging or operating from fleet depots / hubs. The challenge would be to how to maintain effective parking and kerbside management while allowing for new transport technologies without prematurely assuming that autonomous vehicles will reduce congestion or parking demand. The Government has also opened applications for a pilot scheme covering automated taxi, bus and private-hire-style services. The Automated Vehicles Act 2024 establishes the framework for authorised self-driving vehicles and automated passenger services so the council will need to operate within this framework</p> <p>AVs will be considered as part of the Parking Policy Review which is progressing in the coming months. While it envisaged that AVs will mainly be picking up and collecting passengers, and this is permitted where some restrictions are in place, it is likely that demand and the provision for drop off and pick up points will increase in future years with the advent of AV private hire operations.</p> |
|                                                              | Provide ward-level data on the availability and usage of RingGo and pay-and-display parking payment methods across the borough over the last two years, including information on measures to ensure that there are no barriers                            | Chris Whyte–<br>Director, Public Realm, Neighbourhoods & Regeneration | <p><b>Response received on 13/10/26:</b></p> <p>RingGo is the Council's cashless parking provider and facilitates motorists paying by phone for on-street (pay and display / pay by phone and shared use parking bays) and car park tariffs. There are around 43 CPZs in the borough and these do not necessarily align with ward boundaries. Zones designed to</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

|                                                                           |                                                                                                                                                                                                                                 |                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                           | for digitally excluded residents and available data on customer enquiries, complaints or reported difficulties relating to digital-only parking payment systems and planned improvements.                                       |                                                                                                                               | <p>include pay and display / pay by phone and shared use (permit and P&amp;D/pay by phone) to meet short stay parking demand.</p> <p>Brent has offered the option to pay for parking using mobile technology and debit or credit cards since 2009. This service is provided by RingGo and is available across all car parks and on-street pay and display bays. There are 338 pay and display machines distributed across the borough in proximity to shops and businesses, allowing residents and visitors to park during operational hours. All machines accept cash payments via coins, with the additional option to pay digitally through the cashless payment platform operated by RingGo or directly by telephone using an interactive voice response (IVR). In 2025-2026, 94% of motorists paid for parking using the RingGo application compared with 92% in 2024/25. This represents approximately 2.8 million transactions. Pricing is designed to promote regular turnover of parking bays by applying uniform charges across the borough: 20p for up to 15 minutes; £1 for 30 minutes; £2 for one hour; £4 for two hours; £6 for three hours; and £8 for four hours.</p> <p>We do not currently have information on numbers and types of parking bay, of pay and display parking bays at a ward level, however, with the introduction of Map Based TMO's, customers will be able to view on-street parking bays and we will be able to report on numbers and payments, and we anticipate this information will be available in mid-November 2026.</p> <p>In relation to digital exclusion, cashless parking systems are required to meet the councils' requirements, and this includes multilingual access. There is a KPI on system availability and the system availability is over 99% and only receive around 50 enquiries per month. The council do not receive complaints from motorists relating to using the RingGo system for cashless parking payments.</p> |
| 2<br>September<br>2026 –<br><b>Value for<br/>Money in<br/>Procurement</b> | Provide a series of case studies demonstrating how the Council has responded to the peer review's emphasis on curiosity and innovation through its procurement activity, including examples of initiatives supported or enabled | Rhodri Rowlands –<br>Director, Strategic<br>Commissioning,<br>Capacity Building &<br>Engagement, Service<br>Reform & Strategy | <p><b>Response received on 09/10/26:</b></p> <p>The request is noted and officers will ensure examples are provided to support the annual procurement and social value impact report already committed to. This will be developed and made available by April 2027 and case examples will be included.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

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|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>nt and Contracts</b> | through the Procurement Improvement Programme (PIP).                                                                                                                                                                                                                                                                                                          |                                                                                                                | Information and examples relating to the Council's Innovation Forum are the responsibility of the Chief Digital and Innovation Officer. Examples of innovation, including creative use of commissioning and procurement processes are published here: <a href="#">Delivering for Brent   Brent Council</a> |
|                         | Provide an overview of the data structure within the new contract management system, including the categories, tabs, data fields and reporting information that will be captured, to enable the Committee to understand the scope of data collection and identify whether any additional information would support effective contract oversight and scrutiny. | Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy | <p><b>Response received on 09/10/26:</b></p> <p>This request has been addressed and the data structure in the new contract management system (Intend) is attached:</p> <div data-bbox="1176 483 1238 539" data-label="Image"> </div> <p>Copy of Contract Database Template H</p>                           |



# FixMyStreet Manual



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<https://report.brent.gov.uk>



# What can be reported on FixMyStreet

FixMyStreet is a website that allows you to report street related issues across Brent, including highways, parks, and communal areas within estates managed by Brent.

The system automatically sends your reports to the team best suited to resolve the issue.

## Streets

- Fly tipping
- Street sweeping
- Graffiti/Fly posting
- Car park issues



## Council Estates

- Litter on hard areas
- Fly tipping in estates
- Tree problems
- Maintenance issues



## Highways

- Potholes
- Blocked gullies
- Street lights

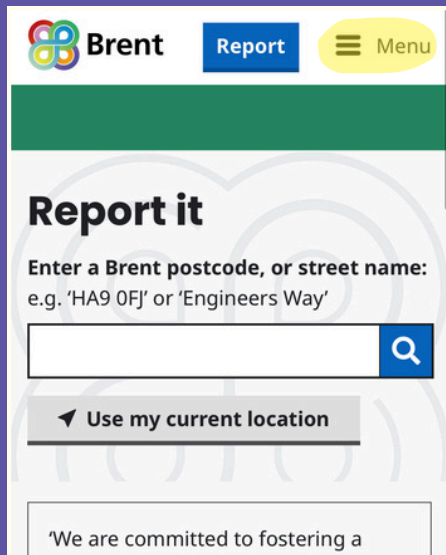


## Parks and Open Spaces

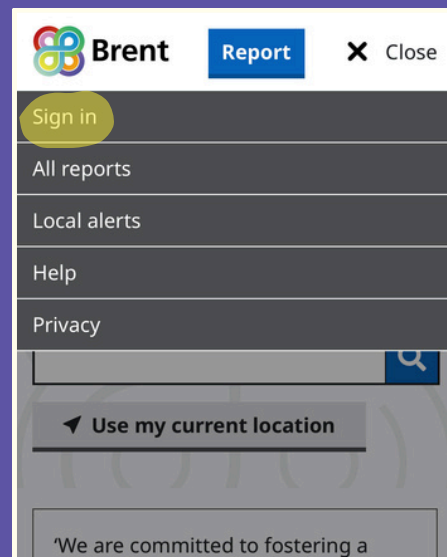
- Litter on grass areas
- Leaf clearance
- Overgrown grass
- Overgrown hedges
- Weed or shrub bed problems
- Fly tipping in parks
- Litter collections
- Park bins

# How to make a report

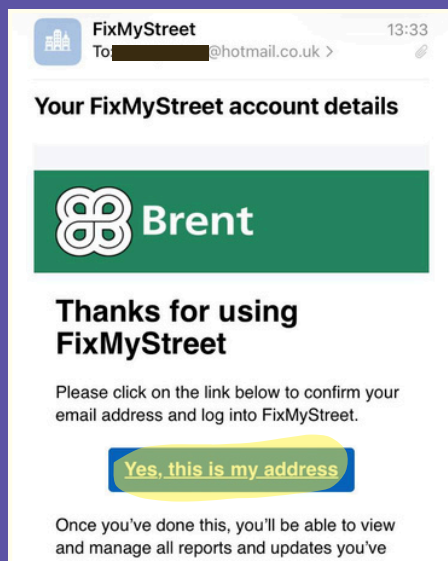
## STEP 1: LOG IN



Go to <https://report.brent.gov.uk/> and click 'Menu'



Click 'Sign in'

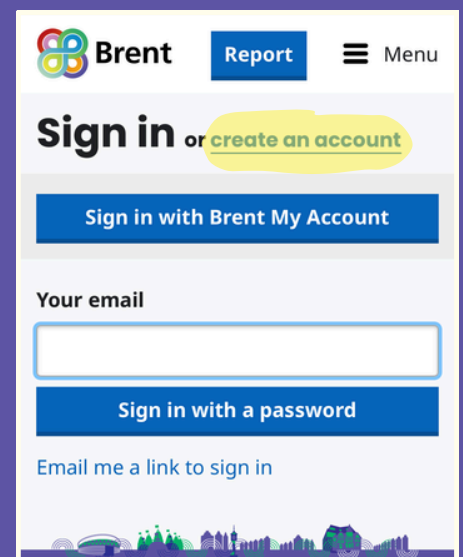


Go to your email inbox and click 'Yes, this is my address'

Please note, residents won't be able to create a report if they aren't signed in to an account

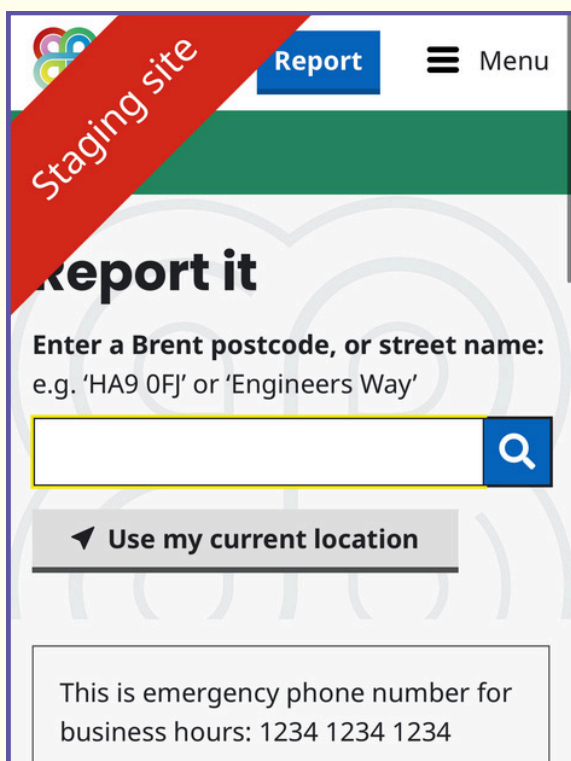
privacy policy for more information.' Below this, there is a form with 'Your email' (a text box containing '@hotmail.co.uk'), 'Choose your password' (a text box with a password strength indicator), and a button that says 'Create your account'." data-bbox="355 692 632 939"/>

Enter your email and choose a password, then click 'Create an account'



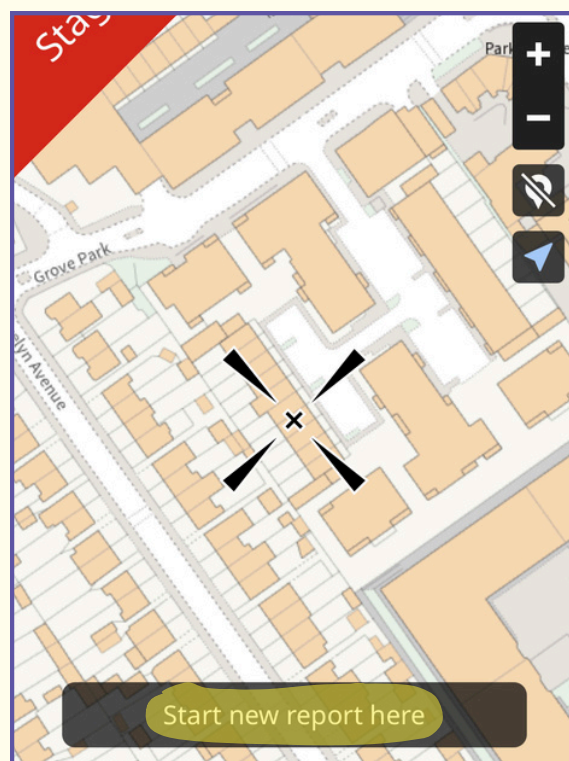
Click 'Create an account'

## STEP 2: FIND THE LOCATION



The screenshot shows the top of the 'Report it' form. A red diagonal banner in the top left corner says 'Staging site'. The header has a 'Report' button and a 'Menu' icon. The main heading is 'Report it'. Below it, the text says 'Enter a Brent postcode, or street name: e.g. 'HA9 0FJ' or 'Engineers Way''. There is a text input field with a magnifying glass icon to its right. Below the input field is a button that says 'Use my current location'. At the bottom, there is a box containing the text: 'This is emergency phone number for business hours: 1234 1234 1234'.

Enter the postcode or street name where the problem is located



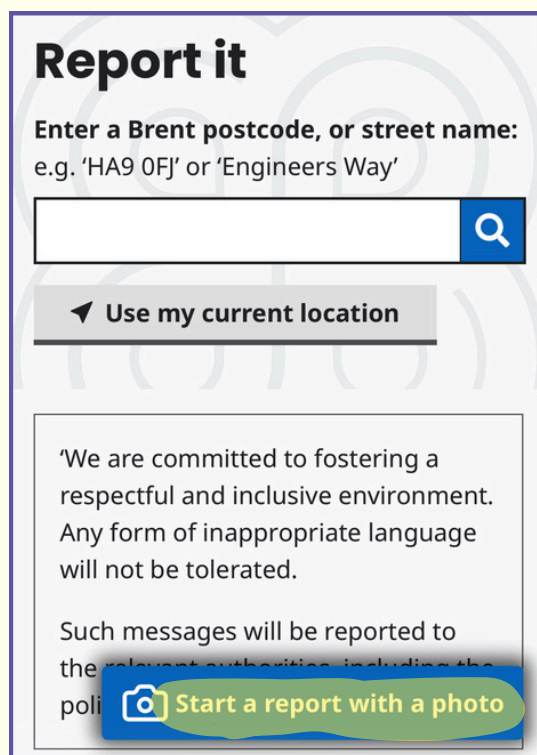
Move the pin to the exact location of the problem on the map and click 'Start new report here'

### New feature

Prefer an easier option?  
You can use our new photo reporting feature.

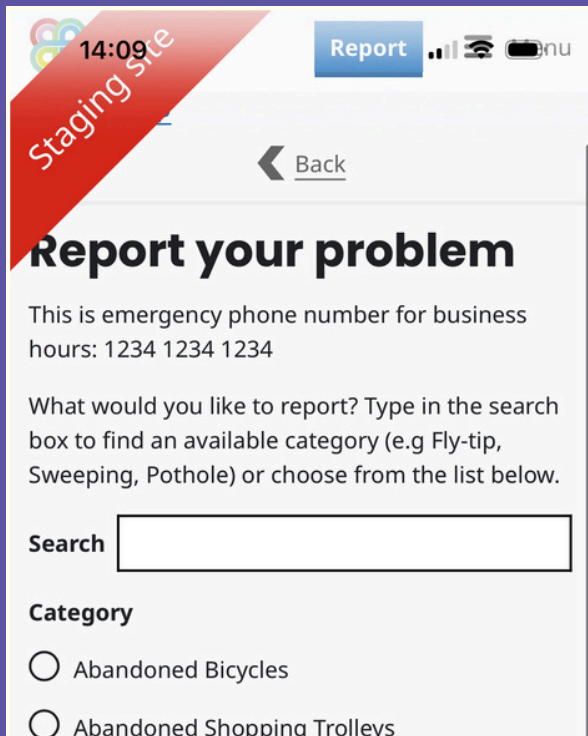
Simply take a photo of the street issue or upload one from your device. The system will use the photo to automatically identify the location, so you don't need to enter the address yourself.

You can also take the photo while you're at the location and upload it later. The location information is saved with the photo and will be added to your report automatically.



The screenshot shows the 'Report it' form with a new feature highlighted. The heading is 'Report it'. Below it, the text says 'Enter a Brent postcode, or street name: e.g. 'HA9 0FJ' or 'Engineers Way''. There is a text input field with a magnifying glass icon to its right. Below the input field is a button that says 'Use my current location'. At the bottom, there is a box containing the text: 'We are committed to fostering a respectful and inclusive environment. Any form of inappropriate language will not be tolerated. Such messages will be reported to the relevant authorities, including the police.' Below this text is a green button with a camera icon that says 'Start a report with a photo'.

## STEP 3: PICK A CATEGORY



14:09

Report

Back

### Report your problem

This is emergency phone number for business hours: 1234 1234 1234

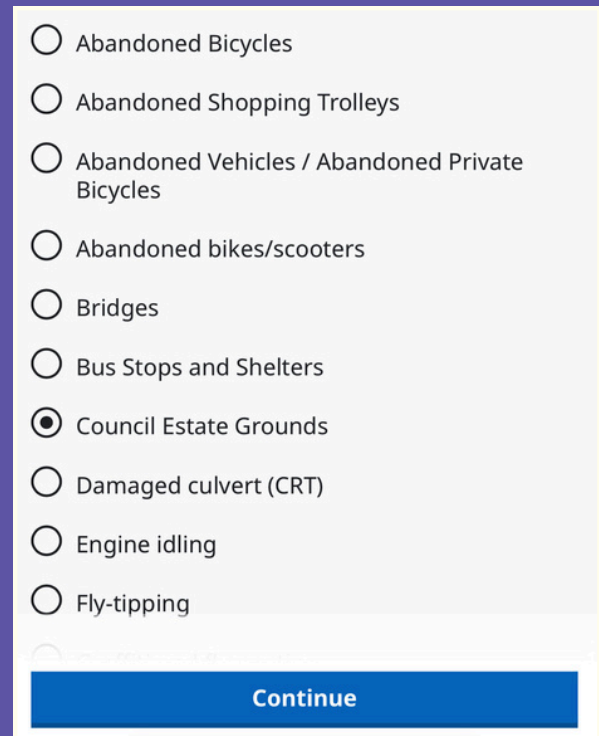
What would you like to report? Type in the search box to find an available category (e.g Fly-tip, Sweeping, Pothole) or choose from the list below.

Search

Category

- ☐ Abandoned Bicycles
- ☐ Abandoned Shopping Trolleys

Once you've selected a location, you'll get sent to this page



- ☐ Abandoned Bicycles
- ☐ Abandoned Shopping Trolleys
- ☐ Abandoned Vehicles / Abandoned Private Bicycles
- ☐ Abandoned bikes/scooters
- ☐ Bridges
- ☐ Bus Stops and Shelters
- ☒ Council Estate Grounds
- ☐ Damaged culvert (CRT)
- ☐ Engine idling
- ☐ Fly-tipping

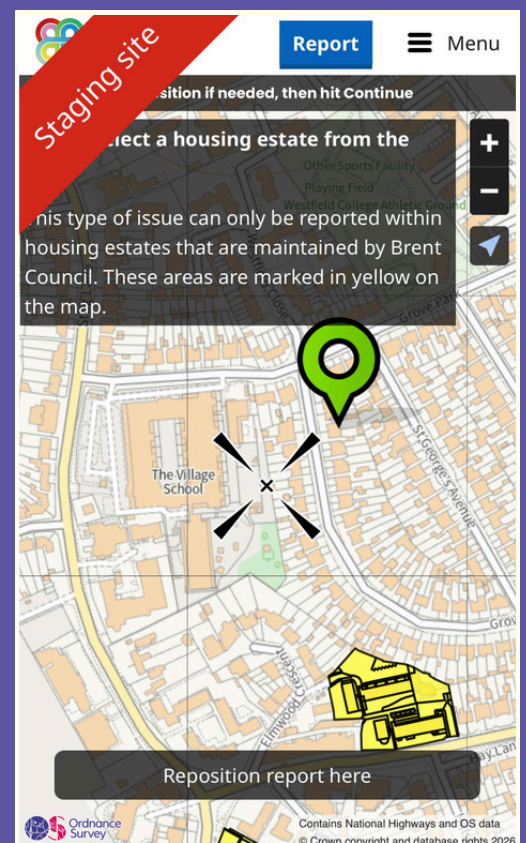
Continue

Select the category that best describes the issue you're reporting

If you're reporting an issue in a council estate or park, you may see the page shown on the right.

If this happens, it usually means the location you've selected is outside a council estate or park.

To continue, simply move the pin to the correct location on the map. Council estates and parks are highlighted in yellow to help you identify the right area.



## STEP 4: PROVIDE ADDITIONAL INFORMATION

**Report your problem**

This is emergency phone number for business hours: 1234 1234 1234

**Photos (optional)**

Take or choose existing photo

✓ Reports with photos in them tend to get fixed more quickly  
✓ To help us locate the problem, include both a close-up and a wide shot

✗ Avoid personal information and vehicle number plates

Add a photo of the problem to the report by clicking 'Take or choose existing photo'

**Report your problem**

This is emergency phone number for business hours: 1234 1234 1234

**Public details**

These will be sent to **Brent Council** and also published online for others to see, in accordance with our [privacy policy](#).

**Location of the problem**

Exact location, including any landmarks

A Leaf clearance problem has been found

**Explain what's wrong**

e.g. 'This pothole has been here for two months and...'

A Leaf clearance problem has been found by Brent Council

Provide additional information about the problem

## STEP 5: TELL US ABOUT YOU

**Report your problem**

This is emergency phone number for business hours: 1234 1234 1234

**Tell us about you**

These details will be sent to the responsible organisation, but will never be shown online without your permission. ([See our privacy policy](#).)

**Report as**

Yourself ( )

✓ Yourself ( )  
Anonymous user  
Another user  
Brent Council

**Email address**

( )

**Full name**

( )

☐ Show my name publicly

If you'd prefer to be anonymous to the public, click the drop down and then 'Anonymous user'. **Brent staff will still be able to see who made the report.**

**Report as**

Yourself ( )

**Email address**

( )

**Full name**

( )

☐ Show my name publicly

**Phone number (optional)**

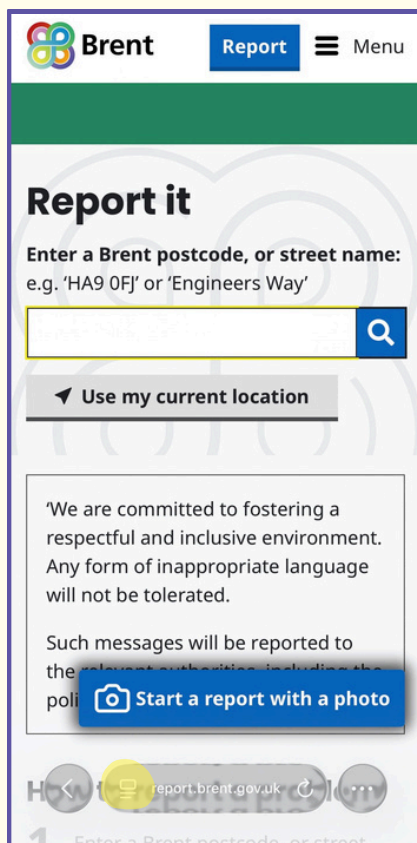
( )

☒ Private – this will mean the report cannot be viewed publicly

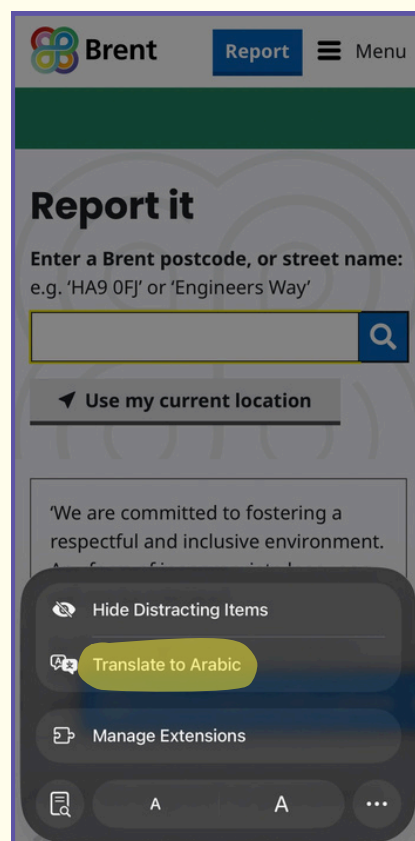
**Submit**

Select the 'Private' option if you don't want your report to be seen by the public.

# How to translate the FixMyStreet website



Whilst on the site, click the 'Menu' on the left hand side of the address bar



Select 'Translate to [Language]' from the menu



The page should then be translated to your language of choice

# Frequently asked questions



## What happens after I make a report

Reports will automatically be sent to the team best suited to resolve the issue. Someone from the team will then visit the location, address the issue and update the report accordingly.



## What devices are compatible with FixMyStreet

FixMyStreet is a browser based system, this means it can be used on any device that connects to the internet and has a modern browser program installed.



## Is FixMyStreet free to use?

Yes, residents can use FixMyStreet for free.

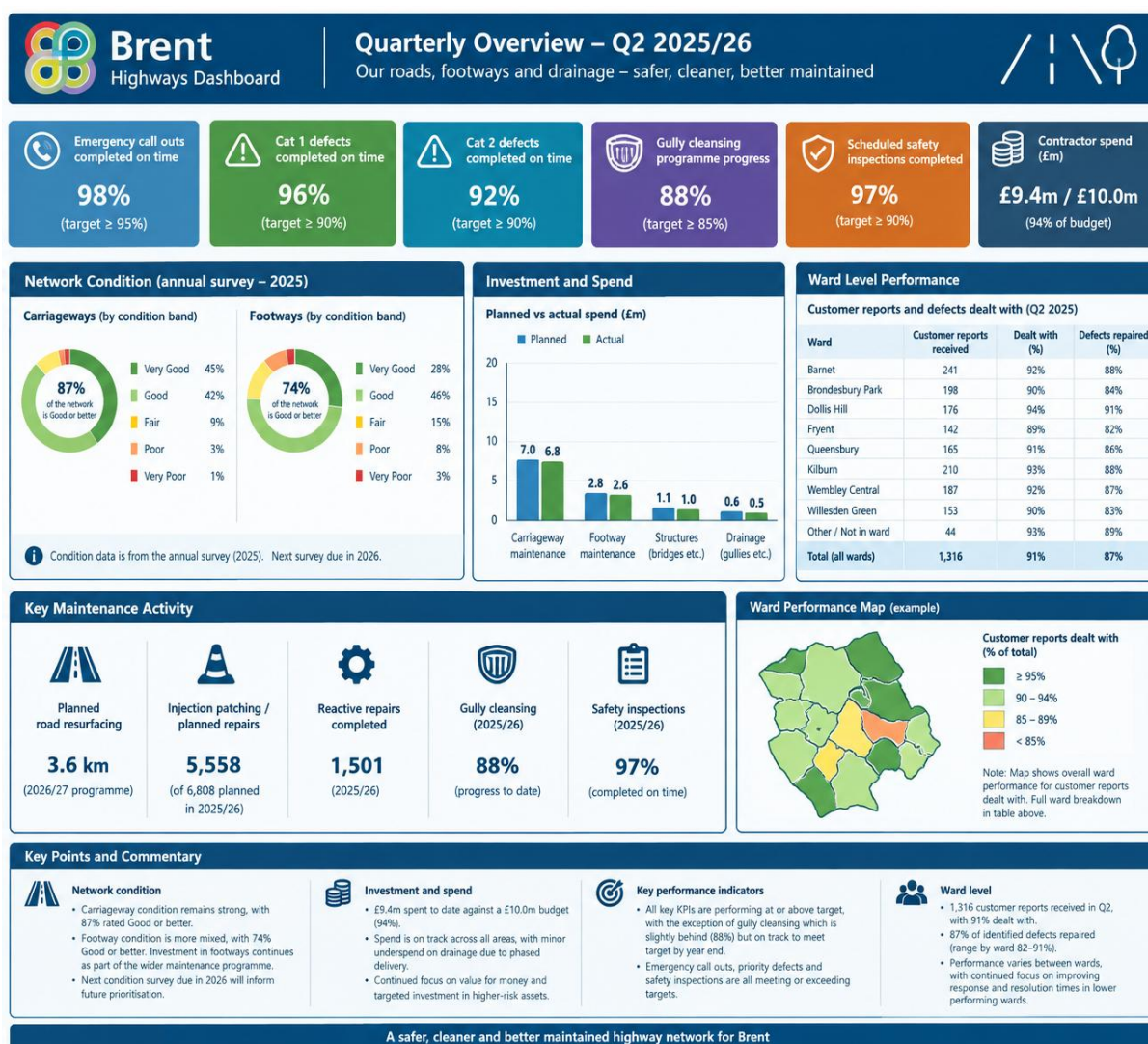


## Can I download FixMyStreet as an app?

FixMyStreet can be saved as a webapp. Scan the QR code below for instructions on how to do this.



## Highways Dashboard



## Commentary on the proposed highways dashboard

The dashboard shown is a mock-up to illustrate the type and presentation of information that could be included in a quarterly highways performance report. The figures shown are illustrative and are not intended to represent actual current performance.

The intention would be to provide a small number of clear, readily understood measures covering the main areas of highway maintenance activity. These could include the proportion of emergency call-outs and priority defects completed within the required timescales, progress against the scheduled gully cleansing programme, completion of scheduled safety inspections, and planned contractor expenditure compared with actual expenditure of delivering maintenance programmes.

Network condition would be reported using the results of the annual carriageway and footway condition surveys. As these surveys are undertaken annually, condition information would not change from quarter to quarter. The latest available survey

results would therefore be carried forward on each quarterly dashboard and updated when the next annual survey is completed. This avoids giving the impression that condition is being measured quarterly when it is not.

The dashboard could also include information on maintenance activity, such as planned resurfacing, patching and other significant programmes. More detailed information and further breakdowns could be provided if required, including additional asset types, maintenance categories or performance measures. However, there is a balance to be struck: adding too much information or too many KPIs could obscure the key messages and reduce the clarity and immediacy of the dashboard. The proposed approach is therefore to keep the main dashboard concise, with more detailed supporting information available where required.

Where practicable, a ward-level element could be included. This would focus on measures that can meaningfully be attributed to individual wards, such as the number of customer reports received and dealt with and the number of identified defects repaired.

At present, however, information on customer reports and defects repaired is not available at ward level from the existing asset management system. Brent is currently migrating to the new Symology Aurora system, with completion targeted for the end of December 2026. Subject to the implementation and configuration of the new system, the first quarterly report expected to include this ward-level information would therefore be April 2027.

Overall, the proposed dashboard is intended to provide stakeholders with a concise quarterly overview of highway maintenance performance and activity, while recognising that some measures, particularly network condition, are inherently annual rather than quarterly and that ward-level reporting will become more comprehensive following the implementation of Aurora. Aurora itself has functionality to produce management information dashboards which will facilitate this approach to performance reporting.

## **Briefing Note: Communications and Engagement**

Brent Council already provides a range of information to residents about pothole management, highway maintenance, reporting processes and repair prioritisation through its website, FixMyStreet, customer correspondence and published highway maintenance guidance.

Subject to internal liaison between the relevant Directorates, the proposed programme will therefore build on and improve existing communications, rather than creating a wholly new programme. The aim will be to make information easier to find and understand, improve transparency around maintenance decisions, and provide residents with clearer information about the scale of the challenge and the investment being made.

Officers will review existing material and identify opportunities to improve accessibility, visibility and consistency. This will include consideration of a dedicated Highways Maintenance information hub, linked from the Council's existing pothole and highways webpages.

### **1. Understanding why potholes form**

Existing information on the Council's website explains the causes of potholes and highway deterioration. This will be reviewed and, where appropriate, expanded to provide a clearer explanation of:

- how repeated traffic loading contributes to deterioration;
- how water entering cracks and defects can accelerate deterioration;
- the effect of prolonged wet and cold weather and seasonal temperature changes;
- why pothole formation can increase significantly during winter; and
- why potholes remain a significant challenge on an ageing highway network.

The intention will be to explain the underlying causes in straightforward, accessible language, supported by photographs and illustrations where these improve understanding.

A series of short "Highways Explained" features could also be developed, for example "*Why does a pothole come back?*", "*Why isn't every reported pothole repaired immediately?*" and "*What happens after you report a pothole?*". These could be used across the Council's website and social media channels.

### **2. Explaining the Wider Highway Maintenance Challenge**

The Council will provide clearer information about the wider challenges involved in maintaining a large highway network within finite resources.

Communications will explain that highway assets deteriorate over time and that available funding does not permit all assets that would benefit from reconstruction or resurfacing to be treated at the same time. Maintenance therefore has to be

prioritised according to factors such as condition, safety and risk, highway hierarchy, traffic usage, asset lifecycle considerations and available funding.

The Council's Highways Maintenance Transparency Report already provides information about the network, funding, maintenance activity and the factors influencing maintenance decisions. This information can be used as a principal source for public-facing communications.

A simple "How we decide what gets repaired" graphic or flowchart could be developed to show the process from report/inspection through risk assessment, prioritisation and repair. This would complement the existing Highway Maintenance Briefing Note.

### **3. Investment and outcomes**

Existing information on highway investment and maintenance programmes will be brought together and communicated more clearly.

Where appropriate, communications will highlight:

- annual planned highway maintenance investment;
- reactive maintenance expenditure;
- Department for Transport funding;
- SCIL and other external funding;
- resurfacing, reconstruction and patching programmes;
- pothole and other defect repair activity; and
- the outcomes being achieved through this investment.

The quarterly highways dashboard proposed in response to the Scrutiny recommendation will provide an opportunity to give Members and residents a concise and regular overview of maintenance activity and performance.

Subject to agreement, a simplified version of the quarterly dashboard could also be included periodically in the Brent Magazine, rather than attempting to reproduce all of the detailed information. This could provide a particularly accessible way of explaining investment, maintenance activity and performance to residents who do not routinely visit the highways webpages.

### **4. Promoting reporting channels**

Residents already have established channels for reporting potholes and other highway defects:

- Brent Council's online reporting system;
- FixMyStreet; and
- [highways.management@brent.gov.uk](mailto:highways.management@brent.gov.uk).

These channels will continue to be promoted through the Council's website and other appropriate communications.

Guidance will also make clearer what information residents can provide to help the Council investigate reports efficiently, particularly an accurate location and, where appropriate and safe to do so, a photograph.

Periodic “**Report it right**” communications could be used to remind residents of the appropriate reporting channels and the information that helps officers identify and assess a defect quickly.

## **5. Greater Transparency about Assessment and Prioritisation**

Brent already has a Highway Maintenance Briefing Note explaining how highway defects are assessed and prioritised. This includes information on:

- how defects are reported and inspected;
- defect categories and investigation thresholds;
- the factors considered when assessing risk;
- examples of defects that are and are not normally prioritised;
- reactive maintenance funding constraints; and
- repair activity and expenditure.

The briefing note will be reviewed and updated, including consideration of improved photographs and clearer presentation, before being used more extensively as public-facing information.

The communications will explain that reporting a defect does not automatically mean that immediate repair will be undertaken. Defects are assessed according to their risk and available resources, with priority given to those presenting the greatest risk to highway users.

## **6. Keeping Residents Informed**

Residents who report defects through FixMyStreet and provide an email address already receive automated updates as their report progresses through the relevant stages.

Officers will work to review the standard wording used in these updates and ensure that the information provided is clear and consistent. Officers will also continue to work with the relevant system and operational teams to ensure that the information feeding into customer updates remains accurate and up to date.

Where practicable, opportunities to improve information about inspection decisions, repair arrangements and completion of works will also be explored.

## **7. Wider Communications and Engagement Opportunities**

Subject to agreement with relevant Council teams, the following additional opportunities could be considered as part of the programme:

### **7.1 Quarterly highways dashboard**

The dashboard could become the central recurring product from which other communications are derived. A concise version could be used on the Council website, with selected information reproduced through the Brent Magazine, Members' communications and social media.

## **7.2 Brent website**

Consider a periodic homepage banner or “spotlight” feature directing residents to the highways maintenance information hub. This could be particularly useful at times when public interest is higher, such as following severe winter weather.

## **7.3 Social media**

Develop a planned series of short, visual posts for the Council's social media channels, including X and other appropriate platforms. Examples could include:

- *“What happens when you report a pothole?”*
- *“Did you know? – how many kilometres of roads and footways Brent maintains”*
- *“This month in highways – repairs completed and planned”*
- *“Why potholes increase after periods of wet and cold weather”*
- photographs showing repairs before and after;
- short explanations of different types of highway repair; and
- links to the quarterly dashboard and reporting channels.

These could be particularly useful if kept short, visual and occasional, rather than creating a high volume of routine posts.

## **7.4 Seasonal communications**

Consider a recurring winter highways campaign explaining why pothole numbers can increase during prolonged periods of wet and cold weather, how the Council responds, and how residents should report defects.

A corresponding spring update could explain the programme of planned repairs following the winter period and the distinction between reactive repairs and planned resurfacing or reconstruction.

## **7.5 “Behind the scenes” features**

Short articles, photographs or videos could explain what residents do not normally see: highway inspections, condition surveys, pothole repairs, drainage cleansing, resurfacing operations or the use of technology to assess road condition. These could help demonstrate the scale and complexity of maintaining the network.

## **7.6 Member and ward communications**

Where appropriate, a short quarterly summary could be provided to Councillors for use in ward communications, particularly where significant maintenance programmes or works are taking place in their wards. This would complement,

rather than replace, the future ward-level information that is expected to become available through the new asset management system.

## **7.7 Before-and-after information**

Where suitable, photographs could be used to demonstrate completed schemes and repairs. This would provide a simple visual demonstration of outcomes and could also be incorporated into the website, Magazine and social media content.

## **7.8 Annual “State of the Highways” summary**

The existing annual Highways Capital Maintenance Programme report to Cabinet could be reviewed and potentially revamped into a more accessible annual “State of the Highways” report.

Rather than creating a separate annual publication, the existing Cabinet report could provide the core information, presented in a more accessible and resident-friendly format. This could bring together the latest annual condition survey results, highway investment and funding, planned and reactive maintenance activity, major schemes, performance against key indicators and the outcomes achieved during the year.

The annual report could use clear graphics, photographs, maps and plain-English explanations to provide a concise picture of the condition of Brent's highways, what has been invested, what work has been undertaken and the key priorities for the following year.

This would provide a useful annual narrative around the quarterly dashboard, with the quarterly reports showing current activity and performance and the annual State of the Highways report providing a broader view of the network and longer-term trends.

## **8.0 Implementation and review**

The programme will be delivered primarily through existing Council communication channels, including the highways webpages, FixMyStreet, customer correspondence, published reports, the Brent Magazine and, where agreed, Council social media channels.

The first stage will be to audit and rationalise existing information, identify gaps or duplication, update the Highway Maintenance Briefing Note and consider the structure of a dedicated highways maintenance information hub.

The additional communications opportunities identified above would be developed in consultation with the Council's Communications team and other relevant services. Not all will necessarily be adopted; their suitability, resource implications, timing and communication priorities would need to be considered internally.

The programme should be proportionate and coordinated, with the quarterly dashboard, annual State of the Highways report and annual transparency

information providing the core factual material from which shorter communications can be developed. This avoids creating a large volume of separate communications while allowing important information to reach residents through different channels.

Brent Concession Contracts and Tenders Review (September 2026)

| Directorate                     | Service                                                        | Planned Tender (Y/N)                                                                                                                     | Estimated Tender Budget (£) | Provider                    | Start Date              | End Date                | Details of Extension                  | Annual Contract Value (£)                         | Total Contract Value (£)                          | Income Received                                                                    | Share of SMS reminders                                                                    |                             |                            |                             |
|---------------------------------|----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-----------------------------|-------------------------|-------------------------|---------------------------------------|---------------------------------------------------|---------------------------------------------------|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|-----------------------------|----------------------------|-----------------------------|
|                                 |                                                                |                                                                                                                                          |                             |                             |                         |                         |                                       |                                                   |                                                   |                                                                                    | Source of Income                                                                          | F.Y 2023-24 Income Received | F.Y2024-25 Income Received | F.Y 2025-26 Income Received |
| Neighbourhoods and Regeneration | Traffic and Parking Civil Enforcement                          | No - in contract until 2033                                                                                                              | N/A - in contract           | Marston Group Ltd           | 04 July 2023            | 03 July 2033            | 5+1+1+1+1+1                           | £4,738,000                                        | £47,380,000                                       | £83,941,000                                                                        | Parking and MTC PCNs, Permits, On/Off Street Parking, Suspension and Dispensatoins income | £23,353,000                 | £27,339,000                | £33,249,000                 |
| Neighbourhoods and Regeneration | Cashless Parking including Permits                             | Y-Tender is planned after return of PME, which is due for return on 7th Sept 2026                                                        | TBC, tendering docs         | RingGo Limited              | 04 July 2023            | 03 July 2027            | None                                  | £250,000                                          | £660,000                                          | £0                                                                                 | RingGo is a digital platform only, permit administratin and income is via Marston Group   | £0                          | £0                         | £0                          |
| Neighbourhoods and Regeneration | Cashless Parking including Permits - RESID-2023-004            | Y-Tender is planned after return of PME, which is due for return on 7th Sept 2026                                                        | TBC, tendering docs         | RingGo Limited              | 04 July 2023            | 03 July 2027            | None                                  | Part of row 5                                     | Part of row 5                                     | £370,000                                                                           | Share of SMS reminders                                                                    | £120,000                    | £125,000                   | £125,000                    |
| Neighbourhoods and Regeneration | Supplementally Neighbourhood Patrol Services - COMREG 2526-140 | Y-Tender is planned to be issued in 3rd week of Sept 2026                                                                                | £2,797,500.00               | N/A - subject to tender     | N/A - subject to tender | N/A - subject to tender | N/A - subject to tender               | N/A - subject to tender                           | N/A - subject to tender                           | £254,725                                                                           | Licence and Permit Income                                                                 | £8,936                      | £27,996                    | £217,793                    |
| Neighbourhoods and Regeneration | Brent Parking IT Systems RESID 2627 130                        | Y-Tender is planned after return of PME, which is due for return on 7th Sept 2026 -Taranto ( Soft market engagement end of October 2026) | TBC, tendering docs         | Taranto Systems Ltd         | 04 July 2023            | 28 February 2027        | Potential Extension until 3 July 2027 | £140,000                                          | duration x annual cost                            | System for PCNs and debt recovery from NSL, permits and cashless parking contracts | PCNs and debt recovery system                                                             | None                        | None                       | None                        |
| Neighbourhoods and Regeneration | Cashless Parking RESID 2627 131                                | Y-Tender is planned after return of PME, which is due for return on 7th Sept 2026-Ringo ( Soft market engagement end of October 2026)    | TBC, tendering docs         | N/A - subject to tender     | N/A - subject to tender | N/A - subject to tender | N/A - subject to tender               | New value will be confirmed once tender completed | New value will be confirmed once tender completed | None                                                                               | Pay and Display parking tariffs                                                           | £8,963,589                  | £6,893,543                 | £6,310,935                  |
| Neighbourhoods and Regeneration | Recycling                                                      | No - in contract until 2029                                                                                                              | N/A - in contract           | West London Waste Authority | 06 June 2026            | 05 June 2029            | 2+2                                   | £2,299,113                                        | £8,642,600                                        | £2,235,981                                                                         | Recycling rebate via selling recycle material                                             | £496,197                    | £778,671                   | £961,113                    |
|                                 |                                                                |                                                                                                                                          |                             |                             |                         |                         |                                       |                                                   |                                                   |                                                                                    | Total                                                                                     | £32,941,722                 | £35,164,210                | £40,863,841                 |
|                                 | Key                                                            |                                                                                                                                          |                             |                             |                         |                         |                                       |                                                   |                                                   |                                                                                    |                                                                                           |                             |                            |                             |
|                                 | PCN                                                            | Penalty Charge Notice                                                                                                                    |                             |                             |                         |                         |                                       |                                                   |                                                   |                                                                                    |                                                                                           |                             |                            |                             |
|                                 | MTC                                                            | Moving Traffic Contravention                                                                                                             |                             |                             |                         |                         |                                       |                                                   |                                                   |                                                                                    |                                                                                           |                             |                            |                             |
|                                 | SMS                                                            | Text message                                                                                                                             |                             |                             |                         |                         |                                       |                                                   |                                                   |                                                                                    |                                                                                           |                             |                            |                             |
|                                 | PME                                                            | Pre Market Engagement                                                                                                                    |                             |                             |                         |                         |                                       |                                                   |                                                   |                                                                                    |                                                                                           |                             |                            |                             |
|                                 | COMREG                                                         | Community Regulation Enforcement                                                                                                         |                             |                             |                         |                         |                                       |                                                   |                                                   |                                                                                    |                                                                                           |                             |                            |                             |
|                                 | TBC                                                            | To be confirmed                                                                                                                          |                             |                             |                         |                         |                                       |                                                   |                                                   |                                                                                    |                                                                                           |                             |                            |                             |
|                                 | N/A                                                            | Not applicable                                                                                                                           |                             |                             |                         |                         |                                       |                                                   |                                                   |                                                                                    |                                                                                           |                             |                            |                             |

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## Update for Scrutiny: Brent VCSE Contracts

### Borough Plan Framework

The alignment below uses the five priorities in **Moving Brent Forward Together**:

| Borough Plan Priority             | Main VCSE commissioning contribution                                                                                                                 |
|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Prosperity &amp; Stability</b> | Housing/homelessness prevention, immigration advice, welfare/IAG, employment and skills, affordable warmth, private-rented-sector advice             |
| <b>A Cleaner, Greener Future</b>  | Air-quality engagement, energy efficiency, affordable warmth, cycling/bike reuse and sustainable transport                                           |
| <b>Thriving Communities</b>       | Community development, faith/community cohesion, advocacy, social isolation, LGBTQ+ inclusion, community safety, resident engagement                 |
| <b>The Best Start in Life</b>     | Family wellbeing, early intervention, youth engagement, youth violence/exploitation prevention, children's advocacy, young women/girls, UASC support |
| <b>Healthier Brent</b>            | Mental health, substance misuse, health education, carers, community wellbeing, loneliness, advocacy, parent/infant mental health                    |

### VCFSE Commissioned-Services

| Organisations           | Service / Contract                                                     | Scope and Objective                                          | Intended / Key outcomes                                             | Funding | Contract Duration | Borough Plan Alignment |
|-------------------------|------------------------------------------------------------------------|--------------------------------------------------------------|---------------------------------------------------------------------|---------|-------------------|------------------------|
| Brent Multi-Faith Forum | <b>Community Cohesion &amp; Inclusion – Religious and Faith Events</b> | Faith/community events supporting cohesion and participation | Stronger social cohesion, participation and community relationships | £30,000 | Jul 2025–         | Thriving Communities   |

|                                                |                                                                |                                                                               |                                                                    |            |                   |                                          |
|------------------------------------------------|----------------------------------------------------------------|-------------------------------------------------------------------------------|--------------------------------------------------------------------|------------|-------------------|------------------------------------------|
|                                                |                                                                |                                                                               |                                                                    |            | Mar 2028          |                                          |
| The Social Market Foundation                   | Gambling Reform Project                                        | Community-facing gambling harm/reform work                                    | Increased awareness, prevention and support around gambling harms  | £30,000    | Apr 2025–Oct 2025 | Healthier Brent; Thriving Communities    |
| POhWER                                         | NHS Independent Complaints Advocacy Service                    | Independent advocacy for people navigating NHS complaints                     | Greater access to advocacy and ability to pursue complaints        | £157,137.6 | Jun 2023–May 2027 | Healthier Brent; Thriving Communities    |
| Afghanistan and Central Asian (ACAA)           | Emotional Wellbeing & Mental Health Support – UASC/former UASC | Targeted mental-health and emotional-wellbeing support                        | Improved wellbeing and access to culturally appropriate support    | £300,000   | Sep 2025–Aug 2028 | Healthier Brent; Best Start in Life      |
| Kingston Centre for Independent Living Limited | Independent Travel Training                                    | Support for young people/people with additional needs to travel independently | Greater independence, confidence and access to education/community | £644,201   | Feb 2025–Feb 2029 | Best Start in Life; Thriving Communities |
| Hestia Housing & Support                       | Dual Diagnosis – Alcohol, Drugs & Mental Health Pathway        | Integrated substance-misuse and mental-health support                         | Reduced harm, improved recovery and engagement with services       | £1,176,225 | Jul 2022–Jun 2027 | Healthier Brent                          |

|                                                            |                                                         |                                                                                  |                                                                                |               |                       |                                            |
|------------------------------------------------------------|---------------------------------------------------------|----------------------------------------------------------------------------------|--------------------------------------------------------------------------------|---------------|-----------------------|--------------------------------------------|
| Citizens Advice Bureau                                     | Independent Advice & Guidance (IAG)                     | Advice/support for residents, particularly people needing independent assistance | Improved access to rights, benefits, services and support                      | £1,997,163.48 | Dec 2022–<br>Dec 2026 | Prosperity & Stability;<br>Healthier Brent |
| Allchild Ltd                                               | Targeted Early Intervention – Children in Brent Schools | Early intervention in schools                                                    | Earlier identification of need; improved outcomes and prevention of escalation | £300,000      | Sep 2025–<br>Aug 2028 | Best Start in Life; Healthier Brent        |
| Health Equality and Rights Organisation                    | LGBTQ+ Community Building Project                       | Community development and support for LGBTQ+ residents                           | Greater inclusion, participation and community resilience                      | £15,000       | Jun 2026–<br>Jun 2027 | Thriving Communities                       |
| Sufra NW London                                            | Community Wellbeing Services                            | Community-based wellbeing support                                                | Improved wellbeing, social connection and access to local support              | £1,999,399    | Dec 2024–<br>Dec 2029 | Healthier Brent;<br>Thriving Communities   |
| Brent Parent Carer Forum (BPCF) Community Interest Company | Parent Carer Engagement Support                         | Engagement with parent carers in service design/delivery                         | Stronger parent voice and more responsive services                             | £20,000       | Apr 2026–<br>Mar 2027 | Best Start in Life; Healthier Brent        |
| Hestia Housing & Support                                   | Domestic Abuse & Complex Women's Service                | Housing-related support and specialist domestic-abuse support                    | Safety, stability and reduced risk of repeat abuse/homelessness                | £951,705      | Apr 2022–             | Thriving Communities;<br>Healthier Brent;  |

|                               |                                                    |                                                                   |                                                                                 |          |                   |                                         |
|-------------------------------|----------------------------------------------------|-------------------------------------------------------------------|---------------------------------------------------------------------------------|----------|-------------------|-----------------------------------------|
|                               |                                                    |                                                                   |                                                                                 |          | Mar 2027          | Prosperity & Stability                  |
| Elders Voice                  | Handy Person Service                               | Practical support enabling vulnerable residents to maintain homes | Safer homes and greater independence                                            | £658,335 | Apr 2022–Mar 2027 | Prosperity & Stability; Healthier Brent |
| Elders Voice                  | Age-friendly Brent                                 | Support for an age-friendly borough                               | Reduced isolation, greater participation and independence among older residents | £86,974  | Jul 2025–Jul 2027 | Healthier Brent; Thriving Communities   |
| Londons Community Kitchen CIC | Grand Union Employment & Skills Community Hub      | Local employment, skills and progression support                  | Improved skills, employability and employment outcomes                          | £50,000  | Apr 2025–Oct 2027 | Prosperity & Stability                  |
| Rumi's Cave                   | Winter Shelter                                     | Emergency/seasonal accommodation and support                      | Reduced rough sleeping and crisis homelessness                                  | £49,160  | Jan 2025–Mar 2025 | Prosperity & Stability                  |
| Depaul Trust                  | Low-Level Housing Related Support Homeless Service | Early housing-related support                                     | Prevention of homelessness and improved housing stability                       | £147,124 | May 2021–Apr 2027 | Prosperity & Stability                  |

|                                                    |                                                               |                                                                     |                                                                             |               |                   |                                                                  |
|----------------------------------------------------|---------------------------------------------------------------|---------------------------------------------------------------------|-----------------------------------------------------------------------------|---------------|-------------------|------------------------------------------------------------------|
| Think & Do For Environmental and Social Action Ltd | Think & Do – Sharing Spaces Project                           | Community/participatory project                                     | Increased community participation and use of shared spaces                  | £10,468.8     | Oct 2025–Dec 2025 | Thriving Communities                                             |
| Action Space London Events Ltd                     | Becoming Brent NLHF Project                                   | Heritage/community participation project                            | Community engagement, skills and local cultural participation               | £10,000       | Mar 2025–Dec 2025 | Thriving Communities                                             |
| CVS Brent                                          | CVS Brent Development Plan / VCSE Development                 | VCS infrastructure and organisational development                   | Greater organisational capacity, resilience and ability to deliver services | £40,000       | Jul 2025–Jan 2026 | Thriving Communities                                             |
| The Anna Freud Centre                              | Targeted Mental Health & Emotional Wellbeing – vulnerable CYP | Targeted mental-health intervention for priority groups             | Improved emotional wellbeing and early intervention                         | £1,734,505.54 | Feb 2023–Jan 2026 | Healthier Brent; Best Start in Life                              |
| Coram Voice                                        | Brent Advocacy & Independent Visitors Service                 | Independent advocacy/visiting for children and vulnerable people    | Stronger voice, rights and safeguarding                                     | £214,635      | Apr 2021–Mar 2026 | Best Start in Life; Thriving Communities                         |
| Depaul Trust                                       | Domestic Abuse & Young People HRS                             | Housing-related support for young people affected by domestic abuse | Safety, stability and prevention of homelessness                            | £969,330      | Sep 2019–Mar 2026 | Best Start in Life; Prosperity & Stability; Thriving Communities |

|                      |                                                                  |                                                        |                                                               |             |                       |                                                                        |
|----------------------|------------------------------------------------------------------|--------------------------------------------------------|---------------------------------------------------------------|-------------|-----------------------|------------------------------------------------------------------------|
| St Giles Trust       | Prevention of Gangs, Criminal Exploitation & Education Programme | Prevention and education around exploitation and gangs | Reduced vulnerability to exploitation and offending           | £496,123.54 | Mar 2023–<br>Mar 2026 | Thriving Communities;<br>Best Start in Life                            |
| RISE Mutual CIC      | Domestic Abuse Perpetrator Intervention Programme                | Intervention to reduce perpetrator behaviour           | Reduced domestic-abuse risk and improved victim/family safety | £318,839.22 | Feb 2023–<br>Mar 2026 | Thriving Communities;<br>Healthier Brent                               |
| Groundwork London    | Brent Well & Warm – Affordable Warmth                            | Energy/warmth support                                  | Reduced fuel poverty and improved home warmth/health          | £133,000    | Apr 2025–<br>Jul 2026 | Prosperity & Stability;<br>Cleaner, Greener Future;<br>Healthier Brent |
| Peddle My Wheels Ltd | Repurposed Bike Scheme                                           | Reuse/refurbishment of bicycles                        | Sustainable transport, active travel and reuse                | £17,200     | Apr 2025–<br>Apr 2026 | Cleaner, Greener Future                                                |
| Groundwork London    | Brent Energy Efficiency Grant – Buildings                        | Energy-efficiency improvements                         | Reduced energy consumption/costs and carbon emissions         | £15,906.25  | Jul 2025–<br>Apr 2026 | Cleaner, Greener Future;<br>Prosperity & Stability                     |
| POhWER               | Advocacy Services                                                | Independent advocacy for residents requiring support   | Increased ability to exercise rights and access services      | £706,486    | Jul 2023–             | Thriving Communities;<br>Healthier Brent                               |

|                               |                                                      |                                                             |                                                                  |               |                   |                                          |
|-------------------------------|------------------------------------------------------|-------------------------------------------------------------|------------------------------------------------------------------|---------------|-------------------|------------------------------------------|
|                               |                                                      |                                                             |                                                                  |               | May 2026          |                                          |
| Connect Stars Ltd             | Community Shield Against After-School Robberies      | Targeted community safety/prevention                        | Reduced vulnerability to robbery and safer journeys after school | £24,810       | Sep 2025–Jun 2026 | Thriving Communities; Best Start in Life |
| Penrose Options               | Penrose Generic Floating Support                     | Housing-related floating support                            | Sustained tenancies, independence and homelessness prevention    | £951,705      | Jul 2023–Jul 2028 | Prosperity & Stability                   |
| Barnardo's                    | Family Wellbeing Centre Support Service              | Family support through community/family centres             | Improved family functioning, early help and child wellbeing      | £575,461.38   | Jul 2025–Mar 2026 | Best Start in Life; Healthier Brent      |
| Street Doctors Ltd            | Bleed Control & First Aid Workshops – Street Doctors | Community first aid/bleed-control training                  | Increased community capability to respond to emergencies         | £6,000        | Nov 2024–Mar 2027 | Thriving Communities; Healthier Brent    |
| Hestia Housing & Support      | Mental Health HRS                                    | Housing-related support for people with mental-health needs | Housing stability, independence and improved wellbeing           | £1,495,257.5  | Apr 2022–Mar 2027 | Healthier Brent; Prosperity & Stability  |
| Look Ahead Care & Support Ltd | Homeless & Ex-Offender HRS                           | Housing-related support for homeless/ex-offender cohorts    | Reduced homelessness/reoffending and improved stability          | £5,421,342.08 | Apr 2022–         | Prosperity & Stability;                  |

|                               |                                                                      |                                                      |                                                                       |               |                   |                                              |
|-------------------------------|----------------------------------------------------------------------|------------------------------------------------------|-----------------------------------------------------------------------|---------------|-------------------|----------------------------------------------|
|                               |                                                                      |                                                      |                                                                       |               | Mar 2027          | Thriving Communities                         |
| Depaul Trust                  | Young Person HRS (18–21) & Crash Pads                                | Housing and emergency accommodation for young people | Prevented homelessness and supported transition to independence       | £1,651,685    | Apr 2022–Mar 2027 | Best Start in Life; Prosperity & Stability   |
| Brent Carers Centre           | Carers Support Service                                               | Support for unpaid carers                            | Improved carer wellbeing, resilience and ability to continue caring   | £895,994.01   | Aug 2023–Aug 2027 | Healthier Brent; Thriving Communities        |
| North West London Law Centres | Immigration Advice Service                                           | Specialist immigration advice                        | Improved access to rights, status, housing and other services         | £15,000,000   | Nov 2024–Nov 2027 | Prosperity & Stability; Thriving Communities |
| Communities First             | Community Engagement & Stakeholder Communication – Communities First | Community engagement and communications              | Increased resident participation and stronger community relationships | £37,676.08    | Jan 2026–Dec 2027 | Thriving Communities                         |
| Advance                       | Domestic Abuse Advocacy, Family Support & One Stop Shop              | Advocacy and integrated domestic-abuse support       | Safety, recovery, family stability and access to support              | £1,999,775.28 | Apr 2023–Mar 2028 | Thriving Communities; Healthier Brent        |

|                                  |                                         |                                                                   |                                                                             |             |                   |                                                           |
|----------------------------------|-----------------------------------------|-------------------------------------------------------------------|-----------------------------------------------------------------------------|-------------|-------------------|-----------------------------------------------------------|
| Penrose Options                  | Generic Floating Support                | Housing-related floating support                                  | Tenancy sustainment, independence and homelessness prevention               | £951,705    | Jul 2023–Jul 2028 | Prosperity & Stability                                    |
| Beam UP Ltd                      | Resettlement Support Services           | Support for newly resettled/refugee households                    | Successful integration, housing stability and access to employment/services | £576,000    | Aug 2025–Aug 2026 | Prosperity & Stability; Thriving Communities              |
| RVF Academy CIC                  | Young People Engagement                 | Youth participation and engagement                                | Young people influencing decisions and accessing opportunities              | £20,000     | Aug 2025–Dec 2025 | Best Start in Life                                        |
| The Advocacy Project             | Healthwatch Brent                       | Independent voice for health/social-care users                    | Resident voice, scrutiny and improvement of local services                  | £127,765.03 | Jul 2025–Mar 2026 | Healthier Brent; Thriving Communities                     |
| St Giles Trust                   | Embedded Youth Violence Hospital Worker | Hospital-based intervention for young people affected by violence | Earlier intervention, reduced repeat violence and improved safeguarding     | £362,500    | Jan 2024–Mar 2026 | Best Start in Life; Thriving Communities; Healthier Brent |
| The Josh Hanson Charitable Trust | Knife Crime Awareness Workshops         | Prevention/awareness education                                    | Increased awareness and reduced vulnerability to knife crime                | £7,500      | Nov 2024–Mar 2027 | Thriving Communities; Best Start in Life                  |

|                             |                                                    |                                                       |                                                                      |             |                   |                                          |
|-----------------------------|----------------------------------------------------|-------------------------------------------------------|----------------------------------------------------------------------|-------------|-------------------|------------------------------------------|
| Home Start Barnet           | Parent & Infant Mental Health Peer Support         | Peer support for parents/infants                      | Improved parental and infant emotional wellbeing                     | £185,140    | Dec 2025–Mar 2027 | Best Start in Life; Healthier Brent      |
| Cricklewood Wanderers C.I.C | Sport 4 Inclusion & Wellbeing                      | Sport/community inclusion project                     | Physical activity, inclusion, wellbeing and social connection        | £73,440     | Apr 2025–Mar 2027 | Healthier Brent; Thriving Communities    |
| Star Books                  | Community Language Materials                       | Accessible/multilingual community information         | Improved access to information and services for diverse communities  | £49,000     | Oct 2025–Oct 2027 | Thriving Communities; Healthier Brent    |
| Young Brent Foundation      | Young Women & Girls Diversionary Project           | Targeted activities/support for young women and girls | Reduced vulnerability, increased participation and safer communities | £137,500    | Nov 2025–Mar 2028 | Best Start in Life; Thriving Communities |
| Brent Carers Centre         | Health Educators / Brent Community Health Educator | Community health education/outreach                   | Earlier engagement, prevention and reduced health inequalities       | £999,974.66 | Jul 2024–Dec 2028 | Healthier Brent                          |
| Ashford Place               | Social Isolation & Loneliness Prevention Services  | Community-based loneliness prevention                 | Increased social connection, participation and wellbeing             | £624,000    | May 2025–         | Healthier Brent; Thriving Communities    |

|                                                    |                                                                 |                                                          |                                                                       |               |                   |                                                                  |
|----------------------------------------------------|-----------------------------------------------------------------|----------------------------------------------------------|-----------------------------------------------------------------------|---------------|-------------------|------------------------------------------------------------------|
|                                                    |                                                                 |                                                          |                                                                       |               | Dec 2029          |                                                                  |
| St Mungo's Association                             | Street Outreach, Housing Advice & Resettlement – Rough Sleepers | Outreach, housing advice and resettlement                | Reduced rough sleeping and sustained accommodation                    | £2,495,150.07 | May 2025–May 1930 | Prosperity & Stability; Healthier Brent                          |
| Young Brent Foundation                             | Church End Youth Anchor Project                                 | Youth/community activities, capital and business support | Youth participation, community infrastructure and local opportunities | £680,000      | Feb 2025–Feb 1935 | Best Start in Life; Thriving Communities; Prosperity & Stability |
| Advice4Renters (went into liquidation in May 2025) | Improving the PRS Experience – Advice4Renters                   | Advice and support for private renters                   | Better tenant rights, housing security and resolution of problems     | £300,000      | Apr 2024–Mar 2026 | Prosperity & Stability                                           |
| St Giles Trust                                     | CHOICES ETE Support                                             | Education, training and employment support               | Improved progression into education, training or work                 | £50,000       | Aug 2024–Sep 2026 | Prosperity & Stability; Best Start in Life                       |
| Barnardos Services Ltd                             | Barnardo's Family Wellbeing Centre Support                      | Family-centre support                                    | Family wellbeing and early intervention                               | £575,461.38   | Jul 2025–Mar 2026 | Best Start in Life; Healthier Brent                              |



## **Neighbourhood Community Infrastructure Levy (NCIL) and Community Grants 23-24 – 25-26**

### **NCIL**

| <b>Year of Award</b> | <b>Organisation</b>                                      | <b>Project Description</b>                                                                                                                                                                    | <b>Brent Connect Area</b> | <b>NCIL Award Amount</b> |           |
|----------------------|----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|--------------------------|-----------|
| 23/24                | Abundance Arts                                           | Abundance Arts provided activity sessions for children and young people aged 8-18 years old.                                                                                                  | Harlesden                 | £                        | 18,798.00 |
| 23/24                | Bosnia and Herzegovina Community Advice Centre           | A dementia café delivered activities and event programmes designed for disadvantaged, marginalised and vulnerable people living in Willesden.                                                 | Willesden                 | £                        | 39,579.00 |
| 23/24                | Brent Play Association                                   | A social infrastructure project bringing enrichment to residents with special needs.                                                                                                          | Wembley                   | £                        | 40,000.00 |
| 23/24                | Church Road Businesses - Church Road Digital Noticeboard | The installation of a permanent digital noticeboard to improve local visibility, promote businesses, and increase connection to the local community.                                          | Harlesden                 | £                        | 20,000.00 |
| 23/24                | Harlesden Business Association                           | This project delivered hanging baskets in the Harlesden area.                                                                                                                                 | Harlesden                 | £                        | 25,000.00 |
| 23/24                | Clube dos Brasileirinhos                                 | Clube Dos Brasileirinhos provided a youth development programme specifically targeted at Brazilian and Portuguese young people living in Brent, to help integration into the wider community. | Kilburn                   | £                        | 5,000.00  |
| 23/24                | Comunidade Pentecostal De Londres Trust                  | The project offered regular activities and one-off events for Brazilians and Portuguese speaking communities living in Brent such as through sport, cultural activities and events.           | Harlesden                 | £                        | 33,216.00 |
| 23/24                | Destiny House International                              | Destiny House Baton Scheme improved the facilities of Brent Hub Community                                                                                                                     | Harlesden                 | £                        | 15,986.00 |

|       |                                            |                                                                                                                                                                                       |                              |   |           |
|-------|--------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|---|-----------|
|       |                                            | Enterprise Centre, enhancing resources and useable spaces.                                                                                                                            |                              |   |           |
| 23/24 | English Martyrs Church                     | Refurbishment of a community hall.                                                                                                                                                    | Kingsbury & Kenton           | £ | 48,678.00 |
| 23/24 | Forward Trust                              | The Forward Enterprise Bootcamp provided a new intensive Enterprise Support service focusing on supporting disadvantaged and deprived young people in Wembley, Kingsbury, and Kenton. | Multiple Brent Connect Areas | £ | 27,190.48 |
| 23/24 | Fresh Arts C.I.C                           | Delivered a social infrastructure project to support a newly refurbished cultural facility for the benefit of the young people in the community.                                      | Wembley                      | £ | 89,320.00 |
| 23/24 | Granville Community Kitchen                | Delivered a gardening and health and wellbeing classes.                                                                                                                               | Kilburn                      | £ | 18,460.00 |
| 23/24 | Hestia Housing & Support                   | This project supported 30 parents and children from Brent refugee community to improve their physical emotional and mental health wellbeing.                                          | Multiple Brent Connect Areas | £ | 22,000.00 |
| 23/24 | Learie Constantine West Indian Association | Learie Constantine West Indian Association delivered a youth arts and media project.                                                                                                  | Willesden                    | £ | 45,000.00 |
| 23/24 | Learning Through the Arts                  | Flourish delivered a craft based intergenerational project using multiple art forms from drama to pottery to help nurture expression, communication within library settings.          | Wembley                      | £ | 50,086.00 |
| 23/24 | MEM Academy                                | This social infrastructure project delivered boxing, physical activities and mentorship for young people aged 11-24 who are at-risk / vulnerable.                                     | Wembley                      | £ | 61,256.00 |
| 23/24 | Other Cinemas                              | Other Cinemas delivered monthly film club, a short film event and exhibition aimed at residents in Kilburn.                                                                           | Kilburn                      | £ | 10,000.00 |

|       |                                                |                                                                                                                                                                                                                                                                |                              |   |           |
|-------|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|---|-----------|
| 23/24 | QPR in the Community Trust                     | Delivered football coaching sessions for young people at risk of antisocial behaviour and crime.                                                                                                                                                               | Wembley                      | £ | 49,369.77 |
| 23/24 | Resourceful Women's Network (RWN)              | Free weekly knitting and crochet sessions for women in South Kilburn.                                                                                                                                                                                          | Kilburn                      | £ | 5,000.00  |
| 23/24 | SAAFI (Somali Advice and Forum of Information) | SAAFI delivered a programme called Koruqaad tailored support the cost-of-living crisis for Brent residents.                                                                                                                                                    | Multiple Brent Connect Areas | £ | 32,958.75 |
| 23/24 | Salusbury World                                | This project delivered ESOL classes to women from migrant communities.                                                                                                                                                                                         | Kilburn                      | £ | 20,000.00 |
| 23/24 | Shared City CIC                                | This was six-month social infrastructure project that offered a total of 40 wellness sessions.                                                                                                                                                                 | Wembley                      | £ | 11,150.00 |
| 23/24 | Spark! (Hounslow Education Business Charity)   | The Way to Work project was a high-level support programme for young people furthest away from the labour market.                                                                                                                                              | Multiple Brent Connect Areas | £ | 13,290.00 |
| 23/24 | Sport at the Heart                             | This two-year social infrastructure project Supported 60 young people who are furthest from sustained employment opportunities, providing tailored skills and employment programme which included CV writing, interviews skills training and exam preparation. | Boroughwide                  | £ | 71,828.00 |
| 23/24 | St. Laurence's Larder and Open Kitchen         | Project Springboard enabled St Laurence's Larder and Open Kitchen to develop a Community Arts Café                                                                                                                                                             | Kilburn                      | £ | 7,000.00  |
| 23/24 | Start Easy Ltd                                 | 'Brent Goes Foody' was an educational training programme for children, young people and families related to food, human rights and climate action                                                                                                              | Multiple Brent Connect Areas | £ | 28,000.47 |
| 23/24 | The Conservation Volunteers                    | Working with Brent Council internal Parks and Community teams encouraging volunteers to connect with green spaces to improve and create healthier communities and green spaces                                                                                 | Boroughwide                  | £ | 97,342.00 |

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| 23/24 | The Rise Partnership Trust                                                                      | The Avenue School – Vegetable Garden project supported the wellbeing of students who have autism and communication barriers, along with their parents and carers                    | Kilburn                      | £ | 3,068.53   |
| 23/24 | Triton in the Community                                                                         | This project offered swim teacher training and swim lessons for Brent women & girls at a local Hotel Swimming Pool – The Crown Hotel (Cricklewood)                                  | Willesden                    | £ | 8,000.00   |
| 23/24 | Zest of Mind                                                                                    | This project delivered a health, wellbeing, and skills improvement programme for young people                                                                                       | Boroughwide                  | £ | 39,000.00  |
| 23/24 | Brent Parks and Gujarati Aria Association                                                       | This project is creating an enhanced dual site of John Billam and Tenterden Community Sports Club with improvements to the park, planting and CCTV at John Billam                   | Kingsbury & Kenton           | £ | 31,345.70  |
| 23/24 | Brent Parks and Friends of Hazel Road Open Space                                                | Improvements to Hazel Road Open Space redesigning and improving the neglected open space in Hazel Road putting in additional planting and play equipment                            | Kilburn                      | £ | 50,850.00  |
| 23/24 | Brent Parks and Harlesden Neighbour-hood Forum                                                  | This project has refurbished Tubbs Road Pocket Park to improve resident amenities and community engagement and reduce antisocial behaviour                                          | Harlesden                    | £ | 13,000.00  |
| 24/25 | Forest United (1973) Youth Football Club Limited Tenterden Sports Ground New Football Pavillion | The project applied for £400,00 is for a new football pavilion at Tenterden Sports ground in Kenton suitable for a grass roots level football club                                  | Multiple Brent Connect Areas | £ | 146,976.00 |
| 24/25 | Step Up Hub Community Safety Community Leadership Programme                                     | This project is providing a one-year course lead by The School of Oriental and African Studies (SOAS) in Community Safety and Leadership, providing training for 50 Brent residents | Multiple Brent Connect Areas | £ | 114,000.00 |

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| 25/26 | Public Realm Improvement Programme                  | Enhanced community infrastructure through boroughwide public realm improvements, creating safer, more accessible streets, town centres and public spaces that support growing communities, connectivity and the positive use of local places. | Boroughwide | £ | 5,117,900.00 |
| 25/26 | Additional Classroom and Café Space for Brent Start | Expanding this community asset by new classroom and café spaces, increasing capacity for learning, wellbeing and community engagement activities.                                                                                             | Harlesden   | £ | 200,000.00   |
| 25/26 | Cost of Living support                              | Strengthening social infrastructure through income, employment and family support initiatives, helping residents build resilience, improve wellbeing and access opportunities within growing communities.                                     | Boroughwide | £ | 400,000.00   |
| 25/26 | Investment in Council-Owned Commercial Properties   | Enhanced community facilities through building improvements and accessibility upgrades, ensuring valued community assets remain safe, inclusive and capable of meeting increasing local demand.                                               | Harlesden   | £ | 539,838.00   |
| 25/26 | Trees for Brent 2025                                | Enhanced green infrastructure through the planting of up to 1,500 trees including a new woodland. Supporting biodiversity, environmental sustainability, community wellbeing and healthier neighbourhoods.                                    | Boroughwide | £ | 498,360.00   |
| 25/26 | Church End and Roundwood Green Corridors            | Enhanced community infrastructure through greening, accessibility and security improvements, creating a safer, more inclusive route that supports active travel and connectivity between communities and growth areas.                        | Harlesden   | £ | 750,000.00   |
| 25/26 | Brent Beats & Roots                                 | Enhanced social infrastructure through music and arts, supporting town centre                                                                                                                                                                 | Boroughwide | £ | 207,500.00   |

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|       |                                                                  | regeneration, encouraging positive use of public spaces.                                                                                                                                                                                |                    |   |            |
| 25/26 | Interventions to encourage pro-social behaviour                  | Strengthened community safety through targeted activities and interventions, creating safer, more welcoming town centres and supporting the positive use of public spaces.                                                              | Boroughwide        | £ | 208,000.00 |
| 25/26 | Kingsbury Green Corridor                                         | Enhanced community infrastructure through greening, accessibility and security improvements, creating safer, more inclusive public spaces that support active travel, community wellbeing and local connectivity                        | Kingsbury & Kenton | £ | 280,000.00 |
| 25/26 | Repair Café Events                                               | Community-led repair events, promoting environmental sustainability, reducing waste, sharing skills and fostering community participation and social cohesion.                                                                          | Boroughwide        | £ | 40,000.00  |
| 25/26 | Freeman Family Centre Playground Improvements                    | Expanded this community asset by creating a safe, welcoming and inclusive play area and open space to support family wellbeing and social interaction.                                                                                  | Harlesden          | £ | 40,000.00  |
| 25/26 | Mural artwork installation One Tree Hill Park                    | Enhanced a public space to create a welcoming entrance to the park and foster civic pride.                                                                                                                                              | Wembley            | £ | 9,933.00   |
| 25/26 | Willesden Green Library Living Wall 3-year Maintenance Programme | Enhancing a community asset by ensuring the landmark living wall continues to enhance the public space.                                                                                                                                 | Willesden          | £ | 6,750.00   |
| 25/26 | Brent Habitat Bank – Investing in Nature                         | Establishing Brent habitat bank at Neasden Recreation Ground to create a site for biodiversity enhancement and enabling Brent to capture biodiversity investments from local development that are currently offset outside the borough. | Willesden          | £ | 85,100.00  |

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| 25/26 | Comber Close Play Area (Bidwell Playground) Improvements | Enhanced community facilities through new play equipment and play space improvements, creating a safe, inclusive environment for young children while encouraging positive community use. | Willesden | £ | 24,000.00 |
| 25/26 | Kilburn Town Centre Crime Reduction Partnership          | Strengthened social infrastructure and community safety through a business crime reduction partnership, supporting collaborative action to reduce crime and create safer town centres.    | Kilburn   | £ | 20,000.00 |

### **Love Where You Live (LWYL)**

| Year of Award | Organisation / Resident                   | Project Description                                                                                                                                                         | Brent Connect Area | LWYL Award Amount |
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| 23/24         | 6 Degrees Studios Ltd.                    | Foster connections within the local community through music, talks, food and businesses Our aim is to connect people of all generations to share wisdom, knowledge and more | Willesden          | £<br>500.00       |
| 23/24         | 7th Wembley Scout Group                   | Aimed at strengthening the skills, abilities, and confidence of local youngsters aged 14-17, through the creation of a new scout's unit                                     | Wembley            | £<br>500.00       |
| 23/24         | 10th Willesden Scouts Group               | Fundraising for tents and hardship fund to take Scout with financial hardship on an overnight trip                                                                          | Harlesden          | £<br>500.00       |
| 23/24         | Always Remember                           | A community exhibition at both the Union Centre and Civic Centre celebrating black people who fought in WWII                                                                | Harlesden          | £<br>500.00       |
| 23/24         | Asian People's Disability Alliance (APDA) | Brent Day Centres Partnership Sports Day 2023 for older and disabled service users                                                                                          | Kingsbury & Kenton | £<br>500.00       |

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| 23/24 | Asma Community Group - Healing Hearts          | Community-led workshop aimed at bringing together residents of South Kilburn and creating a safe space in the aftermath of tragic events that have deeply affected the community. This workshop will comprise of a range of local services collaborating to provide counselling services, support groups and workshops led by trained professionals. | Kilburn            | £<br>500.00 |
| 23/24 | Barwaqo Youth - Youth Career Development Event | Delivering a youth career development event. This event will inform and develop young people of available career opportunities. Young people will also have the chance to network with professionals from different fields. This occasion is additionally open to guardians permitting them to explore opportunities for their children.             | Harlesden          | £<br>500.00 |
| 23/24 | Brent Deaf Parent Support Group                | Support group for Deaf residents                                                                                                                                                                                                                                                                                                                     | Wembley            | £<br>500.00 |
| 23/24 | Brent Nigerian Community Association           | Nigerian Independence Celebration and Awareness, an event celebrating Nigerian Independence with entertainment, refreshments, music & dancing.                                                                                                                                                                                                       | Wembley            | £<br>500.00 |
| 23/24 | Brent Panthers Community Club                  | A community engagement event for members and family of the Community Club. The event includes entertainments as well as facilitating physical activities to support capacity building and character development for younger club members.                                                                                                            | Wembley            | £<br>500.00 |
| 23/24 | British Gurkha Nepalese Association            | Providing enriching trips and an opportunity to connect and socialise with Ex-Gurkha Military personnel.                                                                                                                                                                                                                                             | Wembley            | £<br>500.00 |
| 23/24 | Cave Open Mic                                  | Black History Month Special An open mic night (non-ticketed) at a restaurant to celebrate Black artists of the area.                                                                                                                                                                                                                                 | Harlesden          | £<br>500.00 |
| 23/24 | Chalkhill Community Centre                     | ACDO proposes a trip to Birchen Grove, Greater London's largest garden centre, located in Kingsbury. The outing will accommodate 32 vulnerable residents fully accessible and offering diverse food options for those facing affordability challenges.                                                                                               | Kingsbury & Kenton | £<br>500.00 |
| 23/24 | Chippenham Avenue                              | King's coronation street party                                                                                                                                                                                                                                                                                                                       | Wembley            | £<br>500.00 |
| 23/24 | Clube do Brasil                                | Community celebration day: Festa Junina open to all                                                                                                                                                                                                                                                                                                  | Kilburn            | £<br>500.00 |

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| 23/24 | Coaching Academy by Iman Hamid | A four-week education programme for 16-18 year old girls                                                                                                                                                                                                                   | Harlesden          | £<br>500.00 |
| 23/24 | Dyslexia FeelGood Funday CiC   | In-person interactive arts-based event for dyslexics & neurodivergent families & individuals of all ages in Anson Primary School                                                                                                                                           | Willesden          | £<br>500.00 |
| 23/24 | EBATT Project                  | Open Play for Senior Citizens delivering 10x free Table Tennis sessions for senior residents                                                                                                                                                                               | Willesden          | £<br>500.00 |
| 23/24 | Elm Road residents & community | Street party after a horrific fire that tore through some cladded flats to support the residents who were decanted from their homes on 29th January, many who felt displaced and lonely                                                                                    | Wembley            | £<br>500.00 |
| 23/24 | ETT Sports Ltd.                | Robotics Sessions a one off project to offer robotics (Computer Science & Engineering) sessions at Mora Primary School for school years 3-6                                                                                                                                | Kilburn            | £<br>500.00 |
| 23/24 | Friends of Barham Park         | Ten educational sessions in Barham park                                                                                                                                                                                                                                    | Wembley            | £<br>500.00 |
| 23/24 | Friends of Mora Association    | A community Iftar (breaking of fast) at Mora Primary School to recognise the month of Holy Ramadan They will provide 100 tickets to all faith groups in the local community                                                                                                | Willesden          | £<br>500.00 |
| 23/24 | Gladstone Park Primary School  | The "Family Feast" event at Gladstone Park Primary School aims to foster unity among its multicultural parent community, with over 43 languages spoken a united, multicultural celebration during difficult times, embracing both Christian and Muslim festivals in spring | Willesden          | £<br>500.00 |
| 23/24 | Gladstone Park run             | Celebrating the 11th anniversary of the park run project, which brings together socially isolated and marginalised members of the community                                                                                                                                | Willesden          | £<br>500.00 |
| 23/24 | GREY / BLUE Art Exhibition     | Free ongoing exhibition looking to do a closing day for a younger audience                                                                                                                                                                                                 | Wembley            | £<br>500.00 |
| 23/24 | Harlesden Business Association | Windrush street party                                                                                                                                                                                                                                                      | Harlesden          | £<br>500.00 |
| 23/24 | Hidden Histories CIC           | Celebrating British Iraqi residents in Brent during Heritage Open Days                                                                                                                                                                                                     | Kingsbury & Kenton | £<br>500.00 |
| 23/24 | Higher Potential               | Offer a safe space for these Mums where they can talk, engage in activities and above all find out where they can get to                                                                                                                                                   | Willesden          | £<br>500.00 |

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| 23/24 | Hillside Performing Arts    | The project aims to empower young Brent residents aspiring for careers in media by offering specialised video editing workshops                                                                                              | Harlesden | £<br>500.00 |
| 23/24 | Its Unique Families         | SEN Families project, a SEN Family fun day                                                                                                                                                                                   | Harlesden | £<br>500.00 |
| 23/24 | J N Hot Meals               | Healthy Meals for People with Diabetes                                                                                                                                                                                       | Wembley   | £<br>500.00 |
| 23/24 | Jade Mutua Foundation Trust | Greener Climate project consisting of planting and litter picking                                                                                                                                                            | Kilburn   | £<br>500.00 |
| 23/24 | Jegna Family Support        | Let's Talk About Sex, Honouring and Respecting our Bodies , A day of activities to support younger residents and the importance of sexual health Project will also launch the organisation                                   | Harlesden | £<br>500.00 |
| 23/24 | Resident A                  | Exhibition, launch of an exhibition of school students' work, a professional artist's work and other local artists for the year ahead                                                                                        | Wembley   | £<br>500.00 |
| 23/24 | Resident B                  | Our Alien Planet, a visual story telling workshops for children to create a speculative planet and ideate a storyline- run out of St Raph's community centre Community Funding used for venue hire and promotional materials | Harlesden | £<br>500.00 |
| 23/24 | Kidney Awareness            | Bringing awareness of kidney disease removing the stigma behind transplants in the black community                                                                                                                           | Willesden | £<br>500.00 |
| 23/24 | Kilburn State of Mind       | Into the Park project, Hosting a community music and crafts festival                                                                                                                                                         | Kilburn   | £<br>500.00 |
| 23/24 | Launch It Trust             | To bring the community together to network and connect at an event                                                                                                                                                           | Willesden | £<br>500.00 |
| 23/24 | Loving on Single Parents    | Launch event in the Drum to promote a new organisation helping single parents find work                                                                                                                                      | Wembley   | £<br>500.00 |
| 23/24 | Lyon Park Association       | King's coronation party – hiring kids rides                                                                                                                                                                                  | Wembley   | £<br>500.00 |
| 23/24 | Majestic Gardens            | Tree planting project                                                                                                                                                                                                        | Willesden | £<br>500.00 |

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| 23/24 | Resident C                                               | Mimouna celebration at Makor Hayim in Willesden, welcoming neighbours of all backgrounds to break bread, share stories, and celebrate together                                                                                                               | Willesden          | £<br>500.00 |
| 23/24 | Many Hands Productions                                   | The project is showcasing a film by an independent film maker in Brent to reference a book called How to Live Together which is an in depth study of Kilburn's community groups                                                                              | Kilburn            | £<br>500.00 |
| 23/24 | Mostyn and surrounding area street cleaning and training | Request for street sweeping equipment to support resident association agricultural work                                                                                                                                                                      | Wembley            | £<br>500.00 |
| 23/24 | Mount Stewart Junior School                              | The TMSS Culinary Oasis: Growing Goodness in Our Edible Garden, a project to fund a vegetable garden at Mount Stewart Junior School                                                                                                                          | Kingsbury & Kenton | £<br>500.00 |
| 23/24 | Resident D                                               | Community party                                                                                                                                                                                                                                              | Wembley            | £<br>500.00 |
| 23/24 | National Base Helpline                                   | Networking with other Brent organisations that may benefit from their free services (community support for ex- offenders and prisoners )                                                                                                                     | Harlesden          | £<br>500.00 |
| 23/24 | Nettleden Avenue Eid Party                               | Bring together all residents of the street, transforming it into a vibrant gathering space                                                                                                                                                                   | Wembley            | £<br>500.00 |
| 23/24 | Queer Supper Club                                        | One off Queer supper club at a café to launch a community group                                                                                                                                                                                              | Harlesden          | £<br>500.00 |
| 23/24 | Resident E                                               | Willesden Green Wassail, a walking street tour with artists and poets celebrating the community                                                                                                                                                              | Willesden          | £<br>500.00 |
| 23/24 | Resident F                                               | A one off writing masterclass to encourage aspiring writers to work on their own writing and network with others to explore their ideas                                                                                                                      | Harlesden          | £<br>500.00 |
| 23/24 | Resident G                                               | Community cook off competition to use local, fresh produce to practice and showcase their culinary skills, bringing the community together                                                                                                                   | Kilburn            | £<br>500.00 |
| 23/24 | Resident H                                               | to address the communication gap and isolation experienced by families during the COVID-19 pandemic by organising a community get-together, enjoy food, music, and entertainment, fostering social bonds and maintaining good relations within the community | Wembley            | £<br>500.00 |

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| 23/24 | Roundwood Park 1 Vs 1 Basketball tournament | 1 Vs 1 Basketball tournament                                                                                                                                                                                                                                                                                            | Harlesden | £<br>500.00 |
| 23/24 | Save our boys - Stay woke 3                 | Open mic night and networking event This event is for all youth in the area It is a talent event as well as a place for grassroots organisations to network                                                                                                                                                             | Willesden | £<br>500.00 |
| 23/24 | Serene One Ltd                              | Windrush 75 Lunch celebration                                                                                                                                                                                                                                                                                           | Willesden | £<br>500.00 |
| 23/24 | Skills2success                              | Teach me 2 Feed Me project, teaching the community of all ages to develop their culinary skills in healthy eating In collaboration with another Brent organisation, culinary classes will occur each Saturday morning Children when then have the option to bring back home this prepared lunch                         | Harlesden | £<br>500.00 |
| 23/24 | SKPPRA magazine publication                 | Community Magazine Project to encourage community cohesion and identity                                                                                                                                                                                                                                                 | Wembley   | £<br>500.00 |
| 23/24 | Stonebridge Somali Centre                   | The event is intended to celebrate Somali Heritage and educate the entire community about Somali Culture The occasion will feature speakers, entertainment, and food will be accommodated all visitors This event is opened to the whole community                                                                      | Harlesden | £<br>500.00 |
| 23/24 | Sudbury Town Residents Association          | The project aims to unite residents, including senior citizens and young families, from diverse cultural backgrounds, fostering lasting relationships and appreciation for diversity It provides opportunities for interaction to combat loneliness and isolation, spreading joy and happiness throughout the community | Wembley   | £<br>500.00 |
| 23/24 | Tairo                                       | Sister Series a one off women's circle centred around wellness and exploring the theme of grief                                                                                                                                                                                                                         | Willesden | £<br>500.00 |
| 23/24 | Talk Dementia                               | The Meeting Room - Pilot event for weekly drop-in sessions supporting people and families of people living with dementia                                                                                                                                                                                                | Willesden | £<br>500.00 |
| 23/24 | The Church of Ascension                     | Black History – An event that will help address the concept of being British and belonging Honouring the black community and educating young people offering a sense of identity                                                                                                                                        | Wembley   | £<br>500.00 |

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| 23/24 | The Gruffalo and other family stories     | Learning and engagement project centred around a theatrical performance to see the Gruffalo                                                                                                                                                                                                                                                                | Kilburn            | £<br>500.00 |
| 23/24 | The Maze Organisation                     | Mindletics Programme for 9–15-year-old vulnerable children designed to build confidence, manage anxiety and promote inclusion by utilising the recognised Social Stories methodology                                                                                                                                                                       | Willesden          | £<br>500.00 |
| 23/24 | Timeless Media Solutions Ltd              | A celebration and book launch of local children's stories following previous writing and creativity workshops                                                                                                                                                                                                                                              | Harlesden          | £<br>500.00 |
| 23/24 | Useful Productions CIC                    | The initiative aims to host a Community Kitchen Supper Club twice a month for 80 people, including residents of the South Kilburn Estate and Asylum Seekers in local hostels addressing isolation and mental health issues providing collaborative cooking sessions, nutritious meals, social activities, and support services to address these challenges | Kilburn            | £<br>500.00 |
| 23/24 | WCARA                                     | Blossom, initiated by the Wembley Central & Alperton Residents' Association (WCARA). This project delivered bedding plants to elderly, disabled, and special needs individuals, bringing together people from diverse backgrounds to share in the joy of gardening                                                                                         | Wembley            | £<br>500.00 |
| 23/24 | Wembley Residents Group                   | Winter Street Party                                                                                                                                                                                                                                                                                                                                        | Wembley            | £<br>500.00 |
| 23/24 | Willesden Volleyball club                 | Trials and training to prepare young boys and girls for London Youth Games                                                                                                                                                                                                                                                                                 | Willesden          | £<br>500.00 |
| 23/24 | Yovela Education & Training Centre (YTEC) | Event aimed at fathers from different backgrounds, to come together with their children to support well-being and learning                                                                                                                                                                                                                                 | Kingsbury & Kenton | £<br>500.00 |
| 23/24 | Zest of Mind (ZoM)                        | Wellbeing Warriors Event Day offering training for volunteers who will deliver engaging social awareness and upskilling projects, whilst also promoting the benefits of roller skating                                                                                                                                                                     | Willesden          | £<br>500.00 |
| 23/24 | Resident I                                | Eid street festival                                                                                                                                                                                                                                                                                                                                        | Wembley            | £<br>500.00 |
| 24/25 | Art Café CIC                              | Bazaars and community get together group for Brent residents to encourage making friends and socialising through art A social event with music, quizzes and a craft show and market to engage local businesses with residents                                                                                                                              | Harlesden          | £<br>500.00 |

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| 24/25 | BBM-BMC                    | Big Up Harlesden: One Love, The Last Hurrah Community Event An event for businesses and residents of Harlesden with food and music to celebrate African Caribbean culture including a Pre-Xmas/Kwanzaa market                                                                 | Harlesden          | £<br>500.00 |
| 24/25 | Be One Hope                | A State Of Mind An open mic event to shine a light on mental health to support people in a fun and entertaining way with poetry, singing, motivational talks, music and food                                                                                                  | Kilburn            | £<br>500.00 |
| 24/25 | Beyond CIC                 | Second Chance Barriers to Business - The Brent Business Kickstart Day, a one day intensive programme to support ex-offenders in Brent to develop a structured pathway towards entrepreneurship helping them to register their business                                        | Harlesden          | £<br>500.00 |
| 24/25 | BL Sports                  | BL Sports Wembley football tournament A 5-a-side tournament for primary school children in Wembley to provide more opportunities to play sports                                                                                                                               | Wembley            | £<br>500.00 |
| 24/25 | Brent Care Leavers Group   | Brent Care Leavers Christmas Dinner A Christmas dinner for care leavers providing them with a much needed opportunity to feel connected over the festive period which can be a particularly isolating time of year for those who do not have a traditional family celebration | Wembley            | £<br>500.00 |
| 24/25 | Brent Community Land Trust | Brent CLT Community Outreach and Engagement Providing independent funding to widening participation and promoting the community involvement in the decision making process of The Land Trust development site in Harlesden                                                    | Harlesden          | £<br>500.00 |
| 24/25 | Brent Pensioners Forum     | Connect A workshop delivered by Brent Pensioners Forum to discuss the Age-Friendly Brent Programme empowering participants to take an active role in shaping their community                                                                                                  | Wembley            | £<br>500.00 |
| 24/25 | Brent Punjabi Association  | Christmas party addressing social isolation over the Christmas and winter months A lunch featuring food from around the world for up to 40 guests of different nationalities living in Wembley, with dance and singing and craft tables                                       | Wembley            | £<br>500.00 |
| 24/25 | Canons CC                  | Hardball Girls Cricket lessons and training for girls between the ages of 7-13, promoting the sport in an inclusive way to groups                                                                                                                                             | Kingsbury & Kenton | £<br>500.00 |

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|       |                                      | of girls aiming to breakdown social barriers by encouraging team sport                                                                                                                                                                                                      |           |             |
| 24/25 | Cavendish Road Residents Association | Cavendish Road Revival Regular community meetings bringing neighbours together to collectively work together and empower residents to reduce anti social behaviour and improve the quality of life for Cavendish Rd, Cavendish Close and Mowbray Rd                         | Kilburn   | £<br>500.00 |
| 24/25 | Central Mosque of Brent              | Community breakfast Club Piloting a Christmas holiday community breakfast club aimed at children and families that are affected by the cost of living crisis, providing healthy and nutritional breakfasts in a warm and welcoming environment                              | Willesden | £<br>500.00 |
| 24/25 | Dementia Café                        | Brent Community Christmas Lunch A three course Christmas lunch for 150 people living with dementia, and their carers, who face social isolation and few opportunities to socialise including entertainment and music at the Bridge Park Community Leisure Centre            | Harlesden | £<br>500.00 |
| 24/25 | DFY Sports Limited                   | Launching DFY Girls' Teams in Regent Park Youth League: Empowering Local Girls through Football The launch of two girls' football teams in Harlesden as part of Regent Park Youth League, for girls aged between 6-12 and focusing on children from lower-income households | Harlesden | £<br>500.00 |
| 24/25 | Dramagical4all CIC                   | A series of Dramagical Coffee Mornings for Mums with Bumps, Babes in arms, Shufflers, Crawlers, Walkers & Talkers Coffee morning for new and expectant mothers with talks on parenting and the opportunity to socialise with other mothers                                  | Harlesden | £<br>500.00 |
| 24/25 | EchoVibe Hub / My Romania Community  | A Chapter of Growth A celebration to mark a new name and charity status of the organisation to Echo Hub to increase volunteer and community engagement, amplify mission and strengthen community ties                                                                       | Wembley   | £<br>500.00 |
| 24/25 | Elm Road Residents                   | Heart Of Wembley: Music And Community An open mic night to bring community together through music and live performances for the residents of Elm Road and local neighbourhood                                                                                               | Wembley   | £<br>500.00 |

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| 24/25 | Every Contact Counts     | ECC Christmas Lunch & Prize Gifts Christmas event for all ages and backgrounds with music, food and entertainment for the people of Kingsbury & Kenton                                                                                                                                                | Kingsbury & Kenton | £<br>500.00 |
| 24/25 | Resident J               | Elderly Luncheon A lunch for the elder community, providing an opportunity to socialise and get together                                                                                                                                                                                              | Wembley            | £<br>500.00 |
| 24/25 | Filmscope CIC            | Comics Club Piloting a Comics Club to encourage creative art and storytelling through comics and providing a place for young people aged between 12-18 to connect in a supportive and welcoming environment over the Easter Holidays                                                                  | Wembley            | £<br>500.00 |
| 24/25 | Goa Foundation UK        | Easter Community Engagement Social gathering for all ages over the Easter weekend with games, food, entertainment and music providing an opportunity for people to meet their neighbours in a family-friendly atmosphere                                                                              | Wembley            | £<br>500.00 |
| 24/25 | Harlesden Gospel Choir   | Harlesden Gospel Choir Weekly gatherings and choral practice towards the performance of a concert                                                                                                                                                                                                     | Harlesden          | £<br>500.00 |
| 24/25 | Harlesden Mutual Aid     | Pride of Harlesden Awards An award event to recognise and celebrate the residents, business and people of Harlesden who make it a great place to work, rest, live and socialise                                                                                                                       | Harlesden          | £<br>500.00 |
| 24/25 | Ihsaaan CIC              | Beyond silence An event to bridge the gap and remove barriers between young people and elders to openly discuss mental health challenges, personal struggles and life experiences in a supportive environment                                                                                         | Wembley            | £<br>500.00 |
| 24/25 | Innovative Opportunities | The Local Partnerships Roundtable Bringing together local businesses and organisations to drive community development cross-sector partnerships and inclusive engagement, providing a space to discuss local issues and ensure diverse perspectives are heard and integrated into local decisions     | Harlesden          | £<br>500.00 |
| 24/25 | Resident K               | Music Technology Open Day and Launch Event on the South Kilburn Estate, South Kilburn A launch event and open day, supported by the YES Charity, to engage children and young people from the ages of 7 - 30 years and all abilities to promote music technology classes based at the OK Club Kilburn | Kilburn            | £<br>500.00 |

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| 24/25 | Kensal Warm Spaces                                         | Kensal Welcoming Spaces Providing warm and welcoming community spaces for local residents to build stronger relationships between different community groups in the Kensal neighbourhood                                                                                                                        | Harlesden | £<br>500.00 |
| 24/25 | Kore Development Charity                                   | Community Funday Celebration event to recognise the people who have attended the Epic Summer Camp which is held annually to support young people with skills to access education and employment, the event will showcasing previous years achievements, networking and support to achieve ambitions             | Harlesden | £<br>500.00 |
| 24/25 | Leeney Cardin Community Interest Company                   | Financial Literacy events for Adults and Children in Brent to help reduce financial inequalities in this area Financial literacy workshops and events for children and young people aged 11 - 18 years and adults including personal finance management and empowering people to take control of their finances | Harlesden | £<br>500.00 |
| 24/25 | Lodge and Manor Courts Tenants' and Residents' Association | Lodge & Manor Community Hub Coffee mornings for all tenants of Lodge and Manor Courts, offering a range of social activities, interactive workshops and networking to promote a sense of belonging                                                                                                              | Wembley   | £<br>500.00 |
| 24/25 | Lyon Park Association                                      | Love where you live A street party for the local community to get together with food and music in Lyon Park, Wembley                                                                                                                                                                                            | Wembley   | £<br>500.00 |
| 24/25 | Resident L                                                 | Welcome to Yummyland Hosting a workshop on food education for families and children aged 5-11 in Harlesden, Stonebridge and Church End illustrating fun ways to increase vegetables into a healthy diet                                                                                                         | Harlesden | £<br>500.00 |
| 24/25 | Resident M                                                 | Black Men United: Football, Fatherhood and Health Raising awareness, providing advice and signposting to useful resources to inform participants with health issues, mental health and fatherhood, using an interest in football and community champions to break the ice                                       | Harlesden | £<br>500.00 |

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| 24/25 | Resident N           | Winter time community get together An event for all focusing on the Goan community with Goan food and music to bring people together over the winter months                                                                                                             | Wembley            | £<br>500.00 |
| 24/25 | Motion4Kids CIC      | Motion4Kids Sports Day An inclusive community sports day offering a mix of team games and individual sports for all the family                                                                                                                                          | Kingsbury & Kenton | £<br>500.00 |
| 24/25 | Resident O           | Wembley Carols Party A winter community get together for residents in Wembley with food, music, singing, games and social interaction for people who don't have the opportunity to meet and get together in the winter months                                           | Wembley            | £<br>500.00 |
| 24/25 | Resident P           | The Brent Christmas Fellowship An inclusive and festive Christmas event for all with food served to cater for everyone and festive activities for the people of Wembley                                                                                                 | Wembley            | £<br>500.00 |
| 24/25 | Resident Q           | Luncheon for adults with special needs and their care givers A 3 course lunch for adults with special needs and their carers who are vulnerable to social isolation providing an opportunity to meet people and socialise                                               | Wembley            | £<br>500.00 |
| 24/25 | Resident R           | Lunch with us all for Xmas A Christmas lunch, get together and an opportunity to socialise for the elder community of Wembley                                                                                                                                           | Wembley            | £<br>500.00 |
| 24/25 | Resident S           | Brent Seniors A regular activity for people aged 50+ with dancing, board games, entertainment and food                                                                                                                                                                  | Harlesden          | £<br>500.00 |
| 24/25 | Resident T           | VE day street party A family friendly street party for residents to celebrate VE day                                                                                                                                                                                    | Kilburn            | £<br>500.00 |
| 24/25 | St John's Road Group | Xmas Carol and music festival A Winter event bring local residents of Wembley together with food and entertainment and festive carol's                                                                                                                                  | Wembley            | £<br>500.00 |
| 24/25 | Resident U           | Street Party - Conomera Court Wembley A street party with food, music and games for residents of a block of flats that don't normally have the opportunity to meet and socialise together providing an opportunity to get to know neighbours who live in the same block | Wembley            | £<br>500.00 |

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| 24/25 | Neasden Village Group                         | Neasden Village Monthly Litter Pick Supporting the local community in Neasden Village to help clear fly tipped waste through litter picking events keeping the community proactive to look after their neighbourhood             | Kingsbury & Kenton | £<br>500.00 |
| 24/25 | One Bassingham (Group)                        | Street party A street party to connect neighbours and encourage community spirit and participation                                                                                                                               | Harlesden          | £<br>500.00 |
| 24/25 | One Community Together CIC                    | Cultural event for Afghanistan women heritage An Afghan Women's cultural event to support and bring the community together sharing food and helping with language barriers                                                       | Kingsbury & Kenton | £<br>500.00 |
| 24/25 | Queens Park Area Residents Association        | Queens Park Day Providing falconry entertainment and handling of birds of prey at this established community event                                                                                                               | Kilburn            | £<br>500.00 |
| 24/25 | Regal Way Community Group                     | Regal Way/Vista Way Roundabout Improving the neglected roundabout in Regal Way, planting with flowers and shrubs maintained by Uxendon Manor School supported by The Friends of Woodcock Park and Winkworth Estate Agent         | Kingsbury & Kenton | £<br>500.00 |
| 24/25 | Residents of Melrose Gardens                  | Christmas 2024 A Christmas event of social activities for all ages and background living on Melrose Gardens                                                                                                                      | Kingsbury & Kenton | £<br>500.00 |
| 24/25 | Sanatan Sewa Samaj & Sanskriti Shiksha Centre | Language Training for Expat children to stay connected to their ROOTs Language tuition for people from the Bharat community to stay connected to their language and culture; the courses will also be open and free for everyone | Wembley            | £<br>500.00 |
| 24/25 | Sibtayn Youth                                 | Walk and Clean: Building a Cleaner, Greener Community Six 'walk and clean' events in local parks providing an informal setting for socialising and meaningful environmental action                                               | Kilburn            | £<br>500.00 |
| 24/25 | St Marks Toddler Group                        | Celebrating Toddler Group Leaders Across Brent An inclusive celebratory meal for the leaders of parent and toddler groups recognising the community work / volunteering they provide inviting the community they serve           | Harlesden          | £<br>500.00 |
| 24/25 | St Robert Southwell Primary School            | School garden and living wall Developing a gardening project in the school to increase biodiversity, educate and develop children's skills in growing food and planting to improve the environment                               | Kingsbury & Kenton | £<br>500.00 |

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| 24/25 | Sunah's Crisis Team CIC   | Nourish and Flourish One day event for residents who feel isolated and with minimal community involvement featuring a nutrition workshop, a shared community meal, interactive group activities and resource awareness                                           | Willesden | £<br>500.00 |
| 24/25 | The Hearth Events CIC     | The Hearth Events CIC Launch Evening Launching the Hearth, a women's space in Queens Park, this networking event will be for residents and businesses to celebrate the new social enterprise aiming to empower women through conversation, support and education | Kilburn   | £<br>500.00 |
| 24/25 | The MazeOrg CIO           | Community Wellbeing Afternoon A wellbeing event providing a healthy lunch and wellbeing sessions including meditation, mindfulness, breathwork and movement for people who are unemployed, NEET, single parents and people with disabilities                     | Willesden | £<br>500.00 |
| 24/25 | WeCare4Carers CIC         | WeCare4carers Breakfast Seminar A health and wellbeing themed seminar with breakfast and guest speakers sharing information on health including menopause and pregnancy and mental health, providing a combination of English/Caribbean food                     | Willesden | £<br>500.00 |
| 24/25 | Willesden Volleyball Club | London Youth Games - volleyballs Funding equipment to enable Brents boy's and girl's team to train for the London Youth Games Volleyball Tournament at the Copper Box Arena in July 2025                                                                         | Willesden | £<br>500.00 |
| 24/25 | Zinnia Apartments         | Summer residents get together Community Unity and Diversity Celebration hosting a vibrant community party with food, music and an opportunity to share stories and cultural history                                                                              | Wembley   | £<br>500.00 |
| 24/25 | St James Church           | Community Event - Christmas party Community Unity and Diversity Celebration hosting a vibrant community party with food, music and an opportunity to share stories and cultural history                                                                          | Wembley   | £<br>500.00 |

***\*\*Resident names have been anonymised for publication purposes and replaced with unique identifiers (Resident A, Resident B, Resident C, etc.)***

**Love Where You Live in Partnership with Wembley Stadium Foundation (LWYL-WSF)**

| Year of Award | Organisation / Resident   | Project Description                                                                                                                                                                                                             | Brent Connect Area | LWYL Award Amount |
|---------------|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------------------|
| 25/26         | Ark Academy               | Restore and bring back into use a large grass field for curriculum activities, physical education particularly athletics, recreation and community activities                                                                   | Wembley            | £<br>5,000.00     |
| 25/26         | Brent Chinese Association | Bringing a diverse group of people together to share their different cultural history and heritage                                                                                                                              | Wembley            | £<br>5,000.00     |
| 25/26         | Brent Pensioners Forum    | Supporting the launch of Age Friendly Brent with an event featuring speeches from older Brent residents, local leaders, entertainers and refreshments to introduce the goals and structure of the Age Friendly Brent initiative | Wembley            | £<br>4,100.00     |
| 25/26         | Destiny House             | A series of collaborative workshops facilitated by a Brent based arts company specialising in art therapy for children aged 4-8 and their parents/caregivers                                                                    | Harlesden          | £<br>2,968.00     |

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| 25/26 | Resident A      | Workshops for the planet:<br>to engage residents and<br>help them take meaningful<br>ecological action through<br>interactive workshops and<br>play                                          | Boroughwide | £<br>1,000.00 |
| 25/26 | Resident B      | Sessions designed to<br>foster greater social<br>cohesion and connection<br>for residents facing<br>loneliness, social<br>disconnection and<br>financial hardship in<br>December and January | Wembley     | £<br>1,000.00 |
| 25/26 | Harlesden Ummah | Threads of Empowerment:<br>Provide sewing and<br>creative skills events for<br>residents in the<br>Cricklewood area leading<br>to a fashion show                                             | Harlesden   | £<br>5,000.00 |
| 25/26 | Resident C      | A community-driven<br>holiday childcare<br>programme to support<br>working families                                                                                                          | Kilburn     | £<br>1,000.00 |
| 25/26 | Resident D      | A 10-week baking<br>programme combining<br>cooking and practical skills<br>with creativity, business<br>basics and confidence<br>building activities                                         | Boroughwide | £<br>1,000.00 |

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| 25/26 | Resident E | A month of community wellbeing classes in yoga and Pilates, for women only                                                                                | Harlesden | £<br>1,000.00 |
| 25/26 | Resident F | A community market day and workshop to promote product development and business confidence ending in a market event                                       | Wembley   | £<br>1,000.00 |
| 25/26 | Resident G | Sessions held in the Kensal Green area and ran by Art for Wellbeing to promote mental wellbeing, social connection and self-expression through creativity | Harlesden | £<br>1,000.00 |
| 25/26 | Resident H | Sessions creating a welcoming and supportive environment for older people to stay active during the winter months                                         | Wembley   | £<br>1,000.00 |
| 25/26 | Resident I | Goan Cultural Community Celebration event in the Stonebridge area                                                                                         | Harlesden | £<br>970.00   |
| 25/26 | Resident J | Residents volunteering to regularly clean local streets to promote pride in place and cleanliness                                                         | Wembley   | £<br>1,000.00 |

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| 25/26 | Resident K | A Winter Wonderland Christmas Celebration event bringing people together to promote social cohesion, and reduce isolation during the holiday season      | Wembley   | £<br>1,000.00 |
| 25/26 | Resident L | A friendly sports competition 'Brent House Sports Tournament' exclusively for over-40 residents living in Brent House buildings                          | Wembley   | £<br>1,000.00 |
| 25/26 | Resident M | A public exhibition celebrating the rich community history of Brent with particular focus on how migration has helped shape its unique cultural identity | Harlesden | £<br>1,000.00 |
| 25/26 | Resident N | A luncheon for elderly residents after an very successful initial lunch residents showed strong support to repeat it                                     | Wembley   | £<br>1,000.00 |
| 25/26 | Resident O | Four sessions bringing people together in a creative supportive space to learn new artistic skills                                                       | Wembley   | £<br>1,000.00 |

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| 25/26 | Resident P                      | A pilot programme ran by parents to establish a Growing Club for children aged 2-6 to engage them with growing vegetables                                                          | Kilburn | £<br>1,000.00 |
| 25/26 | Resident Q                      | A Mini Poetry Festival comprising a workshop with a trained facilitator for aspiring writers, a Poetry Reading with involving invited national poets and an Open Mic for residents | Wembley | £<br>1,000.00 |
| 25/26 | Resident R                      | This project offers a welcoming space where people come together through communal vocalisation, breathwork, listening, and gentle movement                                         | Kilburn | £<br>1,000.00 |
| 25/26 | Nines Health & Fitness Club CIC | Weekly group walks and guest speakers to encourage physical activity and a strong community connection                                                                             | Kilburn | £<br>4,700.00 |
| 25/26 | North Brent Community Garden    | Part of a larger ongoing community effort to transform and enhance a local outdoor space into a garden for residents to grow produce and enjoy the outdoor space                   | Kilburn | £<br>1,000.00 |

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| 25/26 | Shared City                                     | Sketch & Connect; a series of 8 creative drawing workshops delivered by SharedCity in mosques, temples, synagogues and churches to strengthen interfaith community activities               | Wembley   | £<br>4,700.00  |
| 25/26 | South Kenton Preston Park Residents Association | Supporting the a quarterly resident magazine to 1,500 residents providing information on community projects, events and information to develop a sense of community in the Stonebridge area | Harlesden | £<br>900.00    |
| 25/26 | St Laurence's Larder                            | The Community Film Club will hold monthly screenings and social events at the Lexi Cinema in Kensal Rise focusing on increasing accessibility and making films affordable                   | Kilburn   | £<br>12,257.00 |
| 25/26 | St Augustine's, Wembley Park                    | A music with movement programme for people living with dementia in the Wembley Park area                                                                                                    | Wembley   | £<br>3,940.00  |

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| 25/26 | The Friends of Cricklewood Library | Cricklewood Library and The Chronical Theatre Company launch an annual pantomime created by Brent residents bringing people together to write, perform and produce a full-scale show | Harlesden          | £<br>15,000.00 |
| 25/26 | The Inner Being CIC                | An inclusive cycling education programme provided by The Inner Being CIC and Jason Robers Foundation to build confidence and awareness to promote safe and confident cycling         | Kingsbury & Kerton | £<br>5,000.00  |
| 25/26 | Wise Social and Education Project  | Weekly sessions to foster overall wellbeing and a social space for older people in the Stonebridge area over cold winter months                                                      | Harlesden          | £<br>4,620.00  |
| 25/26 | Wembley Football                   | Girls United, delivering free weekly sports sessions and sessions and personal wellbeing workshops by qualified coaches for approximately 40 Brent young women and girls aged 8–16   | Wembley            | £<br>4,800.00  |

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| 25/26 | Ansar Youth Project                                         | Baseline Bonds is a community initiative destined to integrate physical activity with social connection through racket sports and organised social events,                                                                                                  | Wembley                   | £<br>14,103.57 |
| 25/26 | Chalkhill Community Centre Ltd                              | NourishHer will provide much needed activities for children and young people living in Chalkhill Estate                                                                                                                                                     | Kingsbury & Kenton        | £<br>15,000.00 |
| 25/26 | Harlesden Business Ltd / T/A Harlesden Business Association | Pride of Harlesden Community Celebration Day 2026 is a free one-day event in Harlesden Town Centre celebrating the area's rich multicultural identity and to publicly recognise the residents, traders and community who contribute to the community spirit | Harlesden                 | £<br>5,000.00  |
| 25/26 | Islamic Cultural Centre                                     | Brent Family Summer Hub is providing a multi-generational 4-week holiday programme of football training a 'stay-and-play' zone for young children, hot-meals and a 'coffee-morning' for parents                                                             | Multi Brent Connect Areas | £<br>5,000.00  |

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| 25/26 | Kidzplay Hub CIC            | Together we grow project is providing practical gardening skills and environmental education in family engagement days leading towards a harvest celebration event                                                                       | Harlesden          | £<br>5,000.00 |
| 25/26 | Kilburn Blooms              | Kilburn Blooms is a community-led greening initiative designed to transform the concrete forecourt of Kilburn station into a vibrant, welcoming gateway for residents and visitors                                                       | Kilburn            | £<br>1,000.00 |
| 25/26 | Mount Stewart Infant School | Growing Together: Nature, Community and Wellbeing is developing a garden in the school grounds enabling students to learn about food production through growing, harvesting and cooking produce in an inclusive, community centred space | Kingsbury & Kenton | £<br>4,948.08 |
| 25/26 | Resident S                  | Stronger Together: Wembley Youth Holiday Programme is a structured personal development programme for young people aged 5-16 offering age appropriate self-defence, confidence building and anti-bullying                                | Wembley            | £<br>1,000.00 |

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|       |                  | activities in the school holidays                                                                                                                                                                                              |                    |               |
| 25/26 | Building Bridges | Building Bridges is a social cohesion project designed to bring people together from diverse cultural, ethnic and social backgrounds in an event offering food and family-friendly engagement                                  | Kingsbury & Kenton | £<br>1,000.00 |
| 25/26 | Resident T       | Kensal Rise Community Street Party is a project supporting an annual street party organised by local residents attracting residents from across the wider Kensal Rise area giving people the chance to connect with neighbours | Kilburn            | £<br>1,000.00 |
| 25/26 | Resident U       | Celebrating Diversity through a community street party bringing residents together to connect with neighbours in family-friendly, multicultural food dance and music                                                           | Wembley            | £<br>1,000.00 |

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| 25/26 | Guerilla Gardening | Guerilla Gardening is a project creating healthy, green and flourishing shrub and flower beds greening and improve the neighbourhood, encouraging a sense of pride                                                                                                                                                         | Kilburn | £<br>1,000.00 |
| 25/26 | Resident V         | Promoting Responsible Dog Ownership in Brent focusing on education, prevention, and community safety delivered by workshops, community talks, and awareness campaigns                                                                                                                                                      | Wembley | £<br>1,000.00 |
| 25/26 | Resident X         | Friday Reset is a project providing a weekly, accessible wellbeing session for Brent residents, offering gentle, preventative health support through group breathing sessions, short therapeutic treatments (back massage and reflexology), informal health discussions, and shared refreshments at The Hut in Grange Park | Kilburn | £<br>1,000.00 |

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| 25/26 | Resident Y  | Ramadan Runs is a youth-led basketball project delivered by and for young Brent residents providing free Saturday evening sessions during Ramadan 2026 open to all, sessions are non-religious and inclusive and will engage particularly with young people from low-income families | Multi Brent Connect Areas | £<br>1,000.00 |
| 25/26 | Resident Z  | Be Well: A Wellbeing Morning is a project providing wellness talks and holistic therapies for older people, people faced with isolation and effected by the rising cost of living at the OK Club in South Kilburn                                                                    | Kilburn                   | £<br>1,000.00 |
| 25/26 | Resident AA | Community H E R O Brent: Hope, Resilience and Real Connection is a three part workshop series delivered at a Brent local library to reduce social isolation through practical exercises and group discussions encouraging participants to develop personal action plans              | Willesden                 | £<br>990.00   |

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| 25/26 | Resident AB      | Math Skills for Parents is a project delivering practical workshops for parents/carers to help them understand and access the National Curriculum for Key Stages 1 and 2 so they can support their child's understanding, identify gaps, build confidence and support progress at home       | Wembley   | £<br>1,000.00  |
| 25/26 | Resident AC      | Brent One Love Event-Uniting Communities in Reggae is an event to celebrate Brent's Reggae Quarter bringing together a mix of Reggae, Bhangra, Afrobeats and Eastern European rap                                                                                                            | Willesden | £<br>14,950.00 |
| 25/26 | Seeds for Growth | Therapeutic Gardening Inside and Out is a project delivered by Seeds for Growth and Sovereign Network Group to utilise green spaces in two Brent care homes by facilitating therapeutic bi-weekly gardening sessions for schools and community groups developing therapeutic sensory gardens | Wembley   | £<br>9,008.35  |

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| 25/26 | We Restart | Refugee Week Brent 2026 will strengthen community cohesion by creating a welcoming civic space for refugees and people seeking sanctuary and engage the wider community to help promote positive narratives around migration | Multi Brent Connect Areas | £<br>15,000.00 |
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***\*\*Resident names have been anonymised for publication purposes and replaced with unique identifiers (Resident A, Resident B, Resident C, etc.)***

#### **Edward Harvest Trust Fund (EHTF)**

| Year of Award | Organisation / Resident                    | Project Description                                                                                                                                                                                                | Brent Connect Area | EHTF Award Amount |
|---------------|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------------------|
| 23/24         | ABC Partners in partnership with CVS Brent | Funding The Future ABC - Partners Community Business Plan, ABC Partners in partnership with CVS Brent aim to formalise the Co-Design of the Picture Palace working with young people and local Harlesden residents | Harlesden          | £<br>4,950.00     |
| 23/24         | Absolute Beginners Factory                 | Absolute Beginners - A Factory For The Future, Absolute Beginners CIC aims to teach young people how to                                                                                                            | Kilburn            | £<br>4,728.00     |

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|       |                                | make simple products The organisation request match-funding for already funded project                                                                                                          |           |               |
| 23/24 | Central Mosque of Brent        | Community Food Project, Central Mosque of Brent aim to deliver a community food project and cafeteria free to local residents                                                                   | Willesden | £<br>5,000.00 |
| 23/24 | Chalkhill Community Centre Ltd | Chalkhill's Got Talent (CGT), Chalkhill Community Centre aim to deliver a local talent show including singing and drama lessons for children age 5-11 years old                                 | Wembley   | £<br>5,000.00 |
| 23/24 | Destiny House International    | DHI Education and Arts Reading Room - Imagination Explorers, Destiny International's project will deliver 'Writing a Children's Book Workshop' for 12-16 children aged 8 to 11 years old        | Wembley   | £<br>5,000.00 |
| 23/24 | Financial Harmony CIC          | Young Money Makers Financial Harmony CIC, aim to deliver finance and money management to fifty (50) 14-18 year olds from the Granville Centre, Kilburn and Newman's Catholic College, Harlesden | Kilburn   | £<br>4,970.00 |
| 23/24 | Global Skills Centre           | STEM Holiday Programme Global Skills Centre project delivering                                                                                                                                  | Kilburn   | £<br>5,000.00 |

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|       |                             | Science Technology Engineering and Mathematics (STEM) Programme during the autumn and spring half-term holidays for children and young people aged 7-16                 |           |               |
| 23/24 | Higher Potential            | Empowering Mothers, Higher Potential are proposing drop-in's, workshops and access to counselling for families with children and young people with behavioural problems | Willesden | £<br>4,950.00 |
| 23/24 | It's Unique Families        | SEN & Mental Health Enlightenment Day, It's Unique Families are proposing a all day event for SEN children, young people and their families                             | Harlesden | £<br>5,000.00 |
| 23/24 | Jason Roberts Foundation    | Thrive in Brent , JRF request funding for equipment to aid fitness activities, community training programmes and community events                                       | Harlesden | £<br>4,977.00 |
| 23/24 | Love Chalkhill Festival CIC | Love Chalkhill Festival 2023 - Wellness, Wealth & Beauty, Love Chalkhill Festival - Wellbeing, wealth and beauty theme for large festival in Chalkhill Park             | Wembley   | £<br>5,000.00 |

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| 23/24 | Mahogany Carnival Ventures Limited | Carnival Timeless Treasures, Mahogany Carnival Arts aim to deliver a intergenerational heritage project engaging older people in the community to work alongside young people making costumes, participating in workshops, taking part in parades, watching carnival films with discussion and engaging those experiencing bereavement | Harlesden | £<br>5,000.00 |
| 23/24 | Maze Organisation CIC              | MindLetics: Celebrating the Individual, Maze Organisation CIC's project is aimed at 11 to 15 years olds teaching story writing, poetry and essay writing. Additionally finished work will be recorded in a studio and children and young people will be taught about sound recording                                                   | Willesden | £<br>3,680.00 |
| 23/24 | Pre Motion Muzik                   | PM Muzik Creation of youth and community music and visual studio, PM Muzik are proposing building of the community visual editing room for making youth & community fil and music                                                                                                                                                      | Harlesden | £<br>4,700.00 |
| 23/24 | SLENKY (Mob Ventures Ltd)          | What's Up Wembley? SLENKY aim to deliver a series of youth-led networking events around                                                                                                                                                                                                                                                | Wembley   | £<br>4,999.00 |

|       |                     |                                                                                                                                                                                                                                                                                                                       |           |               |
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|       |                     | employment and professional development                                                                                                                                                                                                                                                                               |           |               |
| 23/24 | Start Easy Ltd      | Space to Grow, Start Easy providing residential trip, mentoring and skills building for girls and young women aged 12-19 years old                                                                                                                                                                                    | Harlesden | £<br>5,000.00 |
| 23/24 | Stepping to Success | Positive Influences For Life, Stepping to Success providing in-person and online; workshops for parents and families to tackle children and young people's bad behaviour in the home<br>Workshop include contextual safeguarding, staying safe on the web, the consequences of criminal and anti-social behaviour etc | Willesden | £<br>4,239.00 |
| 23/24 | Turtle Engineering  | Bleed kit and defibrillator for Fire Stations, Purchase and installation of three (3) defibrillators; accessible to the public; in three Brent Fire Stations                                                                                                                                                          | Wembley   | £<br>4,950.00 |
| 23/24 | We Restart          | Brent ACE (Arts & Culture Events), Building a community internet platform showcasing events and activities in Brent                                                                                                                                                                                                   | Willesden | £<br>1,970.00 |
| 23/24 | Young Male Leaders  | Young Male Leaders Programme, Development programme for school aged children and young people                                                                                                                                                                                                                         | Wembley   | £<br>5,000.00 |

|       |                                      |                                                                                                                                                                                                                                                                                                                                                |                      |               |
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|       |                                      | Funding for trips e.g. Parliament, museums etc                                                                                                                                                                                                                                                                                                 |                      |               |
| 23/24 | Young's Football Club                | Young's Football Club, Football School providing football training for boys, girls and young people's teams                                                                                                                                                                                                                                    | Wembley              | £<br>4,921.00 |
| 23/24 | YOVELA Education and Training Centre | Sickle Cell Support Programme, providing after-school classes in for children and young people suffering with sickle cell in the Kingsbury & Kenton area                                                                                                                                                                                       | Kingsbury and Kenton | £<br>5,000.00 |
| 24/25 | Harlesden Neighbourhood Forum        | 1000 Years of Harlesden project, Celebrating the history and diversity of Harlesden                                                                                                                                                                                                                                                            | Harlesden            | £<br>5,000.00 |
| 24/25 | Higher Potential                     | A Place to Grieve - An inclusive grief support programme delivering three, eight-week grief support programmes and providing an important replacement resulting of the closing of Brent Bereavement Service. The project welcomes all Brent Community members focusing on inclusivity and welcomes participation from Brent's BAME Communities | Willesden            | £<br>4,970.00 |
| 24/25 | Brent Music Academy                  | Brent Music Academy's Summer Community Taster Sessions, A music project working with schools and other partners providing eight taster sessions in community                                                                                                                                                                                   | Boroughwide          | £<br>5,000.00 |

|       |                              |                                                                                                                                                                                                                            |                      |               |
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|       |                              | centres, youth clubs, churches and schools                                                                                                                                                                                 |                      |               |
| 24/25 | Nu Know Ltd                  | Brent Parents Summit: Supporting Teenagers Together, A conference style event for parents and carers of children & young people who may be struggling to provide them with information and support                         | Harlesden            | £<br>4,998.60 |
| 24/25 | The Jason Roberts Foundation | Bright Futures Club, Providing a youth club for children with special educational needs and disabilities (SEND) which is much needed for this target group in Harlesden                                                    | Harlesden            | £<br>5,000.00 |
| 24/25 | Brent Chinese Association    | Building and Sustaining Equitable Heathier Thriving Communities, Delivering a holistic health support by GP'S, Doctors and Health professionals aimed at the East and South East Asian & Chinese community living in Brent | Boroughwide          | £<br>5,000.00 |
| 24/25 | Chalkhill Community Centre   | Chalkhill's Got Talent - Dance Edition Creating a lively and engaging talent contest for the children and young people living in Chalkhill Estate                                                                          | Kingsbury and Kenton | £<br>5,000.00 |

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| 24/25 | Canons CC                   | Confident Girls in Cricket, Promoting the playing of sports by girls and women by empowering gender equality and transforming some cultural norms focused mainly in the Kingsbury area                           | Kingsbury and Kenton | £<br>5,000.00 |
| 24/25 | The Inner Being CIC         | Cycling Lives - Empowering Minds, A Safe Cycling Awareness Skills Course delivering cycling skills, safety and awareness project training 180 primary school across key stage 4,5 and 6                          | Harlesden            | £<br>4,995.00 |
| 24/25 | Granville Community Kitchen | Emergency Food Aid Coordinator, Providing 100's of people with emergency food each month and supporting a sessional co-ordinator facilitate the existing and growing demand for this service in the Kilburn area | Kilburn              | £<br>4,960.00 |
| 24/25 | One Community Together CIC  | Empowering Afghanistan women, Integration and support Hub Providing fortnightly drop-in's for Afghanistan women                                                                                                  | Kingsbury and Kenton | £<br>5,000.00 |
| 24/25 | Metroland Culture Limited   | Enhancing Accessibility and Comfort in Metroland's Community Workshop Space Enhancing the accessibility and provide a welcoming space for users of a                                                             | Kilburn              | £<br>4,515.00 |

|       |                                            |                                                                                                                                                                                |                      |               |
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|       |                                            | community arts centre in Kilburn                                                                                                                                               |                      |               |
| 24/25 | Leeny Cardin Finance                       | Financial literacy, Health and Wellbeing, A holistic approach to life Providing financial literacy for residents from a variety of ages from 12- 65+ and abilities             | Willesden            | £<br>5,000.00 |
| 24/25 | Community Action on Dementia Brent         | Fitness and Fun project, Delivering exercise and fun and much needed support to sufferers of dementia and their families across four of the Brent Dementia Cafes               | Boroughwide          | £<br>4,400.00 |
| 24/25 | Asian People's Disability Alliance Limited | Happy, Healthy & Inclusive project, Providing outings for people with severe disabilities aiming to have an enjoyable day out and provide opportunities to connect with others | Harlesden            | £<br>5,000.00 |
| 24/25 | Swaminarayan Mandir Vasna Sanstha?         | Health & Wellness Project 2025, Providing workshops to promote health & wellbeing such as Zumba, yoga etc at the Swaminarayan Temple                                           | Kingsbury and Kenton | £<br>5,000.00 |
| 24/25 | Brent Indian Community Centre (BI-CC)      | Indo-Modern Gurba, A cultural heritage project for children and young people including dance and educational workshops                                                         | Willesden            | £<br>5,000.00 |
| 24/25 | Brent Mencap                               | Keep on Moving! Providing yoga sessions and exercise                                                                                                                           | Willesden            | £<br>4,875.00 |

|       |                                      |                                                                                                                                                                                                                                                                                                               |                      |               |
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|       |                                      | for people with severe disabilities                                                                                                                                                                                                                                                                           |                      |               |
| 24/25 | St Luke's Hospice (Harrow and Brent) | Out of Hours' activities to improve the wellbeing and support of end-of-life patients and their carers in Brent and reduce their social isolation activities include complimentary therapy, retreat days and learning weekends to enable participants to learn symptom management and developing peer support | Kingsbury and Kenton | £<br>5,000.00 |
| 24/25 | Pakistan Community Centre            | Refurbishment of the facilities of Pakistan Centre, Male and Female toilets Refurbishing essential toilet facilities for this community centre                                                                                                                                                                | Willesden            | £<br>3,876.36 |
| 24/25 | Sweet Science Foundation             | School Summer Holiday Project, Sweet Science Programme providing boxing and fitness activities for children and young people in the summer holidays                                                                                                                                                           | Wembley              | £<br>4,998.00 |
| 24/25 | Shared City CIC                      | Shared City - Pop-up Art in the Park & Relaxation Nature Walks, Providing arts & wellbeing in the Wembley area including workshops, nature walks and pop-up art events                                                                                                                                        | Wembley              | £<br>5,000.00 |
| 24/25 | Phoenix Rising                       | Steel Pan in the Community @ Roy Smith House, A music project to support and                                                                                                                                                                                                                                  | Harlesden            | £<br>5,000.00 |

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|       |                                                       | coincide with the launch of the community hub Roy Smith House which will be providing space for community and voluntary organisations                                               |                      |               |
| 24/25 | British Gurkha Nepalese Association                   | The Brent Gurkha Community Activities, Delivering outings and classes in IT and English language for up to 150 people in the Wembley area                                           | Wembley              | £<br>5,000.00 |
| 24/25 | The Mountains Group                                   | The Mountains Group, Voices in Action A school based arts workshops for children and young people aged between 11-18                                                                | Boroughwide          | £<br>5,000.00 |
| 24/25 | Bosnia and Herzegovina Community Advice Centre (BHAC) | Warmer Enjoyable Space, Replacing the centres current outside shelter with an enhanced covered roof and window, extending the capacity and times when the outdoor space can be used | Willesden            | £<br>5,000.00 |
| 24/25 | Reviving Links CIC                                    | Women's Health and Wellbeing for Somali Speaking Women, A year-long project providing exercise classes and health information workshops for Somali women                            | Kingsbury and Kenton | £<br>4,965.00 |

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| 24/25 | Lin Kam Art Ltd                         | Young Festival & Carnival, Producers Organising and delivering a festival style event that will inform and engage young people not in education, employment or training (NEET) with a career routes; particularly needed in South Kilburn which ranks amongst the highest for youth unemployment Brent | Kilburn                       | £<br>5,000.00 |
| 25/26 | Alridha Foundation                      | Recharge Brent: Community Wellbeing and Active Living Programme                                                                                                                                                                                                                                        | Kingsbury and Kenton          | £<br>5,000.00 |
| 25/26 | Asian People's Disability Alliance Ltd. | Together in Dance & Music (Accessible Dance & Music Workshops)                                                                                                                                                                                                                                         | Harlesden                     | £<br>5,000.00 |
| 25/26 | Brent Chinese Association               | Sounds, rhythms and movements of Life: Music and Dance to promote physical, psychological & emotional Wellbeing                                                                                                                                                                                        | Wembley, Kingsbury and Kenton | £<br>5,000.00 |
| 25/26 | Brent Indian Association                | Digitalisation of Brent Senior Citizens 2026                                                                                                                                                                                                                                                           | Wembley                       | £<br>4,992.00 |
| 25/26 | Bush Farm Collective CIC                | Bush Farm Community Sensory Garden & Wellbeing Space                                                                                                                                                                                                                                                   | Kingsbury and Kenton          | £<br>5,000.00 |
| 25/26 | Community Action on Dementia - Brent    | CAD Brent Meet and Mingle                                                                                                                                                                                                                                                                              | Boroughwide                   | £<br>3,960.00 |
| 25/26 | Elders Voice                            | Celebrating Ageing Well: Brent International Day of Older People Event October 2026                                                                                                                                                                                                                    | Boroughwide                   | £<br>5,000.00 |
| 25/26 | Friends of Kensal Rise Library Ltd.     | The Kensal Rise Library Modernisation Project:                                                                                                                                                                                                                                                         | Kilburn, Harlesden            | £<br>4,854.00 |

|       |                                         |                                                                                 |             |               |
|-------|-----------------------------------------|---------------------------------------------------------------------------------|-------------|---------------|
|       |                                         | Creating a Vibrant Community Hub                                                |             |               |
| 25/26 | Higher Potential                        | Music Is Therapy                                                                | Willesden   | £<br>3,737.50 |
| 25/26 | Horn Stars                              | South Kilburn Autumn Safe Spaces                                                | Kilburn     | £<br>5,000.00 |
| 25/26 | Malorees Primary School                 | Unlocking Potential Through Music: Inclusive Instrument Tuition for Every Child | Kilburn     | £<br>4,000.00 |
| 25/26 | Phoenix Rising                          | Steel Pan in the Community                                                      | Harlesden   | £<br>1,000.00 |
| 25/26 | Serenity Free Helpline CIC              | Unmasking Mental Strength                                                       | Harlesden   | £<br>5,000.00 |
| 25/26 | Speira Project CIC                      | Creative Together                                                               | Kilburn     | £<br>3,600.00 |
| 25/26 | The Middlesex Association for the Blind | Volunteer and staff training for the support of visually impaired individuals   | Boroughwide | £<br>899.00   |
| 25/26 | Ultra Education CIC                     | Brent Young Entrepreneurs: Enterprise Skills for Life                           | Wembley     | £<br>5,000.00 |
| 25/26 | US Charitable Trust                     | Phoenix Project Exhibition                                                      | Harlesden   | £<br>5,000.00 |

### Celebrating Diversity

| Year of Award | Organisation / Resident                                | Project Description                                                                                                                                                            | Brent Connect Area | Celebrating Diversity Award Amount |
|---------------|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------|
| 25/26         | Bosnia and Herzegovina Community Advice Centre (BHCAC) | International Women's Day Celebration This celebration aims to champion gender equality and empower women from all backgrounds, and strengthen community cohesion across Brent | Willesden          | £<br>1,000.00                      |

|       |                                                           |                                                                                                                                                                                                                                       |                    |               |
|-------|-----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|---------------|
| 25/26 | Resident A                                                | Aromatherapy Self-Care Workshop Creative & therapeutic workshop for carers with limited social interactions to help combat isolation                                                                                                  | Willesden          | £<br>1,000.00 |
| 25/26 | Brent Chinese Association                                 | Voices of Tomorrow Intercultural football tournament and workshops for young people                                                                                                                                                   | Kingsbury & Kenton | £<br>3,735.00 |
| 25/26 | Brent Indian Community Centre                             | Brent Community Connections: India Independence Day 2026 A celebration of India's Independence Day in August, at Brent Indian Community Centre, Willesden                                                                             | Willesden          | £<br>5,000.00 |
| 25/26 | Clube dos Brasileirinhos Heritage and Cultural Centre CIC | Celebrating Community Heritage: Healthy Recipes Launch & Celebration of Festa Junina Two organisations representing Brazilian and Arabic cultures will host healthy recipes and a celebration of culture through food on the same day | Kilburn            | £<br>5,000.00 |
| 25/26 | Resident B                                                | Eid-ul-Adha Community Street Party (May Half Term 2026) A street party celebrating Eid-ul-Adha on Berkhamsted Avenue                                                                                                                  | Wembley            | £<br>1,000.00 |
| 25/26 | Harlesden Ummah                                           | Harlesden People's Choice Barber and Hairdressing Competition 2026 An event to host a barbering and hairdressing competition providing a platform to bring diverse communities together                                               | Harlesden          | £<br>5,000.00 |
| 25/26 | K2K Radio                                                 | Roots to Love A two-day, free intergenerational community festival encouraging residents to come together for conversation, music, food and shared celebration                                                                        | Kilburn            | £<br>4,915.00 |
| 25/26 | Kix Initiative CIC                                        | Brent Eid Unity Celebration 2026 Event will mark Eid al-Fitr encouraging people from a range of faiths, backgrounds, and identities to share a meal, learn about Eid traditions and build connections                                 | Wembley            | £<br>1,000.00 |
| 25/26 | Resident C                                                | Scottish Irish cultural event A Scottish and Irish cultural celebration held at a Wellbeing Café                                                                                                                                      | Kilburn            | £<br>350.00   |
| 25/26 | Resident D                                                | Celebration and Education of Windrush A street party celebrating the Windrush generation on Chippenham Ave                                                                                                                            | Wembley            | £<br>1,000.00 |
| 25/26 | Resident R                                                | Black History Community Celebration Family-friendly Black History Month celebration at Willesden Library                                                                                                                              | Willesden          | £<br>1,000.00 |

***\*\*Resident names have been anonymised for publication purposes and replaced with unique identifiers (Resident A, Resident B, Resident C, etc.)***

### **Community Chest**

| <b>Year of Award</b> | <b>Organisation / Resident</b> | <b>Project Description</b>                                                                                                                                                                                                                                                                                             | <b>Brent Connect Area</b> | <b>Community Chest Award Amount</b> |          |
|----------------------|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-------------------------------------|----------|
| 25/26                | Wembley Community Arts Centre  | Wembley Community Arts Centre, Offering free weekly art, theatre, and music classes, as well as the ArtVentures Club for children in the Wembley area fostering creativity and skill development                                                                                                                       | Wembley                   | £                                   | 6,000.00 |
| 25/26                | Higher Potential               | Youth Potential - Weekly Youth Club, Providing a safe space for young people in the Willesden area on Friday evenings for 2 hours offering a hot meal and a space to socialise, hang out and engage in music-making and physical activities                                                                            | Willesden                 | £                                   | 4,150.00 |
| 25/26                | Daniels Den                    | Raising the next generation of Parent and Toddler group leaders and volunteers in Brent, Training Course Providing a 6-week leadership training course upskilling participants in volunteer management and skills in service provision to increase local capacity and support parent and toddler groups and activities | Wembley                   | £                                   | 4,012.00 |

|       |                                |                                                                                                                                                                                                                                                                                                   |                      |   |           |
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| 25/26 | EchoVibe HUB                   | Stronger Together: Wellbeing and Opportunity Hub, Improving the health and well-being through biweekly drop-in clinics and well-being events connecting residents with GPs and health services in addition to hosting large-scale employment and training fairs with organisations based in Brent | Boroughwide          | £ | 10,000.00 |
| 25/26 | Laurence's Larder              | Community Art Café, Delivering a weekly Community Café that provides a welcoming space with various activities including arts and crafts session for the community                                                                                                                                | Boroughwide          | £ | 1,500.00  |
| 25/26 | Absolute Beginners Factory CIC | Absolute Beginners - Young Brent Makers, Providing young people with the skills and training to design and produce objects from recycled and sustainable sources                                                                                                                                  | Boroughwide          | £ | 9,574.00  |
| 25/26 | Chalkhill Primary School       | Play Your Part - Upcycle ART! Supporting children's wellbeing and developing their confidence, creativity and their environmental responsibility through 12 weekly 2-hour workshops focused on upcycling materials like cardboard, fabrics, plastic bottles and CDs into artwork                  | Kingsbury And Kenton | £ | 9,721.00  |
| 25/26 | Sunah Crisis Team CIC          | Winter warms, Offering hot, culturally appropriate meals to 50+ vulnerable Brent residents in the winter of 2025/26 especially those living near SNG homes in Willesden                                                                                                                           | Willesden            | £ | 3,000.00  |

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| 25/26 | Brent Indian Community Centre (BICC) | Checkmate Chess Kids of Brent<br>Providing a structured environment where children can develop critical thinking skills, improve behaviour, and enhance well-being through chess                                                                                                                                                      | Wembley     | £ | 7,725.00  |
| 25/26 | Clube dos Brasileirinhos             | Stronger families, thriving children (SEN), Offering parents from the Brazilian community who have children with SEND, practical strategies, emotional support, and confidence to advocate for their children's needs at school and in the community, helping to reduce isolation, improve wellbeing, and strengthen their resilience | Boroughwide | £ | 10,000.00 |
| 25/26 | The Big Green Social Action Hub CIC  | Jumpstart your Finances,<br>Delivering, in partnership with Global Community Champions CIC, a free eight-week course in financial advice for up to 30 residents in Brent struggling with debt, low income, or rising living costs                                                                                                     | Boroughwide | £ | 5,000.00  |
| 25/26 | One community together CIC           | Empowering Afghan women through English & digital learning, Delivering weekly English language and digital skills classes for Afghan women living in Brent through one-to-one support session and monthly 'coffee and connect' gatherings                                                                                             | Boroughwide | £ | 4,800.00  |

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| 25/26 | The Voices for SEND Support Network (VSN) | Promoting and improving mental health and well-being for Somali children's families with special needs in Brent. Empowering culturally tailored services for Somali fathers to boost their engagement and mental health awareness while supporting and reducing any stigma associated with children that have SEND.      | Boroughwide | £ | 10,000.00 |
| 25/26 | The Inner Being                           | Cycling lives empowering minds, A project providing a structured 24-week programme of two weekly sessions of safe bicycle riding skills for primary school children, including children with SEND.                                                                                                                       | Boroughwide | £ | 3,000.00  |
| 25/26 | Community Action on Dementia-Brent        | Friendship and support for people living with dementia and their carers in Wembley. Providing weekly sessions of music, fitness, advice, practical support, games, snacks, company, and friendship for Brent residents who are living with dementia and their carers.                                                    | Boroughwide | £ | 10,000.00 |
| 25/26 | Wembley Football                          | Girls united, Increasing the participation of the least active girls and young women in Brent helping them to improve their mental wellbeing through 16 weekly, two-hour sessions featuring multi-sport activities such as non-contact boxing, keep-fit, athletics, and football, alongside regular workshops on healthy | Boroughwide | £ | 5,040.00  |

screen time, positive body image  
and developing resilience

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| 25/26 | Community Stars U.K. CIC | You are not alone/ Your mind matters, Tackling issues of loneliness and social isolation by holding community gatherings to enabling residents to meet, communicate and engage while taking part in various activities; to develop positive relationships and a peaceful neighbourhood | Boroughwide | £ | 7,000.00  |
| 25/26 | Muzani Community Centre  | Muzani Health and Harmony Project, Reducing social isolation and improving mental and physical well-being of vulnerable adults                                                                                                                                                         | Boroughwide | £ | 10,000.00 |
| 25/26 | Free the Forgotten       | Young at Heart, Delivering a safe space for social engagement, physical activity and art therapy to reduce loneliness and social isolation for 60 older residents of Church End and wider Roundwood, twice a week over 6 months period                                                 | Boroughwide | £ | 8,500.00  |

## **Baseline Assessment of Highways Condition and Investment**

Regarding investment at a ward level, please see below “**Appendix 1 – Carriageway & Footway Resurfacing 2021- 2026**”.

Highways condition is measured on a (20m length) section by section basis which is then aggregated up into results at a street level, with an overall figure calculated for each road hierarchy level (i.e. for A, B, C and Unclassified Roads) as below for carriageways from Brent’s Highways Maintenance Transparency Report 2026–27:

### **A Roads**

| <b>Year</b> | <b>Percentage of road in red category</b> | <b>Percentage of road in amber category</b> | <b>Percentage of road in green category</b> |
|-------------|-------------------------------------------|---------------------------------------------|---------------------------------------------|
| <b>2023</b> | 12%                                       | 36%                                         | 52%                                         |
| <b>2024</b> | 11%                                       | 35%                                         | 54%                                         |
| <b>2025</b> | 14%                                       | 37%                                         | 49%                                         |

### **B and C roads**

| <b>Year</b> | <b>Percentage of road in red category</b> | <b>Percentage of road in amber category</b> | <b>Percentage of road in green category</b> |
|-------------|-------------------------------------------|---------------------------------------------|---------------------------------------------|
| <b>2023</b> | 7%                                        | 3%                                          | 90%                                         |
| <b>2024</b> | 7%                                        | 3%                                          | 90%                                         |
| <b>2025</b> | 11%                                       | 5%                                          | 84%                                         |

### **U roads**

| <b>Year</b> | <b>Percentage of road in red category</b> |
|-------------|-------------------------------------------|
| <b>2023</b> | 8%                                        |
| <b>2024</b> | 8%                                        |
| <b>2025</b> | 12%                                       |

A one-off baseline analysis of ward-by-ward highways condition will be provided, however this will require a one-off analysis by our strategic asset management

consultants and will have a cost implication. It should, however, be noted that local authorities do not normally report highway condition at ward level. Highway network is managed as a single borough-wide asset, with investment directed towards achieving the optimum overall outcome for the network rather than seeking to achieve (for instance) an equal distribution of expenditure between wards.

There are also a number of important considerations when interpreting ward-level information:

- **Ward network lengths differ significantly.** Condition is generally expressed as a percentage of the relevant network, so comparing percentages alone can be misleading. A relatively high percentage in a ward with a short network may represent considerably less highway length than a lower percentage in a ward with a much larger network.
- **Condition is only one factor in determining investment priorities.** Carriageway programmes consider a range of factors including condition and deterioration, road hierarchy, traffic volumes, network importance, safety considerations, engineering assessment and value for money.
- **Strategically important routes can therefore influence investment disproportionately.** A ward with a higher percentage of its network where maintenance should be considered may not receive greater investment than a ward containing strategically important roads carrying significantly higher traffic volumes.
- **Investment and condition are not directly comparable measures.** Expenditure in a particular year may reflect the timing and scale of individual schemes, while the condition information represents the state of the network at a particular point in time. Major schemes may also benefit a wider network beyond the ward in which the works are physically located.
- **Some investment has borough-wide or cross-boundary benefits.** This includes work on strategic routes, drainage, structures, road safety, inspections, reactive maintenance and other activities which cannot meaningfully be allocated to individual wards.
- **Small numbers can produce significant percentage changes.** Where a ward has a relatively short length of a particular asset, relatively small changes in the number of metres or kilometres in a condition category can produce substantial movements in the reported percentage.
- **Condition surveys have limitations and are not a substitute for engineering judgement.** Survey data is used alongside inspections, deterioration information, engineering assessment and other evidence when determining appropriate treatments.

The ward analysis should therefore be regarded as a baseline information exercise to improve transparency, rather than as a measure of whether individual wards have received a fair or equivalent share of highway investment. The appropriate measure of highway asset performance remains the condition and value achieved across the borough-wide network as a whole.

### **Factors influencing highway condition at ward level**

A ward-by-ward comparison of highway condition and investment needs to be treated with some caution. The condition of the carriageway and footway network in any particular ward at a given point in time is the product of a number of factors, many of which operate over considerably longer periods than a two-year investment period. A snapshot of current condition should therefore not be interpreted simply as a reflection of the amount invested in that ward during the previous few years.

**Historic investment and maintenance profiles** are particularly important. Highway assets have accumulated over many decades, with different areas receiving different levels and types of investment at different times. A ward which has received substantial investment in the last two years may still contain assets that have experienced a long period of deterioration, while another ward may currently appear in better condition because it benefited from significant investment several years earlier. The timing and nature of previous interventions can therefore have a significant bearing on current condition.

**The age and construction history of the asset** also varies considerably within and between wards. Different roads and footways were constructed at different times, to different standards and using different materials and construction techniques. Consequently, two roads receiving similar levels of traffic and similar maintenance expenditure may nevertheless deteriorate at different rates because of differences in their underlying construction and remaining structural life.

For **carriageways** traffic loading is an important influence. Roads carrying high volumes of traffic, particularly heavy vehicles and buses, experience substantially greater loading than lightly trafficked residential roads. Turning movements, braking and acceleration can also place additional stresses on the carriageway. The nature of the traffic using a road can therefore influence deterioration independently of the amount of maintenance investment undertaken.

For **footways**, the pattern and density of development can be particularly significant. Areas with higher housing density and limited off-street parking may experience greater levels of vehicle overrun onto footways, particularly where vehicles mount the footway to park or access properties. This can cause cracking, rocking and breakage of slabbed paving materials and can result in deterioration rates that are higher than would otherwise be expected from pedestrian use alone. Conversely, areas with greater availability of off-street parking may experience less vehicle overrun.

The **materials used in the original construction** are also relevant. For example, older slabbed footways can be relatively brittle when subjected to repeated vehicle overrun. Materials and construction methods that were appropriate when the footway was originally built may therefore be less suited to the demands placed upon it today, particularly where vehicle ownership, vehicle weights and parking patterns have changed over time.

There can also be **latent problems associated with street trees**. Trees may have been planted many decades ago using species or planting arrangements which were not fully suited to the constrained urban environment in which they were placed. As trees mature, their root systems can progressively disrupt footways, kerbs and other highway infrastructure. This can create defects many years after the original

construction and can make the subsequent maintenance requirement considerably greater than might be expected from the age or usage of the footway alone.

**Weather and climate are increasingly important factors.** More intense rainfall can increase surface-water flows and place greater demands on drainage systems. At the same time, longer periods of wet weather can leave the underlying highway structure and subgrade saturated for longer periods. Water within the pavement structure can weaken the supporting layers, making the carriageway more susceptible to deformation, cracking and pothole formation, particularly when combined with traffic loading. These effects can vary considerably according to local ground conditions, drainage arrangements and the underlying construction of individual roads.

**Accordingly, ward-level condition should be viewed as the outcome of the interaction between the characteristics and history of the assets in the ward, their current use and environmental exposure, and the investment and maintenance interventions undertaken over many years.** The amount invested in a ward during the last two years is therefore an important factor, but it is only one of the factors determining the condition observed today.

For this reason, a one-off ward-by-ward baseline is valuable in establishing the current position and identifying where investment has been directed, but it should not be used on its own to infer that differences in current condition are caused by differences in recent investment. A meaningful assessment of investment effectiveness would need to take account many factors the effects of which are hard to disentangle, as well as the investment undertaken during the period being reviewed.

## **In Conclusion**

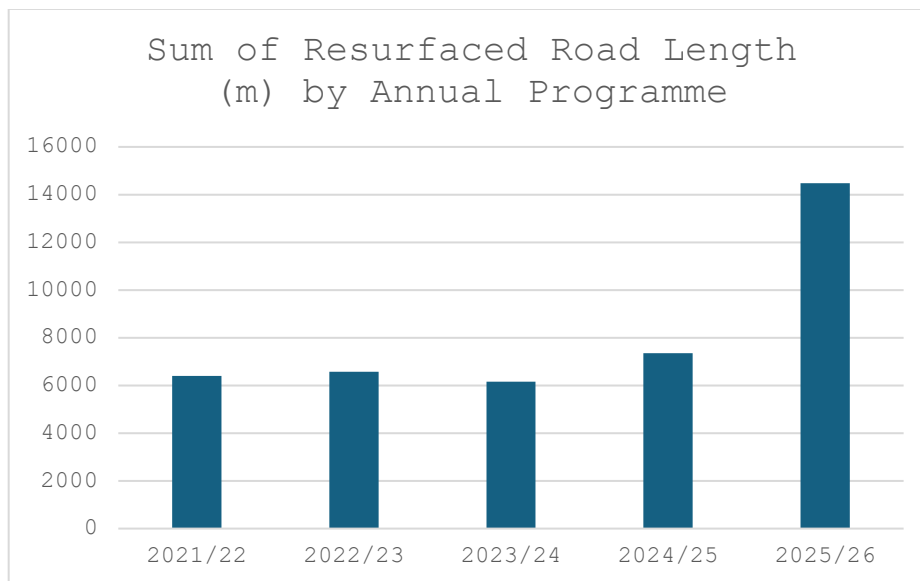
Ward-level highway condition is the result of a long-term interaction between asset age and construction, historic investment, traffic and parking pressures, materials, drainage, trees and changing weather conditions. The investment made over the last few years is therefore a part of the picture, but it should not be treated as the sole explanation for differences in current condition. The baseline analysis should provide a factual starting point for understanding these differences and informing future investment decisions, rather than attributing condition outcomes to recent expenditure alone.

## **Appendix 1 – Carriageway & Footway Resurfacing 2021- 2026**

### **1. Carriageways -Overall Programme 2021- 2026**

- Approximately 100 major carriageway resurfacing schemes have been delivered or programmed.
- The programme covers every ward in Brent, demonstrating a borough-wide approach.
- Schemes range from short local repairs of 40–100m to major strategic resurfacing schemes exceeding 1.5km.
- Investment has included both residential roads and the principal road network (A-roads and B-roads).

| Programme                    | Sum of Length (km) |
|------------------------------|--------------------|
| 2021/22                      | 6.400              |
| 2022/23                      | 6.569              |
| 2023/24                      | 6.154              |
| 2024/25                      | 7.351              |
| 2025/26                      | 14.472             |
| <b>Total Over Five years</b> | <b>40.946 km</b>   |



## 1.1 Carriageways - Programme Coverage and Network Condition

Brent maintains approximately 469.5 km of carriageway. Although around 100 resurfacing schemes have been delivered between 2021/22 and 2025/26, only a small proportion of the network can be renewed each year, meaning that full network renewal would take many decades.

Annual condition surveys show that, whilst increased investment has helped stabilise and gradually improve overall network condition, deterioration continues elsewhere as roads age and traffic volumes increase.

The resurfacing programme therefore adopts a risk-based asset management approach, prioritising investment using condition survey data, engineering assessments and network importance to maximise the benefits of available funding.

Although recent survey results indicate that this strategy is improving network condition, a significant maintenance backlog remains, and sustained long-term investment will be required to continue improving the network and reduce future reactive maintenance.

Using our figures:

- Total Brent carriageway network: 469.5 km
- Major resurfacing completed over five years: 40.946 km

This equates to:

- 8.19 km resurfaced per year ( $40.946 \div 5$ )
- Approximately 1.74% of the network renewed each year ( $8.19 \div 469.5 \times 100$ )

At this average rate:

- ***$469.5 \text{ km} \div 8.19 \text{ km/year} = \text{approximately 57 years to resurface the entire carriageway network once.}$***

## 1.2 Carriageways - Comparison with the National Average (ALARM Survey)

The findings of the Annual Local Authority Road Maintenance (ALARM) Survey indicate that English local authorities typically report an average carriageway resurfacing cycle of around 60 to 100 years, with many councils extending beyond this because available funding has not kept pace with asset deterioration. The survey also consistently reports a substantial national maintenance backlog, with councils increasingly adopting a risk-based approach.

Against this benchmark, Brent's implied average resurfacing cycle of approximately 57 years compares favourably and is marginally better than the national average reported through the ALARM Survey. This reflects the significant capital investment made by the Council in recent years, supplemented by Strategic Community Infrastructure Levy (SCIL) funding and an asset management approach that targets structural maintenance where it will deliver the greatest long-term benefit.

However, a theoretical 57-year resurfacing cycle should not be interpreted as meaning every road will be resurfaced every 57 years. In practice, heavily trafficked A roads and principal bus routes will require resurfacing more frequently due to higher traffic loading, whereas lightly trafficked residential roads may remain serviceable for considerably longer. The Council therefore prioritises investment based on objective condition survey data, engineering assessments, road hierarchy and network importance rather than adopting a fixed renewal cycle.

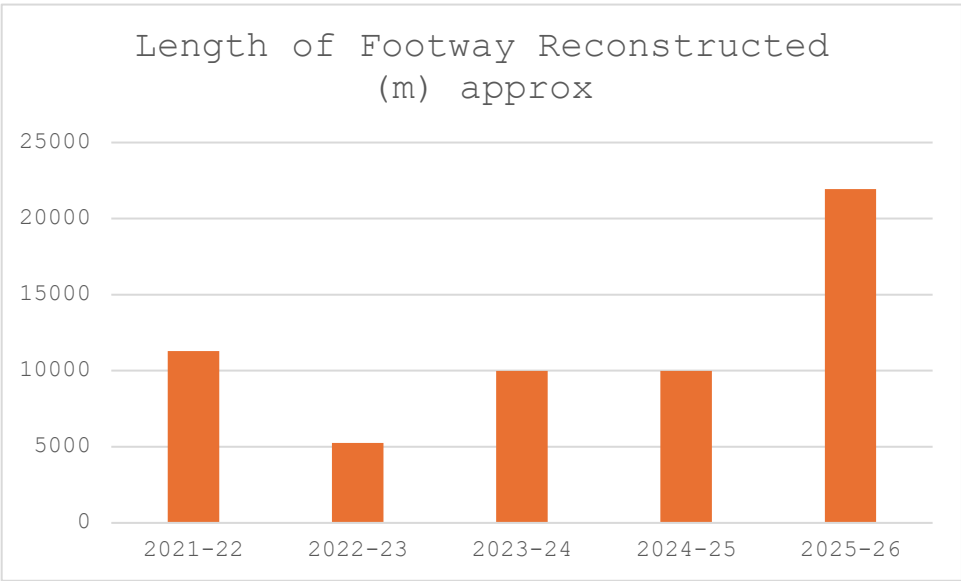
## 2. Footways -Overall Programme 2021- 2026

### 2.1 Programme Analysis

Brent has reconstructed 58.46 km of footways over the five-year period, averaging 11.69 km per year. The programme has accelerated significantly in recent years, with 2025/26 representing by far the largest annual investment, delivering almost 22 km of reconstructed footway—more than double the annual average of the preceding four years. This was due to an allocation of approx. £4.5m of SCIL funding for footways over and above that allowed as part of the £3.5m base-level capital highways maintenance funding. This reflects the

Council's increased investment in renewing ageing footway infrastructure and addressing areas of greatest need.

| Year         | Length Reconstructed (m)      |
|--------------|-------------------------------|
| 2021/22      | 11,296                        |
| 2022/23      | 5,245                         |
| 2023/24      | 9,992                         |
| 2024/25      | 9,992                         |
| 2025/26      | 21,935.52                     |
| <b>Total</b> | <b>58,460.52 m (58.46 km)</b> |



## 2.2 Network Coverage

Brent maintains approximately 847 km of adopted footways. Over the last five years:

- 58.46 km has been reconstructed.
- This equates to 11.69 km per annum.
- Approximately 1.38% of the footway network is reconstructed each year.

At this average rate:

- ***847 km ÷ 11.69 km/year = approximately 72 years to reconstruct the entire footway network once.***

## 2.3 Comparison with Other Authorities

Unlike carriageways, there is no nationally recognised equivalent to the ALARM Survey that reports average footway reconstruction frequencies across local highway authorities. The ALARM Survey focuses primarily on carriageway condition and maintenance backlogs.

Benchmarking information published in highway asset management strategies from authorities such as Thurrock, West Berkshire, Plymouth and Westmorland & Furness demonstrates that councils generally monitor the percentage of footways requiring maintenance, lifecycle modelling and overall condition rather than reporting an average reconstruction cycle.

These authorities similarly adopt risk-based asset management approaches. There is an indication that, similar to Brent under current funding levels, maintaining footways in a steady-state condition remains a challenge and continued long-term investment is required

|                                                                                   |                                                                                |
|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
|  | <b>Resources and Public Realm<br/>Committee Briefing Note</b>                  |
|                                                                                   | <b>Report from the Corporate Director,<br/>Neighbourhoods and Regeneration</b> |
| <b>Brent's Methodology for Prioritising Highways Maintenance and Investment</b>   |                                                                                |

|                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Wards Affected:</b>                                                                                                                     | All                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Key or Non-Key Decision:</b>                                                                                                            | N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Open or Part/Fully Exempt:</b><br>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act) | Open                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>No. of Appendices:</b>                                                                                                                  | 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Background Papers:</b>                                                                                                                  | N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Contact Officer(s):</b><br>(Name, Title, Contact Details)                                                                               | Jonathan Westell, Highways Contracts & Delivery Manager<br>Tel: 020 8937 3660<br>Email: <a href="mailto:Jonathan.Westell@brent.gov.uk">Jonathan.Westell@brent.gov.uk</a><br><br>Tony Kennedy, Head of Service, Highways Management<br>Tel: 020 8937 5151<br>Email: <a href="mailto:Tony.Kennedy@brent.gov.uk">Tony.Kennedy@brent.gov.uk</a><br><br>Chris Whyte Director, Public Realm<br>Tel: 020 8937 5342<br>Email: <a href="mailto:Chris.Whyte@brent.gov.uk">Chris.Whyte@brent.gov.uk</a> |

## 1.0 Executive Summary

This briefing note explains the methodology used by Brent Council to prioritise highways maintenance and investment across the borough. The approach is founded on asset management principles that seek to maximise the service life of highway assets, minimise whole-life costs, manage risk, and deliver the greatest benefit from available funding. The methodology combines condition-based evidence, engineering judgement, risk assessment, asset hierarchy, public feedback and financial considerations to produce annual investment programmes for carriageways, footways, drainage infrastructure, highway structures and associated assets.

The Council's approach is underpinned by the Highway Asset Management Plan (HAMP), adopted in 2014, and uses modern surveying techniques, Artificial Intelligence (AI), asset management software and risk-based prioritisation models to ensure investment is directed where it delivers the highest value and greatest network benefit.

## **2.0 Recommendation(s)**

It is recommended that the Scrutiny Committee:

- Notes the methodology used by Brent Council to prioritise highways maintenance and capital investment.
- Notes how condition data, risk assessments, asset hierarchy and stakeholder input are used to determine annual maintenance programmes.
- Notes the role of asset management principles in ensuring investment achieves optimal value for money and network resilience.
- Notes the illustrative case studies contained within this briefing note demonstrating how the methodology is applied in practice.

## **3.0 Detail**

### **3.1 Cabinet Member Foreword**

Brent's highway network is one of the Council's most valuable and visible public assets. It supports everyday journeys, public transport, businesses, schools, hospitals, local communities and the wider economy.

Maintaining such a large asset network requires significant and sustained investment. However, available funding is finite, while the condition of roads, pavements, drainage assets and structures continually changes.

The Council therefore takes an asset management approach to investment. Rather than waiting for assets to fail and then responding through increasingly expensive reactive repairs, the Council seeks to identify deterioration at an earlier stage and intervene with the most appropriate treatment.

This approach enables the Council to make better use of available funding by considering not only where an asset is in poor condition, but also the consequences of that condition, the importance of the asset to the network, the likely benefit of intervention and the relative cost of different treatments.

The methodology provides a consistent and transparent framework for making these difficult choices while allowing professional engineering judgement to be applied where circumstances require it.

### **3.2 Background**

#### **3.2.1 Highway Asset Management Principles**

The Council adopted its Highway Asset Management Plan (HAMP) in 2014. The Plan promotes a preventative maintenance philosophy designed to:

- Preserve asset life before failure occurs;
- Reduce long-term maintenance costs;
- Improve network condition;
- Minimise reactive repairs; and
- Deliver best value for residents and taxpayers.

The strategy seeks to intervene at the most economically advantageous point within the asset lifecycle. Preventative treatments are prioritised where deterioration is limited, whilst more substantial resurfacing and reconstruction works are reserved for assets where deterioration has progressed further.

### 3.2.2 Asset Condition Intelligence

The Council has modernised its data collection processes through borough-wide video surveys and AI-driven condition assessment technology.

These surveys enable:

- Rapid assessment of the entire highway network;
- Automated identification and categorisation of defects;
- Identification of deteriorating carriageways and road markings;
- Collection of traffic sign inventory data; and
- Faster conversion of survey results into maintenance programmes.

The collected data is integrated into the Council's Asset Management software, which models asset deterioration, identifies suitable treatments and develops prioritised work programmes within available budgets.

### 3.3 Methodology for Prioritising Investment

The Council's methodology is based on two principal components:

#### A. Treatment Benefit

The first stage determines whether maintenance intervention is required and what form it should take. This involves:

- a) Modelling how an asset will deteriorate if no action is taken.
- b) Identifying appropriate interventions such as:
  - Thin surfacing;
  - Injection patching;
  - 20mm resurfacing;
  - 40mm resurfacing; or
  - Full reconstruction.
- c) Dividing roads into subsections and assessing each separately.
- d) Calculating a Benefit Cost Ratio (BCR) by comparing anticipated condition improvement with treatment cost.
- e) Producing an overall Treatment Benefit score.

This is discussed in more detail in Appendix 1 below – Detailed Discussion of the Benefit Cost Ratio (BCR) calculation

#### B. Prioritisation Benefit

Additional weighting is then applied using broader risk and service considerations. These include:

**Claims Priority** - roads with a history of public liability claims receive greater weighting. Claims are normalised against road length to ensure fair comparison.

**Defects Priority** - roads with higher levels of reported defects or requiring significant reactive maintenance receive increased priority. Defects include potholes, cracking and safety defects identified through inspections or customer reports.

**Councillor Nominations**- member concerns and annual councillor nominations are incorporated into the prioritisation process.

**Network Hierarchy-** roads are prioritised according to their strategic function within the highway network, considering:

- Traffic volumes;
- Public transport routes;
- Access to schools;
- Access to hospitals;
- Economic importance;
- Network resilience requirements.
- Skidding Resistance Risk

Although currently incorporated indirectly through hierarchy weighting, skidding resistance and associated safety risks are considered when prioritising interventions. The Council intends to integrate skidding resistance more directly into future analyses.

The weighting for the various factors is as follows:

|    | A                            | B                                        | C         |
|----|------------------------------|------------------------------------------|-----------|
| 1  | Category                     | Priority                                 | Weighting |
| 2  | Engineering Assessment Score | Engineering Assessment Score = 2 or less | 0.02      |
| 3  | Engineering Assessment Score | Engineering Assessment Score = 3-4       | 0.05      |
| 4  | Engineering Assessment Score | Engineering Assessment Score = 5-6       | 0.15      |
| 5  | Engineering Assessment Score | Engineering Assessment Score = 7 or more | 0.2       |
| 6  | Defects                      | 0-50 Metres Per Defect                   | 0.2       |
| 7  | Defects                      | 50-100 Metres Per Defect                 | 0.15      |
| 8  | Defects                      | 100-200 Metres Per Defect                | 0.1       |
| 9  | Defects                      | >200 Metres Per Defect                   | 0.05      |
| 10 | Claims                       | 0-100 Metres Per Claim                   | 0.15      |
| 11 | Claims                       | 100-200 Metres Per Claim                 | 0.11      |
| 12 | Claims                       | 200-500 Metres Per Claim                 | 0.08      |
| 13 | Claims                       | >500 Metres Per Claim                    | 0.04      |
| 14 | Councillor Nominations       | 1 Nomination                             | 0.04      |
| 15 | Councillor Nominations       | 2 Nominations                            | 0.08      |
| 16 | Accidents                    | 1 Accident                               | 0.05      |
| 17 | Hierarchy                    | E                                        | 0         |
| 18 | Hierarchy                    | D                                        | 0.07      |
| 19 | Hierarchy                    | C                                        | 0.13      |
| 20 | Hierarchy                    | B                                        | 0.2       |

### 3.4 Engineering Review and Final Programme Development

#### 3.4.1 Final Programme Development

The individual factors are scored and weighted according to their relative importance and, where relevant, the length of highway requiring treatment. The resulting prioritisation score provides a relative ranking of maintenance need. This can be summarised as:

***Condition and deterioration → identify treatment → calculate treatment benefit/BCR → assess wider risk and strategic factors → combine scores → engineering review → develop programme.***

Asset Management software produces a prioritised list of candidate schemes. Officers then apply budget constraints where appropriate.

### **3.4.2 Illustrative Case Studies**

***Case Study 1 – Two Roads with Similar Condition but Different Network Importance*** - Two roads may have broadly comparable condition scores and both require maintenance. However, one may be a higher hierarchy route carrying substantially more traffic and providing access to important destinations such as schools, hospitals or employment areas. Under the methodology, the higher hierarchy road would receive an additional prioritisation benefit because of its network function.

*Result:* the higher hierarchy route may be prioritised even where its physical condition is not the worst in the borough.

*Principle demonstrated:* maintenance priority is based on risk and network importance as well as physical condition.

***Case Study 2 – A Road with Repeated Pothole Defects*** - A residential road may not rank among the borough's very worst roads in terms of overall structural condition. However, it may generate a disproportionately high number of reactive defects. The defects priority score reflects the frequency of defects relative to the road's length.

If the road also has a reasonable Treatment Benefit—because a relatively modest planned intervention could prevent continuing deterioration—the combined score may make it a candidate for planned maintenance.

*Result:* planned investment can be justified where it reduces continuing reactive maintenance activity and prevents further deterioration.

*Principle demonstrated:* the methodology recognises the value of moving from reactive repairs to planned preventative intervention.

***Case Study 3 – Early Preventative Treatment versus Major Resurfacing*** A section of road may exhibit deterioration in its surface but still retain an underlying structure that is fundamentally sound. The methodology can identify this as a candidate for a thinner surface treatment rather than major resurfacing. Conversely, where deterioration has progressed further and the underlying road structure is compromised, a more substantial treatment such as 40 mm resurfacing or reconstruction may be identified.

*Result:* the Council does not automatically use the most expensive treatment. The intervention is matched to the condition and predicted deterioration of the asset.

*Principle demonstrated:* the right treatment at the right time can extend asset life and reduce whole-life cost.

***Case Study 4 – Whole-Road Treatment*** - The prioritisation system can identify individual sections of a road requiring maintenance. However, the Council's programme is often developed on a whole-road basis. A section in relatively good condition may therefore be included where the remainder of the street requires treatment and resurfacing the entire street is more logical or practical. For longer roads, the Council can instead target a section between junctions where the priority is highest.

*Result:* the computer-generated priority is not applied mechanically. Officers consider constructability, continuity of treatment and the practical delivery of a scheme.

*Principle demonstrated:* engineering judgement and practical delivery considerations complement the asset management model.

**Case Study 5 – Injection Patching** - Injection patching provides an example of how the Council uses a lower-cost preventative intervention to address a large number of defects quickly. Injection patching is a particularly useful intervention on residential roads.

The method can treat a large number of potholes rapidly and at substantially lower cost than conventional deep patching. On average, an injection patching repair costs approximately one third of a traditional 1 m<sup>2</sup> repair at 100 mm depth.

*Result:* limited funding can address a substantially greater number of defects while more extensive treatments are reserved for locations where they provide greater long-term benefit.

*Principle demonstrated:* value for money and scale of benefit are important components of investment decisions.

**Case Study 6 – Road Marking Renewal** - Road marking deterioration is identified through the borough-wide video condition survey. Rather than relying solely on individual complaints, the Council can use network-wide survey information to identify faded markings and produce an intelligence-led programme. The asset management system then prioritises the works.

*Result:* the Council can target road-marking expenditure according to objectively identified need across the network.

*Principle demonstrated:* the same asset management philosophy can be applied to different highway asset types, not simply carriageway condition.

## 4.0 Stakeholder and Ward Member Consultation and Engagement

The prioritisation methodology incorporates stakeholder input while retaining an evidence-based approach. Councillor nominations are specifically included as one of the prioritisation factors used in developing annual maintenance programmes.

This provides an important mechanism for local knowledge to influence investment decisions. Ward Members and residents may identify recurring problems or local circumstances that are not necessarily fully captured by a condition survey.

However, nominations are considered alongside condition, defects, claims, network hierarchy and treatment benefit. This provides a balance between local knowledge and objective asset management evidence.

The methodology therefore recognises that effective highways asset management requires both network-wide technical data, and local knowledge and stakeholder intelligence.

## 5.0 Financial Considerations

The prioritisation methodology is particularly important because the Council cannot fund every maintenance requirement identified through condition surveys.

The asset management system is therefore used to determine how available funding can achieve optimum condition improvement, taking account of asset deterioration.

The use of BCR and Treatment Benefit is particularly important in this context. It enables alternative interventions and locations to be compared on the basis of the expected benefit obtained for the available expenditure. The methodology also supports financial efficiency by:

- identifying preventative interventions before deterioration becomes more severe;
- reducing reliance on more expensive reactive repairs;
- selecting treatments appropriate to the actual condition of the asset;
- concentrating investment where it provides the greatest benefit;
- considering the whole road where this provides a more efficient intervention; and
- allowing dedicated budgets to address short sections and emerging priorities.

The underlying principle is therefore not simply to maximise the amount of highway treated, but to maximise the benefit obtained from the available maintenance budget.

## **6.0 Legal Considerations**

Section 41 of the Highways Act 1980 places a duty on the Council, as highway authority, to maintain the public highway. The Council's highway maintenance programme must make sufficient provision to enable it to meet this statutory duty. Failure to maintain the highway can result in liability where injury or loss occurs as a consequence.

The asset management methodology supports the Council in discharging this responsibility by providing a structured process for identifying and managing highway maintenance risks.

A risk-based methodology is particularly appropriate because the Council must manage a very large asset portfolio against finite resources. The methodology provides a systematic means of identifying priorities rather than relying solely on individual requests or subjective assessments.

## **7.0 Equity, Diversity and Inclusion Considerations**

The prioritisation approach supports accessibility and inclusivity through the design and delivery of maintenance schemes, including provision for mobility-impaired users, wheelchair users and those with visual impairments.

The prioritisation methodology can therefore be viewed as part of a wider approach in which asset condition and risk determine where investment is directed, while the design and delivery of individual schemes ensure that accessibility requirements are addressed

## **8.0 Climate Change and Environmental Considerations**

The Council's methodology aligns closely with climate objectives by:

- Promoting preventative maintenance;
- Extending asset life;
- Reducing reactive interventions;
- Using lower-carbon materials where possible;

- Reusing existing materials such as granite kerbs; and
- Maximising recycling of highway materials.

Preventative maintenance is particularly important because preserving assets before structural failure generally requires fewer materials, less energy and lower carbon emissions than reconstruction.

## **9.0 Human Resources/Property Considerations**

There are no specific Human Resources or Property considerations arising directly from this methodology.

## **10.0 Communication Considerations**

The use of transparent, evidence-based prioritisation supports clear communication with residents, councillors and stakeholders by demonstrating that investment decisions are based upon objective condition data, risk, value for money and strategic need rather than reactive decision making.

## Appendix 1 – Detailed Discussion of the Benefit Cost Ratio (BCR) calculation

The Treatment Benefit element of the prioritisation methodology is more sophisticated than simply identifying the roads in the worst condition or dividing the cost of a scheme by its length.

The Council's asset management software uses the detailed condition survey data to model the condition of individual sections of carriageway and identify the most appropriate treatment. The process operates at a much more granular level than the final road or scheme shown in the programme.

First, the system establishes how the carriageway is expected to deteriorate if no intervention takes place. The deterioration profile can be developed using historical condition data. The system then applies defined treatment rules and intervention thresholds. For example, depending on the condition of the carriageway, the appropriate intervention might be a 20mm resurfacing treatment, a 40mm resurfacing treatment or full reconstruction.

The calculation is then undertaken across relatively short sections of the carriageway e.g. 20m subsections. For each subsection, the software examines the available condition data against the treatment rules and determines whether an intervention is required and, if so, what treatment is appropriate. Adjacent subsections requiring compatible treatments can then be combined into a larger scheme.

For each subsection, the software calculates a Benefit Cost Ratio (BCR) based on:

$$\text{BCR} = \text{expected improvement in condition} \div \text{cost of the treatment}$$

The "benefit" is the expected improvement in the condition of that subsection resulting from the proposed treatment. The calculation is then aggregated across the length of carriageway identified for maintenance to produce an Average Treatment Benefit for the road/scheme.

This is considerably more complicated than a spreadsheet exercise. The important point is that the BCR is not calculated once for each road using a single condition score. It is generated from a series of linked calculations undertaken across the network.

For example, a single road might contain:

| Section | Existing condition | Treatment identified | Cost | Expected condition improvement | BCR    |
|---------|--------------------|----------------------|------|--------------------------------|--------|
| 0–20m   | Poor               | Reconstruction       | £X   | High                           | High   |
| 20–40m  | Fair/Poor          | 40mm resurfacing     | £X   | Medium                         | Medium |
| 40–60m  | Good               | No treatment         | £0   | –                              | –      |
| 60–80m  | Poor               | 20mm resurfacing     | £X   | High                           | High   |
| 80–100m | Fair               | 20mm resurfacing     | £X   | Medium                         | Medium |

The software performs this type of assessment across the surveyed network, using the condition information and the Council's defined treatment rules. It then brings together appropriate adjoining sections into practical schemes and calculates the resulting treatment benefit.

Consequently, the calculation involves a number of interdependent stages:

1. **Survey data** – detailed condition information for the network.
2. **Condition assessment** – determining the current condition of each subsection.
3. **Deterioration modelling** – estimating how condition will change without intervention.
4. **Treatment triggers** – determining when intervention is appropriate.
5. **Treatment selection** – identifying the appropriate treatment for each subsection.
6. **Treatment costing** – determining the cost associated with the proposed intervention.
7. **Benefit calculation** – determining the expected improvement in condition resulting from the intervention.
8. **BCR calculation** – comparing the expected improvement with the treatment cost.
9. **Aggregation** – combining the results across the relevant treatment length to calculate the Average Treatment Benefit.
10. **Scheme formation** – combining adjacent sections into practical maintenance schemes.
11. **Overall prioritisation** – combining the Treatment Benefit with the separate Prioritisation Benefit factors.

This is why the methodology should not be characterised as simply "putting roads into a spreadsheet and ranking them from worst to best." The software is effectively processing a large number of individual road sections and treatment possibilities before producing the prioritised programme.

The value of the asset management system is not simply the ability to calculate a ratio. It is its ability to apply the methodology consistently to a very large number of individual sections of the highway network and then use the results to construct an optimum programme within a defined budget.

The Average Treatment Benefit is then combined with claims, defects, Member nominations and road hierarchy to arrive at the final priority score. That is arguably the most important part of the methodology to explain, because it demonstrates why a road with the highest BCR is not automatically the first road to be resurfaced.

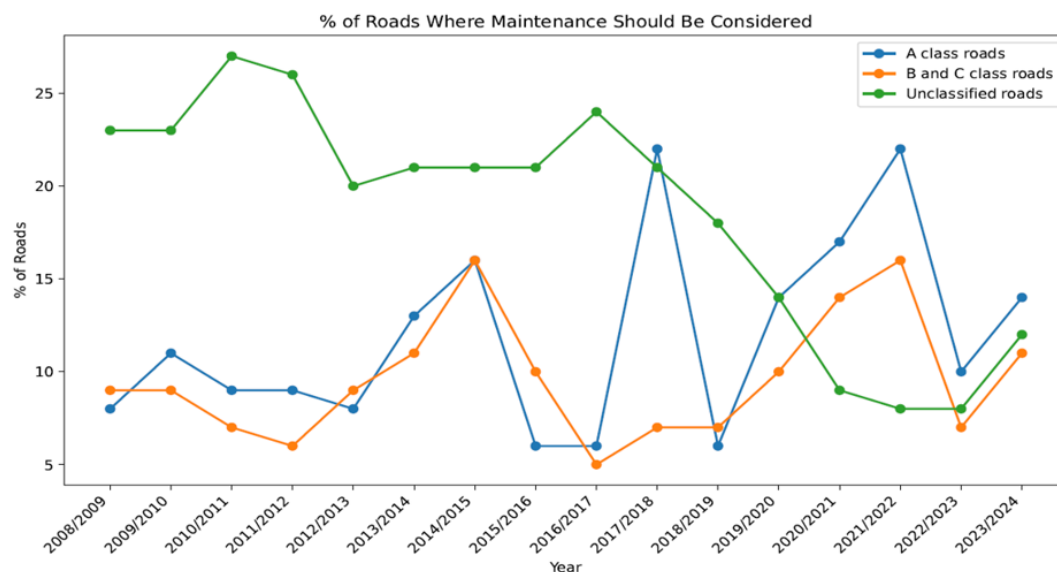
## **Assessment of Current Highways Investment Sufficiency and Maintenance Backlog**

For detailed information regarding Network Condition, reference should be made to “**Appendix 1 – Highway Structural Condition Over time**” below.

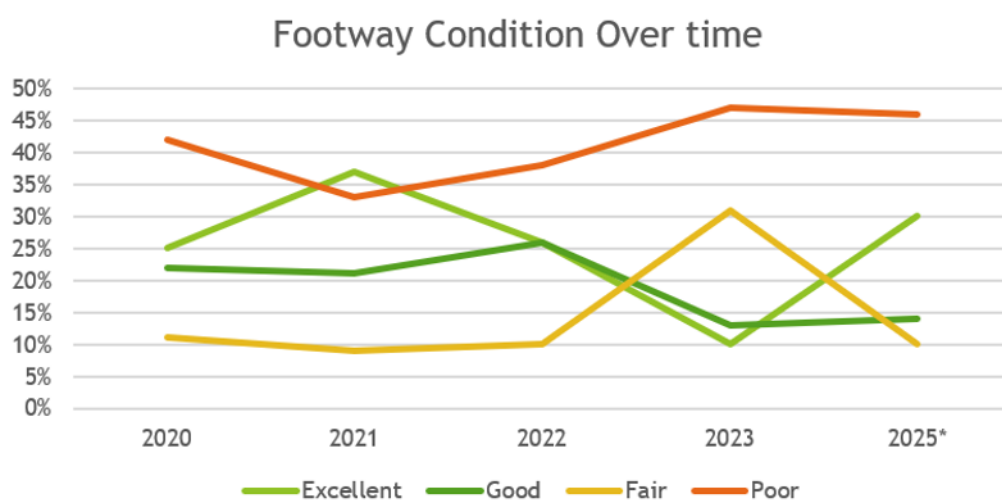
For ease of reference, graphs of footway and carriageway structural condition over time from that document are reproduced below)

### **What has been achieved through recent investment?**

#### ***Carriageway Structural Condition***



#### **Footway Structural Condition**



The evidence indicates that Brent has maintained and improved significant parts of the highway network, but that the recent condition performance has been

achieved with substantial levels of additional investment above the Council's underlying highways capital funding.

Brent's base capital funding for highways maintenance has been approximately £3.5m per annum since before 2013. In addition to this:

- in 2019/20, approximately £20m was invested in footway reconstruction;
- between 2023/24 and 2025/26, a further £15m of additional investment was provided, comprising approximately £11m for footways and £4m for Principal Roads; and
- in 2025/26, approximately £9m of additional SCIL funding was invested in highways, split approximately equally between footways and carriageways.

The improvements in condition therefore need to be considered in the context of this enhanced level of investment. The structural condition data demonstrates that sustained investment can produce significant improvements, particularly on the unclassified road network, which has seen a substantial long-term reduction in the proportion requiring maintenance.

However, the evidence also indicates that the level of investment has not eliminated the underlying backlog. Despite extensive footway reconstruction, including approximately 58.5 km between 2021/22 and 2025/26, the latest modelled condition assessment still classified 46% of Brent's footway network as Poor. The assessment concludes that overall condition improves only gradually where investment does not consistently exceed the rate of deterioration.

The carriageway condition data similarly shows some deterioration between 2023 and 2025 across A, B/C and unclassified roads, notwithstanding the additional investment.

### **What is the scale of the maintenance backlog?**

The latest Brent assessment estimates that approximately £42m would be required to eliminate the current carriageway maintenance backlog, together with approximately £256m to eliminate the footway maintenance backlog. This represents a combined estimated backlog of approximately £298m across these two major asset classes.

These figures demonstrate the substantial difference between the level of annual maintenance funding and the scale of the accumulated maintenance requirement. They should not, however, be interpreted as meaning that the £298m could simply be spent immediately to eliminate the backlog, since works would need to be prioritised according to condition, risk, network hierarchy, engineering requirements and the availability of suitable treatments.

### **What does the latest ALARM Survey tell us?**

The ALARM Survey, produced annually by the Asphalt Industry Alliance (AIA), is a national survey of local highway authorities that assesses the condition, maintenance funding and investment needs of the local road network in England and Wales, including estimates of maintenance backlogs and the time and funding required to address them.

The latest ALARM Survey 2026 provides useful external context, although it relates predominantly to carriageways rather than the whole highway asset. It estimates the total one-off carriageway "catch-up" requirement across England, London and Wales at £18.62bn, with an average estimated catch-up requirement for a London authority of £38.2m.

Importantly, the survey found that local highway authorities estimate that it would take an average of 12 years nationally, and eight years in London, to carry out the work required to return carriageways to a reasonable steady-state condition, assuming adequate funding and resources.

This provides useful context for Brent's £42m carriageway backlog, which is broadly comparable with the ALARM London average. However, the ALARM figure is an average across London authorities and relates principally to carriageways. It therefore cannot be applied directly to Brent's overall £298m backlog, particularly given the much larger £256m footway requirement.

ALARM also distinguishes between clearing the backlog and maintaining the network thereafter. Its 2026 survey estimates that, once the existing carriageway backlog has been addressed, approximately £1.89bn per year would be required across England, London and Wales to maintain the network in a steady-state condition. This reinforces the point that a one-off programme to address historic backlog needs to be followed by sufficient ongoing investment to prevent the backlog rebuilding.

### **Is the current level of funding sufficient to prevent deterioration?**

Brent is now receiving a significantly higher and more predictable level of DfT funding for carriageway maintenance. The DfT 2026/27 allocation is £1.684m, an important additional source of funding, but it does not replace the exceptional additional local investment made in recent years. For comparison, Brent invested approximately £9m of additional SCIL funding in 2025/26 alone, in addition to its normal funding.

The Transparency Report forecasts total highways maintenance expenditure of approximately £7.6m in 2026/27, compared with £15.9m in 2025/26.

On a qualitative assessment, therefore, if investment were to fall materially below the level required to offset the ongoing rate of asset deterioration, the overall condition of the network would be expected to deteriorate over time. The recent experience provides evidence for this: substantial additional investment has produced improvements, but significant areas of the network continue to require maintenance.

### **Why can't we yet give a precise timescale for clearing the backlog?**

The £298m estimate provides a useful measure of the scale of the current backlog, but it does not by itself establish how long it would take to eliminate it.

A simple division of the £298m backlog by annual expenditure would be misleading because assets will continue to deteriorate while the backlog is being addressed, different treatments have different costs and lives, and investment will continue to be required on assets outside the current backlog.

For a more accurate quantitative assessment, Brent's strategic asset management software, Causeway Horizons/CausewayOne Asset Strategy, can model deterioration, treatment options, investment scenarios and benefit-cost ratios.

This could be used to model the expected network condition over the next 5, 10 and 20 years under different funding scenarios, including the current forecast level of investment, continuation of recent higher investment levels, and higher investment designed to progressively eliminate the backlog.

There was insufficient time before the Transparency Report deadline to undertake and validate this modelling exercise

### **What is the overall assessment?**

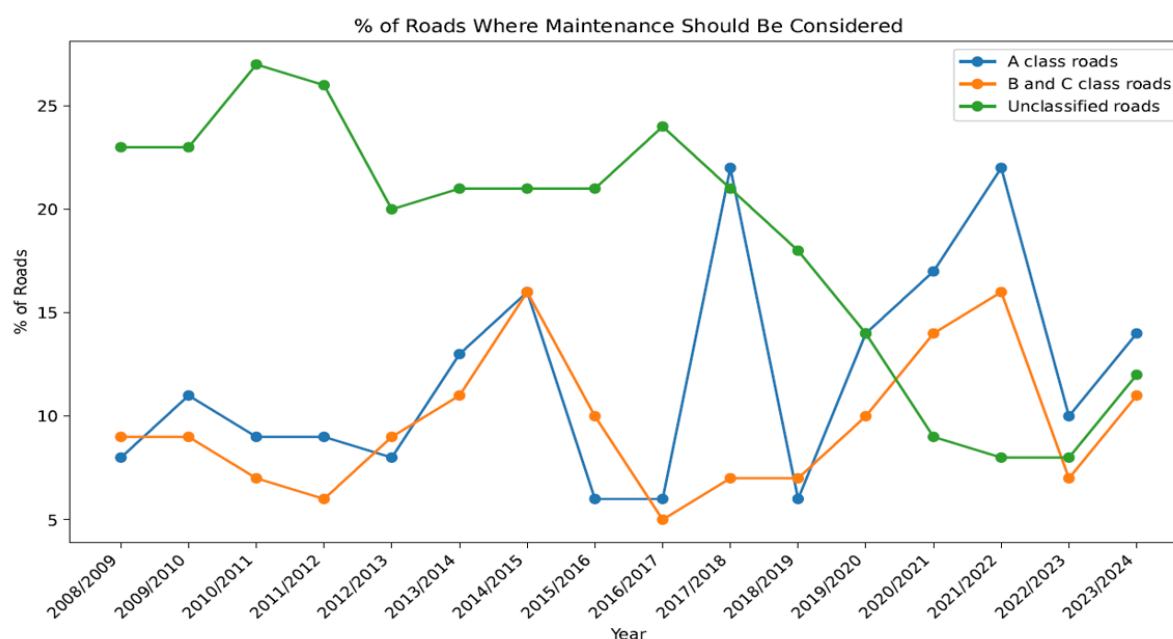
The evidence supports the conclusion that recent improvements in highway condition have been achieved through a combination of the Council's underlying maintenance funding and significant additional, often time-limited, investment. The underlying £3.5m base capital allocation alone has not been sufficient to deliver these levels of improvement.

The new DfT funding provides an important and more predictable contribution, including £1.684m in 2026/27, but does not replicate the exceptional levels of additional investment made in recent years. Consequently, while current funding will allow Brent to continue targeted maintenance and renewal, a sustained reduction in overall investment from the levels seen in recent years would be expected to result in gradual deterioration in network condition.

The current estimated £42m carriageway and £256m footway backlog demonstrates the scale of the accumulated requirement. The 2026 ALARM Survey provides useful external evidence that carriageway backlog clearance is likely to take several years even with adequate funding, with London authorities estimating an average of eight years. However, given Brent's much larger footway backlog and the different asset classes involved, it would not be appropriate to apply that figure directly to Brent.

## Appendix 1 - Highway Structural Condition over time

### 1 Carriageway Structural Condition



#### 1.1 Interpretation of Trends

This graph shows the percentage of roads where maintenance should be considered based on condition survey data. Lower percentages indicate a greater proportion of the network is in good condition, whilst higher percentages suggest a greater maintenance need. The trends differ significantly across the three road classifications.

#### 1.2 Overall observations

The data demonstrates a long-term improvement in the condition of the unclassified road network, whereas the condition of the A roads and B and C roads has fluctuated more noticeably over the period. This reflects the differing challenges associated with maintaining strategic routes carrying high traffic volumes compared with residential roads.

##### 1.2.1 A Class Roads

**Trend:** Highly variable with no sustained long-term trend.

- Between 2008/09 and 2013/14, the proportion requiring maintenance remained relatively low (around 8–13%).
- There was a marked improvement in 2015/16–2016/17, when only around 6% of the network required maintenance.
- A sharp deterioration occurred in 2017/18, rising to approximately 22%, representing the highest value in the series.
- Following a significant improvement in 2018/19, maintenance need increased again during 2020/21–2022/23, before improving to around 14% in 2023/24.

**Interpretation** - The volatility is typical of a relatively small strategic network where the condition indicator can change significantly depending on whether one or two major roads have been resurfaced or have deteriorated. These fluctuations often reflect the timing of major capital investment programmes rather than a gradual change in asset condition.

### 1.2.2 B and C Roads

**Trend:** Moderate fluctuations but relatively stable over the long term.

- Values generally remained between 6% and 10% during the early years.
- Maintenance need increased to approximately 16% in 2014/15 before improving again over the following two years.
- A second deterioration occurred between 2019/20 and 2022/23, peaking at approximately 16%.
- The latest year shows improvement to around 11%.

**Interpretation** - The classified road network has experienced cyclical deterioration and renewal, reflecting the timing of resurfacing programmes and available capital funding. Although conditions fluctuate, there is no evidence of sustained long-term decline.

### 1.2.3 Unclassified Roads

**Trend:** Strong long-term improvement.

- At the beginning of the period, approximately 23–27% of unclassified roads required maintenance.
- Values remained above 20% until around 2016/17.
- From 2017/18 onwards, there was a sustained downward trend.
- By 2021/22–2022/23, only around 8–9% required maintenance.
- Although there is a slight increase to around 12% in 2023/24, this remains substantially better than the position fifteen years earlier.

**Interpretation** - This represents the clearest long-term improvement shown in the graph. The reduction is likely to reflect sustained investment in residential roads through capital maintenance programmes and demonstrates that long-term investment can significantly improve overall network condition.

### 1.2.4 Comparative trends

Several notable trends emerge:

- During the early years, unclassified roads were consistently in the poorest condition, with maintenance need approximately three times higher than the A road network.
- By 2022/23, this relationship had reversed, with unclassified roads recording the lowest proportion requiring maintenance.
- In recent years, the highest maintenance need has been observed on the A road network, reflecting the greater traffic loading and faster deterioration experienced by principal routes.

This illustrates how sustained investment has improved residential road condition while maintaining the condition of heavily trafficked strategic roads remains more challenging.

## 2 Footway Structural Condition

### 2.1 Surveys

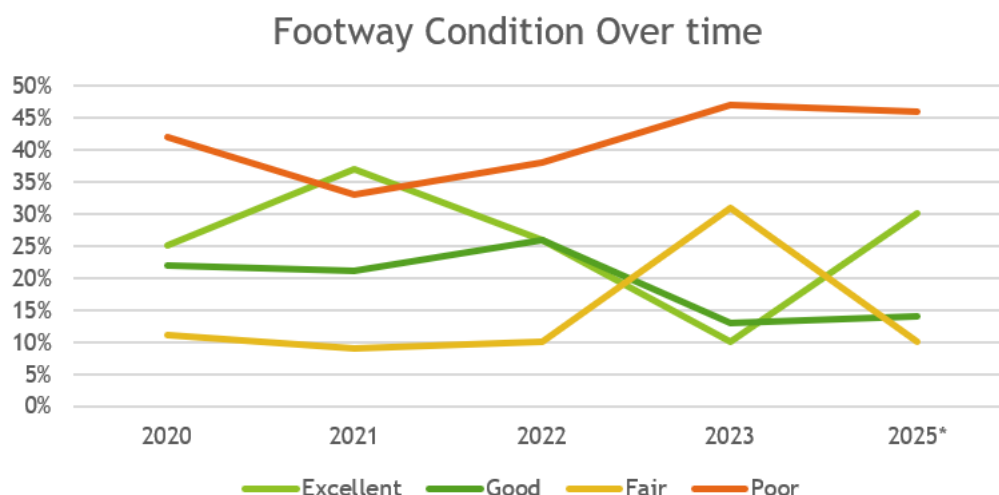
Footway condition is monitored through independent condition surveys and analysed using the Council's asset management system.

The 2025 results have been modelled using the asset management system, which applies deterioration curves and takes account of completed footway reconstruction schemes together with predicted asset deterioration since the previous survey. As the previous footway improvement programme was delivered over the period 2023–2026, it was considered inappropriate to undertake further condition surveys during its implementation, as the results would not have provided a stable representation of the network while significant reconstruction works were ongoing. Fresh condition surveys are being procured currently.

This provides a robust estimate of current network condition and supports long-term asset management planning.

| Year  | Excellent | Good | Fair | Poor |
|-------|-----------|------|------|------|
| 2020  | 25%       | 22%  | 11%  | 42%  |
| 2021  | 37%       | 21%  | 9%   | 33%  |
| 2022  | 26%       | 26%  | 10%  | 38%  |
| 2023  | 10%       | 13%  | 31%  | 47%  |
| 2025* | 30%       | 14%  | 10%  | 46%  |

\*2025 condition modelled using Asset Management software.



### 2.2 Trend Analysis

The footway condition data shows considerable variation over the period.

- Between 2020 and 2022, the network remained relatively stable, with between 47% and 58% of footways assessed as being in Good or Excellent condition.
- In 2023, the condition deteriorated significantly, with the proportion of footways in Poor condition increasing to 47%, whilst those in Good or Excellent condition reduced to 23%. This reflects the cumulative effects of ageing infrastructure and a period in which deterioration exceeded the level of structural renewal.

- The 2025 asset management model indicates a mixed picture. The proportion of footways in Excellent condition has increased substantially from 10% to 30%, reflecting the benefits of the extensive reconstruction programme undertaken during 2025/26. However, the proportion classified as Poor remains almost unchanged at 46%, indicating that while reconstructed footways have significantly improved, deterioration elsewhere across the network has continued at a similar pace.

This demonstrates the dynamic nature of managing a large highway asset. As some footways are renewed and move into the Excellent category, others continue to deteriorate into poorer condition, meaning that overall network condition improves only gradually unless investment consistently exceeds the underlying rate of deterioration.

### **2.3 Relationship with Investment**

Between 2021/22 and 2025/26, Brent reconstructed approximately 58.5 km of footway, including almost 22 km during 2025/26, representing the largest annual investment during the period.

Although this level of investment has delivered significant improvements on treated routes, the 2025 condition model demonstrates that it is not yet sufficient to reduce the overall proportion of the network requiring structural maintenance. This reflects the fact that deterioration continues across untreated sections of the network as footways age and are subjected to continued use and environmental effects.

### **2.4 Asset Management Implications**

The results reinforce the importance of Brent's risk-based asset management approach. Investment is targeted using condition surveys, engineering assessments, pedestrian usage and footway hierarchy to ensure that available funding is directed towards those locations where reconstruction will provide the greatest long-term benefit.

The increase in the proportion of the network classified as Excellent demonstrates that the reconstruction programme is delivering high-quality, long-lasting renewals. However, the persistence of a high proportion of Poor footways indicates that the existing maintenance backlog remains substantial and that continued sustained investment will be required if overall network condition is to improve significantly.

### **2.5 Conclusion**

The figures indicate that Brent's enhanced footway reconstruction programme is successfully improving the condition of those footways that have been treated, as reflected by the significant increase in the proportion of the network classified as Excellent. However, the proportion of the network remaining in Poor condition has changed very little, demonstrating that deterioration elsewhere continues to offset many of these gains.

This highlights the scale of the footway maintenance backlog and reinforces the need for sustained long-term investment. The Council's risk-based asset management approach ensures that limited resources are targeted where they will deliver the greatest whole-life benefit, but meaningful improvements in overall network condition will require investment to be maintained over many years.



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## Highways Maintenance - Funding Sources

This is included as part of the Highways Maintenance Transparency Report 2026–27. [DfT Transparency Report \(Local Highways Maintenance\)](#) The relevant information is reproduced below (with the original numbering)

### B1 – Highways maintenance funding and spending figures

#### B1.1 – Capital funding allocation sources

| Financial Year                                                 | 2024–25     | 2025–26     | 2026–27 projected |
|----------------------------------------------------------------|-------------|-------------|-------------------|
| Highways maintenance capital funding allocated through DfT     | £232,988    | £759,000    | £1,684,000        |
| Other <b>DfT</b> capital funding used for highways maintenance | 0           | 0           | 0                 |
| Other <b>Government</b> capital funding                        | 0           | 0           | £248,000          |
| Other capital funding allocated to highways maintenance        | £9,924,535  | £15,315,031 | £3,895,966        |
| Total capital funding allocated                                | £10,157,533 | £16,074,031 | £5,827,966        |

#### B1.1.2 - Additional information on funding figures

The 2026–27 DfT allocation comprises £1.039m baseline funding and £0.645m incentive funding. DfT states that London boroughs become eligible for baseline funding for the first time in 2026–27.

#### B1.2 – Spending

| Financial Year                           | 2024–25            | 2025–26            | 2026–27 projected |
|------------------------------------------|--------------------|--------------------|-------------------|
| Total highways maintenance capital spend | £11,201,879        | £14,749,208        | £5,827,966        |
| Total highways maintenance revenue spend | £1,944,440         | £1,137,903         | £1,722,468        |
| Total highways maintenance spend         | <b>£13,380,320</b> | <b>£15,887,191</b> | <b>£7,550,434</b> |

#### B1.2.2 - Additional information on total spending figures

The 2026–27 forecast must demonstrate that Brent will spend at least 99% of its DfT highways maintenance allocation on eligible highways maintenance expenditure, unless any permitted pre-spend or post-spend is clearly explained. The forecast must be signed off by the Section 151 Officer.

#### B1.2.3 – Spending on carriageways by type of spend

| Carriageway spend related maintenance type                         | Capital 2025-26    | Revenue 2025-26  | Capital 2026-27 (projected) | Revenue 2026-27 (projected) |
|--------------------------------------------------------------------|--------------------|------------------|-----------------------------|-----------------------------|
| <b>Planned maintenance</b>                                         |                    |                  |                             |                             |
| <b>Preventative</b> carriageway maintenance                        | £329,000           | £0               | £375,000                    | £0                          |
| <b>Structural</b> carriageway maintenance                          | £9,820,976         | £0               | £3,614,574                  | £0                          |
| Planned carriageway <b>repair / patching</b> programmes            | £0                 | £0               | £0                          | £0                          |
| <b>Reactive carriageway maintenance</b>                            |                    |                  |                             |                             |
| Reactive carriageway <b>repairs / patching (temporary repairs)</b> | £0                 | £20,720          | £0                          | £23,680                     |
| Reactive carriageway <b>repairs / patching (permanent repairs)</b> | £0                 | £368,366         | £0                          | £250,000                    |
| Reactive carriageway <b>repairs / patching (total)</b>             |                    |                  |                             |                             |
| <b>Other</b> carriageway-related spend (road markings)             | £248,211           | £57,117          | £0                          | £57,000                     |
| <b>Total</b>                                                       | <b>£10,398,187</b> | <b>£ 446,203</b> | <b>£3,989,574</b>           | <b>£ 330,680</b>            |

#### B1.2.4 - Additional information on spending on carriageways by type of spend

Spending has been augmented in 25/26 by £8,600,000 of Community Infrastructure Levy (CIL) spent on Carriageway and Footway maintenance, and in 26/27 there is a CIL budget of £903,000 . Roughly half of the CIL money will be spent on Carriageways

## **Update on External Partner Contributions, Responsibilities and Delivery of Highways Maintenance and Improvement Programmes**

Over the last three years, the Council has worked with a range of external partners whose funding, works and resources have contributed to highway maintenance, improvement and wider transport infrastructure across Brent. The principal contributors have been Transport for London (TfL), developers and utility companies, with additional contributions through CIL/S106 and other partnership arrangements.

### **Transport for London (TfL)**

TfL's Local Implementation Plan (LIP) funding to Brent over the three years was:

| <b>Year</b>  | <b>TfL LIP allocation</b> |
|--------------|---------------------------|
| 2023/24      | £2.004m                   |
| 2024/25      | £1.578m                   |
| 2025/26      | £1.578m                   |
| <b>Total</b> | <b>£5.160m</b>            |

This funding supports transport improvements including safer corridors and neighbourhoods, bus priority, cycling and cycle parking. It is important to distinguish this from core highway maintenance funding: TfL funding for Brent's principal-road maintenance has been limited (less than £500k in total since 2017/18), and so the LIP allocation should not be regarded as a direct contribution to the Council's routine carriageway maintenance programme.

### **Developer contributions and works**

Developers make a more direct contribution to highway improvements through Section 278 agreements, under which they fund and/or deliver highway works required as a consequence of development.

- In 2022/23, six S278 agreements had a combined value of approximately £1.40m.
- In 2023/24, nine S278 agreements had a combined value of approximately £3.16m.

This represents approximately £4.56m of S278-funded highway works over the two years. Significant 2023/24 schemes included approximately £1.55m associated with the HIF Peel development in South Kilburn, £642k at Euro Car Parts/Fulton Road, £480k at South Way/White Horse Bridge and £288k at the Generator Site in Alperton.

The developer is responsible for delivering the agreed works to the required standard, with the Council responsible for approval, inspection and, where appropriate, subsequent adoption and maintenance.

### **CIL and S106 contributions**

Developer contributions provide another source of funding for transport, public realm and highway-related improvements. The Council's latest S106 records show that these contributions can be directed to specific purposes rather than being treated as general highway maintenance funding.

The attached S106 schedule records approximately £37.5m of transportation-related S106 contributions in total. Of this, approximately £35.4m has been allocated to projects, with approximately £33.5m recorded as spent and approximately £1.9m remaining unspent on allocated schemes. These figures cover the accumulated S106 position recorded in the Council's system and therefore should not be interpreted as contributions received solely during the last three years.

The schedule also identifies a number of more recent transport-related contributions. Since October 2023, approximately £1.20m of transport-related S106 contributions is recorded as having been received, including:

- **£937,146** towards the costs of implementing new or extended Controlled Parking Zones, including subsidising permits for existing residents;
- **£112,781** of further CPZ contributions;
- **£60,541** towards CPZ contributions;
- **£26,219** towards a CPZ review/potential new or extended CPZ;
- **£21,096** towards improvements to the street environment and highway safety;
- **£8,000** towards bicycle hangers; and
- smaller contributions towards travel-plan monitoring and other highway/public-realm measures.

The records show that the £937,146 CPZ contribution has been allocated to the Beresford Road Areas 1–3 and 5–6 CPZ project, which has a total S106-funded budget of £937,146. At the date of the schedule, £47,073 had been spent, leaving approximately £890,072 to be drawn down. The associated project record identifies an expected completion/spend date of the end of 2024/25, so the current position should be confirmed and any outstanding commitment or balance reconciled.

S106 funding is therefore making a tangible contribution to highway-related improvements, but it is **not equivalent to the Council's core highways maintenance budget**. Contributions are normally tied to particular purposes or locations and are generated by development to mitigate its impacts or provide infrastructure required as a consequence of development. They cannot simply be redirected to whichever highway maintenance schemes have the greatest borough-wide priority.

**CIL provides a further, separate source of infrastructure funding.** In 2023/24 Brent collected £35.46m of CIL, including £28.29m of Strategic CIL, and £10.84m of Strategic CIL was spent during that year. More recently, Cabinet approved up to £14.533m of Strategic CIL for public realm infrastructure, including highways, parks and CCTV. These figures demonstrate the scale of developer contributions available for infrastructure, but, again, CIL is subject to statutory requirements and is not a general-purpose highways maintenance fund.

Overall, the Council's S106 and CIL arrangements provide significant additional investment in transport and public realm infrastructure, alongside TfL funding and developer-delivered Section 278 works. However, the different funding streams have different purposes and restrictions. The Council therefore continues to fund its core highway maintenance programme from its own highways resources and other funding specifically available for maintenance, while using S106/CIL where the relevant statutory and agreement requirements allow.

### **Utility companies**

Utility companies are responsible for maintaining their own apparatus in the highway and for properly reinstating the highway following their works. The Council does not generally fund these reinstatements. Instead, it manages and regulates utility works through the London Permit Scheme, inspections and the relevant statutory powers. Utility activity therefore represents a substantial amount of third-party work on the highway network, although it is not directly comparable with Council-funded maintenance expenditure.

### **Overall Position**

The figures demonstrate that external investment makes a significant contribution to Brent's transport and highway infrastructure.

These different contributions should not, however, be aggregated as though they were all alternative sources of highway maintenance funding. They have different purposes, eligibility requirements and responsibilities attached to them. TfL funding is principally directed towards transport improvements; developer contributions address infrastructure requirements arising from development; and utility companies are responsible for their own apparatus and reinstatement works.

The Council therefore continues to have primary responsibility for managing and maintaining Brent's adopted highway network and determining its maintenance priorities on a borough-wide basis. External partners contribute funding, works and technical resources within their respective responsibilities, with the Council overseeing, coordinating, approving and, where applicable, adopting those works.

Where there are outstanding partner commitments, these are monitored through the relevant funding agreement, S278/S106 agreement, project governance or statutory process. The Council will continue to pursue delivery where agreed contributions or works have not yet been completed.

### **Case study – Staples Corner / Brent Cross interchange maintenance programme**

#### **Context and responsibility**

Staples Corner is a useful case study of the challenges that arise where a major strategic transport asset immediately adjoins Brent but is not itself maintained by Brent Council. The interchange sits around the boundary of Brent and Barnet. The A406 North Circular is part of the TfL Road Network and is the responsibility of TfL; the A5 is not part of the TLRN and responsibility lies with the relevant local highway

authorities. Historically, the London Assembly has recorded that, although the boundary between Brent and Barnet runs along the centre of the A5 carriageway at the Staples Corner flyover, Barnet maintains the highway by agreement.

Brent Council therefore does not have responsibility for maintaining or funding the Brent Cross interchange structures. Its role is principally that of an affected neighbouring highway authority and stakeholder, given the interchange's importance to traffic travelling to and from Brent and the potential for construction traffic to be displaced onto Brent's network.

### **TfL's Brent Cross interchange renewal programme**

TfL is undertaking a multi-year programme to repair and renew the Brent Cross interchange, including the A41 Brent Cross flyover. The wider programme covers 25 bridges and structures, with the future phases expected to include the mid-level roundabout and A406 slip roads. TfL's programme documentation records that detailed design and delivery planning have been progressing, with implementation planned from 2026. ([Transport for London Board](#))

The A41 flyover is a particularly important strategic asset. TfL reports that the wider Brent Cross interchange carries more than 120,000 vehicles per day and supports around 18 bus routes carrying approximately 10,000 passengers each day. TfL considers the structures important to the continued regeneration of Brent Cross and Staples Corner, where up to 8,900 new homes and 26,000 jobs are planned. TfL estimates that renewing the structures now could avoid approximately £1.7bn of economic impacts over 60 years associated with future restrictions and closures. ([Transport for London](#))

### **Funding and respective contributions**

The principal funding responsibility rests with TfL, with the first phase enabled by £10.8m of Department for Transport funding towards the overall renewal project. This funding allows the A41 Brent Cross flyover to be renewed and strengthened, including replacement of safety barriers and waterproofing. Once the work is completed, the existing 7.5-tonne weight restriction, introduced in October 2022, is expected to be removed and the flyover returned to full load-bearing capacity. ([Transport for London](#))

TfL is responsible for:

- funding and managing the renewal programme;
- design, procurement and construction;
- maintaining the structural safety of the TfL-controlled assets;
- implementing the necessary traffic management;
- coordinating with affected highway authorities and other stakeholders; and
- communications and travel-demand management during the works.

Brent Council is not making a financial contribution to the structural renewal works. Its contribution is primarily officer time and coordination as an adjoining highway authority, including engagement with TfL on traffic management, diversionary routes, communications and the potential impact on Brent's road network.

There are also wider developer and regeneration interests in the area. The Brent Cross Cricklewood development has historically involved developer-funded highway infrastructure, and Brent Council continues to engage with Barnet, TfL, the GLA, National Highways, landowners and developers through the Staples Corner Growth Area work. Brent's own Growth Area work is therefore complementary to, rather than the funding mechanism for, TfL's structural renewal programme. ([Brent Council](#))

## **TFL Works**

The first phase – renewal of the A41 Brent Cross flyover – commenced with enabling works in September 2026. TfL's current information states that the main works will continue for up to two years, with the wider programme continuing beyond this phase. TfL currently identifies the next stages as likely to prioritise the mid-level roundabout and A406 slip roads, although the detailed phasing remains under development. ([Transport for London](#))

The current traffic management arrangements include reducing the A41 flyover to one lane in each direction, a contraflow arrangement, and restrictions on the A406. TfL is warning of longer journey times on the A41, A406, A5 and surrounding roads. The westbound A406 has already been subject to lane restrictions from 1 October to 13 November 2026, with further overnight closures planned as part of the works. ([Transport for London](#))

This is particularly relevant to Brent because traffic displaced from the interchange has the potential to increase congestion on Brent's surrounding highway network. At present, however, the final traffic management arrangements for all phases have not been established, so it is not yet possible to quantify the impact on Brent's network or identify any additional Brent maintenance requirement arising from the works.

## **Outstanding commitments**

The main outstanding commitments are therefore with TfL rather than Brent Council:

1. Completion of the A41 flyover renewal, currently expected to take approximately two years.
2. Removal of the 7.5-tonne weight restriction following completion and confirmation that the structure has been returned to full capacity.
3. Development and funding of the subsequent phases of the wider interchange renewal programme, particularly the mid-level roundabout and A406 slip roads.
4. Resolution of the recently closed Brent Cross pedestrian footbridge. TfL has confirmed that it is responsible for the footbridge and that it was closed following structural concerns identified in July 2026. Replacement is within the scope of the wider Brent Cross project but is not currently budgeted until towards the end of the multi-year programme, with TfL reviewing whether this can be accelerated. ([Transport for London](#))
5. Continued development of traffic management and mitigation measures to minimise the effects on neighbouring boroughs, including Brent.

## **Relevance to Brent**

The Staples Corner/Brent Cross programme demonstrates the importance of joint working even where the Council is not the asset owner. Brent has no direct responsibility for the structural maintenance or renewal of the interchange and is not funding the £10.8m DfT-supported first phase. Nevertheless, because of the interchange's strategic importance and its proximity to Brent, the Council has a legitimate interest in ensuring that TfL's programme is delivered safely, that traffic management minimises displacement onto Brent's network, and that residents and businesses are kept informed.

It is therefore more accurate to regard this as a major external partner investment immediately adjacent to Brent, with consequential impacts on Brent's highway network, rather than as a Brent highways maintenance programme.

## **Benchmarking of pothole management**

There is no single, consistently defined London-wide dataset covering all aspects of pothole management. Boroughs differ in how they define and record potholes, whether they separately identify pothole expenditure, and whether satisfaction and compensation data are recorded specifically for potholes or as part of wider highway services. Consequently, direct comparisons need to be treated with some caution.

The Council has nevertheless reviewed published information from comparable London authorities, together with wider sector benchmarking.

### **Repair times**

Available published data indicate that Brent's average repair time compares favourably with a number of London authorities.

A 2025 analysis based on council data for 2022–2024 reported the following average pothole repair times:

| <b>London borough</b> | <b>Average repair time</b> |
|-----------------------|----------------------------|
| Hammersmith & Fulham  | 55.3 days                  |
| Lambeth               | 31.6 days                  |
| Hackney               | 28.0 days                  |
| Hounslow              | 19.0 days                  |
| Haringey              | 18.9 days                  |
| Merton                | 18.8 days                  |
| Westminster           | 13.0 days                  |
| <b>Brent</b>          | <b>6.9 days</b>            |
| Ealing                | 5.8 days                   |
| Camden                | 5.0 days                   |

The repair-time figures came from a Go.Compare FOI exercise, not from a Brent Council publication or a formal London-wide benchmarking dataset.

Go.Compare published the results on 30 January 2026, based on FOI requests to 171 councils asking for pothole repair times covering 1 January 2022 to 31 December 2024. Sixty nine councils provided usable data.

[Pothole potluck: UK road conditions now in the international spotlight, as potholes are cited in concerns over transporting the Bayeux Tapestry | GoCompare News](#)

These figures relate to 2022–2024 and therefore should not be interpreted as current 2026 performance. They nevertheless provide an indication of the range of reported performance across London.

Brent's approach is also based on risk rather than simply repairing every defect meeting a dimensional threshold. Brent's relatively low investigatory levels mean that defects can enter the assessment process at an earlier stage, but this does not mean that every defect identified is automatically repaired.

## **Repeat Repairs**

There is currently no reliable, published London-wide measure of repeat pothole repair rates that can be used to make a like-for-like comparison between Brent and other boroughs.

This is partly a consequence of the way highway defects are recorded. A subsequent defect at the same location does not necessarily represent a failed repair. It may result from utility works, third-party damage, traffic loading, weather, or deterioration of the surrounding highway.

The Council therefore does not maintain a separate register of "repeat defects" by contractor. The history of individual locations can, however, be reviewed through the Council's asset management and Street Works systems, including Symology and Aurora.

The new DfT transparency requirements place greater emphasis on demonstrating how authorities are avoiding repeated visits to the same stretch of road. This should provide a stronger basis for future benchmarking of repeat repairs.

## **Resident satisfaction**

Brent does conduct a borough-wide Resident Attitudes Survey, undertaken approximately every four to five years. The latest survey was conducted in 2026, with the results currently being analysed.

The survey provides useful information on residents' overall views and experiences of Council services. However, it is not a dedicated highways or pothole satisfaction survey and does not currently provide a regularly reported, highways-specific satisfaction measure that can be directly benchmarked against other London boroughs.

Some other London boroughs do publish specific road-maintenance satisfaction measures. For example, Tower Hamlets reported satisfaction with road maintenance of 67% in 2024, while Waltham Forest reported 54% in spring 2025. These figures measure satisfaction with road maintenance generally rather than pothole repairs specifically and use different survey methodologies, so they should be regarded as indicative rather than directly comparable with Brent.

Brent also receives ongoing customer feedback through FixMyStreet, complaints and other highway service requests. This provides useful operational feedback on individual defects and repairs, but it is transactional and self-selecting rather than a representative survey of all Brent residents. It should therefore not be presented as a resident satisfaction measure.

## **Compensation claims**

There is very little published, directly comparable benchmarking of highway liability claims between London boroughs. Most authorities publish information about how residents can make a claim rather than the number, value or success rate of claims. Industry benchmarking schemes such as APSE Performance Networks provide potentially useful comparative indicators, including highway claims repudiation rates, but detailed data are principally available to participating authorities.

Brent's own records provide a more detailed picture of the Council's financial exposure to highway/public liability claims. Between 2013 and 2026, the recorded value of claims was approximately £7.97 million, comprising £5.47 million already paid and £2.50 million in outstanding estimated liabilities.

The data show three broad periods:

- **2013–2015:** relatively low claim values, below £40,000 per year;
- **2016–2022:** substantially higher claim values, averaging approximately £835,000 per year; and
- **2023 onwards:** a lower level of recorded claim value, although a significant proportion of recent claims remains outstanding.

For example, total claim values were approximately £791,000 in 2022, £403,000 in 2023, £652,000 in 2024, £663,000 in 2025 and £334,000 in 2026. The latter figures include substantial outstanding estimates and therefore should not be interpreted as final annual compensation costs.

It is important to stress that these are highway/public liability claims as a whole and are not a measure of pothole claims alone. They should therefore not be used to infer a pothole-specific claim rate.

The recent reduction in claim values is encouraging, but it is too early to conclude that the Council's underlying liability has permanently reduced because recent claims remain open and their estimated values can change as investigations and settlements progress.

The Council's records therefore provide useful evidence of the financial consequences associated with highway claims, but there is currently insufficient consistently recorded information to provide a reliable London-borough comparison of pothole claim volumes, compensation costs or claim success rates.

See also “**Appendix 1 – Insurance Claims**” below from the Previous Committee Meeting’s agenda pack for more analysis of insurance claims

### **Service delivery models**

See “**Appendix 2 – Highways Maintenance Contract Benchmarking**” below from the Previous Committee Meeting’s agenda pack

### **Expenditure on pothole management**

The DfT's Highways Maintenance Transparency Reports are becoming a useful source of comparative information on pothole activity and highway maintenance expenditure. The 2026 reporting requirements specifically require authorities to provide information on how they maintain and invest in their highway networks, including pothole and planned maintenance activity. The DfT has also stated that the strengthened transparency regime is intended to help demonstrate a shift from reactive repairs towards more preventative, long-term maintenance.

However, authorities do not yet report pothole expenditure on a consistently comparable basis. Some authorities identify it separately, while others include pothole repairs within broader reactive or carriageway maintenance expenditure.

A useful London comparator is Redbridge, which publishes a specific annual pothole expenditure figure. In 2025/26 it reported £611,931 spent on pothole repairs and 11,789 potholes repaired, compared with £791,742 and 13,631 repairs respectively in 2024/25. Redbridge also identifies its use of injection patching and a post-winter "Find and Fix" programme.

Brent's position is more difficult to express as a single pothole expenditure figure because its pothole management includes both reactive repairs and planned/preventative interventions. In 2025/26, Brent recorded:

- 6,808 planned repairs, including 5,558 injection-patching repairs;
- 1,197 Find and Fix repairs undertaken during winter deterioration;
- 53 other planned patching repairs;
- 74 reactive temporary repairs; and
- 1,501 reactive permanent repairs.

Consequently, comparing Brent with an authority such as Redbridge solely on a single "pothole expenditure" figure would not capture the full extent of Brent's investment in preventing and addressing carriageway deterioration. In particular, Brent's substantial use of injection patching and Find and Fix means that expenditure which contributes directly to pothole prevention and early intervention may sit within planned maintenance rather than a discrete pothole budget.

The 2026 DfT transparency regime provides an opportunity to improve this benchmarking in future, as the reports provide a more consistent framework for authorities to disclose their expenditure and maintenance activity. The DfT's requirements also explicitly recognise patching undertaken in advance of preventative surface treatments as eligible highway maintenance expenditure.

Overall, therefore, Brent can demonstrate substantial pothole and carriageway-defect treatment activity, but it would be misleading to present a single Brent "pothole budget" or directly compare it with another borough's figure unless the authorities are using the same definition. Redbridge's published £612,000 in 2025/26 provides a useful indicative London comparator, but not a like-for-like benchmark.

## **Reactive Versus Preventative Maintenance**

There is stronger comparative information on the balance between reactive and preventative maintenance.

- Hounslow, for example, reported approximately 65% preventative and 35% reactive maintenance in 2024/25, with a projected 84% preventative and 16% reactive split for 2025/26.
- Waltham Forest reports a broadly similar strategic approach, with approximately 60% of its highways budget spent on preventative maintenance and 40% on reactive maintenance.

These figures illustrate the general sector objective of maximising preventative and planned maintenance, where funding allows, rather than relying on repeated reactive patching.

For Brent, it is important to recognise that the Council has made significant use of planned injection patching and "Find and Fix" activity, which sits between conventional reactive pothole repair and longer-term planned resurfacing. Consequently, simply comparing the percentage

of expenditure labelled "reactive" between authorities may not provide a meaningful comparison of the underlying maintenance strategy.

## Appendix 1 - Insurance Claims

| Row Labels | Sum<br>Payments   | of | Sum<br>Outstanding<br>Estimate | of | Sum<br>Total<br>Claim | of |
|------------|-------------------|----|--------------------------------|----|-----------------------|----|
| 2013       | £4,919            |    | £0                             |    | £4,919                |    |
| 2014       | £30,192           |    | £0                             |    | £30,192               |    |
| 2015       | £35,051           |    | £0                             |    | £35,051               |    |
| 2016       | £908,950          |    | £156,160                       |    | £1,065,111            |    |
| 2017       | £533,984          |    | £2,298                         |    | £536,283              |    |
| 2018       | £1,019,403        |    | £140,381                       |    | £1,159,784            |    |
| 2019       | £849,336          |    | £57,957                        |    | £907,293              |    |
| 2020       | £577,097          |    | £19,652                        |    | £596,749              |    |
| 2021       | £494,882          |    | £295,976                       |    | £790,858              |    |
| 2022       | £529,264          |    | £262,009                       |    | £791,273              |    |
| 2023       | £220,996          |    | £181,677                       |    | £402,674              |    |
| 2024       | £179,666          |    | £471,957                       |    | £651,622              |    |
| 2025       | £81,168           |    | £581,468                       |    | £662,635              |    |
| 2026       | £6,096            |    | £328,283                       |    | £334,379              |    |
|            | <b>£5,471,005</b> |    | <b>£2,497,818</b>              |    | <b>£7,968,823</b>     |    |

This dataset shows the value of public liability / highways claims by year, split between payments already made and outstanding estimated liabilities. The trends would support a discussion around the financial impact of highway claims and the effectiveness of highway maintenance.

### Analysis of Trends

#### Overall Trend

- Total claims amount to £7.97 million between 2013 and 2026.
- Of this:
  - £5.47 million (69%) has already been paid.
  - £2.50 million (31%) remains as outstanding estimated liabilities.

#### Historic Increase

- Claims were negligible prior to 2016, with annual liabilities below £40,000.
- A very significant increase occurred in 2016, when total claims exceeded £1.06 million.
- Claims remained consistently high between 2016 and 2022, averaging approximately £835,000 per year.

This period likely reflects:

- higher numbers of historic highway claims reaching settlement;
- severe winters and deteriorating network condition;
- increasing compensation values; and/or
- changes in insurance handling practices.

**Recent Improvement-** From 2023 onwards, the value of new claims has reduced substantially:

| Year | Total Claim |
|------|-------------|
| 2022 | £791k       |
| 2023 | £403k       |
| 2024 | £652k       |
| 2025 | £663k*      |
| 2026 | £334k*      |

(\*includes substantial outstanding estimates.)

This suggests the value of settled claims has fallen significantly; however many recent claims remain open and are awaiting resolution.

**Outstanding Liabilities:** Outstanding estimates increase markedly in recent years:

#### **Year Outstanding**

2022 £262k

2023 £182k

2024 £472k

2025 £581k

2026 £328k

This is expected because:

- newer claims are less likely to have been settled;
- estimates are revised as investigations progress.

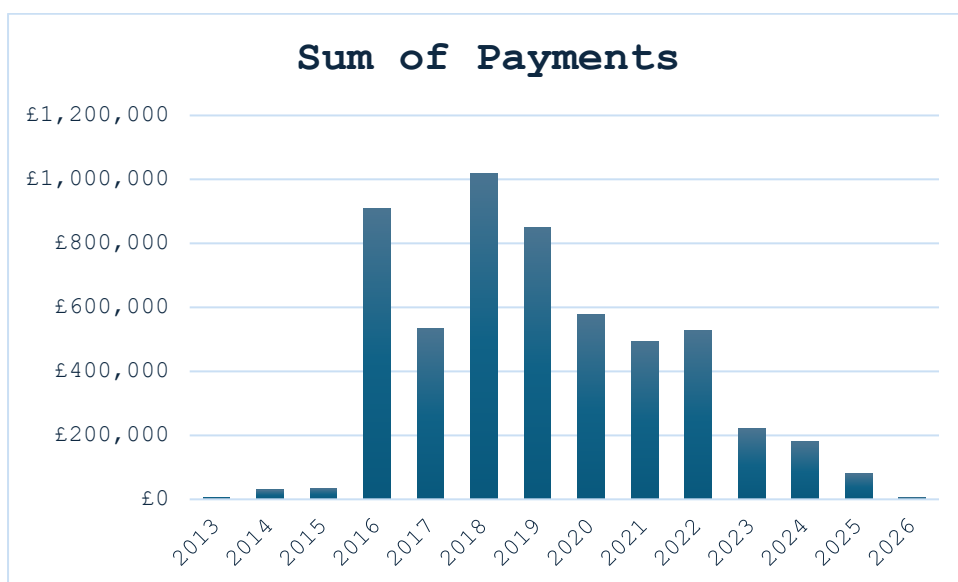
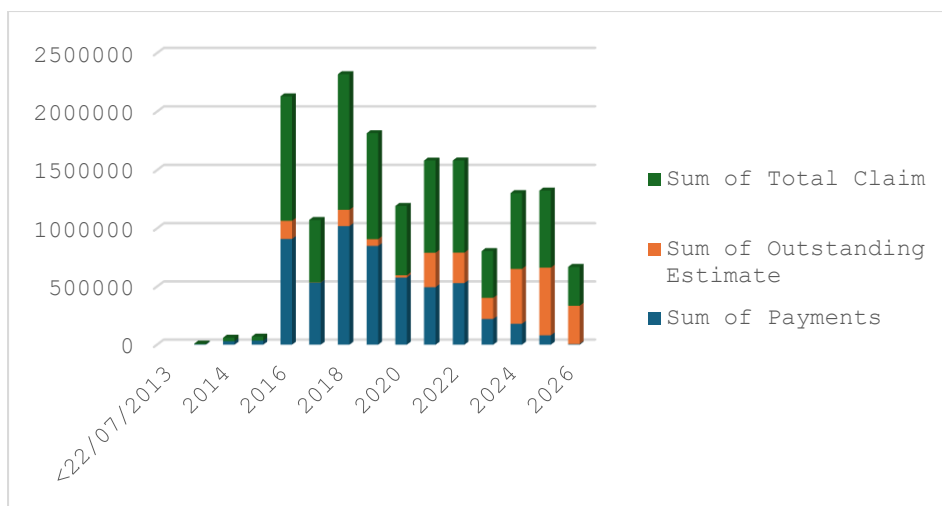
Consequently, the apparent reduction in payments for recent years should not yet be interpreted as a permanent reduction in total liabilities.

#### **Long-Term Position**

The data suggests three distinct periods:

- **2013–2015:** Very low claims.
- **2016–2022:** Sustained period of high claims averaging around **£0.8–1.2 million** annually.
- **2023 onwards:** Lower levels of claim costs, although a significant proportion remains outstanding.

If the recent reduction continues once outstanding claims are settled, it may indicate that increased investment in highway maintenance, improved inspection regimes and more proactive repairs are beginning to reduce the Council's financial exposure.



## Benchmarking

Very little published benchmarking exists specifically for highway liability claims between London Boroughs. Most boroughs publish how to make a claim rather than the value or number of claims they receive. The most useful benchmarking sources are actually industry datasets rather than individual borough reports. The main sources are:

### 1. APSE Performance Networks

- APSE operates a national highways benchmarking service covering over 170 authorities.
- It includes indicators such as:
  - highway claims repudiation rates;
  - inspection compliance;
  - carriageway and footway condition;
  - reactive maintenance performance;
  - customer satisfaction; and
  - cost and productivity measures.
- Most of the detailed data is only available to participating councils.

## **2. ALARM/CIPFA Insurance Benchmarking**

- Historically there was a CIPFA Insurance Benchmarking Club which included many London Boroughs.
- However, participation reduced and the exercise largely ceased because too few authorities submitted comparable data. A recent Royal Borough of Kensington & Chelsea report notes efforts to re-establish this benchmarking through ALARM.

## **3. Individual Transparency Publications**

- A handful of councils publish annual highway claims datasets (for example Surrey County Council and Doncaster), but London boroughs generally do not publish comparable statistics.

### **Key Messages**

- Approximately £8 million of highway-related claims have arisen since 2013.
- Around 69% has already been paid, with 31% still outstanding.
- Claim values peaked between 2016 and 2018, exceeding £1 million in some years.
- Payments have reduced significantly since 2023, although many recent claims remain unresolved.
- It is too early to conclude that liabilities have permanently reduced until outstanding claims are settled.
- Continued investment in planned highway maintenance should help reduce future claim frequencies and associated compensation costs over the longer term.

## **Appendix 2 – Benchmarking of London Borough Highways Term Maintenance Contracts and Reactive Maintenance Arrangements**

### **1. Purpose**

This appendix compares Brent's highway maintenance contractual arrangements with those of a representative sample of London boroughs. The objective is to assess whether Brent's approach is consistent with current London practice and to identify examples of good practice that may inform future contract management and procurement.

The benchmarking focuses on:

- Contract procurement model
- Contract duration
- Scope of services
- Reactive maintenance arrangements
- Performance management
- Innovation and continuous improvement

The review has been undertaken using publicly available procurement notices, DfT Local Highways Maintenance Transparency Reports and published council reports. The comparator group comprises authorities operating networks of broadly similar complexity to Brent.

### **2. Key Findings**

The review identifies several consistent themes across London.

#### **2.1 Contract Model**

Nearly all comparator authorities now procure integrated highway maintenance term contracts rather than separate contracts for different maintenance activities. NEC4 has become the dominant contractual model, reflecting its emphasis on collaboration, performance management and continuous improvement. Recent procurements by Hillingdon and Westminster illustrate this trend.

#### **2.2 Contract Duration**

Longer contract durations are becoming increasingly common.

Most authorities now procure contracts for **7–10 years**, frequently with extension options taking the total duration to 10–12 years. Longer contract periods are intended to encourage investment in technology, workforce development and innovation while providing greater certainty for long-term asset management. Hillingdon's recently awarded contract, for example, has an initial seven-year term with an option to extend for a further five years.

#### **2.3 Scope of Service**

London borough contracts increasingly provide a single integrated service comprising:

- Reactive highway maintenance

- Planned carriageway resurfacing
- Footway reconstruction
- Drainage maintenance
- Highway inspections
- Winter maintenance
- Street furniture repairs
- Emergency call-out
- Traffic management
- Minor capital works

This integrated approach reduces contractual interfaces and allows contractors to deploy resources more efficiently. Hillingdon's procurement explicitly combines routine and reactive maintenance, drainage, crossings and capital works within one contract.

## 2.4 Reactive Maintenance

Across London there has been a noticeable shift from target-driven defect repair towards risk-based maintenance, consistent with the *Well-managed Highway Infrastructure Code of Practice*.

Authorities increasingly prioritise defects according to assessed risk rather than fixed dimensional criteria alone, allowing available resources to be targeted at locations presenting the greatest risk to highway users. This approach is reflected in the DfT transparency reporting guidance.

## 3. Benchmarking of Contract Arrangements

| Borough     | Contract Model                    | Typical Contract Length | Integrated Service | Observations                                                          |
|-------------|-----------------------------------|-------------------------|--------------------|-----------------------------------------------------------------------|
| Brent       | NEC4 Term Service Contract        | 7 years + extension     | ✓                  | Asset management-led contract with integrated maintenance             |
| Hillingdon  | NEC4 Term Service Contract        | 7 + 5 years             | ✓                  | Comprehensive routine, reactive and capital works contract            |
| Havering    | Term Service Contract             | 6 + 4 years             | ✓                  | Includes environmental management obligations and carbon commitments  |
| Newham      | Multi-contractor Framework        | Multi-year              | ✓                  | Framework for reactive maintenance, planned works and street lighting |
| Westminster | NEC4 integrated highways contract | Long-term               | ✓                  | Integrated highways and public realm maintenance                      |

|  |  |  |  |                      |
|--|--|--|--|----------------------|
|  |  |  |  | (recent procurement) |
|--|--|--|--|----------------------|

## Commentary

Brent's contractual model aligns closely with current London practice. Like most comparator authorities, Brent has adopted:

- a long-term contractual relationship;
- an integrated service covering both planned and reactive maintenance;
- performance management through KPIs; and
- a risk-based maintenance philosophy.

The benchmarking indicates that Brent's arrangements are consistent with those adopted by authorities procuring new highway maintenance contracts during the past two years.

## 4.0 Reactive Maintenance Benchmark

Although boroughs publish different operational targets, the service model is remarkably consistent.

| Activity            | Brent                  | London Practice     |
|---------------------|------------------------|---------------------|
| Emergency response  | Immediate attendance   | Universal           |
| Safety defects      | Risk based             | Universal           |
| Planned maintenance | Asset management led   | Universal           |
| Highway inspections | Risk based frequencies | Universal           |
| Customer reporting  | Digital reporting      | Increasingly common |
| Mobile inspections  | Yes                    | Becoming standard   |

A significant trend is the movement away from measuring success solely through response times. Increasingly, contracts are expected to demonstrate:

- reduction in repeat defects;
- improved asset condition;
- reduced whole-life cost;
- lower carbon emissions;
- improved customer satisfaction.

This reflects the DfT's emphasis on preventative maintenance and transparent reporting of network condition and investment decisions.

## 4.1 Initial Assessment of Brent

Based on the evidence reviewed to date, Brent compares well with the selected London boroughs.

| Benchmark Area     | Assessment                                               |
|--------------------|----------------------------------------------------------|
| Contract structure | <input type="checkbox"/> Strong                          |
| Contract duration  | <input type="checkbox"/> Consistent with London practice |
| Scope of services  | <input type="checkbox"/> Comprehensive                   |

| Benchmark Area               | Assessment                      |
|------------------------------|---------------------------------|
| Reactive maintenance model   | ☐ Consistent with best practice |
| Asset management integration | ☐ Strong                        |
| Digital working              | ☐ Above average                 |
| Sustainability               | ☐ Developing                    |
| Public performance reporting | ☐ Opportunity for enhancement   |

## 4.2 Emerging conclusion

The benchmarking suggests that Brent's contractual arrangements are well aligned with contemporary London practice. The Council's use of an integrated NEC4 term contract, supported by risk-based inspections and asset management principles, is consistent with the direction of travel promoted by the Department for Transport. Opportunities for further development are likely to lie less in the core contractual model and more in expanding outcome-based performance measures, public reporting of performance and demonstrating the wider social, environmental and customer benefits delivered through the contract.

## 5. Contract Performance Benchmarking

### 5.1 Introduction

A review of published highway maintenance contracts, annual performance reports and DfT Transparency Reports indicates that London boroughs are increasingly adopting “balanced performance frameworks”. These combine traditional operational measures (such as response times and defect completion) with broader indicators covering asset condition, customer satisfaction, sustainability and social value.

Historically, highway maintenance contracts relied heavily on response-time KPIs. More recent contracts place greater emphasis on outcomes, including network resilience, carbon reduction, customer experience and whole-life asset management, reflecting the recommendations of the “Well-managed Highway Infrastructure\*” Code of Practice and the Department for Transport's transparency reporting framework.

Brent's existing performance framework is consistent with this direction of travel, combining operational performance indicators with asset management measures and environmental objectives.

### 5.2 Typical Performance Measures Used Across London

The table below compares the principal performance measures commonly found within London highway maintenance contracts.

| Performance Measure                               | Brent | Typical London Practice | Comment                            |
|---------------------------------------------------|-------|-------------------------|------------------------------------|
| Emergency response within                         | ✓     | ✓                       | Core contractual KPI               |
| Urgent defects completed within target            | ✓     | ✓                       | Common                             |
| Routine repairs completed within target           | ✓     | ✓                       | Common                             |
| Repeat defect monitoring                          | ●     | Increasing              | More common in recent procurements |
| First-time repair                                 | ●     | Increasing              | Focus on reducing repeat visits    |
| Customer complaints                               | ✓     | ✓                       | Widely monitored                   |
| Emergency call-out attendance                     |       |                         | Standard contractual measure       |
| Programme delivery                                | ✓     | ✓                       | Planned works delivery             |
| Carbon reduction                                  | ✓     | Most                    | Increasing importance              |
| Recycled materials                                | ✓     | Most                    | Sustainability objective           |
| Waste diversion from landfill                     | ✓     | Common                  | Circular economy focus             |
| Social value delivery                             | ✓     | Nearly all              | Employment and apprenticeships     |
| Health & Safety compliance                        | ✓     | Universal               | Core contract requirement          |
| Supply chain performance                          | ●     | Emerging                | Larger contracts                   |
| Category 1 safety defects completed within target |       | ✓                       | Universal                          |
| Innovation initiatives                            | ✓     | Increasing              | Digital delivery and AI            |

## Key

✓ = routinely monitored

● = monitored by some authorities or under development

## 5.3 Brent's Performance Framework

Brent currently monitors a comprehensive suite of performance indicators through its Highways Term Maintenance Contract. These include:

### Operational Performance

- Category 1 defects repaired within target
- Category 2 defects repaired within target
- Emergency call-outs attended within target

- Minor works completed within agreed timescales
- Quotations returned within target

These indicators provide assurance that statutory highway safety obligations are being discharged effectively.

### **Asset Management**

Increasingly, performance is measured not simply by the number of repairs undertaken but by the overall condition and resilience of the highway asset. Brent has strengthened this approach through:

- annual carriageway condition surveys;
- independent footway condition surveys;
- prioritisation based on network condition and risk;
- annual maintenance programme reviews.

This reflects the principles of preventative asset management promoted by the Department for Transport.

### **Sustainability**

Like many London authorities, Brent has incorporated sustainability measures into contract management, including:

- recycled construction materials;
- waste recovery;
- reduction in landfill disposal;
- carbon reporting;
- efficient use of highway materials.

Environmental performance is becoming an increasingly significant element of highway maintenance procurement.

## **5.4 Emerging Best Practice Across London**

The benchmarking identified several themes that are becoming increasingly common.

### ***Moving Beyond Response Times***

Authorities are recognising that repairing defects quickly does not necessarily represent the best use of public resources. Increasing emphasis is therefore being placed on:

- preventing defects occurring;
- reducing repeat repairs;
- extending asset life;
- targeting investment through asset management.

### **Customer Outcomes**

Performance frameworks increasingly include measures such as:

- communication during works;
- complaint resolution;
- quality of reinstatement;
- visual appearance of completed repairs.

This reflects the wider expectation that highway maintenance should improve customer experience rather than simply achieve contractual response times.

## **Innovation**

Many recent contracts now include formal requirements for continuous improvement, including:

- artificial intelligence for condition surveys;
- digital inspections;
- mobile working;
- predictive maintenance;
- data-driven programming;
- carbon reduction initiatives.

Brent's adoption of AI-assisted carriageway condition surveys places it among the more digitally advanced London authorities.

## **5.5 Benchmark Assessment**

The table below provides an overall comparison of Brent's current performance management arrangements.

| <b>Theme</b>           | <b>Brent Position</b> | <b>London Comparison</b> |
|------------------------|-----------------------|--------------------------|
| Operational KPIs       | ☐ Strong              | Above average            |
| Emergency response     | ☐ Strong              | Comparable               |
| Asset management       | ☐ Strong              | Above average            |
| Digital working        | ☐ Strong              | Above average            |
| Sustainability         | ☐ Good                | Comparable               |
| Customer focus         | ☐ Developing          | Comparable               |
| Outcome-based KPIs     | ☐ Developing          | Increasingly common      |
| Continuous improvement | ☐ Strong              | Above average            |

## **5.6 Conclusions**

The review indicates that Brent's performance management framework is broadly aligned with contemporary practice across London. The Council has adopted a balanced suite of operational, asset management and sustainability indicators that reflect the increasing emphasis on preventative maintenance and long-term stewardship of the highway network.

Future opportunities are likely to lie in the further development of outcome-based measures—particularly those relating to customer experience, repeat defect reduction and asset resilience—rather than in expanding traditional response-time targets. This would support continued alignment with emerging sector best practice and the Department for Transport's transparency reporting framework while providing Scrutiny

Members with a clearer understanding of the wider benefits delivered through the Highways Term Maintenance Contract.

## 6. Innovation, Digital Delivery and Asset Management Maturity

### 6.1 Introduction

Highway maintenance contracts have evolved significantly over the past decade. Traditionally, contracts focused on delivering reactive repairs against prescribed response times. More recent procurements place greater emphasis on technology, data-driven decision making and continuous improvement to maximise the value obtained from limited maintenance funding.

The DfT's *Well-managed Highway Infrastructure* Code of Practice encourages authorities to adopt a risk-based, asset management approach supported by robust asset information, lifecycle planning and performance monitoring. Consequently, many London boroughs now require contractors to demonstrate innovation throughout the life of the contract rather than simply delivering prescribed maintenance activities.

Brent has adopted a number of these approaches and is well placed to respond to future developments in digital highway management.

### 6.2 Benchmarking Digital Maturity

The table below provides a qualitative assessment of the maturity of highway maintenance practices across the comparator authorities.

| Theme                            | Emerging Practice | Typical London Position | Brent Position     |
|----------------------------------|-------------------|-------------------------|--------------------|
| Risk-based inspections           | Established       | Standard                | <b>Advanced</b>    |
| Asset management planning        | Established       | Standard                | <b>Advanced</b>    |
| Mobile inspection technology     | Established       | Common                  | <b>Advanced</b>    |
| Digital works ordering           | Established       | Common                  | <b>Advanced</b>    |
| AI carriageway condition surveys | Emerging          | Limited adoption        | <b>Leading</b>     |
| Independent condition surveys    | Common            | Increasing              | <b>Established</b> |
| Lifecycle investment modelling   | Common            | Developing              | <b>Advanced</b>    |
| Carbon performance monitoring    | Emerging          | Developing              | <b>Established</b> |
| Circular economy reporting       | Emerging          | Developing              | <b>Established</b> |
| Customer self-service reporting  | Established       | Standard                | <b>Established</b> |
| Data-led programme optimisation  | Emerging          | Developing              | <b>Advanced</b>    |
| Predictive maintenance           | Emerging          | Limited adoption        | <b>Developing</b>  |

The comparison suggests that while most London authorities have implemented digital inspection systems and mobile working, fewer have fully integrated these technologies into long-term asset management. Brent's use of AI-supported carriageway condition

surveys, independent footway condition surveys and lifecycle planning places it towards the more advanced end of the maturity spectrum.

### 6.3 Asset Management Maturity Assessment

The table below assesses Brent against recognised characteristics of a mature asset management organisation.

| Characteristic                              | Typical London Practice | Brent Assessment |
|---------------------------------------------|-------------------------|------------------|
| Risk-based maintenance policy               | ✓                       | ✓                |
| Published Highway Asset Management Strategy | ✓                       | ✓                |
| Annual condition surveys                    | ✓                       | ✓                |
| Independent network condition assessment    | Mixed                   | ✓                |
| Prioritisation based on asset condition     | Increasing              | ✓                |
| Performance dashboard                       | Common                  | ✓                |
| Carbon and environmental reporting          | Increasing              | ✓                |
| Continuous improvement programme            | Mixed                   | ✓                |
| AI-assisted condition assessment            | Limited                 | ✓                |

Overall, Brent demonstrates a mature asset management approach, combining condition data, risk assessment and lifecycle planning to inform investment decisions.

### 6.5 Opportunities for Further Development

Although Brent compares favourably with many authorities, the benchmarking identified several opportunities that are becoming more common across the sector.

#### Predictive Maintenance

A growing number of authorities are exploring predictive analytics to identify locations at greatest risk of deterioration before safety defects develop.

Potential future applications include:

- deterioration modelling;
- climate resilience analysis;
- proactive drainage maintenance;
- optimised treatment selection.

#### Customer Experience Measures

Many authorities are expanding performance frameworks beyond engineering outputs to include customer-focused measures such as:

- resident satisfaction;

- communication quality;
- complaint resolution times;
- perception of completed works.

Introducing these measures would provide a broader understanding of contract performance.

## Carbon Performance

While Brent already monitors environmental performance, future contracts may include more detailed reporting on:

- embodied carbon in maintenance activities;
- carbon savings achieved through preventative maintenance;
- use of recycled materials;
- fuel consumption and fleet emissions.

## 6.6 Innovation Scorecard

| Area                   | Brent Position Benchmark |
|------------------------|--------------------------|
| Digital inspections    | □ Leading                |
| Mobile working         | □ Leading                |
| Asset management       | □ Leading                |
| AI technology          | □ Leading                |
| Data analytics         | □ Strong                 |
| Lifecycle planning     | □ Strong                 |
| Customer analytics     | □ Developing             |
| Predictive maintenance | □ Developing             |
| Carbon reporting       | □ Strong                 |
| Continuous improvement | □ Strong                 |

## 6.7 Summary

The benchmarking indicates that Brent has adopted many of the characteristics associated with a mature, data-led highway maintenance service. The Council has moved beyond a traditional reactive maintenance model by integrating digital technologies, asset management principles and lifecycle planning into its maintenance strategy.

Whilst opportunities remain to further develop customer-focused performance measures and predictive maintenance techniques, Brent is well positioned to respond to future developments in highway asset management and compares favourably with other London boroughs in several key areas.

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## **Insourcing**

### **Assessment of insourcing – O'Hara Bros, GW Highways and Velocity UK**

The Council considered the appropriate delivery model for highways maintenance through its Redefining Local Services (RLS) programme before procuring the current O'Hara Bros and GW Highways contracts. The later procurement of the specialist injection-patching service was considered separately and included its own explicit assessment of whether the service should be delivered in-house.

#### **O'Hara Bros Surfacing Ltd and GW Highways Ltd**

The RLS process considered alternative delivery models for highways maintenance before the current contracts were procured. Cabinet approved the proposed delivery model and authority to tender on 7 February 2022, with the subsequent contract award approved on 16 January 2023.

The assessment included a trial of bringing part of the highways reactive maintenance service in-house. The proposed model involved establishing an in-house team to undertake around 20% of reactive defects, particularly minor potholes and footway defects. The trial encountered significant difficulties in recruiting suitable staff. The financial assessment also indicated that bringing the full reactive maintenance function in-house would have resulted in an estimated additional cost of approximately £600,000 per annum, alongside an estimated £335,000 annual pressure associated with the proposed depot operating model.

On this basis, Cabinet determined that the full reactive maintenance service should remain outsourced. The subsequent procurement nevertheless sought to improve resilience by splitting the service into two lots, awarded to O'Hara Bros Surfacing Ltd and GW Highways Ltd. The two-contractor model provides the Council with greater flexibility to manage workload and performance issues and provides an alternative source of capacity should one contractor experience operational difficulties.

The procurement itself was competitive and assessed both price and quality. The evaluation included technical/quality, commercial and social-value considerations, rather than selecting the contractors solely on price. The resulting arrangements therefore represented a combination of:

- an assessment of the costs and practicality of insourcing;
- consideration of workforce recruitment and capacity;
- consideration of resilience and operational risk;
- competitive market testing; and
- retention of a strong Council client function.

The Council also retained key activities in-house, including highway safety inspections and contract/client management, allowing it to maintain direct control over identification and prioritisation of defects and oversight of contractor performance.

#### **Velocity UK Ltd – Injection Patching**

The position regarding Velocity UK Ltd is different, because injection patching was procured separately as a specialist service rather than as part of the RLS Lot 1/Lot 2 procurement.

Importantly, the Council's October 2023 Authority to Tender report contains an explicit assessment of the in-house option. The report states that the Council had determined that the most appropriate delivery method was to procure a specialist contractor, because the service requires specialist machinery and trained operatives. It specifically considered purchasing the equipment and recruiting and training Council staff to undertake the work in-house.

The report estimated that an injection-patching machine would cost approximately £200,000, with an expected vehicle life of around 10 years, subject to usage and servicing. It also identified the need for regular maintenance, appropriate storage for the machinery and materials, and the difficulty of making the model viable because injection patching is seasonal work concentrated in the summer months. The report concluded that purchasing the equipment and maintaining sufficient staff capacity throughout the year did not appear viable at that time.

The operational requirement was for a specialist contractor to undertake a borough-wide programme of pothole and carriageway-defect repairs, with an anticipated output of approximately 60 repairs per day for around four months each year, or until the allocated budget was exhausted.

The contract was subsequently structured as a 48-month contract with no extensions, with an estimated total value of £1m based on the available budget. The procurement evaluation gave 55% to price, 35% to technical/quality and 10% to social value. The technical assessment included delivery, resources, traffic management, quality/monitoring, sustainability and circular economy.

The report also records that the use of the specialist technology meant that there were a limited number of suppliers in the market, and three pre-identified organisations with the required capability were invited to tender. This is relevant to the resilience assessment: a specialist outsourced model provides access to equipment and trained operatives without the Council having to maintain those resources throughout the year, but it also means that there is a more limited specialist supplier market.

There were no additional Council staffing requirements associated with the proposed contract. The successful contractor was also to be permitted, under a lease/licence arrangement, to use a small area of an existing Council depot for storage and overnight parking of the injection-patching vehicle.

The Council's financial contribution was to come from the existing highways budget, rather than requiring a separate staffing or capital-investment budget for an in-house operation.

The business case also identified operational and environmental benefits from the specialist approach. The report describes injection patching as a method for rapidly treating large numbers of defects, with no excavation, road closures or hot materials, and identifies reduced waste and carbon emissions as benefits.

## Comparison of the three arrangements

| Contract                           | Insourcing assessment                                                 | Principal consideration                                                                | Result                         |
|------------------------------------|-----------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------------------------------|
| <b>O'Hara Bros – Lot 1</b>         | Considered through RLS, including in-house reactive maintenance trial | Workforce capacity, cost, operational resilience and value for money                   | Outsourced                     |
| <b>GW Highways – Lot 2</b>         | Considered through the same RLS process                               | As above; two-lot model also provided resilience                                       | Outsourced                     |
| <b>Velocity Injection Patching</b> | Specific in-house option assessed in Authority to Tender report       | £200k specialist machine, trained staff, storage, maintenance and seasonal utilisation | Specialist outsourced contract |

## Overall conclusion

Insourcing was therefore considered in deciding the current delivery arrangements.

For O'Hara and GW, the Council considered insourcing through the RLS programme, including an actual in-house reactive maintenance trial and financial assessment, before deciding that the full service should remain outsourced. The subsequent two-lot procurement was intended to provide competitive value and improve operational resilience.

For Velocity, the Council's 2023 Authority to Tender report contains a specific and documented assessment of insourcing. The Council considered buying the approximately £200,000 specialist machine, recruiting and training its own operatives, providing storage and maintaining the equipment. The assessment concluded that this was not practical at that time, principally because of the specialist nature of the operation, the need for trained operatives and the seasonal nature of injection patching, which would make it difficult to utilise the equipment and workforce economically throughout the year.

The outsourced model consequently allows the Council to purchase the specialist capacity when required, without carrying the full capital, staffing, storage and maintenance costs of an in-house operation throughout the year. The contract is subject to defined quality, delivery, resource and performance requirements, while the Council retains responsibility for determining maintenance priorities and managing the contract.

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| Name | Supplier Name | Customer ID -<br>Department | Contract Type<br>ID - Goods / | CategoryID | Contract<br>Manager Name |
|------|---------------|-----------------------------|-------------------------------|------------|--------------------------|
|------|---------------|-----------------------------|-------------------------------|------------|--------------------------|

| Total Contract Value | Start Date | End Date | <u>Contract Term</u><br><u>days</u> | Extension Provisions? | Annualised Value |
|----------------------|------------|----------|-------------------------------------|-----------------------|------------------|
|----------------------|------------|----------|-------------------------------------|-----------------------|------------------|

| Variations? | Shared Contract? | savings | Contract Segmentation | Contract Manager Title | FastTrack? |
|-------------|------------------|---------|-----------------------|------------------------|------------|
|-------------|------------------|---------|-----------------------|------------------------|------------|

|                                      |                       |                              |                               |                                |                                 |
|--------------------------------------|-----------------------|------------------------------|-------------------------------|--------------------------------|---------------------------------|
| <b>Social Value<br/>Commitments?</b> | <b>Sustainability</b> | <b>KPIs in<br/>contract?</b> | <b>Statutory<br/>Service?</b> | <b>Procurement<br/>Contact</b> | <b>Procurement<br/>Category</b> |
|--------------------------------------|-----------------------|------------------------------|-------------------------------|--------------------------------|---------------------------------|

| Procurement<br>Sub-Category | Due North<br>Referenec | Head of Service<br>Name | Cost Centre |  | Contract ID |
|-----------------------------|------------------------|-------------------------|-------------|--|-------------|
|-----------------------------|------------------------|-------------------------|-------------|--|-------------|

| Contract Category | Contract Name | Contract Name Original Data | Supplier Reference | SME? | VCSE? |
|-------------------|---------------|-----------------------------|--------------------|------|-------|
|-------------------|---------------|-----------------------------|--------------------|------|-------|

| Brent Postcode | WLA Postcode? | Date for renewal | Contract Term<br>final | Status of Contract | Contract end after variations |
|----------------|---------------|------------------|------------------------|--------------------|-------------------------------|
|----------------|---------------|------------------|------------------------|--------------------|-------------------------------|

| ProClass<br>Classification | Procurement<br>Legislation | Procurement<br>Route | Directorate | Completion % | Comments by<br>Exception |
|----------------------------|----------------------------|----------------------|-------------|--------------|--------------------------|
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