



Resources and Public Realm Scrutiny Committee

Tuesday 13 July 2021 at 6.00 pm

Conference Hall - Brent Civic Centre, Engineers Way,
Wembley, HA9 0FJ

Please note that this meeting will be held as a socially distanced physical meeting with all members of the Committee required to attend in person.

Guidance on the safe delivery of face-to-face meetings is included at the end of the agenda frontsheet.

Due to current restrictions and limits on the socially distanced venue capacity, any press and public wishing to attend this meeting are encouraged to do so via the live webcast. The link to attend the meeting will be made available [here](#).

Membership:

Members

Councillors:

Mashari (Chair)
Kansagra (Vice-Chair)
S Choudhary
Johnson
Kabir
Hassan
Long
Miller
Shah
Conneely
Hylton

Substitute Members

Councillors:

Aden, Daly, Ethapemi, Hector, Lloyd, Sangani,
Shahzad and Thakkar

Councillors:

Colwill and Maurice

For further information contact: Craig Player, Governance Officer
Tel: 020 8937 2082; Email: craig.player@brent.gov.uk

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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

Introductions, if appropriate.

Item	Page
1 Apologies for absence and clarification of alternate members	
2 Declarations of interests	
Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary, personal or prejudicial interests in the items on this agenda and to specify the item(s) to which they relate.	
3 Deputations (if any)	
To hear any deputations received from members of the public in accordance with Standing Order 67.	
4 Minutes of the previous meeting	1 - 8
To approve the minutes of the previous meeting held on 10 May 2021 as a correct record.	
5 Matters arising (if any)	
To consider any matters arising from the minutes of the previous meeting.	
6 CCTV Deployment in Brent	9 - 18
To receive a report on the provision and deployment of CCTV within Brent.	
7 Redefining Local Services	19 - 86
To receive a report on the final delivery model for the Redefining Local Services (RLS) programme ahead of its Cabinet approval in August.	
8 Topical Item	
To hold a discussion safety concerns at Wembley Stadium in light of the scenes at the Euro 2020 Final.	

9 Resources & Public Realm Scrutiny Committee Work Plan 2021-22 87 - 98

To receive a report on the Resources & Public Realm Scrutiny Committee Work Plan 2021-22.

10 Budget Scrutiny Task Group 99 - 102

To receive a report on the establishment of a scrutiny task group to consider the Cabinet's budget proposals for 2022/23.

11 Scrutiny Recommendations Tracker 103 - 116

To receive a report on the progress of implementing key council strategies, including the Policy Framework and the status of recommendations made by the Committee.

12 Forward Plan of Key Decisions 116 - 142

To review the Forward Plan of Key Decisions and to consider any issues that may be considered by the Committee.

13 Any other urgent business

Notice of items to be raised under this heading must be given in writing to the Head of Executive and Member Services or his representative before the meeting in accordance with Standing Order 60.

Date of the next meeting: Tuesday 14 September 2021

Guidance on the delivery of safe meetings at The Drum, Brent Civic Centre

- We have revised the capacities and floor plans for event spaces to ensure they are Covid-19 compliant and meet the 2m social distancing guidelines.
- Attendees will need to keep a distance of 2m apart at all times.
- Signage and reminders, including floor markers for social distancing and one-way flow systems are present throughout The Drum and need to be followed.
- Please note the Civic Centre visitor lifts will have reduced capacity to help with social distancing.
- The use of face coverings is encouraged with hand sanitiser dispensers located at the main entrance to The Drum and within each meeting room.
- Those attending meetings are asked to scan the coronavirus NHS QR code for The Drum upon entry. Posters of the QR code are located in front of the main Drum entrance and outside each boardroom.
- Although not required, should anyone attending wish to do book a lateral flow test in advance these are also available at the Civic Centre and can be booked via the following link:
<https://www.brent.gov.uk/yourcommunity/coronavirus/covid-19-testing/if-you-dont-have-symptoms/>



MINUTES OF THE RESOURCES AND PUBLIC REALM SCRUTINY COMMITTEE **Monday 10 May 2021 at 6.00 pm**

PRESENT: Councillor Mashari, Councillor Kansagra and Councillors Kabir, Johnson, Hassan, Long, Miller, Shah, Conneely and Hylton

Also Present: Councillor Tatler (Lead Member for Regeneration, Property and Planning)

In remote attendance: Councillor Butt (Leader of the Council), Councillor McLennan (Deputy Leader and Lead Member for Resources), Councillor Knight (Lead Member for Safety and Community Engagement) and Councillor Southwood (Lead Member for Housing and Welfare Reform)

1. Apologies for absence and clarification of alternate members

Apologies were received from Councillor Choudhary.

2. Declarations of interests

It was noted that Councillor Kabir had a personal (non-pecuniary) interest in item 7 as she was a Trustee of CVS Brent, item 8 as she was Chair of the Knife Crime Scrutiny Task Group and item 9 as she was a member of the Poverty Commission.

It was noted that Councillor Johnson had a personal (non-pecuniary) interest in item 8 as he was a member of the Knife Crime Scrutiny Task Group.

It was also noted that Councillor Miller had a personal (non-pecuniary) interest in item 7 as he was a former Cabinet Member for Community Safety and Engagement and as such worked closely with the Voluntary and Community Sector (VCS).

3. Deputations (if any)

None.

4. Minutes of the previous meeting

It was **RESOLVED** that the minutes of the previous meeting held on 14 April 2021 be approved as a correct record.

5. Matters arising (if any)

Councillor Long asked for more information on the "*Housing repairs and maintenance authority to go out to tender*" decision on Forward Plan 35a. Members noted that this information would be provided following the meeting.

6. Topical Item

Councillor Sheth, Lead Member for Environment and Chris Whyte, Operational Director of Environment Services, introduced the topical item on waste and recycling in the borough. Members noted that the Council had worked with Veolia to run its waste collection and street cleansing services since 2015, during which time they had gained a deep understanding of the borough. Performance levels over this time had been good, with Veolia consistently meeting street cleansing and waste collection targets, despite year on year cost reductions. There had been challenges during the pandemic, such as staff availability issues, yet Veolia had maintained a good and consistent level of service. It was noted that fly tipping remained an issue across the borough, although increased levels may in part be due to the efficiency of the reporting system.

The Committee was then invited to raise questions on the update provided, which focused on a number of key areas as highlighted below:

- It was noted that, in the year leading up to April 2020, there were around 44,000 reports of fly-tipping across the borough. From April 2020 to March 2021 the figure was around 31,000. It was thought that the decrease was largely due to residents and businesses being less active during the pandemic.
- In response to a question regarding the action being taken to reduce incidences of fly-tipping, it was noted that the Council carried out programmes of education, carried out visits to locations, conducted surveillance activities, placed signs upon lampposts to act as a deterrent and searched all waste dumped to find evidence that may lead to a fine or prosecution if the offender can be identified.
- Regarding the costs of fly-tipping to the Council, it was noted that the commercial build of the contract with Veolia was structured so that there were no additional costs in relation to waste collection. However, there was the possibility of additional costs for the disposal of waste should levels reach a threshold.
- It was noted that the free waste collection service was made chargeable to make savings. It had so far led to £250,000 of cost savings. It was felt that this change had made the service more efficient and more focused on those residents who needed it the most. Any resident who was in receipt of benefits would be entitled to one free collection per year.
- In response to a question regarding the impact of increased waste collection and disposal on Veolia, it was noted that increased costs in this area may impact performance in other areas. While there were no immediate concerns regarding this, it was recognised that, as a commercial organisation, Veolia would need to address any additional costs however it saw fit.
- It was noted that there were a number of types of waste collections, such as household waste and recycling, garden waste, hazardous waste and household clinical waste. It was recognised that alternative waste collection arrangements were needed for some residents, such as assisted bin collections for the elderly and disabled. Those that did not have access to a vehicle to dispose of waste at their local recycling centre and were unable to meet the cost of a special collection were encouraged to take advantage of their annual free collection if eligible, utilise the help of charities within the

borough which offered waste collection services or request for the community skip to be placed in their area.

- It was noted that waste management services would be reviewed in 2023 and members were encouraged to engage with the review. Central government were also looking to implement new policy which would ask producers to take on a bigger role in disposing of their products, for example through 'Take Back' schemes.
- In response to a question regarding the operation of recycling sites during the pandemic, it was noted that they had remained open but were operating at a limited capacity to ensure compliancy with Covid-related restrictions and that appointments needed to be booked online. The Council had not received any complaints about appointments being unavailable and the recycling sites had been busy and used well.
- Regarding recycling facilities for blocks of flats, it was noted that over 300 flats across the borough had access to recycling facilities. The Council always sought to provide recycling facilities unless logistically unviable. Members were encouraged to contact the Housing Management Team if they felt that there were any blocks of flats that did not have access to recycling facilities in their ward.
- It was noted that public bins were no longer provided in residential areas. Public bins were still provided across all public parks in the borough, however the increased use of parks during the pandemic had led to many being overfilled. In such cases, arrangements had been made to provide more bins or more regular collections.
- In response to a question regarding how residents were kept updated on the recycling services available to them, it was noted that the Council communicated services to residents through a variety of means including leafleting, its website and Brent Magazine. Residents were also encouraged to use the contact centre should they have any specific queries or concerns.
- Regarding the implementation of the recommendations of the Fly-Tipping Scrutiny Task Group, it was noted that the Council had brought in a number of litter enforcement measures such as the creation of an in-house service for litter enforcement, the deployment of Neighbourhood Patrol Teams to hotspot areas and working partnerships with a number of community organisations such as residents' associations.
- It was noted that the Council did not have a standalone policy on fly-tipping. Whilst it did have an established approach to fly-tipping, it was recognised that there could be value in having such a policy. Members suggested that this option be explored.
- In response to a question regarding cuts to the Environment department over the last few years, it was noted that the main areas of cuts reduction were residential sweeping, removal of residential bins, grass maintenance and the bulky waste service. These cost reductions were implemented after consultation and analysis and the overall impact had been managed successfully. In doing so, the department had been able to contribute to the corporate position in the face of austerity and the pandemic.

It was **RESOLVED:**

1. That the following areas for improvement be noted;

- (i). To examine a proactive approach to fly tipping.
- (ii). To improve communications regarding waste disposal for residents that live above businesses.
- (iii). To monitor the reasons for the Council balancing budgets across services.

2. To make the following information requests;

- (i). To provide contract management data for waste services over this financial year and the previous.
- (ii). To provide a copy of the route map of fly tipping hotspots across the borough.
- (iii). To provide a list of the charities offering waste collection across the borough.
- (iv). To provide details on how many estates across the borough have recycling facilities including Kilburn.
- (v). To set out an approach to how scrutiny can be involved in scoping the next waste disposal contract.
- (vi). To provide details on how many council provided on-street bins are in the borough and how that number has changed over the past five years.

7. **Brent Voluntary and Community Sector**

Councillor Knight, Lead Member for Community Safety and Engagement and Councillor Tatler, Lead Member for Regeneration, Property and Planning introduced a report on the Council's model of collaboration with the Voluntary and Community Sector (VCS), key activity including the commissioning programme and grant-making and the Neighbourhood Community Infrastructure Levy (NCIL).

The Committee was then invited to raise questions on the updates provided, which focused on a number of key areas as highlighted below:

- In response to a question regarding the model of collaboration, it was noted that there were two key elements – the strategic group and the thematic groups that feed into the strategic group.
- It was noted that CVS Brent currently delivered Brent's infrastructure provision which included training, governance advice, governance support and assistance.
- Regarding the management of council contracts with VCS organisations, it was noted that there was a dedicated contract management team which monitored the performance of contracts. The team met regularly with those organisations to review performance.
- It was noted that each thematic group encouraged organisations working on similar issues or with similar client groups to share information, find areas of common ground and identify areas for joint action. This approach had proved particularly successful during the pandemic where partnership working was key to ensuring successful delivery. Whilst the model of collaboration was not focused on holding organisations to account, the thematic groups would be accountable to the Voluntary Sector Forum which met three times per year.

- In response to a question regarding how CVS Brent worked with small organisations, it was noted that it had an outreach model which sought to promote the services it provided and raise its profile with an aim to engaging with organisations across the borough. Once initial contact had been made with an organisation, they would be signposted to a thematic lead who would follow up with a series of conversations.
- It was noted that each thematic group provided the basis for more effective development of consortium arrangements, in ways more likely to be an attractive proposition to external funders and able to make stronger, joined-up bids for the funds they provide.
- Regarding applications for NCIL funding, it was noted all successful applications were listed on the Council's website. An application must meet a number of essential criteria before being funded. The latest NCIL round closed on 3 May 2021, focusing on recovery, the response to the pandemic and climate change. There were around 70 applications and the successful projects would be announced at the end of June.
- In response to a question regarding the accessibility of the NCIL application process, it was noted that CVS Brent worked with local organisations to support their applications. It was considering the ways in which it could upskill the VCS to allow them to apply for funding easily, such as training and advice and guidance.
- It was noted that the pandemic had given rise to more flexibility in how training was offered to VSC organisations. More training could now be offered online, and evening and weekend sessions would soon be offered.

It was **RESOLVED**:

1. That the following areas for improvement be noted;

- (i). To consider the Chairs of the thematic group being rotated on a regular basis.
- (ii). The commissioner to consider widening the scope of CVS Brent service delivery to include evening delivery.

2. The Committee made the following information requests;

- (i). To provide examples of the types of organisations using CVS Brent.
- (ii). To provide a timescale for accountability and outcome measures for CVS Brent.
- (iii). To provide details on how a new organisation would interact with CVS Brent.
- (iv). To provide the number of Council contracts awarded to VSC over the last three years.
- (v). To provide a view on how many community and voluntary organisations are at risk of closure following the pandemic.

8. **Knife Crime Scrutiny Review Update**

Councillor Knight, Lead Member for Community Safety and Engagement and Colin Wilderspin, Community Safety Manager, introduced a report on the actions relevant

partners had taken to ensure the issue of knife crime was addressed in the borough.

The Committee was then invited to raise questions on the updates provided, which focused on a number of key areas as highlighted below:

- It was noted that the Metropolitan Police continued to work alongside partners to improve community relationships. Initiatives included training and advising officers on the implication of stop and search on members of the community and innovation hubs to try to improve policing relationships and trial new approaches to problem solving.
- Regarding engagement with schools to make their facilities available for youth-focused activities after school hours and during holidays, it was noted that such initiatives had been made difficult as schools had been closed for large parts of the pandemic. Initiatives had largely focused on crime prevention by targeting the most vulnerable young people at an early age and working with them for an extended period to establish long-term positive behaviours.
- In response to a question regarding the handling of housing needs cases for those at risk of violence through gangs/county lines, it was noted that current housing processes remained and exist across London. Individuals may approach councils due to fear of violence and each case would be assessed individually.
- Regarding front-line practitioners working to tackle knife crime in the borough, it was noted that most of the Council's services were commissioned to partner organisations. The Council itself employed a Violence and Vulnerability Coordinator, a Contextual Safeguarding Lead and a Gangs Mentor.

It was **RESOLVED**:

1. To make the following information request;

- (i). To provide information on the frontline staff involved in tackling knife crime – both commissioned and council-led.

2. To consider a further Knife Crime Scrutiny Review update in six months' time.

9. **Brent Poverty Commission Report and Recommendations**

Councillor Southwood, Lead Member for Housing and Welfare Reform introduced a report on the delivery of the Poverty Commission recommendations, as well as the actions raised by the Committee in December 2020. Councillor Southwood advised that key performance measures for the delivery plan would also form part of the Council's overall performance framework, which were currently being finalised for 2021/22, and quarterly corporate performance reports would be presented to the Committee.

The Committee was then invited to raise questions on the update provided, which focused on a number of key areas as highlighted below:

- Regarding central government's Breathing Space programme, it was noted that residents would be given legal protections from their creditors for 60 days, with most interest and penalty charges frozen and enforcement action halted. They would also receive professional debt advice to design a plan which helped to get their finances back on track. Members were assured that the Council would promote the programme through its usual communication routes.
- It was noted that Community Hubs would continue to support residents, with strengthening of relationships and referral pathways between food aid agencies and the Hubs. The Hubs had also been able to provide emergency financial support for residents in food and fuel hardship.
- In regard to period poverty, it was noted that the Council was working alongside other organisations to ensure women of all ages had access to suitable menstrual products.
- In response to a question regarding engagement with trade unions, it was noted that the Council was committed to engaging with unions as a key stakeholder. Members were assured that engagement was progressing and that conversations would be pursued on a political as well as organisational level.
- Regarding credit unions, it was noted that the Council had been working with two credit unions who could provide support to residents and staff respectively. More information would be shared with members as arrangements progressed.
- Members were assured that those residents who had been supported through the Everyone In homelessness programme had continued to receive support following the end of programme in July. The majority of those supported had now moved into long-term accommodation. Those with no recourse to public funds were being supported to apply for settled status.
- Regarding unemployment following the end of the furlough scheme, it was noted that the Council aimed to intervene early to support those residents affected. It would promote the Resident Support Fund and work with local employers to ensure they were taking on residents who had been let go. It was recognised that employment support would need to be geared towards older age groups as well as younger age groups.

It was RESOLVED:

1. That the following areas for improvement be noted;
 - (i). To provide targeted communications regarding period poverty work across the age ranges.
 - (ii). To work more closely with trade unions within the borough.
 - (iii). To publicise credit unions within the borough more widely.
2. To consider a further Brent Poverty Commission Report and Recommendations update in six months' time.

10. **Scrutiny Recommendations Tracker**

The Scrutiny Recommendation Tracker table, which tracks the progress of recommendations made by the Committee, was noted.

Members raised a query regarding the Modern Slavery statement. Officers would share the online link to the statement with members.

11. Forward Plan of Key Decisions

The Scrutiny Recommendation Tracker table, which tracks the progress of recommendations made by the Committee, was noted.

12. Dates of Future Meetings

The Committee noted the provisional schedule of dates for future meetings during the 2021/22 municipal year as follows:


- Tuesday 6 July 2021
- Tuesday 14 September 2021
- Wednesday 10 November 2021
- Tuesday 18 January 2022
- Wednesday 9 February 2022
- Wednesday 9 March 2022

13. Any other urgent business

None.

The meeting closed at 8.40pm

R MASHARI
Chair

 Brent	Resources & Public Realm Scrutiny Committee 13 July 2021
	Report from the Strategic Director of Regeneration and Environment
Provision and Deployment of CCTV Cameras in Brent	

Wards Affected:	All
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	One: Appendix 1 - Map of CCTV Assets in Brent
Background Papers:	CCTV Locations
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Colin Wilderspin Head of Community Protection Tel: 0208 9375367 Colin.wilderspin@brent.gov.uk

1.0 Purpose of the Report

- 1.1 To provide the Resources & Public Realm Scrutiny Committee with information regarding the provision and deployment of CCTV within the Borough of Brent.

2.0 Recommendation(s)

- 2.1 That Committee be assured of the robustness of the process of deploying CCTV cameras in Brent
- 2.2 That Committee recognises the work in progress to expand the available use of CCTV in Brent in future
- 2.3 The further views of Committee in relation to the provision and deployment of CCTV in Brent are sought

3.0 Detail

- 3.1 The Borough of Brent operates both public place CCTV (Static) and deployable CCTV units which can be moved around the Borough to target specific hot spots of Anti-Social Behaviour, Fly –tipping and address other community safety issues.
- 3.2 Committee has requested that information be provided in respect of specific elements of the provision of CCTV within the borough, namely;
- The location of static CCTV cameras borough wide
 - The process for reviewing locations where cameras should be located
 - The impact (if any) of the savings that have been required within Council budgets since 2010
 - How does the Council work in partnership with others in terms of use of CCTV and is there any potential to link up with systems / control arrangements with others
 - The potential use of Strategic CIL or other resources to fund further infrastructure

The Location of Static CCTV Cameras within Brent

- 3.3 A map of our public place CCTV (static units) is publicly available (see link): <https://www.brent.gov.uk/media/16402556/cctv-maps.pdf>. The map is attached as appendix 1 to this report.
- 3.4 In terms of how locations are determined, the process was agreed during 2015. Each of Brent's 183 active cameras were reviewed in order to establish their relative "importance". A five-point scale was used to quantify this importance against a set of standard metrics. For each metric, cameras were assigned a score of 1 or 0—1 if the camera "passed" the metric and 0 if it did not. The sum of the scores for each camera provides an indication of its importance. Cameras with the highest scores are those that were deemed the most important to the borough and those with the lowest scores were those deemed as candidates for decommissioning.
- 3.5 The following points explain the metrics used to rank each of the borough's cameras:
- **Control Room Usage:** Control room officers were asked to assign each camera a rating of red (high priority—used by the CCTV team on a daily basis), amber (medium priority—used on an infrequent basis by the CCTV team, but sited in a strategic location), or green (low priority—used by the CCTV team on an ad hoc basis or used mainly by Wembley stadium). Cameras rated red or amber were given a score of 1; cameras rated green were given a score of 0.
 - **Enforcement Usage:** Cameras that are actively used by the Parking and Traffic Enforcement team were given a score of 1, while all others were given a score of 0. It should be noted that this represents usage as of November 2014. Laws governing the usage of CCTV for enforcement purposes are changing in the near term; the number of cameras used for enforcement may shrink substantially as a result.

- Equality: The Equality Act, 2010 requires authorities to consider the impact of their services on the protected characteristics of age, race, ability, gender, marriage /civil partnership, sexual orientation and religion/belief. To comply with this guideline, cameras were assigned a score of 1 if they served a purpose specific to one or more of these protected groups and 0 if they did not.
 - Legitimate Aim and Pressing Need: The Surveillance Camera Code of Practice requires that each operational camera have a demonstrable “legitimate aim and pressing need”. With the assistance of the control room manager, cameras were assigned a score of 1 if they demonstrated a legitimate aim and pressing need and 0 if they did not.
 - Contribution to Community Safety: Cameras were allocated a score of 1 if they were viewed as having a positive contribution to community safety on the basis of conversations with control room staff and analysis of crime patterns over the last three years.
- 3.6 Locations were also based on the intensity of criminal activity in the borough (as reported by the Metropolitan Police Service). Generally speaking, the most important cameras are those in high-crime neighbourhoods; this suggests that these cameras contribute more significantly to community safety by monitoring criminal activities in these areas.
- 3.7 When new development planning applications are proposed, these will be looked at by the police Designing Out Crime Officer, and they will assess if CCTV is necessary and how best this should be implemented through either private or whether public space CCTV should be considered. This can often come under Section 106 agreements.
- 3.8 Brent’s investment in deployable cameras gives the council greater flexibility in moving cameras to other areas where there is an evidential threshold. Requests from both Council Officers and the Metropolitan Police are considered on a monthly basis through an operational managers’ panel where requests are considered. The Panel consider whether requests meet both need and legislation requirements. An annual review of camera deployments in the borough is also conducted to ensure compliance. CCTV Mobile camera applications are made to Community Protection. Crime analysis will also have to support these applications to approve deployments. The panel members consist of the Brent Police Neighbourhood Inspector, ASB Nuisance and Crime Manager, Environmental Enforcement Manager and the Senior Control Room Officer. 2 moves a month are absorbed within the existing CCTV contract at no extra cost.
- 3.9 Any Council officer, police or partner agency including housing providers can submit a referral form to the Community Protection ASB Team for the panel to assess the referral based on a number of factors including crime and ASB data, ensure it meets the legislative threshold and any other intelligence or information. It is also assessed next to current placements and risk assessment to ensure the deployable CCTV units are positioned to where they are most in need. There is no maximum length as to how long a deployable can be up providing that the risk remains in place and other thresholds remain. However often the longer a CCTV unit is in one location

the less effective they can become so regular movement of deployable CCTV is recommended and is best practice. All locations are considered at the monthly panel meetings.

Impact of Council Savings

- 3.10 Since the commencement of the period of austerity from 2010 onwards, like most services, the CCTV function has not been immune from the requirement to make savings. The CCTV Control Room went from 8 operators down to 6 in 2017. The CCTV Control Room went from 24 hours a day 7 days a week to 20 hours a day seven days a week. The hours of operation were determined in partnership with the Metropolitan Police based on crime figures for the borough and are agreed with Police colleagues. As a result, while relatively modest savings have been incurred from the service, the impact has been mitigated by provision of a more targeted CCTV service, based on statistical data relating to crime that ensures that the service continues to operate effectively.

Partnership Working

- 3.11 Partnership working is at the core of ensuring that the provision of CCTV within Brent is effective. The CCTV control room has a direct link with the Police control room and can respond and communicate with police on the ground. The system is regularly accessed by police for investigations. Internally the CCTV is used to monitor staff when working in volatile situations to provide some support and safeguard them.
- 3.12 Some Local Authorities have worked with neighbours in order to maximise the effectiveness of CCTV while avoiding duplication (for instance multiple Control Room provision). Conversations have taken place with other London Boroughs previously but these have not developed further for various reasons with the main issue being that Councils want to retain the control and oversight of their own CCTV systems. Opportunities to integrate CCTV owned by Housing Associations into the borough control room have been explored over the years. Incompatible systems have largely been the barrier. This is currently being revisited and a meeting was held in May 2021 with large Housing Associations in Brent to explore integration of WCCTV cameras into the Borough Control Room. These are high quality mobile cameras with ANPR capability.
- 3.13 Quintain and Wembley Stadium have linked systems which are primarily used during event days in Wembley Park. On event days the CCTV Control room provides a central point of coordination.
- 3.14 Community Protection are currently exploring wider uses for the control room and an options paper is being developed for Autumn/Winter 2021 for consideration as part of a business case and revised Strategy.

Funding for Expanded Provision

- 3.15 Strategic CIL is available for the provision of essential infrastructure and theoretically, the potential exists to fund further CCTV infrastructure. However, year on year maintenance will be outside of the scope of CIL funding and will have to be absorbed within the existing maintenance contract and revenue

budget. It should also be noted that using CCTV in isolation to prevent crime is often expensive and ineffective. CCTV should form part of a wider plan around crime prevention. CCTV is best used to identify offenders and support investigations than an effective tool for crime prevention.

- 3.16 Future crime prevention approaches should also include working alongside local business networks and the growth of technology such as residential door cameras which are being used more and more to support police criminal investigations alongside public space CCTV.
- 3.17 However, it is recognised that CCTV has a part to play, along with other tools, in identifying and solving both violent and environmental crime, As a result, the Council is in the process of considering the purchase a further 10 deployable CCTV units and 6 ANPR attachments to be used alongside these to support the demand and growth of tackling community safety issues and enforcement operations.

4.0 Financial Implications

- 4.1 The overall 2021-22 budget for CCTV cost centre is £0.508m and within this is the CCTV maintenance contract of £0.133m for 2021-22. There are no financial implications for this report.

5.0 Legal Implications

- 5.1 Any CCTV Scheme owned and operated by Brent Council must comply with the following legislation:
- General Data Protection Regulation 2018
 - Human Rights Act 1998;
 - Protection of Freedoms Act 2012;
 - Freedom of Information Act 2000;
 - Regulatory and Investigatory Powers Act 2000.
- 5.2 The Information Commissioner's Office (ICO) issued its first code of practice under the Data Protection Act 1998 (DPA) covering the use of CCTV in 2000. The code has been developed to explain the legal requirements operators of surveillance cameras were required to meet under the Act and promote best practice.
- 5.3 The Protection of Freedoms Act 2012 introduced legislation governing the use of surveillance camera systems that monitor public space. This included:
- The Surveillance Camera Code of Practice (2013) and The Surveillance Camera
 - Implemented a Commissioner whose role it is to encourage compliance, review operations and provide advice about the code.
 - Section 33(5) places Local Authorities on a list of 'relevant authorities' who MUST pay due regard to the code.
- 5.4 GDPR also applies because CCTV cameras capture personal information that could identify someone

- 5.5 The Secretary of State has issued a Surveillance Camera Code of Practice under section 30 of the Protection of Freedoms Act 2012, which provides guidance on the use of CCTV cameras. It explains how the government is supportive of the use of overt CCTV provided that certain conditions are met. Compliance is achieved by fulfilling twelve guiding principles that we have adopted, as shown below:
- 1) Use of a surveillance camera system must always be for a specified purpose which is in pursuit of a legitimate aim and necessary to meet an identified pressing need.
 - 2) The use of a surveillance camera system must take into account its effect on individuals and their privacy, with regular reviews to ensure its use remains justified.
 - 3) There must be as much transparency in the use of a surveillance camera system as possible, including a published contact point for access to information and complaints.
 - 4) There must be clear responsibility and accountability for all surveillance camera system activities including images and information collected, held and used.
 - 5) Clear rules, policies and procedures must be in place before a surveillance camera system is used, and these must be communicated to all who need to comply with them.
 - 6) No more images and information should be stored than that which is strictly required for the stated purpose of a surveillance camera system, and such images and information should be securely deleted once their purposes have been discharged.
 - 7) Access to retained images and information should be restricted and there must be clearly defined rules on who can gain access and for what purpose such access is granted; the disclosure of images and information should only take place when it is necessary for such a purpose or for law enforcement purposes.
 - 8) Surveillance camera system operators should consider any approved operational, technical and competency standards relevant to a system and its purpose and work to meet and maintain those standards.
 - 9) Surveillance camera system images and information should be subject to appropriate security measures to safeguard against unauthorised access and use.
 - 10) There should be effective review and audit mechanisms to ensure legal requirements, policies and standards are complied with in practice, and regular reports should be published.
 - 11) When the use of a surveillance camera system is in pursuit of a legitimate aim, and there is a pressing need for its use, it should then be used in the most effective way to support public safety and law

enforcement with the aim of processing images and information of evidential value.

- 12) Any information used to support a surveillance camera system which compares against a reference database for matching purposes should be accurate and kept up to date.

5.6 The Surveillance Camera Commissioner is a statutory appointment by the Home Secretary to promote compliance with the Surveillance Camera Code of Practice and to provide advice on compliance. A Surveillance Camera Commissioner CCTV Guide, a Passport to Compliance document, Self-Assessment Tools and Data Protection Impact Assessments templates for Surveillance Cameras have also been created by the Secretary of State to assist organisations with compliance. The Commissioner has no enforcement or inspection powers.

6.0 Equality Implications

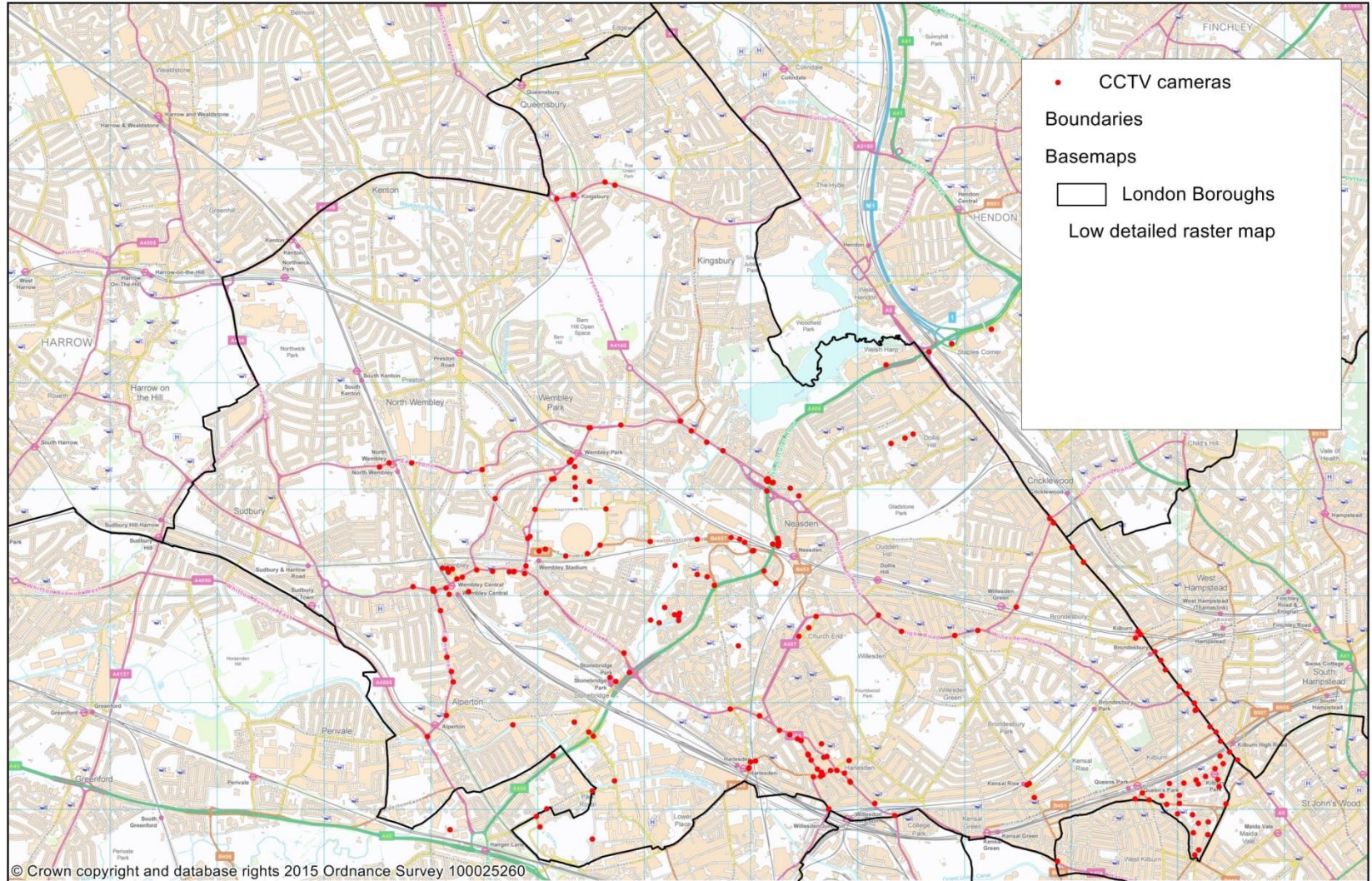
- 6.1 There are no known equality implications for this report. When placing Public Place CCTV each proposal will include an Equality Impact Assessment.

Report sign off:

ALAN LUNT

Strategic Director of Regeneration & Environment.

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 Brent	Resources & Public Realm Scrutiny Committee 13 July 2021
	Report from the Strategic Director of Regeneration & Environment
Redefining Local Services: Final Delivery Model & Integrated Waste Contract Procurement Strategy	

Wards Affected:	All
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	Five: Appendix 1: Statutory Consultation Results Appendix 2: RLS Procurement Strategy Appendix 3: Alternative RLS Delivery Model Options Appendix 4: RLS Review Findings Appendix 5: Summary of RLS Service Option Appraisals
Background Papers:	Decision of Cabinet Member for Environment 13 May 2021 - Redefining Local Services: Delivery Model Options for Statutory Consultation
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Oliver Myers Head of Environmental Strategy & Commissioning Tel: 020 8937 5323 Oliver.myers@brent.gov.uk

1.0 Introduction and overview

- 1.1 In 2018, Brent adopted a deliberate strategy to synchronise the end date for its outsourced environmental services so that they coincide for reconsideration at the same time. The Redefining Local Services (RLS)

programme was subsequently initiated in May 2019 to develop and implement a commissioning strategy in time for new service arrangements to take effect from 1 April 2023.

- 1.2 Over six weeks from 17 May to 28 June, the Council carried out consultation with representatives of persons identified under Section 3 of the Local Government Act 1999 (LGA 1999) on delivery model options for how the services in scope of RLS will be commissioned and delivered in future.
- 1.3 This report presents both the results of that consultation and the proposed final overarching RLS delivery model ahead of Cabinet approval in August.
- 1.4 The proposed final delivery model, which is supported by the results of the recent best value consultation exercise, is a “specialist contracts delivery model with low to moderate levels of insourcing” and is outlined in section 5 of this report. The decision on the final level of insourcing can be deferred until January 2022, to both allow time for the evaluation of the in house highways reactive maintenance trial and in time to inform the scope of the Invitation to Tender for the next Highways Services contract.
- 1.5 Linked to the final delivery model, the report presents the high level procurement strategy and timetable for those services which will be outsourced. This includes further information on the first and most pressing procurement process in the timetable – an Integrated Waste Collections, Street Cleansing and Winter Maintenance contract.
- 1.6 Cabinet decision on the final RLS delivery model for these services and the procurement strategy for the integrated waste contract is required in August 2021 in order to successfully re-commission services within the required timescale.
- 1.7 The key timings for the remaining RLS commissioning process are included in Table 1 below.

Table 1: RLS commissioning strategy timetable

RLS Commissioning Strategy Timetable	Timing (2021 unless stated)
1.Consultation and soft market engagement	
- Soft market engagement	17-May to 11-Jun
- Statutory consultation on the Delivery Model Options	17-May to 28-Jun
2.Scrutiny Committee	13-Jul

3.Cabinet report on Final RLS Delivery Model and Integrated Waste Contract Invitation to Tender (ITT)	16-Aug
4.Consultation on provisional items in the Integrated Waste Contract ITT	20-Sep to 30-Oct
5.Cabinet decision on reactive highways maintenance options and Highways Services ITT	12 Jan 2022
6.Procurement processes	Sep 21 – Aug 22
7.Contract awards	Jul – Sep 22
8.Contract mobilisations	Aug 22 – Mar 23

2.0 Recommendations

- 2.1 The Committee is asked to consider and comment on the content of this report.

3.0 Context

RLS Aim and Objectives

- 3.1 The aim set by members for the RLS programme is to design and implement a better, more integrated and flexible local services delivery model that improves the look and feel of Brent's public realm. The following RLS programme objectives were defined by Brent's members following the launch of the programme in May 2019:
- Meet residents' and businesses' requirements for the services: fully engage with the community to understand their needs and aspirations
 - A clean, green environment: place clean streets, clean air, carbon reduction, quality green spaces, trees & biodiversity at the heart of the programme
 - Help the local economy: create jobs for local people and opportunities for local businesses to deliver our services
 - Be bold and innovative: explore all possible delivery options and seek out best practice and innovation from other providers, from the UK and abroad
 - Provide the best value possible with available council resources, in the context of post-Covid financial pressures

- Ensure services are flexible and adaptable to change: build in control, flexibility and resilience to manage future change

RLS programme scope

3.2 The RLS programme's scope covers the following functions led by the Environmental Services Directorate (these are outsourced unless indicated otherwise):

- Waste and recycling collections
- Recyclates reprocessing
- Street cleansing
- Winter maintenance
- Grounds maintenance for parks, council housing and highways verges
- Arboricultural services
- Highways services (all works outsourced, policy and projects insourced)
- Street lighting services
- Parking services
- Highways and environmental crime enforcement (insourced)
- Regulatory services (environmental health, food safety, trading standards, licensing) - (insourced)
- Commercial services (cemeteries, pest control) (insourced)
- Community protection (CCTV maintenance outsourced, anti-social behaviour insourced)
- Special Needs Transport (shared service)

3.3 A key element of the RLS programme is the recommissioning of functions that are currently delivered through contracts. The key contracts are included in Table 1 below.

Table 2: Contracts in scope of RLS

Contract	Supplier	Annual Value (2020/21)	End / extension
Special Needs Transport (shared service)	LB Harrow	£11m	2022
CCTV Maintenance	Tyco	£0.2m	2022 + 1
Highways Services	FM Conway	£8m	2023
Parking Services	Serco	£6m	2023

Arboricultural Services	Gristwood & Toms	£0.77m	2023 + 2
Street Lighting Services	FM Conway	£1.1m	2023 + 2
Public Realm	Veolia	£18 m	2023 + 7

- 3.4 The Public Realm contract included waste and recycling collections, recycles reprocessing, street cleansing, winter maintenance, grounds maintenance and burials. Burials and grounds maintenance in cemeteries were brought in house in December 2020.
- 3.5 Table 3 below shows the breakdown of the £18m Public Realm contract budget compared with the whole system waste cost (comprising waste collections and waste disposal), totalling £20m, and the combined Public Realm contract and waste disposal costs, which total £28.8m. An additional £400k for grounds maintenance on housing estates is funded from the Housing Revenue Account.

Table 3: Public Realm contract budget and gross overall waste budget

Service	Public Realm contract value 2020-21	Total waste collection and waste disposal costs 2020-21	Combined Public Realm contract and waste disposal costs 2020-21
Waste collections and recycles reprocessing	£9.2m	£9.2m	£9.2m
Street cleansing	£6.8m	-	£6.8m
Grounds maintenance	£1.7m	-	£1.7m
Winter maintenance	£0.3m	-	£0.3m
Waste disposal costs	-	£ 10.8m	£ 10.8m
Total	£18m	£ 20m	£ 28.8m

- 3.6 An Inter-Authority Agreement (IAA) with LB Harrow is in place to provide special needs transport. The IAA commenced in 2016 and ends in July 2022. Officers have recently established a cross council project team to review current arrangements for special needs transport and to identify opportunities for improvement in terms of governance and financial management of the service as well as opportunities for efficiencies and service improvement.

- 3.7 The key opportunities for aligning future provision of this service with the RLS programme relate to the opportunity to relocate buses from Harrow to Brent depots to reduce journey time and running costs, and the coordinated management of a council-owned fleet should the RLS strategy lead in future to more insourcing of direct service delivery. These opportunities will be assessed as the review progresses during summer/autumn 2021.

RLS review

- 3.8 The RLS programme has conducted an extensive review over the past two years. The key elements of the review which influenced the identification and assessment of RLS delivery model options are listed below. These are summarised in Appendix 4.

- i) Potential delivery models and benchmarking with neighbouring boroughs
- ii) Council-wide, environmental services and waste contract financial pressures
- iii) Brent's pensions costs
- iv) Depot availability and capacity
- v) RLS service improvement priorities and future vision for the Environmental Services Directorate
- vi) Key service synergies and interdependencies
- vii) Generalist versus specialist roles
- viii) Experience and learning from the Covid-19 pandemic
- ix) Options appraisals for each RLS service – these are further detailed in Appendix 5.

4.0 Best Value Duty Consultation

- 4.1 This section summarises the statutory best value duty consultation on the future delivery model for Redefining Local Services (RLS) services that was carried out over six weeks from 17 May to 28 June 2021.
- 4.2 As a “best value authority” (pursuant to Section 1(1)(a) LGA 1999), where the council is making arrangements to secure continuous improvement in the way in which its functions are exercised [...], the council has a duty to consult representatives of the categories of people identified in Section 3(2) LGA 1999 and in Best Value Guidance in respect of those arrangements.
- 4.3 It is understood that this duty applies to those arrangements being made through the RLS programme where the Council is seeking to secure

improvement in the exercise of its functions, in particular those strategic decisions on the future delivery model for key Environmental Services from April 2023 onward.

4.4 An authority must consult representatives of persons:

- liable to pay any tax, precept or levy to or in respect of the authority
- liable to pay non-domestic rates in respect of any area within which the authority carries out functions
- who use or are likely to use services provided by the authority
- appearing to the authority to have an interest in any area within which the authority carries out functions

4.5 For the purposes of Section 3(2) LGA 1999, “representatives” in relation to a group of persons means persons who appear to the authority to be representative of that group.

4.6 We also sought to include representatives of local voluntary and community organisations and small businesses in the consultation, in line with the Best Value Statutory Guidance issued in 2015.

4.7 The council sought to involve and engage a diverse and range of local people in the decisions about how their local services are to be delivered. In this context, feedback from residents and businesses was considered extremely valuable and would be used to aid decision makers in their considerations around the final delivery model for these services.

4.8 Best value consultation also presented an opportunity to convey the strategic benefits of the RLS programme to representative groups of local residents and businesses. Consultation questions were framed against the context of the RLS programme as a whole, its aims and objectives, to aid understanding of what the council is trying to achieve.

4.9 Officers sought feedback from representative groups on the following:

- Their priorities in relation to the optimum delivery model for local services, and their consideration on whether the RLS programme aims and objectives meet these priorities
- The suitability of the evaluation criteria used in the assessment of the delivery model options
- Their consideration on the two options recommended by the council as the favoured competing options for the RLS delivery model and whether these options are correct

- The delivery model they prefer from all the options considered, bearing in mind the context around cost and impacts to service delivery
 - Their consideration on the opportunity to include in any extension to the Public Realm Contract an option to in-source certain functions after 1 April 2023, if the council's financial position were to improve.
- 4.10 To ensure that all representative groups were consulted and had an opportunity to participate in the consultation, we targeted groups falling into the categories listed at para 4.4 above as follows:
- Targeted small businesses (via Town Centre Managers)
 - Local voluntary organisations (via the Brent CVS)
 - Brent-based Residents Associations
 - Brent fora, including: Brent Connects and Multi-Faith Forum
- 4.11 We promoted the consultation via the core Council channels and channels belonging to our partners:
- Council channels – Brent website and social media accounts, business newsletter, e-news bulletin, community toolkit newsletter, members bulletin
 - Partner channels – Brent CVS newsletter, resident associations' newsletters
- 4.12 Two complementary methods were used:
- Online consultation, ensuring that all representative groups are invited to participate through targeted communications during the consultation period.
 - Focus group meetings (online via Zoom) with a selected set of individuals chosen from those expressing an interest to be involved during the consultation period.
- 4.13 The methods were informed by the need to ensure that the consultation is accessible to allow for a diverse range of responses to be received, particularly from those groups who we are required to consult, balanced against the perceived complexity of the subject matter and likely level of engagement. COVID-19 restrictions were also taken into consideration and have informed the primarily online approach on the grounds of public health.

Consultation Results

- 4.14 A summary of the headline responses received through both consultation streams is provided in the sections below. A system generated summary of the responses to the online consultation only is also provided in Appendix 1 to this report for reference.

Online Consultation

- 4.15 In total, 125 responses were received via the online consultation portal over the six week consultation period. Of these:
- 90% and 37% identified themselves as representing local taxpayers and service users, respectively. 5%, 10% and 15% identified themselves as representing local rate payers, interested parties and voluntary sector groups, respectively.
 - The largest group of respondents by ethnicity were White British (32%) and Indian (19%), although 20% preferred not to state their ethnicity. There was a noted under-representation from Black British and Eastern-European groups for this consultation, with more targeted communications required for these groups in any future consultation exercises.
 - The majority of respondents by age were in the 45 years and over categories, accounting for over 62% of respondents. This is compared to 23% of respondents who identified as being in the 44 and under categories.
- 4.16 Respondents mostly agreed (71%) that the RLS aim and objectives aligned with their own priorities in relation to the optimum delivery model for local services.
- 4.17 Respondents mostly agreed (64%) that the evaluation criteria chosen to assess the delivery model options were suitable.
- 4.18 The majority of respondents (55%) agreed that the council's two 'favoured' delivery model options were the most suitable options.
- 4.19 The majority of respondents (52%) did not have a preference between the two 'favoured' options, although for those who had stated a preference there was a skew of 33% to 12% in favour of the option that included moderate insourcing (i.e. fully in-sourced highways reactive maintenance function).
- 4.20 Respondents were asked if they preferred any alternative delivery model to the two 'favoured' options presented. 27% responded with 'yes', with suggestions broadly favouring either a mixed economy model with varying levels of insourcing and full neighbourhood delivery, or a fully in-sourced model.

- 4.21 The majority of respondents (65%) favoured the option to in-source certain public realm functions after 1 April 2023, should the council's financial position improve.
- 4.22 Respondents were also asked to provide their comments throughout the online consultation. These comments were wide-ranging and broadly reflective of the consensus achieved in the responses to the individual questions summarised above.

Focus Groups

- 4.23 Two online focus group sessions (via Zoom) were carried out over the consultation period with selected representatives of the various "best value duty" groups.
- 4.24 The selection of individuals for the resident and service users' session was carried out by officers in advance from a pool of individuals who had expressed an interest in being involved. The aim of the selection was to have a final group of attendees that were broadly representative of the diversity of the borough in terms of area of residence, age and ethnicity.
- 4.25 All potential attendees were incentivised to attend with a £20 voucher for the London Designer Outlet, to be provided upon confirmed attendance at their respective session.
- 4.26 Three individuals (out of 19 invited) attended the residents and service users' focus group session in the evening of 16 June 2021, which was run by officers and attended by the Cabinet Member for Environment.
- 4.27 Despite the lower than expected turn-out to the residents' session, officers felt the outcome was productive, with participants expressing their appreciation for the opportunity to share their views and wishing to be engaged in future decisions.
- 4.28 The response received through the residents' focus group reflected the consensus achieved through the online consultation – i.e. an alignment of residents' own priorities with the RLS aims and objectives, an agreement with the assessment criteria used to assess the delivery models, and an agreement with the two delivery model options chosen by the Council, with a general preference for additional insourcing where financial viable. One resident in particular commented that they understood the conclusions set out by the council and that while their "heart says everything should be delivered in-house, their head says it should only be whatever is most financially viable".

- 4.29 Five individuals (out of eight invited) attended a businesses and voluntary sector focus group session in the morning of 21 June 2021, which was run by the same officers and attended by the Cabinet Member for Environment.
- 4.30 As with the residents' session above, the outcome of the session was productive and a consensus was achieved that broadly reflected the outcomes of the online consultation.
- 4.31 The business and voluntary sector group were unsurprisingly vocal about the need to involve the local community in the upkeep of their local areas, and of the need to ensure that changes to delivery are clearly communicated to both residents and businesses to ensure an awareness of any differences in approach between certain areas.

5.0 The Final RLS Delivery Model

- 5.1 Prior to the best value duty consultation, a range of options for the overarching RLS delivery model were assessed against the following criteria, which were derived from the RLS review process:
- i) Affordable solution in the context of post-Covid financial pressures
 - ii) Flexibility and control of services
 - iii) Neighbourhood approach to managing localities
 - iv) Strategic management of borough-wide assets and specialist services
- 5.2 These delivery model options included the two favoured competing options (specialist contracts with either low or moderate level insourcing) described in this section of the report, and the alternative options listed in section 7 of this report and summarised in Appendix 3.
- 5.3 Following the strong support received during the best value consultation for the two favoured competing options, the specialist contracts model with either low or moderate levels of insourcing will be recommended for approval by Cabinet.
- 5.4 These options are considered to be the options which can best meet members' aspirations for RLS services within available and predicted funding levels. The options offer the benefits of specialist contracts together with targeted insourcing where this can achieve the greatest improvement on service outcomes for the money invested.
- 5.5 The decision on the precise level of insourcing (low or moderate) can be deferred until January 2021, to both allow time for the evaluation of the in

house highways reactive maintenance trial and in time to inform the scope of the Invitation to Tender for the next Highways Services contract.

Table 4: Proposed RLS Final Delivery Model

Specialist contracts with either low to moderate level insourcing
<i>Specialist contracts</i>
• Integrated waste collections, street cleansing and winter gritting
• Recyclates reprocessing
• Grounds maintenance
• Parking services
• Tree maintenance
• Street lighting
• Highways Services
<i>Insourcing (TUPE noted where applicable)</i>
• Education, Communication and Outreach function from waste contract (TUPE)
• Informal Parking Appeals (TUPE)
• Tree surveying, data, work orders (TUPE)
• Highways gang for 20% reactive repairs OR full reactive highways maintenance (TUPE)
• Park wardens function (TUPE)
<i>Stronger client (new posts)</i>
• 1 additional highways inspector
Total additional cost recurring revenue: £0.2m - £0.8m
Mobilisation costs can be contained within existing R&E budgets
£0.02m - £0.65m Capital required for tree database and highways reactive maintenance

- 5.6 Low level insourcing would require an additional £0.2m in recurring revenue and a small capital requirement of £20k to purchase the tree database.
- 5.7 Moderate level insourcing would require an additional £0.8m in recurring revenue and £0.63m would be required upfront for capital for highways reactive maintenance.
- 5.8 The mobilisation cost for the Final Delivery Model can be contained within existing RLS Programme budget.

Service Improvements

5.9 The Final Delivery Model offers the following service benefits:

- Ongoing funding for the highways reactive maintenance gang based at the Depot, tasked with 20% of reactive highways repairs which arise from customer reports, in order to provide a more flexible and responsive service than the current highways services contract. **No additional cost** as this has already been funded from within R & E budgets).
- Insourcing the **Education, Communication and Outreach (ECO)** team (6 staff) would give the Council direct responsibility for communication, education and outreach to help address our considerable waste, climate emergency and circular economy objectives and challenges. 3 of these staff are already on LGPS with the **additional cost of insourcing estimated at £52k** per annum.
- Insourcing the **Head Park Warden and 4 Park Wardens** would enable better integration of education and enforcement across the whole public realm in Brent. It would also enable a more strategic and holistic approach to stakeholder management and community engagement of park interest groups and park users and help to increase participation and volunteering in parks. All these staff are on existing LGPS via an Admission Agreement with the Council but there would be **additional cost estimated at £26k** per annum to cover Brent's higher employers pension contribution (35% compared to Veolia's 20%).
- The Pre-Notice to Owner (NTO) Correspondence work-stream (**informal parking appeals**) could be incorporated back into the larger Parking back-office Notice Processing Team (formal parking appeals). The addition of these two individuals would be absorbed within the structure without any need to change either structure or management capacity. The additional cost of insourcing is estimated at **£32k** per annum. There has historically been discomfort that outsourcing this function results in a situation where the contractor is in effect "marking its own homework" as it is issuing the PCNs and then answering the challenges to those same PCNs. Moving this service back in house could provide:
 - Greater transparency on the activities of the contractor
 - More control on how policy is applied to the cancellation of PCNs
 - Improved quality of Pre-NTO correspondence
 - Greater consistency between Pre and Post NTO communications with customers

- Greater flexibility across the wider PCN correspondence team to deal with surges in workload
- In-sourcing the **Tree Surveying** function, tree database and the raising of tree works orders would provide the Council with greater strategic and financial control of the Arboriculture Services contract, improved planning and completion of works and achieve better value for money from our tree maintenance budget. This is estimated to cost an additional **£30k** per annum, comprising £20k in staff costs and up to £10k in annual tree database license costs. Staff time required to maintain the database would be covered from existing resources, and/or as an element of the TUPE transfer to the Council of the existing surveyor post.
- Creating a stronger **highways inspection regime** - 1 additional highways inspector post would significantly address the lack of resource for highways inspections noted under para 22 of Appendix 4. Total cost **£43k** per annum.

Additional benefits of insourcing full highways reactive maintenance

- 5.10 In addition to the benefits described above, insourcing the full highways reactive maintenance service would provide the Council with greater flexibility and control for all reactive highways maintenance defects rather than just the 20% of defects addressed by the one gang team being trialled during 2021-22. This would enable a more responsive service. The costs of insourcing the full reactive highways maintenance service would be an additional £0.6m per annum.

Further potential for future insourcing

- 5.11 Under the Final Delivery Model, there would be potential to insource further functions from the proposed integrated waste contract during the main contract term, as detailed in paragraph 6.5 of this report, and to insource the full grounds maintenance service after the next contract ends in 2027/28, should the council's finances improve. The council would also retain an interest in considering insourcing the full street cleansing service at the end of the main contract term of the proposed integrated waste contract.

6.0 RLS Procurement Strategy and arrangements for the Integrated Waste Collections, Street Cleansing and Winter Contract

- 6.1 A high level RLS procurement strategy setting out how each specialist contract would be procured has been included in Appendix 2. The proposed outline arrangements for a new integrated waste collections, street cleansing and winter maintenance contract are summarised in this section.

Benefits of an integrated waste contract

- 6.2 An integrated waste contract will provide economies of scale, operational efficiency and value for money in the following ways:
- Street cleansing can be scheduled to follow waste collections
 - Flexible resource for fast response to litter bin emptying, fly-tip removal and emergencies
 - Greater resilience to the impact of sharp reductions in driver availability and the ability to respond to surges in demand for staff
 - Improved waste handling/landfill diversion rates
 - Improved response to exceptional circumstances like snow, pandemic, extraordinary events
 - Winter gritting can be shared across HGV drivers and streets' operatives

Procurement procedure

- 6.3 The procurement process for these services would use the Competitive Dialogue Procedure. This will enable dialogue on potential solutions with the market at the start of the procurement process. Through this process the Council will be able to explore potential arrangements linked to the Environment Bill and other potential specification changes.
- 6.4 The dialogue process would also enable us to test how we might optimise contract incentives, defaults and internal client side contract management and monitoring in order to achieve greater financial value and improved service performance.
- 6.5 In addition, the following lower cost functions, which are high profile and tend to be performed more effectively by direct local authority provision, could be included as provisional items, with the Council reserving the option to insource these to be based at the Depot at some point after April 2023 should the council's financial situation improve:
- graffiti and fly-poster removal service
 - public convenience service
 - pavement washing service
 - furniture and sign cleansing service
 - emergency call out for cleansing
 - a range of other health and safety and public nuisance matters affecting the public realm that are not currently included in the scope of current contracts or team responsibility.

Soft market engagement

- 6.6 In parallel to the best value consultation exercise, the Council ran a soft market engagement exercise to discuss the potential retendering of an integrated waste collections, street cleansing and winter maintenance contract with potential bidders. The soft market engagement opportunity was advertised via the Brent e-tendering portal and four expressions of interest were received. Interviews were held with Biffa, Serco, Suez and Veolia. It was made clear in this process that any procurement was provisional and would be subject to the results of the best value duty consultation and Cabinet decision in August 2021.
- 6.7 The aims of the market engagement were to seek the views from potential bidders on our RLS priorities and objectives, the favoured RLS delivery model and outline procurement strategy, and to understand what would make any procurement exercise attractive to the market. The discussions were highly informative and can be summarised as follows:
- There was strong support for an integrated waste collections, street cleansing and winter gritting contract with separate grounds maintenance and recyclates reprocessing contracts
 - There was strong support for the use of a two stage competitive dialogue procedure for any procurement process
 - There was consensus on the length of the contract; a main term of 8 years + mutually agreeable extensions of up to a maximum of 8 years
 - All companies would require use of our depot facilities at Marsh Road and potentially satellite parks sites to deliver the services
 - All companies would prefer the council to purchase the fleet, with the contractor to specify, procure and maintain the fleet at their own risk
 - The council will need to take responsibility for reviewing capacity for and funding any electric charging infrastructure at the depots
 - The performance framework should be focused on the core service with challenging targets and a clear and streamlined monitoring regime that suits both parties
 - All companies were clear that any specification risks that they cannot control would be priced in, for instance the inclusion of a recycling target. They favoured responsibility for the recycling rate either resting with the Council or to be shared, and they were happy to include proposals to support an in house ECO team

- All companies would be prepared to accommodate the insourcing of further low cost functions (e.g. graffiti, fly poster removal etc.) during main contract term, but would like to price for this at the bidding stage
- All companies felt that potential changes to national waste collection requirements included in the Environment Bill are unlikely to be able to be fully accounted for in their bids, due to the procurement timetable proceeding the decision on any new national arrangements. Some companies suggested our seeking costed options for potential changes to waste collections as those options become clearer following the current Environment Bill consultation process, while others suggested there would need to be a clear agreement on where risks of any statutory changes to collection lay in a change in law procedure to be included in the contract
- All companies shared their experience of introducing improvements around intelligence (data)-led approaches to enable a better prioritisation and targeted resourcing of street cleansing activities
- All companies supported our Social Value policy objectives and now see social value as part of their core business.

6.8 Also in parallel to the best value consultation and soft market engagement processes, the council has commissioned a Procurement Advisor and Lead Negotiator should procurement of the integrated waste contract be agreed by Cabinet. It was made clear to bidders that the Council had not made a final decision to tender the services and the contract includes a break clause should the Council take a different approach following consideration of the results of the best value duty consultation. Officers have appointed Eunomia to this role and we have worked with them to produce an outline procurement table which is included in table 5 below. Eunomia has also begun preparing the ITT documentation with support from an internal project team and a project board comprising officers from Environmental Services, Procurement, Property, HR, Legal and Finance.

Table 5: Integrated waste contract procurement timetable

Key stage	Start	Finish
Phase 1: Preparing for Procurement		
ITT preparation	14-Jun	03-Sep
Consultation with the GLA on the specification	15-Jun	03-Sep
Phase 2: Procurement Process		
Part 1: Selection Stage	06-Sep	25-Oct
Part 2: Detailed Stage		
Invitation to Participate in Dialogue (ITPD) and to Submit Details Solutions (ISDS)	01-Nov	
Dialogue Sessions	15-Nov	17-Dec

Submission of ISDS		21-Jan-
Evaluation Process inc. Sign Off and Down Selection	24-Jan-	07-Mar-
Part 3: Final Tender Stage		
Publish Draft ISFT Document to Support Dialogue	21-Mar-	21-Mar-
Dialogue Sessions	28-Mar-	29-Apr-
Invitation to Submit Final Tenders (ISFT)	16-May-	10-Jun-
Evaluation Process inc. Sign Off and Award	13-Jun-	25-Jul-22
Phase 3: Democratic Process		
Cabinet contract award		12-Sep-
Call in ends		19-Sep-
Notification of award to bidders (10 days standstill)		12-Sep-
Standstill period ends		23-Sep-
Phase 4: Mobilisation		
Mobilisation (6 months)	26-Sep-	31-Mar-

6.9 Further detail on the procurement strategy for the integrated waste contract will be included in the August Cabinet report. This will include detail on the following pre-tender considerations which will need to be included in the August cabinet decision report:

- the nature of the services, supplies or works contract to be tendered
- the estimated value
- the contract term and any period of extension(s) anticipated by the contract;
- the tender procedure to be adopted including whether any part the procedure will be conducted otherwise than by electronic means and whether there will be an e-auction
- the procurement timetable
- the evaluation criteria and process
- any business risks associated with entering the contract
- the Council's Best Value duties
- The Council's duty under the Public Services (Social Value) Act 2012; any staffing implications including TUPE and pensions; sustainability
- London living wage
- contract management
- KPIs/outcomes
- the relevant financial, legal, and other considerations.

6.10 The integrated waste contract procurement strategy will aim to deliver the overarching RLS service improvement priorities listed at paras 23 and 24 of Appendix 4.

- 6.11 The August Cabinet report will request approval of the pre-tender considerations and to go out to tender for the integrated waste contract.

7.0 Alternative Options Considered

- 7.1 The alternative delivery model options that were included in the best value consultation are listed below with further detail included in Appendix 3:

- The 'as is' model for current services
- Mixed economy with greater neighbourhood delivery (medium level insourcing)
- Mixed economy with full neighbourhood delivery (high level insourcing)
- Local Authority Company for all relevant services
- Internal Provision for all relevant services
- Internal Provision via shared service for Public Realm contract functions
- Multiple contracts model with multiple contractors within service areas
- The Sole Provider delivery model
- Joint Venture model

8.0 Financial Implications

- 8.1 The proposed Final Delivery Model has either a £0.2m or £0.8m additional annual cost above the 'as is' operating model. The Alternative Options considered have additional annual costs of up to £11.3m.
- 8.2 In addition, there are likely to be much larger pressures on waste collection and disposal costs upon renewal of arrangements for these services when the current public realm contract ends in March 2023. These pressures are linked to changes in the waste market since the current public realm contract was let in 2014. Currently, the increase in residual waste tonnages and the significant fall in income for recycling is borne by the contractor. A review is ongoing to plan for mitigations to these predicted cost increases. The exact pressure is estimated but cannot be known for certain as it is subject to the results of a competitive process.
- 8.3 Whilst the decision on the RLS delivery model relates to how services are delivered, not the scope and specification of services that are delivered, any additional funding required for the delivery model is investment that could instead be used to fund the specification of the services. This will be made clear in the information provided in statutory consultation.
- 8.4 The additional cost for the Final Delivery Model will need to be met by finding efficiencies or savings within existing Regeneration & Environment budgets.

- 8.5 The specific additional annual costs of Final Delivery Model are included in Table 6 below.

Table 6: Proposed Final Delivery Model additional funding financial summary

Specialist contracts with either low to moderate level insourcing	
<i>Insourcing (TUPE noted where applicable)</i>	£'000
• Education, Communication and Outreach function from waste contract (TUPE)	52
• Informal Parking Appeals (TUPE)	32
• Tree surveying, data, work orders (TUPE)	30
• Highways gang for 20% reactive repairs OR full reactive highways maintenance (TUPE)	0 to 590
• Park wardens function (TUPE)	26
• 1 additional highways inspector (new post)	43
Total cost recurring revenue	£0.2m - £0.8m
Capital required for tree database and highways reactive maintenance	£0.02m - £0.65m
Mobilisation costs can be contained within existing R&E budgets	

- 8.6 A trial of the highways gang for 20% of reactive repairs has already been funded within R&E (£110k).
- 8.7 These figures are estimated using March 2021 costs and will therefore be subject to indexation/inflation by 2023. If the total services relating to RLS were subject to 2% annual indexation, this would be circa £100k per annum. Contract indexation and internal pay awards are funded corporately as part of Brent's Medium Term Financial Strategy.

9.0 Legal Implications

- 9.1 The Procurement of the specialist contracts identified in the recommended delivery model options 1 and 2 will need to comply with the full requirements of the Public Contracts Regulations 2015 (PCR 2015) and its requirements for advertising, tender process, evaluation and standstill.
- 9.2 It is proposed to use the Competitive Dialogue Procedure for the procurement of an integrated waste contract. The Competitive Dialogue (CD) is a specific legislative procurement route set out in the PCR 2015 which allows contracting authorities to hold dialogue with bidders on various aspects of the procurement. Use of this procedure is restricted to the circumstances set out in the PCR 2015, namely:

- Where needs cannot be met without adaptation of readily available solutions;
 - Where the works, services or supplies include design or innovative solutions;
 - Where the contract cannot be awarded without prior negotiation because of the nature of the requirement, the complexity of its legal and financial make-up or because of its risks;
 - Where the technical specifications cannot be established with sufficient precision with reference to particular standards; and
 - In the case of where only unacceptable/irregular tenders have been submitted in an open or restricted procedure.
- 9.3 In order to use the CD procedure for the integrated waste contract, the Council will need to establish that the procurement of the services falls within one of the grounds above. This requirement will be addressed fully in the August 2021 Cabinet report. The same grounds apply to use of the Competitive Procedure with Negotiation (CPN) and will need to be considered for the Grounds Maintenance and Parking Contracts if CPN is the preferred procurement approach as identified in Appendix 2.
- 9.4 The RLS Procurement Strategy in Appendix 2 provides for potential extension of a number of contracts namely, the Aboricultural Services Contract, the Street Lighting Contract and the CCTV Contract. All of these contracts contain provisions which allow extension of the contract beyond 31st March 2023. If any of the contracts are to be varied on extension, such variation(s) will need to comply with the PCR 2015. Consideration of the application to the PCR 2015 to any proposed contract variation(s) will be provided in future reports relating to any decisions about extension/variation of the contracts.
- 9.5 Decisions on services changes which are likely to result in a significant change or reduction in the level of services provided to residents may require consultation with residents on common law grounds. Such consultation would need to comply with the gunning principles:
- Consultation must be undertaken at a time when proposals are still at a formative stage;
 - Sufficient reasons for any proposal must be provided in order to allow proper and intelligent consideration and response;
 - Adequate time must be given for consideration and response
 - The decision maker must give conscientious consideration to the responses.

- 9.6 Whether or not consultation is required will depend on the scale and significance of the proposed changes or reductions. Of course, the Council is also free to consult widely even if not required to do so by law.

10.0 Equality Implications

- 10.1 A screening assessment was undertaken in relation to the identified RLS Delivery Model options and no adverse equality or diversity implications were identified at that stage. This screening assessment will be updated to consider any proposed changes to service specifications in advance of Cabinet in August 2021.
- 10.2 A further equality impact assessment (“EIA”) will need to be undertaken before decisions are made about changes to services to produce any savings. The EIA will need to identify if there are any adverse impacts on those with protected characteristics from the service changes and if there are, to decide what acts (if any) should be carried out to mitigate any identified adverse impacts on equalities arising from the proposal(s). Consultation with the public will assist in carrying out an EIA and identifying whether there are adverse impacts and what such impacts are.

11.0 Any Other Implications (HR, Property, Environmental Sustainability - where necessary)

- 11.1 The proposals within this report include potential TUPE transfers, a service review and recruitment requirements. These will need to be managed in partnership with Human Resources and in line with current HR Policies and Procedures. Throughout these processes, consultation will be required with relevant individuals, partners, stakeholders and Trade Unions as appropriate.
- 11.2 Property considerations are integral to the content of this report and officers from the Council's Property team have contributed to this report and are involved on the project board.
- 11.3 A clean and green environment is a key priority for the RLS programme and every opportunity is being explored to ensure that future services and depot arrangements are aligned to our commitments to tackle the climate emergency, air pollution, waste and enhance green spaces and biodiversity.

12.0 Proposed Consultation with Ward Members and Stakeholders

- 12.1 The RLS Members' Reference Group has met several times to consider the RLS programme, the RLS Review, the Delivery Model Options and most recently the Final Delivery Model. There will be regular meetings held with the

RLS Members' Reference Group throughout the remaining RLS recommissioning process, focusing on future priorities for the services.

- 12.2 Targeted consultation on the RLS Delivery Model Options to comply with Section 3 LGA 1999 took place from 17 May to 21 June 2021 and the results are set out in section 4 of this report and Appendix 1.
- 12.3 Officers will continue to consult with members on both the core specification for the integrated waste contract and potential provisional items that will be included in Dialogue that might be required to bring the integrated waste contract in line with the available budget. Final decision on these provisional items will need to be made at contract award in September 2022.

Further general consultation on potential savings options

- 12.4 It is proposed that a further stage of consultation with the general public is undertaken on the final agreed list of potential waste contact ITT provisional items.
- 12.5 It is proposed that this consultation takes place this autumn in the 6 week window from 20 September to 31 October 2021 following the ITT advert and prior to the commencement of Dialogue sessions with bidders.
- 12.6 It is proposed that this consultation would comprise an online consultation questionnaire, Brent Connects sessions, a session with businesses and local third sector organisations and resident focus groups with randomly selected residents to reflect Brent's diverse population.
- 12.7 A communications plan for the RLS commissioning strategy is being developed, focusing on the following phases.

Table 7: RLS Communications Plan

Phase	Activity	Timing
Phase 1	Updating local people on relevant council decisions and their implications via news stories & reactive press	May 21 – Aug 21
Phase 2	Open up the conversation and build support via organised groups (targeted engagement with Resident Associations, special interest groups)	Sep 21- Jul 22
Phase 3	<ul style="list-style-type: none"> Communicating changes and supporting transition, tying into 'Working Hard for Brent' narrative Education linked to the climate emergency, to support behaviour change 	Q3 – Q4 2022-23

Phase 4	Demonstrating improvements with data and case studies/imagery, tying into 'Working Hard for Brent' narrative	Apr 2023 onwards
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Report sign off:

ALAN LUNT

Strategic Director Regeneration & Environment

Consultation on the Delivery of Local Neighbourhood Services : Summary report

This report was created on Tuesday 29 June 2021 at 08:45 and includes **125** responses.

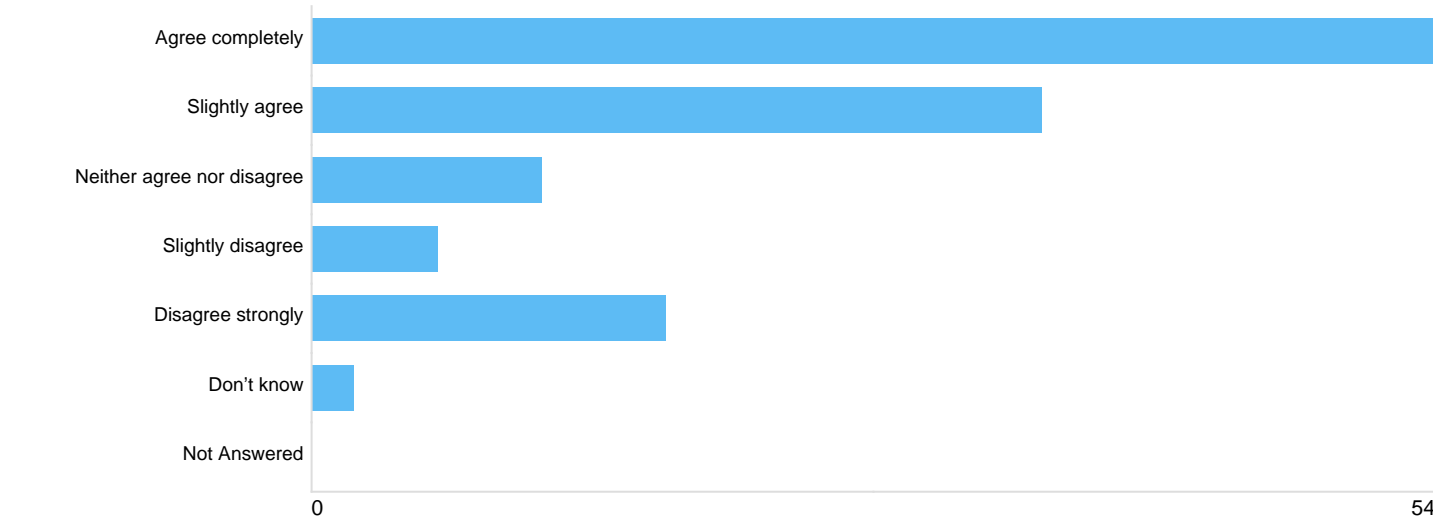
The consultation ran from 18/05/2021 to 28/06/2021.

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Question 1: Do you think the Redefining Local Services (RLS) aims and objectives match up with your priorities for local services?

Q1



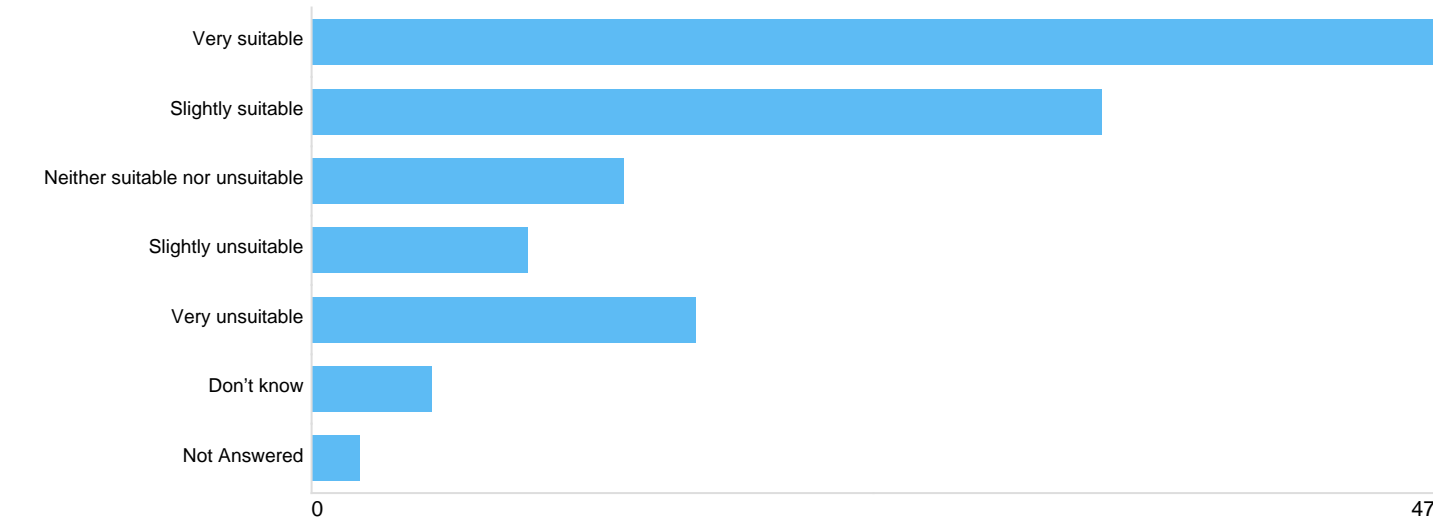
Option	Total	Percent
Agree completely	54	43.20%
Slightly agree	35	28.00%
Neither agree nor disagree	11	8.80%
Slightly disagree	6	4.80%
Disagree strongly	17	13.60%
Don't know	2	1.60%
Not Answered	0	0.00%

Q1a

There were 50 responses to this part of the question.

Question 2: How suitable do you think the council's suggested evaluation criteria are for deciding which delivery model to use?

Q2



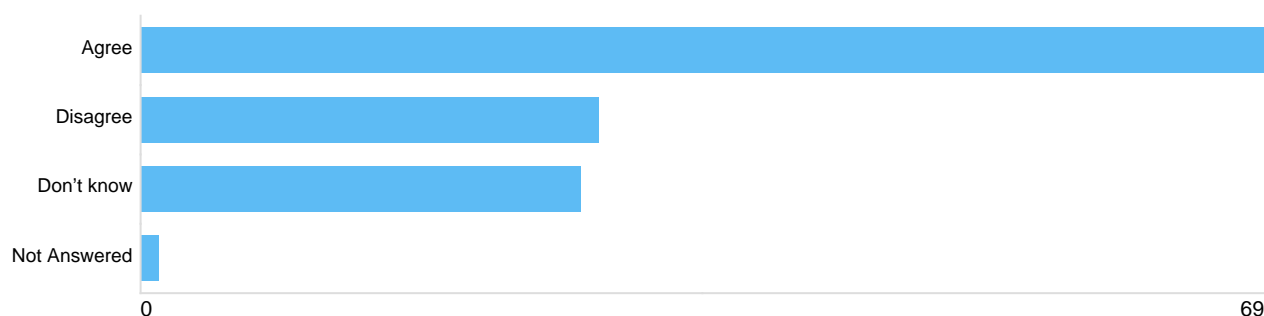
Option	Total	Percent
Very suitable	47	37.60%
Slightly suitable	33	26.40%
Neither suitable nor unsuitable	13	10.40%
Slightly unsuitable	9	7.20%
Very unsuitable	16	12.80%
Don't know	5	4.00%
Not Answered	2	1.60%

Q2a

There were **33** responses to this part of the question.

Question 3: The Council currently has two favoured competing delivery models. Do you agree with the two models it has chosen?

Q3



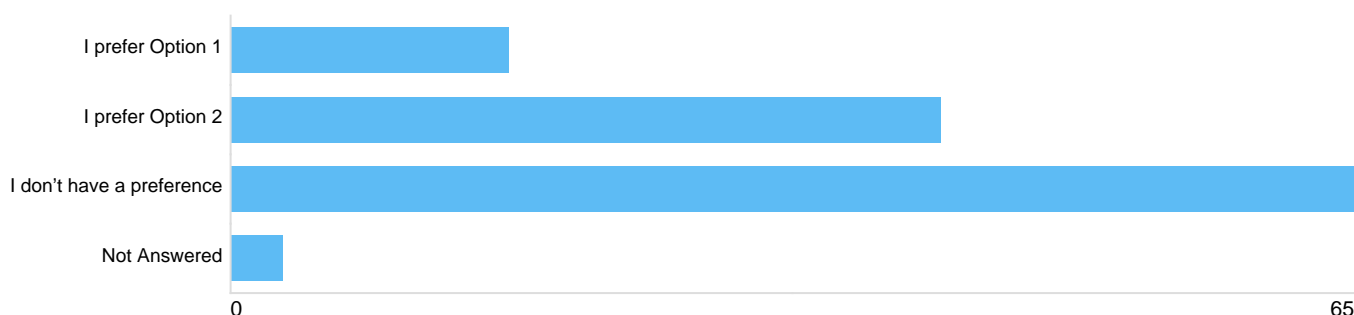
Option	Total	Percent
Agree	69	55.20%
Disagree	28	22.40%
Don't know	27	21.60%
Not Answered	1	0.80%

Q3a

There were **52** responses to this part of the question.

Question 4: Do you have a preference of one model over the other?

Q4



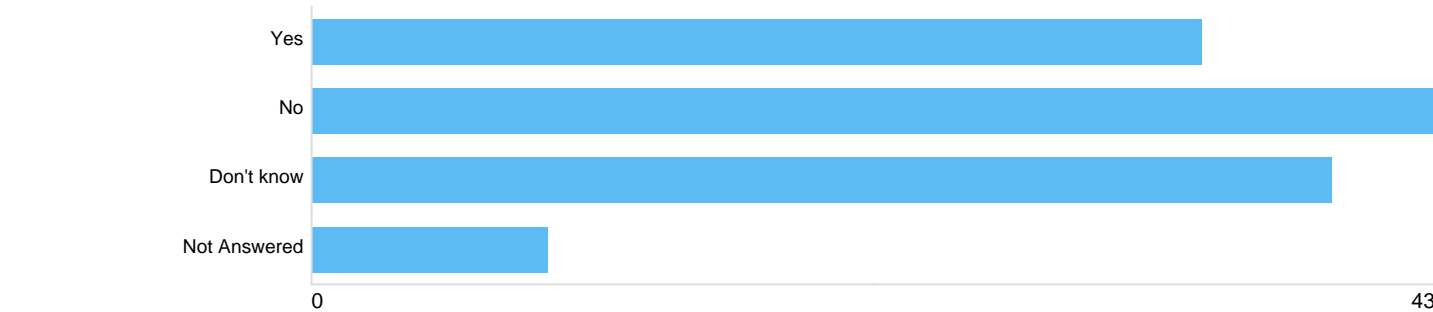
Option	Total	Percent
I prefer Option 1	16	12.80%
I prefer Option 2	41	32.80%
I don't have a preference	65	52.00%
Not Answered	3	2.40%

Q4a

There were **45** responses to this part of the question.

Question 5: Do you prefer an alternative model, or a mix of models? If so, which one(s) and why?

Q5



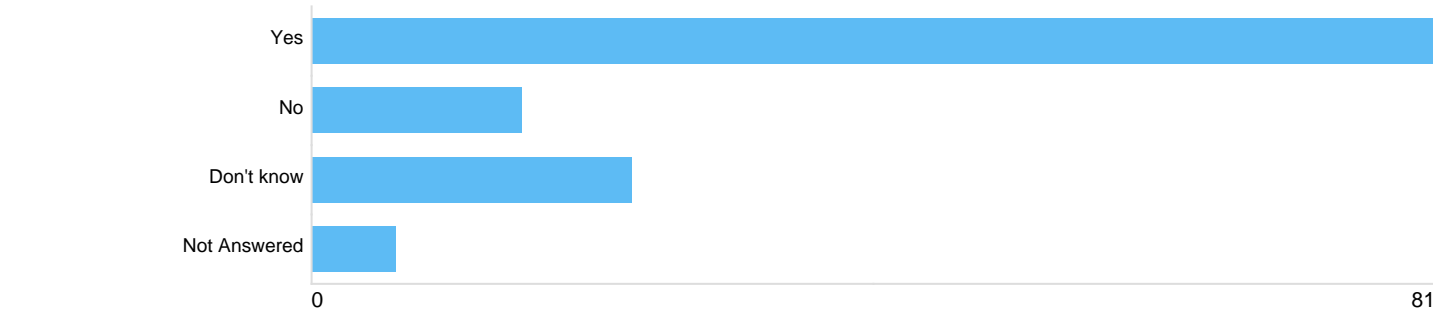
Option	Total	Percent
Yes	34	27.20%
No	43	34.40%
Don't know	39	31.20%
Not Answered	9	7.20%

Q5a

There were 47 responses to this part of the question.

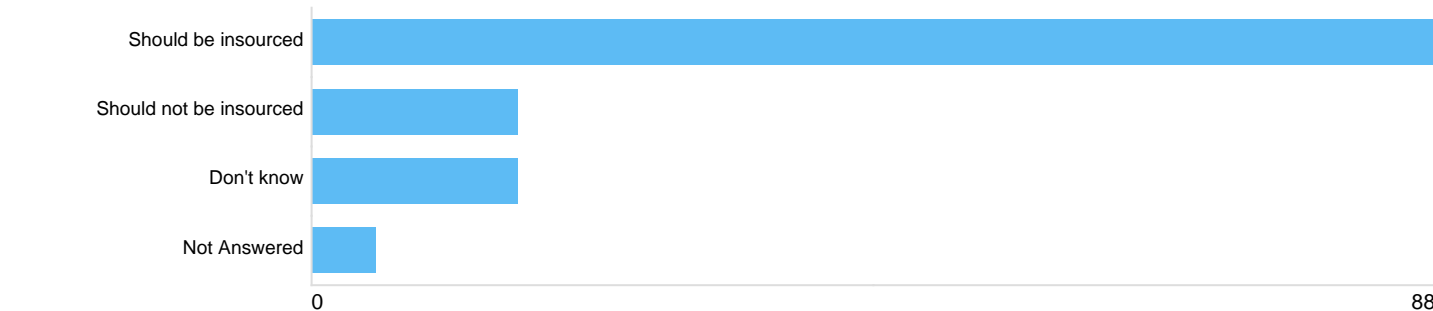
Question 6: Do you think the council should include an option in any extension or re-procurement of the Public Realm Contract to insource the functions in the second part of this question, after 1 April 2023, if the financial climate were to improve?

Q6a



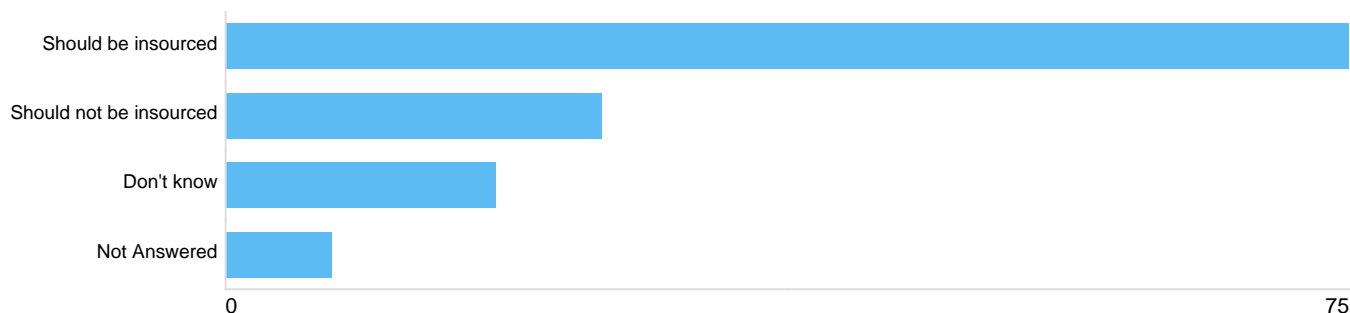
Option	Total	Percent
Yes	81	64.80%
No	15	12.00%
Don't know	23	18.40%
Not Answered	6	4.80%

Q6 - Grounds Maintenance



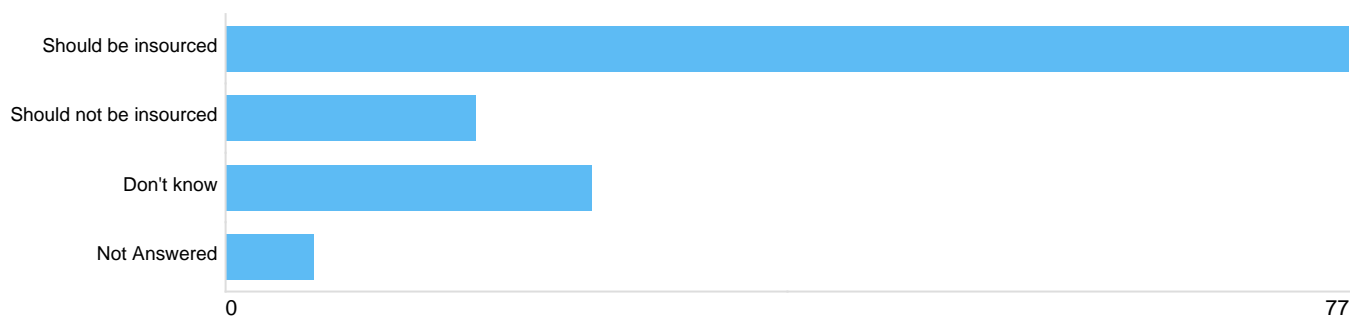
Option	Total	Percent
Should be insured	88	70.40%
Should not be insured	16	12.80%
Don't know	16	12.80%
Not Answered	5	4.00%

Q6 - Graffiti and fly-poster removal service



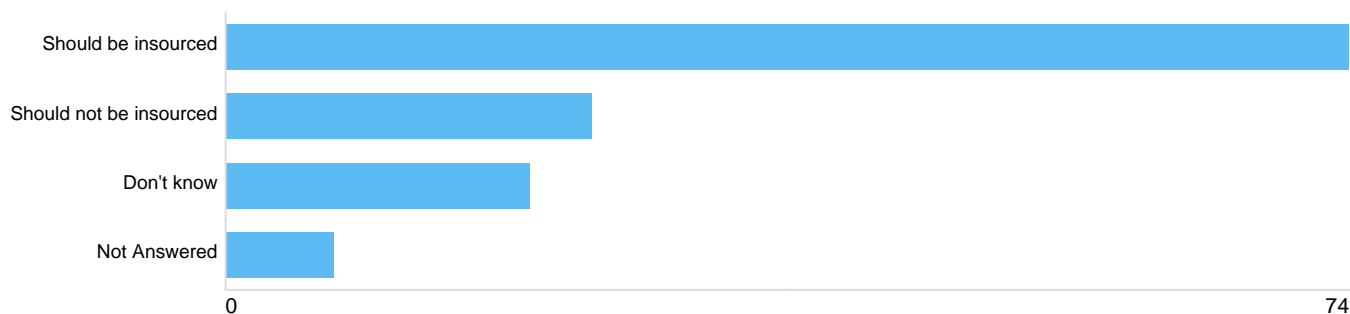
Option	Total	Percent
Should be insured	75	60.00%
Should not be insured	25	20.00%
Don't know	18	14.40%
Not Answered	7	5.60%

Q6 - Public convenience service



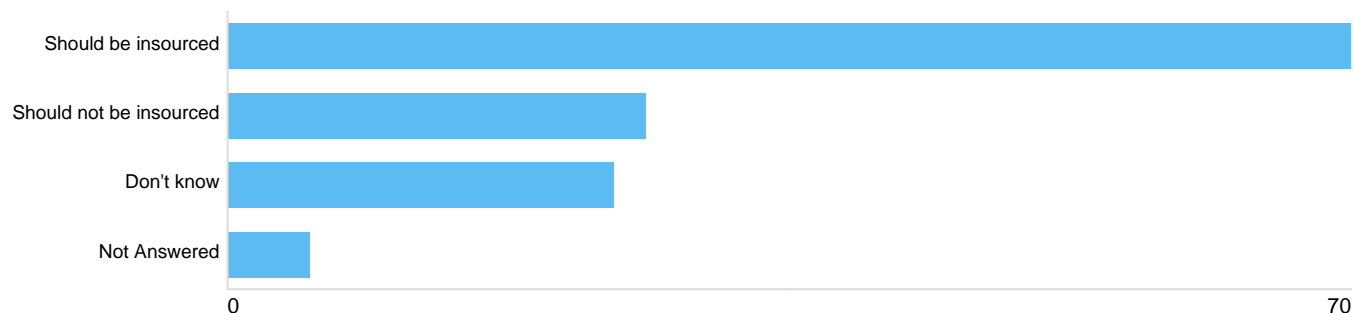
Option	Total	Percent
Should be insured	77	61.60%
Should not be insured	17	13.60%
Don't know	25	20.00%
Not Answered	6	4.80%

Q6 - Pavement washing service



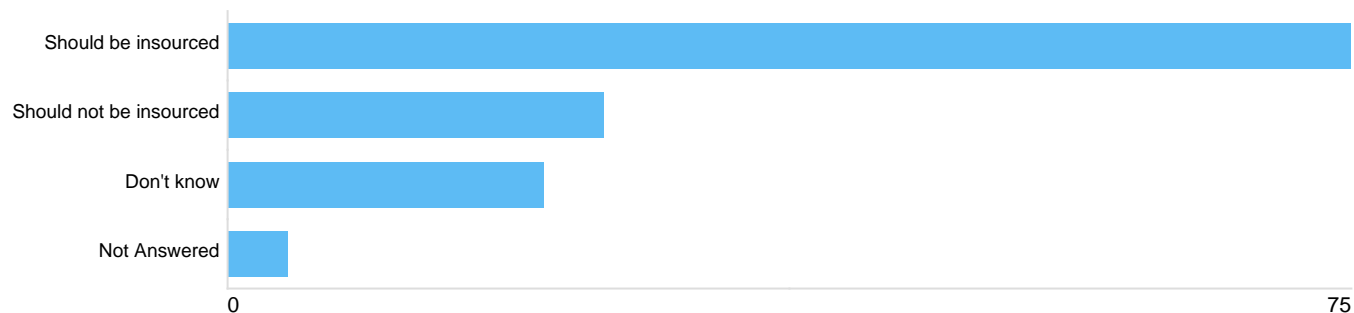
Option	Total	Percent
Should be insourced	74	59.20%
Should not be insourced	24	19.20%
Don't know	20	16.00%
Not Answered	7	5.60%

Q6 - Furniture and sign cleansing service



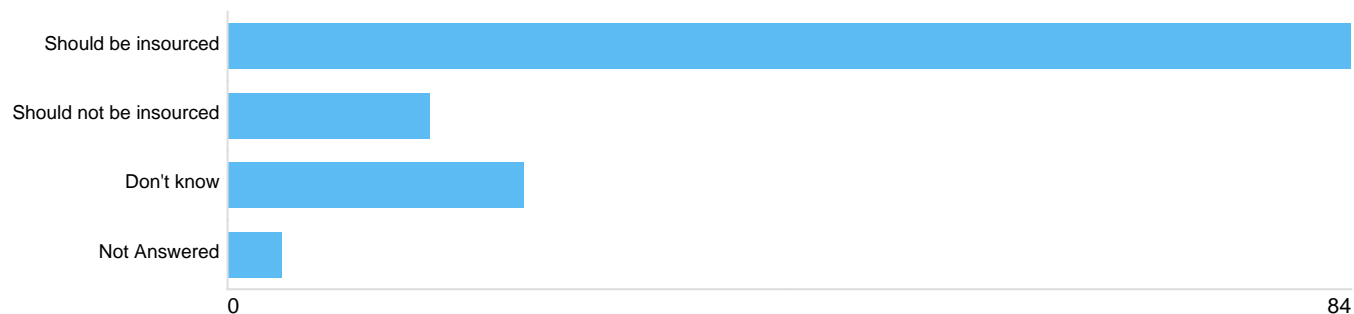
Option	Total	Percent
Should be insourced	70	56.00%
Should not be insourced	26	20.80%
Don't know	24	19.20%
Not Answered	5	4.00%

Q6 - Emergency call out for cleansing



Option	Total	Percent
Should be insourced	75	60.00%
Should not be insourced	25	20.00%
Don't know	21	16.80%
Not Answered	4	3.20%

Q6 - A range of other health and safety and public nuisance matters affecting the public realm that are not currently included in the scope of current contracts or team responsibility



Option	Total	Percent
Should be insourced	84	67.20%
Should not be insourced	15	12.00%
Don't know	22	17.60%
Not Answered	4	3.20%

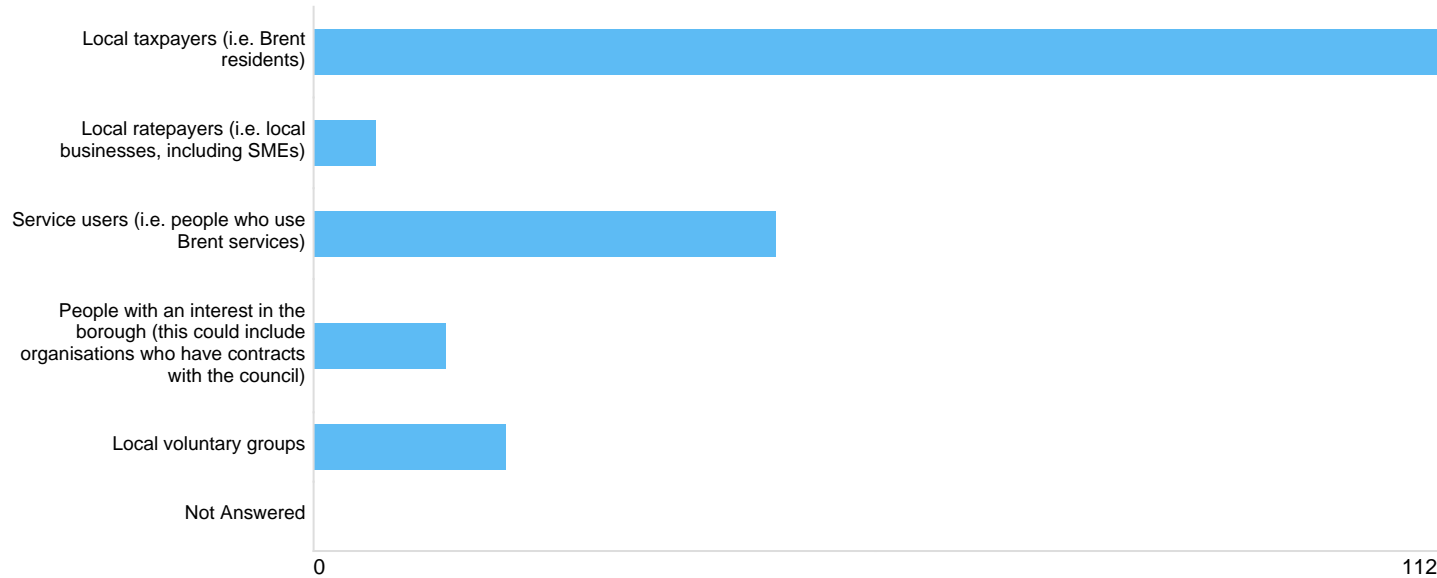
Question 7: Do you have any other comments you would like to add?

Q7

There were **69** responses to this part of the question.

Question 8: By law, the council has a duty to consult with representatives of a few different groups of people. Which of the following groups do you represent (you may choose more than one):

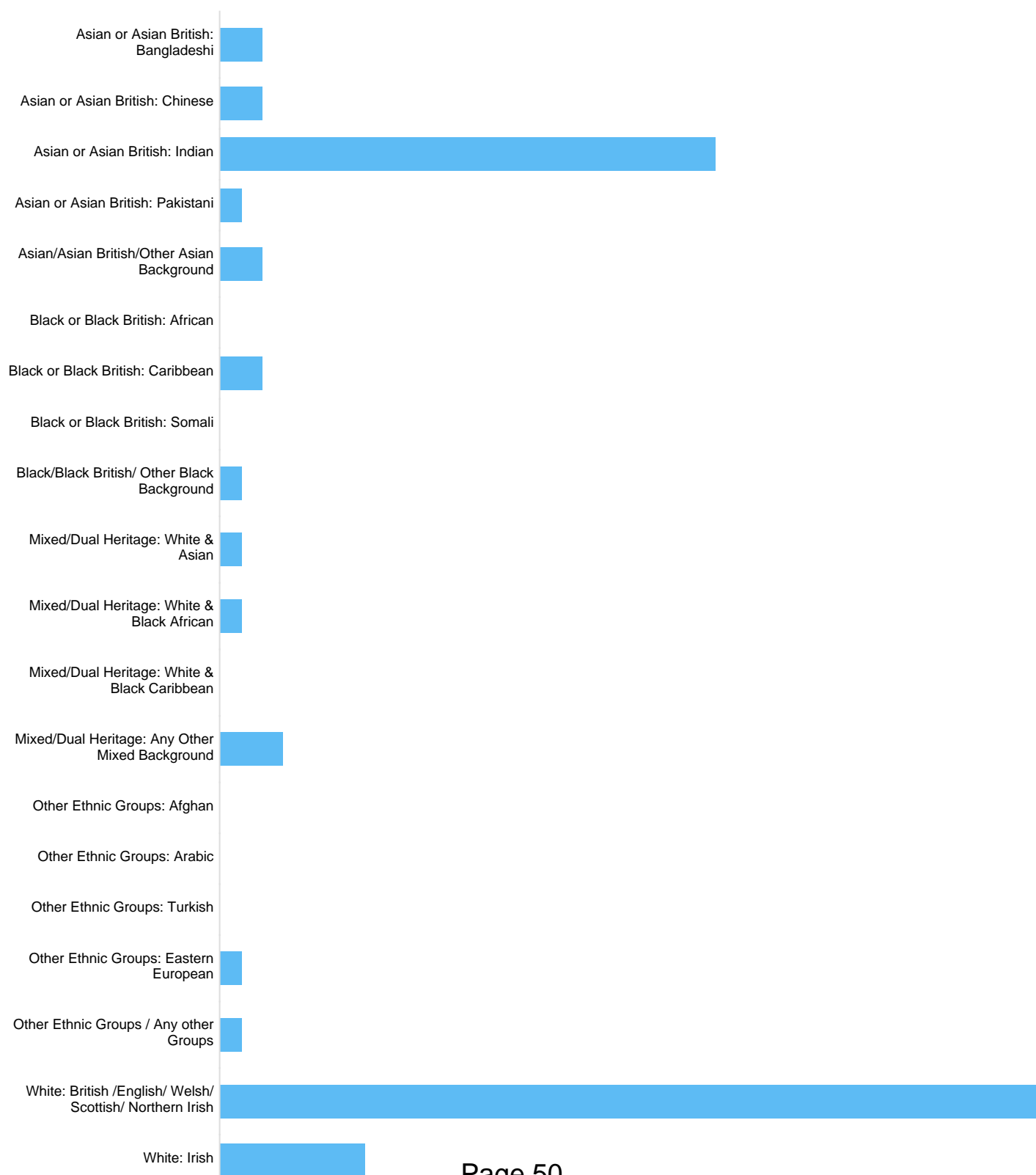
Q8

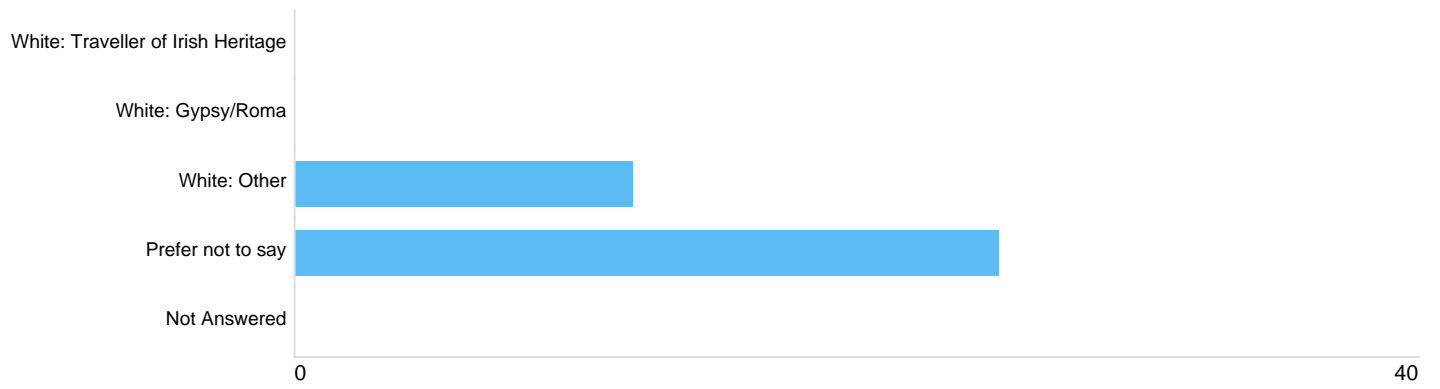


Option	Total	Percent
Local taxpayers (i.e. Brent residents)	112	89.60%
Local ratepayers (i.e. local businesses, including SMEs)	6	4.80%
Service users (i.e. people who use Brent services)	46	36.80%
People with an interest in the borough (this could include organisations who have contracts with the council)	13	10.40%
Local voluntary groups	19	15.20%
Not Answered	0	0.00%

Question 9: Please state your ethnicity:

Ethnicity

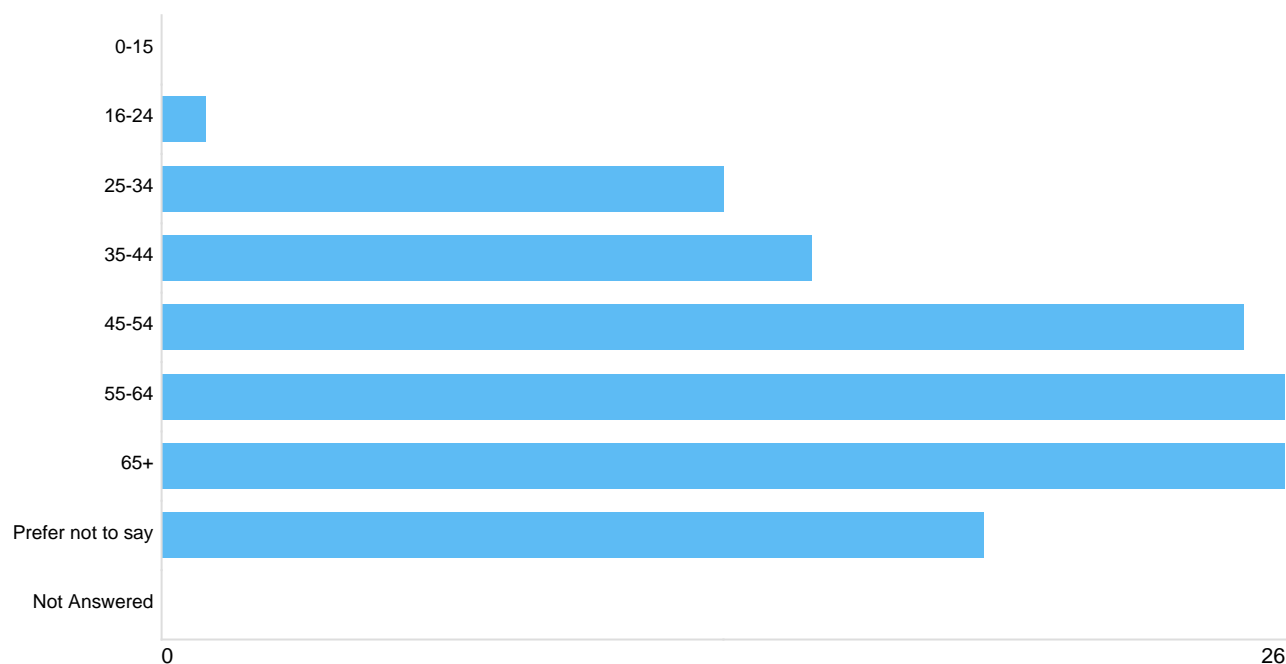




Option	Total	Percent
Asian or Asian British: Bangladeshi	2	1.60%
Asian or Asian British: Chinese	2	1.60%
Asian or Asian British: Indian	24	19.20%
Asian or Asian British: Pakistani	1	0.80%
Asian/Asian British/Other Asian Background	2	1.60%
Black or Black British: African	0	0.00%
Black or Black British: Caribbean	2	1.60%
Black or Black British: Somali	0	0.00%
Black/Black British/ Other Black Background	1	0.80%
Mixed/Dual Heritage: White & Asian	1	0.80%
Mixed/Dual Heritage: White & Black African	1	0.80%
Mixed/Dual Heritage: White & Black Caribbean	0	0.00%
Mixed/Dual Heritage: Any Other Mixed Background	3	2.40%
Other Ethnic Groups: Afghan	0	0.00%
Other Ethnic Groups: Arabic	0	0.00%
Other Ethnic Groups: Turkish	0	0.00%
Other Ethnic Groups: Eastern European	1	0.80%
Other Ethnic Groups / Any other Groups	1	0.80%
White: British /English/ Welsh/ Scottish/ Northern Irish	40	32.00%
White: Irish	7	5.60%
White: Traveller of Irish Heritage	0	0.00%
White: Gypsy/Roma	0	0.00%
White: Other	12	9.60%
Prefer not to say	25	20.00%
Not Answered	0	0.00%

Question 10: What is your age?

Age



Option	Total	Percent
0-15	0	0.00%
16-24	1	0.80%
25-34	13	10.40%
35-44	15	12.00%
45-54	25	20.00%
55-64	26	20.80%
65+	26	20.80%
Prefer not to say	19	15.20%
Not Answered	0	0.00%

Question 11: Please tell us your postcode

Q11

There were **116** responses to this part of the question.

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APPENDIX 2: RLS PROCUREMENT STRATEGY

- 1.1 A range of specialist contracts would be procured with the intention that all contractor staff would, where appropriate, be paid the London Living Wage as minimum. The timetable for each contract would vary in relation to the optimal length of procurement process and mobilisation periods, and these are noted against each service area below. Contract award reports would be submitted to Cabinet meetings at the appropriate points during 2022, unless delegated authority exists under the Council's Constitution or is recommended and agreed in the August 21 Cabinet report.
- 1.2 **Integrated waste collections, street cleansing and winter maintenance:** The high level arrangements for this contract are set out in section 6 of the main report. Key dates are procurement from Sep 2021 – Sep 2022 (12 months); mobilisation from Oct 2022 – Mar 2023 (six months).
- 1.3 **Recyclates reprocessing** would be procured as a separate contract to provide the Council with the opportunity to change providers on a more frequent basis (for instance two yearly, to allow adjustment for market changes) rather than including this with the waste collections contract as currently. Key dates: procurement from Sep 2021 – Jul 2022 (ten months); mobilisation from Aug 2022 – Mar 2023 (eight months).
- 1.4 **Grounds maintenance** in parks, housing and highways would be procured as a standalone contract targeting specialist companies. Outsourced delivery in London is dominated by specialist green services companies, with these companies serving 14 of the 17 boroughs that have outsourced provision. Boroughs' Good Parks for London scores are on average higher for boroughs served by specialist contractors than for boroughs that have 'super contracts'.
- 1.5 The procurement strategy for grounds maintenance would likely use the Competitive Procedure with Negotiation (CPN). This would enable the Council to negotiate with bidders over provisional options such as: community engagement and volunteer programmes; business development plan for events management and income generation; enhanced horticultural standards and biodiversity; and enhanced participation in sports and physical exercise. Key dates: procurement from Feb 2022 – Sep 2022 (8 months); mobilisation from Oct 2022 – Mar 2023 (6 months).
- 1.6 **Highways services** (planned schemes and planned maintenance, specialist services and reactive maintenance) would be procured via a Brent-led 7 year framework contract, to give the Council better flexibility and control over the terms and conditions and specification of the works than currently provided under LoHAC. Key dates: procurement from Feb 2022 – Sep 2022 (8 months); mobilisation from Oct 2022 – Mar 2023 (6 months). Under the proposed Final Delivery Model, either 80% of reactive works would be

included, if 20% of reactive works continue to be delivered by the in house service based at the Depot, or if the in house team can be expanded to deliver the full highways reactive maintenance service, only provision for ad hoc reactive maintenance services would be included, to be drawn down from this framework at times when the in house service is operating at capacity.

- 1.7 **Parking services** would be procured using either a two stage restricted procedure or the CPN procedure should there be advantage in including optional items and other key negotiation points. Key dates: procurement from Dec 2021 – Jun 2022 (7 months); mobilisation from Aug 2022 – Mar 2023 (8 months).
- 1.8 The **Arboricultural Services** contract with Gristwood & Toms would remain outsourced and extended until 31 March 2025. The extension variation decision would be required in October 2021.
- 1.9 The **Street lighting** contract with FM Conway would remain outsourced and extended until 31 March 2025. The extension variation decision would be required in October 2021.
- 1.10 The **CCTV maintenance** contract would remain outsourced and we would assess by Aug 2021 whether to extend or reprocure the current contract based on the performance of the contractor.

APPENDIX 3: ALTERNATIVE RLS DELIVERY MODEL OPTIONS

1. **'As Is'** current model for these service is not favoured as it is considered that the favoured delivery model options would provide the Council with greater strategic control, improved contract management and stakeholder engagement, and better value for money.
2. A **"Mixed Economy model with enhanced neighbourhood delivery"** (medium level of insourcing) model was also given detailed consideration. This model was based on the same elements of the Specialist contracts with moderate level insourcing in Section 5, with the additional insourcing of grounds maintenance to enable an even more integrated and flexible approach to the delivery of neighbourhood services. The additional recurring revenue cost above current budgets was estimated at a minimum of £2.0m. This is considered unaffordable given our current and predicted finances. However, this option may be revisited in the next few years should the financial climate improve.
3. A **"Mixed economy with full neighbourhood delivery"** (high level insourcing) model was also given detailed consideration. This model adds the insourcing of waste collections, street cleansing and winter maintenance to the model at para 6.1 above. The additional recurring revenue cost above current budgets was estimated at a minimum of £7.1m. This model would enable a fully integrated neighbourhood delivery, however it is considered unaffordable given our current and predicted finances.
4. The **"Internal Provision"** model, i.e. for all RLS services, was estimated to cost an additional £11.3m over retendering. This model was not favoured on affordability grounds but also because, in any event, certain specialist services are considered best delivered by the private sector, such as street lighting, arboriculture and CCTV maintenance.

A breakdown of the extra costs of insourcing for all services is detailed in rows 9 to 21 of the table in section 8 of Appendix 5. The higher costs of insourcing arise principally from Brent's pension costs (£3.7m) and a combination of increased salaries due to harmonisation with local authority pay scales and lower productivity linked to reduced working hours compared to the private sector (£1.2m). In addition, the cost for general contingency at 15% totals £5.3m.

5. The **"Local Authority Company"** model is not favoured. The capacity to trade commercially is not a priority that members have set for the RLS programme. An LAC would require set up costs in the region of £500k and its operation would incur higher overheads than direct insourcing, such as a company board, senior management and the management of traded accounts, while there would be no income generated through the LAC to offset these costs.

An LAC paying employer pension contributions at the 5% rate would still be more expensive than outsourced delivery, and employees would not benefit from full local government terms and conditions. This option was estimated to cost an additional £7.5m for all services over retendering.

6. **“Internal Provision via a shared service”** with another London borough was considered over the course of financial year 2020-2021. However, ultimately we were unable to reach agreement on a mutually beneficial delivery model as the other borough was seeking to offer delivery of the services on a commercial basis, rather than in the form of a shared partnership with joint management and shared efficiencies.
7. A **“Multiple Contracts model with multiple contractors within service areas”** was not considered in any detail. Other than highways maintenance works where a multiple contractor framework already works well in Brent through the Footways framework contract, officers do not recommend adopting this approach for other environmental services as this would introduce significant financial, service delivery and health and safety risk. Officers are not aware of any other councils that have successfully adopted this multiple contractor approach for waste, parking enforcement, grounds, arboriculture or street lighting.
8. The **“Sole Provider”** delivery model (i.e. a “super contract”) was not considered in any great detail due to the following significant risks:
 - The impact of the failure of a single provider is potentially very significant
 - Loss of direct influence over service quality
 - Risk of variability in service quality due to diverse range
9. The **“Joint Venture”** model was not considered in any great detail as it was not deemed relevant to the RLS objectives or services in scope; for example, we do not require private sector capital to invest in our services and there is no motive to enter into a profit share with the private sector or to share commercial risk in this way.

Other options

10. Discussions with Veolia on a potential extension for the Public Realm contract were undertaken in early 2021 and did not prove fruitful. The contract makes provision for contract extension by up to a further seven years beyond 31 March 2023, subject to satisfactory performance by the Contractor of its obligations under the Contract and with the agreement of the Contractor. The contract does not specifically establish and bind the contractor to annual pricing beyond 31st March 2023. The principal obstacle to an extension was that the cost base for the contract has shifted significantly since the contract

was let in 2014 and it was not possible to arrive at a new cost base that was acceptable to the Council and that the Council could be confident would be legally compliant in terms of procurement law.

11. An integrated 'green and clean' service combining grounds maintenance and street cleansing is not favoured on the grounds of cost and the fact that the service synergies between street cleansing and waste collections are considered to be more significant than those between grounds maintenance and street cleansing.
12. The option of an integrated street cleansing and housing estates cleansing service was considered. However, it was concluded that the external cleansing of housing estates and streets require a different mix of technical and manual resource and that the roles of staff across the two service areas differ significantly, with much broader, housing focused responsibilities included in estates cleansing posts.

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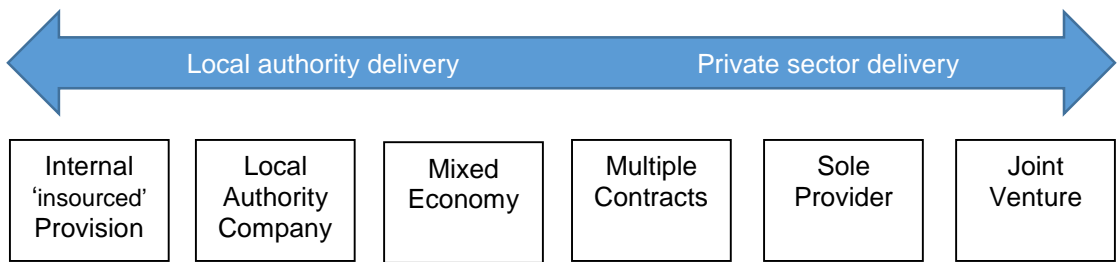
APPENDIX 4: RLS REVIEW FINDINGS

1. An extensive review has been undertaken for the RLS programme over the past two years. The key elements of the review which have influenced the identification and assessment of RLS delivery model options are listed below. These are further summarised in this section of the report.
- i) Potential delivery models and benchmarking with neighbouring boroughs
 - ii) Council-wide, environmental services and waste contract financial pressures
 - iii) Brent’s pensions costs
 - iv) Depot availability and capacity
 - v) RLS service improvement priorities and future vision for the Environmental Services Directorate
 - vi) Key service synergies and interdependencies
 - vii) Generalist versus specialist roles
 - viii) Experience and learning from the Covid-19 pandemic
 - ix) Options appraisals for each RLS service

i) Potential delivery models and benchmarking with neighbouring boroughs

2. A review of the different type of local authority delivery models and the risks and benefits of each was undertaken in 2019. Brent’s approach to environmental services currently falls into the ‘Multiple Contracts’ category in Figure 1 below.

Figure 1: Local authority delivery models



3. The national trends in environmental services procurement were summarised as follows:
- No ‘one size fits all’ approach - the right solution will be unique to the individual authority
 - Private sector is more cautious with regards to both risk and price
 - Considerable move away from single supplier model post Carillion, Interserve etc.

- Attitudes to 'insourcing' have changed. Decisions are being made on what is best in each individual case
 - Many councils are adopting a mixed economy model
 - Collaboration between councils continues to develop nationally, particularly with regards to Highways and Waste Collection
4. The common pitfalls of large scale commissioning are considered to be:
- Too much focus on selection of the delivery model and not enough definition of what they want to achieve
 - Lack of clarity and understanding amongst stakeholders of what the objectives should be/are
 - Assumption that if it works in another council it will work in theirs
 - No 'ownership' of the procurement process by those who will eventually be required to deliver the service
 - Adoption of a service delivery model that does not sit well with the culture and capability of the organisation
5. In 2019, Brent officers researched the environmental service provision in the 10 neighbouring and/or West London Waste Authority boroughs. The key findings were as follows:
- All 10 boroughs have mixed delivery models for the environmental services in scope of Project 2023
 - Most boroughs come under the "Multiple Contracts" model (Brent, Camden Westminster, Hammersmith & Fulham, Kensington & Chelsea)
 - Following the withdrawal of Carillion in Hounslow, Brent's Public Realm contract had the widest scope, followed by Ealing's former contract with Amey (Waste/recycling/street cleansing/grounds maintenance/burials) (NB: Ealing has recently established a local authority company for these services)
 - Two boroughs have a mainly in house model (Harrow and Hillingdon)
 - Barnet is the only Joint Venture model through Regional Enterprise Ltd (51% Capita/49% Barnet ownership)
 - Hounslow has expanded its housing Arm's Length Management Organisation model (Lampton 360) to incorporate some of the former Carillion services
 - Both highways services & parking services are universally procured separately as individual contracts, when these services are outsourced
 - There are no joint borough arrangements for environmental services
 - There are limited opportunities for Brent in terms of contract renewal date alignment with neighbouring boroughs in April 2023
6. Officers have also reviewed local authority delivery models nationally and across other London boroughs, including discussions with Islington, Haringey,

Redbridge, Waltham Forest and Lambeth, which has informed our consideration of the delivery models that can best meet the objectives of the RLS programme.

ii) Council wide, Environmental Services and waste service financial pressures

7. The Council as a whole is subject to significant financial uncertainties, including the expected long term financial impact of COVID-19. The situation remains ongoing and it is extremely difficult to make a full, definitive and comprehensive assessment of the financial impact. The significance of the financial challenge cannot be underestimated. The Council's Medium Term Financial Plan includes expected savings from re-procurement of major contracts, service transformations and efficiency savings.
8. There are other more established financial pressures in Environmental Services; a legacy of repeated cycles of cost reduction through austerity, twinned with a constant and increasing demand on front-line universal services. Overall, the financial pressures across Environmental Services remain serious and very difficult to manage.
9. In addition, there are likely to be significant pressures on waste collection and disposal costs upon renewal of arrangements for these services when the current public realm contract ends in March 2023. These pressures are linked to the increase in waste tonnages and the significant fall in income for recycling since the last contract was let in 2014.

iii) Brent's Pension Fund

10. London Borough of Brent has a high employer contribution rate into the Pension fund relative to its peers within local government. For the financial years 2020-21 – 2022-23, 35% of pensionable pay is required to be contributed to the Pension fund for employees of Brent Council. It is unlikely that this level of contribution will vary significantly in the foreseeable future.
11. In respect of the private sector, the legal minimum contribution that employers are required to make to a pension scheme is 3%. In the case of defined contribution schemes there is no requirement to contribute more than the legal minimum, however some employers choose to do so as part of their overall employee benefits.
12. Local Authority (Teckal¹) Companies can choose to introduce new defined contribution schemes for new starters with anticipated reduced costs over time. LAC employer pension contributions under such schemes are typically in the

¹ A "Teckal" company is the common name for a company which benefits from contracts for works, services or supply from its controlling Contracting Authority without having to go through a competitive tender process. Local authorities can undertake up to 20% trading with third parties outside of their 'Teckal' contract.

region of 5%. The LGPS can be a significant commercial disadvantage for LACs where they are set up for commercial reasons and need to compete with the private sector for market share.

iv) Depot availability

13. A review of depot provision across the RLS services has considered future depot requirements and how greater commercial value might be achieved by managing our existing depots in a more efficient way, and identifying new depot space that could be used to deliver services which are currently delivered by contractors from sites not owned by the Council. These sites could be used either by an in house service or offered as part of re-procurement to level the playing field to enable other organisations to bid for our services.
14. The return of the council-owned depot and yard at Unit 2 Marsh Road, Alperton, (the “Depot”) into Council hands in January 2020 provided an opportunity to undertake a range of invaluable Covid-19 related functions and has since continued to be a vital resource for the Council’s own operational usage. In summer 2020, a review was completed exploring ways to offset the ongoing costs of the Council’s use of the Depot arising from the loss of commercial rent and other site costs. As a result of the review, the Depot will be used indefinitely as the base to deliver the following property and environmental services related functions:
 - PPE storage and distribution
 - Document storage
 - Electoral Services – storage/transport of electoral papers/sacks/booths
 - Evidence and parking equipment storage
 - Shared Special Needs Transport bus parking/storage
 - General maintenance for parks, street furniture, public conveniences and cemeteries
 - Highways reactive repairs gang addressing defects arising from customer reports (20% of all highways repairs raised)
 - Sign fabrication and installation
 - Various ad hoc works including the provision of a traffic management function
 - Dealing with waste on private land
15. The council also owns depot and yard space at the adjacent Unit 4-7 Marsh Road, which is currently occupied by Veolia for the delivery of the public realm contract, together with a number of satellite depots in our parks used to deliver street cleansing and grounds maintenance services. These sites are all being retained indefinitely for environmental services delivery.
16. The depot review confirmed that the Depot and the satellite park depots would be sufficient to accommodate an in house highways reactive maintenance

service and a grounds maintenance service, should an insourced model be selected for these services.

17. There are further depot facilities in our cemeteries which helped enable the decision to vary the existing Public Realm contract to bring in house the grave digging and cemeteries grounds maintenance function in December 2020.
18. There remains no viable depot facility in the borough to accommodate arboricultural services, be that through an insourced or outsourced model.

v) RLS service improvement priorities and the future vision for the Environmental Services Directorate

19. A review of existing environmental services provision has been undertaken as part of the RLS programme in order to identify areas for service improvement. The key findings from this review in relation to the Council's existing contracts were:
 - The current environmental services contracts within the scope of the RLS programme are generally considered to perform satisfactorily
 - Broader contracts have tended to lose focus/underperform in lower value areas (e.g. burials, grounds maintenance, reactive highways maintenance)
 - There are occasions when our contractors could act more responsively to address issues and problems in the public realm
 - There tends to be a lack of innovation and creativity from contractors
 - There is generally a lack of a shared ethos with contractors
 - There is potential to achieve greater Social Value outcomes via the Council's Social and Ethical Procurement Policy adopted in May 2020
20. The key findings from the review in relation to our internal 'client' services responsible for managing services in scope of RLS were:
 - Services are predominantly reactive, expending significant resources on the resolution of issues and problems, with a lack of resource to focus on service development
 - There is potential to make better use of digital technology and data, including automating and streamlining internal processes, sharing and analysing real time data and improving the customer interface
 - There is need for a more strategic focus on identifying and realising commercial opportunities
 - There is scope for further integration of enforcement services and to deliver this more consistently across the whole public realm, for instance in parks

- There is a marked lack of resource for contract management and area based monitoring and inspection
 - The current organisational structure is now too stretched and may hamper rather than facilitate service delivery, relying too much on the high input and commitment of individuals
21. In respect of the last two points, the move to a 'lean client' over the past decade was in part a deliberate strategy to test self-monitoring approaches within our contracts and to reduce costs throughout the 'austerity' period. While it had been hoped that the impact of the £2.5m staffing reductions since 2017 could be mitigated, for instance, through restructuring and a centralisation of functions, it has not been possible to fully mitigate this impact and a more sustainable staffing structure is now considered desirable.
22. To inform our future approach to client side management, officers have benchmarked our client functions against other London Boroughs. Examples where this benchmarking has shown significant gaps are listed below.
- Brent has one Arboricultural Officer for our Arboricultural Services contract compared to the London average of 3.7 officers. Tree surveying is currently outsourced to the tree maintenance contractor who raises and carries out its own work orders. Undertaking inspections and raising works orders ourselves would achieve better value for our tree maintenance budget.
 - Brent currently has 3 dedicated highways inspectors and utilises a reactive maintenance engineer to provide cover for leave, sickness etc. In comparison, Haringey (a similar borough) has 5 inspectors, including a team leader. With "Well Maintained Highways" specifying a review for road hierarchy, inspection risk and frequency, the number of planned inspections will increase. To ensure we can continue to efficiently deliver planned inspections (the first line of defence for insurance claims) and to provide timely reactive inspections (generated from customers including members and are considered high profile), it is essential we have increased resources in this area.
23. The RLS service reviews helped to identify the following overarching improvement priorities for future service provision which we would aim to deliver, as far as possible within the available budget, under whichever delivery model is selected:
- Improved contract management and monitoring for contracted services
 - An intelligence-led approach to the deployment of resources
 - Greater responsiveness to addressing issues and problems in the public realm
 - Better digital customer interface with real-time information and issue reporting
 - Additional capacity for continuous service improvement and innovation

- Focusing specialist officers where they can add the greatest value, with more triaging between generalist and specialist roles
 - Deliver better Social Value outcomes via the Council's Social and Ethical Procurement Policy (strategic themes and examples included below):
 - Strong Foundations – number of community engagements / events delivered to improve outcomes in the community
 - Every Opportunity to Succeed – number of local jobs created, including focus on disadvantaged groups
 - A Future Built for Everyone, An Economy Fit for All – number of SMEs and third sector organisations that benefit from the procurement exercise
 - A Cleaner, More Considerate Brent – strive for carbon neutrality by 2030 and enhance nature and biodiversity
 - A Borough Where We Can All Feel Safe, Secure, Happy and Healthy – support charities who encourage and enable increased physical and mental wellbeing
24. In support of these overarching service improvement priorities, a vision has emerged for how the Environmental Services Directorate as a whole could achieve greater integration and efficiencies aligned to the RLS objectives through a reorganisation along the following dimensions:
- A neighbourhood approach to managing local issues to meet the needs of local areas, and to achieve greater integration, flexibility and control of services – comprising area monitoring, engagement, education, enforcement, regulation, contract management and day to day small scale operations/repairs (e.g. potholes, park/street furniture defects, signage etc.).
 - A borough-wide approach to managing our strategic assets and infrastructure to ensure investment is spent well. This relates to- waste infrastructure and collections; highways schemes, planned maintenance and specialist services; street lighting; and, arboricultural services.
 - An integrated back office supporting the delivery of both the neighbourhood and strategic asset management approaches. The vision for the integrated back office is to create a digitally and data-led, streamlined, customer focused system which supports integrated working across all services, across the wider council and provides seamless information flows with the community and our partners.

vi) Key service synergies and interdependencies

25. The RLS programme covers a broad range of services which all connect with each other in a myriad of ways. However, when considering which of these interdependencies are sufficiently significant to warrant full alignment and integration within a specific delivery model, there is one key “co-dependency”

which relates to waste collections, street cleansing and winter maintenance functions. Combining these functions provides economies of scale, operational efficiency and value for money for the following reasons:

- Street cleansing can be scheduled to follow waste collections
 - Flexible resource for fast response to litter bin emptying, fly-tip removal and emergencies
 - Greater resilience to the impact of sharp reductions in driver availability and the ability to respond to surges in demand for staff
 - Improved waste handling/landfill diversion rates
 - Improved response to exceptional circumstances like snow, pandemic, extraordinary events
 - Winter gritting can be shared across HGV drivers and streets' operatives
26. Other service functions that will require a very close 'partnership' arrangement, but without the necessity of full alignment, are:
- Cleansing across streets and parks
 - Grounds maintenance in parks, at roadside verges and in cemeteries
 - The control of anti-social behaviour and environmental enforcement
 - Parking management and our work to manage and improve our highways and transportation

vii) Generalist versus specialist roles

27. Consideration has been given to the choice of whether to adopt a multi-tasked or dedicated workforce. In most cases, it is considered that the principle of 'division of labour' works best for environmental services. The division of labour leads to higher productivity and lower costs. However, in certain cases, it can make sense to use generic, multi-tasked roles.

viii) Experience and learning from the Covid-19 pandemic

28. Officers carried out an assessment of the implications of the Covid-19 pandemic for our future commissioning strategy for these services. It was concluded that there is no significant change to the fundamental service related considerations involved in decisions over whether to insource or outsource RLS services linked to the pandemic outlook. However, the following factors have been noted:
- During lockdown, our contractors have maintained good to adequate capacity, have largely performed to customary standards, have been very adaptable to new demands and requests, and have been reasonable with their contract pricing

- We do not have any evidence to suggest that tender prices will be any higher due to the pandemic and expect that competition will keep pricing keen
- A strong case remains to insource functions where we believe the Council can achieve higher quality services, for instance with the reactive highways maintenance, grounds maintenance and cemeteries functions
- There may be potential for in-out lockdowns and further waves to create a distraction and a drain on internal capacity, and costs may be better controlled in these circumstances through an outsourced approach.

ix) Service Options appraisals

29. Options appraisals have been undertaken for the following services, which are each summarised in Appendix 5.
 - i) Highways Services
 - ii) Grounds Maintenance
 - iii) Street Cleansing
 - iv) Arboricultural Services
 - v) Parking Services
 - vi) Street Lighting
 - vii) Waste and recycling collections and reprocessing
30. These appraisals considered the following delivery models for each service:
 - Outsourcing through either contract extension (if applicable) or retendering
 - Direct insourced provision
 - Insourcing via a Local Authority Company
 - Partial insourcing
31. Direct insourcing and insourcing via a Local Authority Company costings were based on estimates for the following:
 - Direct costs of service provision (recurring revenue costs)
 - Necessary increases for central overheads – ranging from 2% to 10% per employee
 - The costing of risks - 15% general contingency
 - One off mobilisation costs
 - Capital costs for premises, fleet and equipment
32. The costs for retendering options have been based on our best intelligence for current market prices.

33. A summary of the cost of the options considered for each of these services is included in section 8 of Appendix 5.

APPENDIX 5: SUMMARY OF RLS SERVICE OPTION APPRAISALS

1. HIGHWAYS SERVICES

- 1.1 Brent has used the London Highways Alliance Contract (LoHAC 1) for all its civil and specialist works services with the contract delivered by Conway Aecom and originally due to end at 31 March 2021.
- 1.2 Whilst the scheme works, planned maintenance and specialist elements of the contract (i.e. structures and drainage) performed well, Conway Aecom consistently struggled to effectively resource the reactive repairs element of the contract, resulting in a backlog of late repairs generating avoidable follow up complaints from stakeholders and additional work to monitor and audit performance. The poor performance of the reactive element of this contract was one of the key drivers behind the identification of the RLS priority to seek greater control and flexibility for our services in future.
- 1.3 In addition to poor contractor performance on reactive maintenance, current budget provision means that annually, approximately 65% of medium priority defects are not ordered for repair.
- 1.4 In late 2019, the council explored options for recommissioning our highways services, including the viability of the use of the Unit 2, Marsh Road Depot in Alperton. It was confirmed that the site was highly suitable for the delivery of in house highways reactive maintenance and gulley cleansing, with potential for additional public realm maintenance to be delivered from the site such as street furniture and signage, but less so for the delivery of highways schemes, planned maintenance or specialist services. Furthermore, it was concluded that other than reactive highways maintenance, all other highways services would be best outsourced due to the level of specialism and the intermittent nature of these works.
- 1.5 In early 2020, a preferred commissioning strategy for highways services was developed comprising the following elements:
 - i) Fully in source the highways reactive maintenance service, to be based at the Council-owned depot and yard at Unit 2, Marsh Road, Alperton ("the Depot"), from April 2022.
 - ii) In parallel, re-procure highways scheme works, planned maintenance and specialist services via a new seven year framework contract, to go live in April 2022, including provision for ad hoc reactive maintenance services to be drawn down from this framework at times when the in house service is operating at capacity. (An extensive reactive maintenance service would be drawn down for the financial year 2022-23, while the in house service is in development).

- iii) Develop interim procurement arrangements for all highways services from April 2021 until end March 2022.
- 1.6 The uncertainty caused by Covid-19 in spring 2020, however, in relation to both delivery and affordability risk, led to alternative interim arrangements being put in place until 31 March 2023. Whilst the preferred commissioning strategy in para 1.5 above was considered to best meet the priorities and objectives set for the RLS programme at that time, affordability had become the key factor.
- 1.7 As a result of the uncertainty created by Covid, the existing LoHAC 1 contract was extended by two years until 31 March 2023, involving a variation to the current contract and novation from Conway Aecom to FM Conway (as the former company is being wound down). In parallel, the Council will test a small scale in house highways reactive maintenance service, based at the Depot. This team will focus on remedying highways defects generated by customer reports. These defects tend to be the most contentious and cause the most correspondence, complaints and therefore reputational harm. The repairs would include minor potholes and footway defects such as raised and cracked slabs causing slip/trip hazards, and dislodged kerbs, posts and bollards. Defects identified through scheduled inspections will remain allocated to FM Conway.
- 1.8 There are three potential commissioning options for consideration for 1 April 2023. Decision on these options will need to be made by January 2022 to allow sufficient time for both evaluation of the in house trial and implementation of the new arrangements by 1st April 2023:
- i) Continue the small scale in house reactive maintenance service and re-procure the rest of reactive maintenance, scheme works, planned maintenance and specialist services via a seven year Brent-led framework contract from 1 April 2023 until 31st March 2030.
 - ii) Bring highways reactive maintenance fully in house and re-procure highways scheme works, planned maintenance and specialist services via a seven year Brent-led framework contract from 1 April 2023 until 31st March 2030.
 - iii) Outsource all highways services via a seven year Brent-led framework contract from 1 April 2023 until 31st March 2030.
- 1.9 The cost of insourcing the full highways reactive maintenance function has been revisited as part of the preparation of this report. Fully insourcing the highways reactive maintenance service is estimated to carry a potential additional cost rising to £0.59m per annum from 2024/25, compared to an additional cost of retendering of circa £0.1m per annum. By comparison, insourcing via a local authority company would cost an additional £0.35m from 2024/25.
- 1.10 The principal factors behind the additional cost of insourcing are the ability of contractors to achieve efficiencies and economies of scale across a range of

contracts, higher productivity linked to longer working hours and the cost of local government pensions. The capital requirement for full insourcing is £0.6m.

2. GROUNDS MAINTENANCE

- 2.1 Grounds maintenance is currently included in the Public Realm contract and covers Brent's parks, housing estates and highways grass verges. The estimated cost of GM provision within the total Public Realm contract is £2.6m per annum, with £400k of this funded from the Housing Revenue account for grounds maintenance on housing estates.

Category	No. of sites	Approximate area
Parks and Open Spaces	114	458.28 ha (hectares)
Sports Pitches	108	n/a
Playgrounds and MUGAs	55	n/a
Allotments	21	13.8 ha (hectares)
Shrub Sites (outside Parks)	229	33,862m ²
Grass Verges	353	306,825m ²
Brent Housing Estates	273	TBC

- 2.2 There are 6 depots located in borough parks, with the first 3 listed below currently utilised to deliver grounds maintenance services:

- Gladstone Park
- Roundwood Park
- Vale Farm
- King Edwards VII Park
- Roe Green
- Northwick Park

- 2.3 Veolia currently operate separate teams for parks, housing and verges as follows:

- Housing: 2x Team Leader, 10x Operatives, with operations split between North and South of the borough.
- Parks: 5x Team Leader, 27x Operatives, 6x Wardens, with operations split between North and South of the borough.
- Verges: 1x Team Leader, 2x Operatives, operating across the whole borough.

- 2.4 In early 2021, Brent commissioned an independent consultant to estimate the cost of insourcing the grounds maintenance function on both the “as is” Veolia model and an alternative model that could be integrated with Brent’s neighbourhood management approach.
- 2.5 Option B was considered preferable were the Council to insource this function; each neighbourhood would have its own set of resources to deliver grounds maintenance. The approach is based on ownership, recognition and accountability and the staff resources allocated for each area would be empowered to deliver the service to meet the requirements of each given neighbourhood. Each neighbourhood may have different aspirations so having in house neighbourhood teams allows the work schedules to be changed to suit such local needs and to best use the resources that have been allocated. This approach, when managed and developed correctly, usually results in higher standards and higher levels of customer satisfaction.
- 2.6 It was estimated to cost an additional £1.23m to directly insource the grounds maintenance function on a neighbourhood model. For comparison, the cost for insourcing via a Local Authority Company was estimated at an additional £0.65m.
- 2.7 Depreciation for vehicles has been included in the revenue cost and therefore capital is not an additional cost. For cash-flow purposes the capital required for fleet is £2.6m. An additional £0.5m would be required for depot refurbishment and £0.2m for one off mobilisation costs.

	Veolia (as-is)	LBB In-Sourced (as is) Option A		LBB In-Sourced (Neighbourhoods) Option B	
		35% Pension	5% Pension	35% Pension	5% Pension
Costs	£ '000s	£ '000s	£ '000s	£ '000s	£ '000s
Staffing Costs	1,905	2,489	1,971	2,440	1,933
Vehicles	490	490	490	575	575
Materials and Equipment	102	102	102	113	113
Depot Costs	15	15	15	15	15
Other	33	33	33	33	33
Central Overheads	41	132	132	142	142
General Contingency	-	489	411	498	421
Revenue Costs Total	2,586	3,750	3,154	3,814	3,231

3. STREET CLEANSING

- 3.1 An assessment of the cost of insourcing the street cleansing service was undertaken by APSE in early 2021. The current costs of the service were found

to be high in comparison to APSE national indicators, however, it was recognised that the service needs of local authorities can vary in relation to their size and demographical characteristics coupled to the needs and aspirations of the public and the Council. A benchmarking study undertaken across London boroughs in 2009, the findings of which are still considered valid, on the extent to which boroughs are 'easy to serve', placed Brent in the 'hard to serve' category (i.e. facing greater demands than boroughs in the other categories of 'median to serve' and 'easy to serve').

- 3.2 APSE considered that bringing the services in-house would allow the Council to manage its services in a more strategic manner and have a greater degree of control and flexibility in the manner they are provided. This would assist the council in developing and enhancing its corporate planning process and provide a public ethos in service delivery.
- 3.3 A financial assessment was undertaken with a direct comparison between the current contract costs and the operating costs of an in-house service. The level of resources (manpower vehicles etc.) currently utilised by the contractor was analysed and replicated to create a "shadow budget" to enable the Council to consider the financial implications of bringing the service in-house. This shadow budget was formulated by APSE representatives in liaison with Council's accountancy section and Council officers managing the service.
- 3.4 The financial modelling undertaken as part of APSE's review concluded that there would be a significant additional cost to bringing the service in house. The estimated current annual cost of the contractor is £7.17m which when compared to the projected estimated costs of £9.76m for an in-house service based on a 35% pension contribution represents a financial gap of £2.58m. The financial gap would be reduced to £1.13m when based on the 5% pension contribution option of a LAC.
- 3.5 APSE considered there to be significant scope for the Council to strengthen its 3E's strategy (education, engagement, enforcement) and to be more proactive in developing civic pride and caring for the environment. This could lead to a cleaner environment and therefore place less demands on the service.

4. ARBORICULTURAL SERVICES

- 4.1 The objectives of the Arboricultural Service are to:
 - Provide well-maintained trees that are appropriate for their setting, which improve the public realm, and contribute positively to local biodiversity and air quality
 - Remove and replace trees at high risk of causing insurance claims
 - Maintain at least the current number of street trees
 - Meet a high level of legislative requirements: Safety of operatives and the public

- COSSH, Environmental Protection Act 1990
- 4.2 The service is responsible for the maintenance of approximately 20,000 street trees, 12,000 Parks trees and 5,000 Housing trees. Maintenance includes pruning, pollarding, ground works, removal and planting. The current contract commenced in April 2018 and will end in March 2023 with a possible 2-year extension to 31 March 2025.
- 4.3 Contract spend is £571k per annum for street trees, and around £160k per annum for Housing and £40k per annum for Parks. Unit costs are dependent on type of work and size of tree. The contract contains a detailed schedule of rates covering the whole contract period, with no requirement for any inflationary price increases.
- 4.4 The following options were considered:
- Option 1: In-source the arboriculture service
- Option 2: Extend the current Arboricultural Services contract for two years and insource the tree surveying and data management function from April 2023
- Option 3: Reprocure the arboriculture service
- 4.5 Direct provision of tree maintenance services would require a depot facility with at least an acre for plant and vehicle storage, mess facilities, tree waste storage and good access for a large articulated lorry. There would potentially be issues regarding the impact of noise from the depot on nearby residents or businesses. It has not been possible to identify suitable space for such a depot on council owned land. Annual rental of a suitable site were a site be found would likely cost in the region of £130k to £175k p.a., or a purchase price in the region of £1.1M. This, together with the disadvantages and risks associated with insourcing below, has led to the insourcing option being considered unfavourable.
- The Council has no experience in the direct delivery of arboricultural services and there is no successful in-house service at any other London borough to provide relevant experience to draw on
 - The recruitment of a fixed permanent workforce would not facilitate flexibility for variations in demand, particularly during the winter months when the service is busiest
 - The Council is less likely to attract and retain qualified staff members with only a single-borough localised service, and would not be able to offer the same productivity incentives
 - Significantly greater costs would be incurred through this approach (£469k more per annum, comprising direct costs, central overheads and 15%

general contingency), with an additional £100k in mobilisation costs and £810k for investment in the depot, several new specialist vehicles and plant

- A well-functioning arboricultural service could not be guaranteed to be risk-free with this option, which could directly impact on the functions of the Housing and Parks services in addition to the street trees service
- Bringing services in-house is a complex transfer of undertaking with the potential for unexpected costs and a substantive transition period
- Only one London borough provides arboricultural services through an in-house DSO; it is reported that the borough has a significant backlog of work, with contractors brought in to clear this. Following an incident a service review is now taking place

4.6 Option 2 - extend the current maintenance contract for two years and insource the tree surveying and data management function from April 2023 - is the recommended commissioning solution for the following reasons:

- Until March 2025 the Council can expect the delivery of arboricultural services by a highly experienced company with a proven track record in Brent
- The current contractor has already made the necessary investment in vehicles, plant and depot facilities
- The contractor can draw from a wide pool of qualified technical staff, and attracts & retains staff by providing performance incentives
- The contractor has arrangements in place to deploy additional staff during the winter months
- Key costs are shared by the provider across several contracts, which makes it the least expensive option in the short-term due to economies of scale.
- There will be no immediate need to mobilise a new provider
- The cost of the contract would not be subject to an inflationary price increase until April 2025
- There will be an opportunity to review and amend the terms of the contract based on lessons learned
- Extending the contract would provide an opportunity to in-source the tree surveying function and associated database from April 2023, to provide the Council with greater control of the service, facilitating better planning and completion of works and achieving better value for money for our maintenance budget
- Staff time required to maintain the database would be covered from existing resources, and/or as an element of the TUPE transfer to the Council of the existing surveyor post. Option 2b is estimated to cost an additional £25-30k per annum, comprising £20k in staff costs and circa £5k - 10k in database license costs, with £20K capital required to purchase the tree database

- 4.7 Option 3, going to immediate re-procurement of the service through an external contractor is not recommended, as:
- Performance standards of the current contractor remain high
 - Avoidable costs would be incurred in tendering out the contract early during 2022/23
 - Going to the market for April 2023 would be highly unlikely to lead to the appointment of a better performing contractor or a reduction in the cost of the contract
 - The cost of the new contract in the first two years would increase by an estimated £154k to reflect inflation from 2018 to 2023
- 4.8 Officers considered the potential to merge arboriculture and grounds maintenance functions, either through insourced provision or through an outsourced arrangement. Tree maintenance services are highly specialist, however, and arboriculture and grounds maintenance functions tend to be kept separate when delivered in house, while even specialist green services companies who provide both services tend to have separate grounds and arboricultural divisions.

5. PARKING SERVICES

- 5.1 An independent parking specialist was commissioned to undertake an in depth parking enforcement option appraisal. This considered the impact and practicalities of bringing some or all of these services in house at the end of the current contract period and potential synergies with other Council services.
- 5.2 The appraisal concluded that, while from an operational perspective there is nothing that the current contractor does that the Council could not do for itself, there are significant financial considerations attached to such a move. Those financial considerations were broken down across three key areas:
- Mobilisation – the one-off cost associated with the inbound transfer
 - Annual Running Costs – additional costs driven in the main by higher staff salaries
 - At-Risk Costs – additional costs driven in the main by the risk of reduced operational performance of the service
- 5.3 The costs of full insourcing were presented in a Low, Medium, High scenarios model, based on a drop in operational performance of 8%, 16% and 24% respectively. These were summed as 5-year totals which would represent the minimum period the service would likely remain in-house were the Council to subsequently decide to outsource the service again.

- 5.4 The Medium scenario estimated an additional cost of £3.7m per year, as well as an upfront mobilisation cost of £0.42m. The Council was advised to consider the Medium case as the most likely to occur, with variance towards the High case scenario more likely than variance towards the Low case scenario. If the High cost scenario were to materialise the additional cost would increase to £4.2m per annum.
- 5.5 The opportunity for synergies across other Environmental Enforcement functions highlighted a number of significant risks to a merger with other enforcement functions. While the notion of a single joint enforcement team is attractive, we were advised that no other local authority appears to have adopted this approach and that a business case would not be favourable for the following reasons:
- The services act under different legislation and have very separate considerations that need to be taken into account when carrying out enforcement action, which require different workflows and systems which would not be easy to integrate either in the back office or out in the field
 - The legal requirement for the Civil Enforcement Officers' (CEO) uniform to carry clear identification
 - The significant financial impact of diluting focus of enforcement officers on operational performance such as issuance of Penalty Charge Notices
 - The difference in grading of CEOs (Scale 4) compared to Environmental Enforcement officers (SO1), representing a £9k difference per annum per officer. Any move to instigate joint working or a single multi-skilled workforce was considered likely to cause an upward revision of the CEO salary and supervisory roles above them, exposing the Council to a new risk of up to £1m per year in additional salary costs
- 5.6 Options for partial in-sourcing were also examined. Each service function was considered to understand if there was any financial or strategic advantage to in-sourcing. In most instances, no such benefit could be identified. The exception was the Pre-Notice to Owner (NTO) Correspondence work-stream. Serco currently provides this service to the Council with two staff based at its depot in Park Royal.
- 5.7 The individuals could be incorporated back into the larger Parking back-office Notice Processing Team. The addition of these two individuals would be absorbed within the structure without any need to change either structure or management capacity. The additional cost of taking this specific service back into the Council is estimated at £32k per year. This variance is made up of direct employee costs driven by the Council's higher cost of employment and benefits. No additional, indirect corporate overheads would be charged for these two posts given the low anticipated impact on corporate resources.

- 5.8 Although this option is a net cost, it does present some benefits for that cost. While there is nothing in legislation that prevents the outsourcing of this work-stream, there has historically been discomfort in some quarters that doing so results in a situation where the contractor is in effect "marking its own homework" as it is issuing the PCNs and then answering the challenges to those same PCNs. Moving this service back In-House could provide:
- Greater transparency on the activities of the contractor
 - More control on how policy is applied to the cancellation of PCNs
 - Improved quality of Pre-NTO correspondence
 - Greater consistency between Pre and Post NTO communications with customers
 - Greater flexibility across the wider PCN correspondence team to deal with surges in workload
- 5.9 The recommendation for parking services is therefore to insource the informal parking appeals team and re-procure all other parking services for 1st April 2023. All Serco employees on the Brent contract are paid the London Living Wage, with Civil Enforcement Officers paid an annual salary of £24k.

6. STREET LIGHTING

- 6.1 Brent currently uses FM Conway (FMC) for the core maintenance service. An officer-led options appraisal has been completed which recommends that these services stay outsourced, either through a two year contract extension from 1 April 2023 to 31 March 2025 or through a re-procurement exercise, following appraisal of the current contractor's performance later this year. A decision on whether to extend or re-procure would need to be made by December 2021.
- 6.2 Of the projected £1.1m lighting maintenance budget, the core maintenance contract represents about £800k of activity. The balance of the budget (£300k) is used for specific major investments required by new developments or immediate safety pressures. For the purpose of this assessment, the cost comparison between the two main options has focused on the core contract, valued currently at £800k. It is assumed that the remaining budget of £300k would not be impacted significantly whether the core contract was outsourced or provided by an in-house team.
- 6.3 Over a four year contract period, the additional cost of in-house street lighting maintenance provision via a DSO is estimated to amount to £1.057m revenue and £365k capital. The additional costs would be:
- £208k per annum on a recurring basis;
 - £365k upfront capital investment in the year 2022/23; and
 - £225k revenue mobilisation costs in the first year.

- 6.4 While the Council would have direct control over operations, it has no experience of delivering lighting maintenance, and there is no comparable in-house service at other London boroughs to provide relevant experience to draw on. The recruitment of a fixed permanent workforce would not facilitate flexibility for variations in demand. The Council are less likely to attract and retain qualified staff members with only a single-borough localised service, and would not be able to offer the same productivity incentives.
- 6.5 The Council would have greater budgetary flexibility, but significantly greater costs would be incurred through this approach, including the need for additional investment in the depot, several new specialist vehicles and electrical plant.
- 6.6 A well-functioning lighting maintenance service could not be guaranteed to be risk-free with this option, which could directly impact on the functions of the Highways and Infrastructure Team, particularly risks to road safety and the effective management of the public highway.
- 6.7 Bringing services in-house is complex transfer of undertaking with the potential for unexpected costs and a substantive transition period.
- 6.8 The benefits of these services remaining outsourced are:
- The Council can expect the delivery of lighting maintenance with an experienced company with a proven track record
 - Contractors operating in this field have already made the necessary investment in vehicles, plant and depot facilities
 - A specialist organisation can draw from a wider pool of qualified technical staff, and attract & retain staff by providing performance incentives
 - Any costs can be shared by the provider across several contracts, which makes it the least expensive option due to economies of scale
 - By re-procuring all street lighting services, there will be no need for a long mobilisation period
 - There will be an opportunity to review and amend the terms of the contract based on lessons learned
 - Some financial and operational risks are borne by the contractor rather than by the Council. The Council can use robust contract management to ensure that services are delivered as specified

7. WASTE AND RECYCLING COLLECTIONS AND REPROCESSING

- 7.1 During financial year 2020-21, West London Waste carried out an options appraisal for Brent's waste and recycling services which assessed the following delivery models:

- Direct insourcing
- Insourcing via a local authority company (Local Authority Company)
- Re-procuring

Review of service delivery model options

- 7.2 The cost of the waste collection elements of the current Public Ream contract combined with the waste disposal costs – i.e. the whole system waste cost to Brent - is estimated at £20m. The table overleaf shows the total cost of three competing service delivery models (our recommissioning options), with general contingency at 15% added for the insourcing options 2 and 3. Options 2 and 3 would also attract upfront mobilisation costs of £0.5m.

Option	Impact	Pros	Cons	Total Cost
1.Retendering	<ul style="list-style-type: none"> • Generate competition in the market to ensure optimised solution and high levels of innovation • Create a flexible contract to partner with the Borough through the changes following the Environment Bill in 2023 	<ul style="list-style-type: none"> • Balanced risk transfer ie. operational risk • Central overhead efficiency • Ongoing efficiency drive • Competition 	<ul style="list-style-type: none"> • Lack of control • No transparency in ops/costs • High initial innovation • Low in contract innovation • Contract mobilisation and delivery in line with bid quality 	£21.5m
2.Insourcing (LATCO)	<ul style="list-style-type: none"> • This is likely to marginally increase the cost compared to private sector due to the increase in pension costs and a potential increase in overhead. 	<ul style="list-style-type: none"> • Control • New service/ potential for ongoing change 	<ul style="list-style-type: none"> • All Risk sits with the Borough. • Longer term contract potentially stifles innovation/change. • Cost depending on terms of employment. • Additional management resource • Company overhead 	£23.5m
3.Insourcing Direct	<ul style="list-style-type: none"> • Full control of the services however at an increased cost due to the pension contributions and overhead costs. 	Control	<ul style="list-style-type: none"> • All risk sits with the Borough. • Long-term softening of efficiency • Cost • Delivery experience 	£24m


8. SUMMARY COSTS OF DELIVERY MODEL OPTIONS FOR EACH SERVICE

The table below compares the costs of retendering, insourcing and establishing a local authority company for each service. Rows 9 to 14 show a breakdown of the additional costs of insourcing, whilst rows 15 to 21 show a further breakdown of row 12 costs.

Service	Retendering £000	Insourcing £000	Latco £000	Insourcing variance against Retendering £000	Latco variance against Retendering £000
1. Street cleansing	7,176	9,758	8,306	2,582	1,130
2. Grounds maintenance	2,586	3,814	3,231	1,228	645
3. Waste (total waste costs including disposal)	21,460	23,936	23,552	2,476	2,093
4. Highways (reactive maintenance only)	827	1,452	1,215	625	388
5. Arboricultural services	771	1,240	1,101	469	330
6. Street lighting maintenance	800	1,008	912	208	112
7. Parking	6,265	9,933	8,975	3,668	2,710
8. Winter maintenance	385	443	443	58	58
Total	40,270	51,584	47,736	11,314	7,466
9. o/w Contingency				5,276	4,807
10. o/w Reduced PCN Income				944	944
11. o/w Additional Pension Costs				3,734	
12. o/w Additional Productivity and Brent Council Pay Scales				1,170	1,170
13. o/w Additional Overheads					359
14. Other				189	185

Breakdown of Additional Productivity an Brent Council Pay Scales				
15. Street Cleansing - additional labour costs to reflect reduction in hours from 40 to 36				350
16. Street Cleansing - application of Pension costs to Overtime and Bonus				133
17. Street Cleansing - training costs and higher pay scales				74
18. Street Cleansing Total				557
19. Parking - additional staff through insourcing service and higher pay costs				370
20. Waste				189
21. Other (Arboriculture, Grounds Maintenance and Street Lighting)				55
Total				1,170

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	Resources and Public Realm Scrutiny Committee 13 July 2021
	Report from Assiant Chief Executive
Resources and Public Realm Scrutiny Committee Work Plan 2021-2022	

Wards Affected:	All
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	N/A
No. of Appendices:	One: Appendix 1 – The Resources and Public Realm Scrutiny Committee Work Plan 2021-2022
Background Papers:	N/A
Contact Officers:	Lorna Hughes Head of Strategy and Partnerships lorna.hughes@brent.gov.uk

1.0 Summary

- 1.1 This report presents the Resources and Public Realm Scrutiny Committee Work Plan for 2021/22.

2.0 Recommendations

- 2.1 That the Resources and Public Realm Scrutiny Committee Work Plan (set out in Appendix 1) be agreed.

3.0 Background

- 3.1 The Brent Council scrutiny committees are required by Brent Council's constitution to produce an annual work programme, which is agreed by Full Council. The work programme sets out the issues that the scrutiny committees will consider during the year, including any in-depth scrutiny inquiries (or scrutiny task groups). The Resources and Public Realm Scrutiny Committee Work Plan is set out in Appendix 1.

- 3.2 Brent Council has two overview and scrutiny committees - the Community and Wellbeing Scrutiny Committee and the Resources and Public Realm Scrutiny Committee.
- 3.3. The remit of the scrutiny committees are set out in the Council Constitution under the Terms of Reference for Scrutiny committees. The remit of the Resources and Public Realm Scrutiny Committee is:
'corporate policy, partnerships and resources; budget; customer services; commercial services; planning policy; environmental policy; public realm; employment and skills; it; recycling; regeneration; transport and highways; community safety; property; emergency planning and business continuity.'
- 3.4. The committee is also the council's statutory Crime and Disorder Committee and as such may review or scrutinise decisions made, or other action taken, by the Safer Brent Partnership¹.
- 3.5. The scrutiny committees ordinarily meet six times a year throughout the year. The number of topics identified were therefore limited to the number that can usefully be considered within the committee meeting time available across the year.
- 3.6. The work plan for each committee is considered and agreed by the respective committees and also agreed by Full Council, as the annual scrutiny work programme 2021-2022, in accordance with the Brent Council Constitution².

4.0 Financial Implications

- 4.1 There are no direct financial implications from this report. The procedure for scrutinising the council's budget is set out in the constitution.

5.0 Legal Implications

- 5.1 Legal implications are addressed in the body of the report.

6.0 Equalities Implications

- 6.1 There are no equalities implications arising from this report.

7.0 Consultation with Ward Members and Stakeholders

- 7.1 Members of the scrutiny committees have been involved.

¹ The committee is the "crime and disorder committee" for the purposes of section 19 of the Police and Justice Act 2006.

² The Brent Council Constitution - Table 6 *List of Functions That May Only Be Exercised by Full Council* <http://democracy.brent.gov.uk/ieListDocuments.aspx?CId=584&MId=5976&Ver=4>

Report sign off:

Shazia Hussain
Assistant Chief Executive

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Resources & Public Realm Scrutiny Committee Work Plan 2021-2022

Tuesday 13 July 2021

Agenda item	Cabinet Member/s	Strategic Director/s	External Participants
Redesigning Local Services (substantive item) To consider the process undertaken to determine the preferred delivery models that are currently out for statutory Best Value consultation.	Cllr Krupa Sheth - Cabinet Member for Environment	Alan Lunt - Strategic Director Regeneration & Environment	
CCTV in Brent (substantive item) To consider CCTV deployment in Brent and how the council determines where CCTV cameras are placed based on priorities and demand.	Cllr Promise Knight – Cabinet Member for Community Safety and Engagement	Alan Lunt - Strategic Director Regeneration & Environment	
Resources and Public Realm Scrutiny Committee annual work plan To agree the annual work plan for the committee.	Cllr Margaret McLennan - Resources and Deputy Leader of the Council	Shazia Hussain, ACE	

Tuesday 14 September 2021

Agenda item	Cabinet Member/s	Strategic Director/s	External Participants
Housing Zone Regeneration in Brent (substantive item) To consider progress with achieving the objectives for the two housing zones in Brent, meeting our obligations to the GLA as partial funders. To receive a contextual update on other regeneration schemes.	Cllr Shama Tatler - Cabinet Member for Regeneration, Property & Planning	Alan Lunt - Strategic Director Regeneration & Environment	
Brent Council Legal Services (substantive item) A report to introduce the committee to the legal service, including: <ul style="list-style-type: none"> • What the legal team does and how it works • Information including number of cases and challenges the service is involved with • How the service ensures the council is compliant with legislation and compliance with decision making processes – particularly in relation to the risk as outlined in risk register • The council's constitution and how legal services support this. 	Cllr Margaret McLennan - Resources and Deputy Leader of the Council	Debra Norman, Director of Legal, HR, Audit and Investigations	
The Safer Brent Partnership (substantive item) A review of the Safer Brent Partnership priorities, performance and Strategic Assessment.	Cllr Promise Knight – Cabinet Member for Community Safety and Engagement	Carolyn Downs - Chief Executive/ Chair of the Safer Brent Partnership Alan Lunt - Strategic Director Regeneration & Environment	Representatives of community organisations, Met Police
Budget Oversight Including: <ul style="list-style-type: none"> • Financial Outturn 2020/21 - this report will set out the outturn for income and expenditure versus the revenue budget for 2020/21. 	Cllr Margaret McLennan - Resources and Deputy Leader of the Council	Minesh Patel, Director of Finance	

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| <ul style="list-style-type: none">• Quarter 1 Financial Report 2021/22.• Medium Term Financial Outlook. | | | |
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Wednesday 10 November 2021

Agenda item	Cabinet Member/s	Strategic Director/s	External
Brent Council Finances (substantive item) To produce a report with a focus on the following specific areas: <ul style="list-style-type: none"> The council's pension scheme The council's income and income generation strategy 	Cllr Margaret McLennan - Resources and Deputy Leader of the Council	Minesh Patel – Director of Finance	
Climate and ecological emergency strategy (substantive item) To review the delivery so far of the CEES as against the year 1 delivery plan, and to contribute to planning of the year 2 delivery plan. Including a look at the planning policy and process and how it assists the delivery of CEES objectives	Cllr Margaret McLennan - Resources and Deputy Leader of the Council	Shazia Hussain - ACE	
Knife Crime Review Review of the implementation of the Knife Crime Scrutiny Report and recommendations	Cllr Promise Knight – Cabinet Member for Community Safety and Engagement	Alan Lunt - Strategic Director Regeneration & Environment	
Budget Oversight Including: <ul style="list-style-type: none"> Quarter 2 Financial Report 2021/22 	Cllr Margaret McLennan - Resources and Deputy Leader of the Council	Minesh Patel, Director of Finance	

Tuesday 18 January 2022

Agenda item	Cabinet Member/s	Strategic Director/s	External
<p>Covid19 recovery (substantive item)</p> <p>A report on how the council is supporting economic and community recovery. To include:</p> <ul style="list-style-type: none"> • The inclusive growth strategy and priority actions supporting inclusive recovery • High street recovery • Employment and jobs, and resident support schemes including employment and skills • Ethical debt policy • Ethical procurement 	<p>Cllr Margaret McLennan - Resources and Deputy Leader of the Council</p> <p>Cllr Shama Tatler - Cabinet Member for Regeneration, Property & Planning</p>	<p>Peter Gadsdon – Strategic Director Customer and Digital Services</p> <p>Alan Lunt - Strategic Director Regeneration & Environment</p>	<p>WLA, DWP</p>
<p>Budget Scrutiny (substantive item)</p> <p>To review Brent Council budget draft budget proposals and budget task group report.</p>	<p>Cllr Margaret McLennan - Resources and Deputy Leader of the Council</p>	<p>Minesh Patel, Director of Finance</p>	
<p>Violence Against Women Scrutiny Review</p> <p>To review of the implementation of the Violence Against Women Scrutiny Report and recommendations</p>	<p>Cllr Promise Knight – Cabinet Member for Community Safety and Engagement</p>	<p>Alan Lunt - Strategic Director Regeneration & Environment</p>	


Wednesday 9 February 2022

Agenda item	Cabinet Member/s	Strategic Director/s	External
Fire safety (substantive item) The Fire Safety Act 2021 and Building Safety Bill will introduce a new regulatory regime, which will have significant implications for the Building Control service and its relationship with the new 'Building Safety Regulator', particularly in respect of buildings over 6 storeys or 18 metres high. Report to consider the implications of the Bill and Brent's response to the implications for the Building Control service.	Cllr Shama Tatler - Cabinet Member for Regeneration, Property & Planning	Alan Lunt, Strategic Director Regeneration and Environment	
Communications and public engagement (substantive item) The new campaigns model, including current campaigns and ways of working, plus analysis of effectiveness of new model so far. To cover public engagement and consultation mechanisms as part of the report.	Cllr Margaret McLennan - Resources and Deputy Leader of the Council	Shazia Hussain - ACE	
Annual complaints report A review of statutory complaints.	Cllr Margaret McLennan - Resources and Deputy Leader of the Council	Shazia Hussain - ACE	

Wednesday 9 March 2022

Agenda item	Cabinet Member/s	Strategic Director/s	External
Workforce Strategy (substantive item) 6 month review of the new workforce strategy.	Cllr Margaret McLennan - Resources and Deputy Leader of the Council	Debra Norman, Director of Legal, HR, Audit and Investigations	
Budget Oversight Including: <ul style="list-style-type: none">Quarter 3 Financial Report 2021/22	Cllr Margaret McLennan - Resources and Deputy Leader of the Council	Minesh Patel, Director of Finance	

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	Resources and Public Realm Scrutiny Committee 13 July 2021
	Report from the Assistant Chief Executive
Establishment of Scrutiny Task Group on Budget Scrutiny	

Wards Affected:	All
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	None
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Michael Carr Senior Policy and Scrutiny Officer Tel: 020 8937 2855 michael.carr@brent.gov.uk

1.0 Purpose of the Report

- 1.1 The purpose of this report is for the committee to establish a scrutiny task group to consider the Cabinet's budget proposals for 2022/23.

2.0 Recommendation(s)

- 2.1 That a Budget Scrutiny Task Group be established with the members as confirmed at the meeting 13 July 2021.
- 2.2 The terms of reference for the task group will be:
1. To consider the Cabinet's budget proposals for 2022-2023
 2. Receive evidence from Cabinet Members, senior departmental officers and any other relevant stakeholders
 3. Agree a draft report to comment on the budget proposals for submission to the Resources and Public Realm Scrutiny Committee for ratification and submission to Cabinet.

3.0 Detail

- 3.1 The process for developing proposals for the budget and capital programme each year is outlined in the Brent Council Constitution, Part 2, Paragraph 19. This requires the Resources and Public Realm Scrutiny Committee to meet (on

more than one occasion if necessary) to consider a report from the Director of Finance setting out the financial position of the council, financial forecasts for the following year and the possible expenditure priorities of the executive and also a report on the draft budget proposals.

- 3.2 The committee may receive evidence from Cabinet Members, Council officers and other witnesses.
- 3.3 The committee should agree a report setting out its view of the budget priorities and any other issues it considers relevant. This report should then be submitted to each Cabinet Member and each Group Leader in order to inform budget proposal discussions and the Committee should submit a note or the report on its deliberations and comments on the proposals to the Cabinet.
- 3.4 It is envisaged that, at its meeting on 14 September 2021, the committee will receive a report from the Director of Finance on Financial Outturn 2020/21. This report will set out the outturn for income and expenditure versus the revenue budget for 2020/21. It is also envisaged that the Committee will receive the Q1 financial forecast report.
- 3.5 A report to Cabinet from the Director of Finance on the Draft Budget 2022/23 and medium term financial outlook is to be published in the Cabinet papers near the end of 2021. It is envisaged that these will also be considered.
- 3.6 The committee may decide to convene a budget scrutiny task group to review the budget proposals. The task group could be made up members of the committee and other non-executive members of the council.
- 3.7 This being the case, the comments and any draft recommendations from the task group are expected to be considered and agreed by the Resources and Public Realm Scrutiny Committee on Tuesday 18 January 2022. A report of the scrutiny committee would then be presented to Cabinet for consideration, alongside the report from the Director of Finance on final budget proposals.

4.0 Financial Implications

- 4.1 There are no financial implications for the purposes of this report.

5.0 Legal Implications

- 5.1 There are no legal implications for the purposes of this report.

6.0 Equality Implications

- 6.1 There are no equality implications for the purposes of this report.


7.0 Consultation with Ward Members and Stakeholders

- 7.1 The Budget Scrutiny Task Group may consider any consultation being undertaken as part of the council's budget setting process.

Report sign off:

**Shazia Hussain –
Assistant Chief Executive**

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	Resources and Public Realm Scrutiny Committee 13 July 2021
	Report from the Assistant Chief Executive
Scrutiny Recommendation Tracker	

Wards Affected:	All
Key or Non-Key Decision:	Non-Key
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	One: Appendix 1 - Scrutiny Recommendation Tracker July 2021
Background Papers:	None.
Contact Officer(s): (Name, Title, Contact Details)	Michael Carr Senior Policy and Scrutiny Officer michael.carr@brent.gov.uk

1.0 Purpose of the Report

- 1.1 The purpose of this report is to present the Scrutiny Recommendation Tracker table to the Resources and Public Realm Scrutiny Committee.

2.0 Recommendation

- 2.1 That the progress of the previous recommendations of the committee be noted.

3.0 Detail

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

- 3.3 The scrutiny recommendation tracker table attached at Appendix 1 provides a summary of scrutiny recommendations made during the municipal year, in order to track executive decisions and any implementation progress.
- 3.4 Scrutiny recommendations include through scrutiny task groups and scrutiny reports agreed by the committee, as well as other scrutiny recommendations agreed in committee.
- 3.5 The scrutiny recommendation tracker table includes:
- Each scrutiny recommendation made and the date it was made, (which will be as is recorded in the committee minutes)
 - Identification of the decision maker (e.g. Cabinet)
 - The Executive response (e.g the Cabinet decision), which may be different from the scrutiny recommendation
 - The date the Executive response/decision was made
 - An implementation review date.

Recommendations are removed from the tracker when they have been rejected or when implemented successfully and the review date has passed.

- 3.6 The Scrutiny Recommendation Tracker enables the scrutiny committee to track whether their recommendations have been agreed, what actually was agreed (if different) and ask about any outcomes arising from the scrutiny recommendations, for example, service improvements, value for money savings and outcomes for residents.
- 3.7 Recommendations are removed from the tracker when they have been rejected or when implemented successfully and the review date has passed. Any that have not been implemented may be referred to the scrutiny recommendation tracker for the next committee cycle.

4.0 Procedure for Recommendations from Scrutiny Committees

- 4.1 Where scrutiny committees make reports or recommendations to the Cabinet, as soon as this has been confirmed, these will be referred to the Cabinet requesting an Executive Response and the issue will be published on the Council's Forward Plan. This will instigate the preparation of a report to Cabinet and the necessary consideration of the response, the technical feasibility, financial implications, legal implications and equalities implications etc.
- 4.2 Where scrutiny committees make reports or recommendations to Full Council (e.g. in the case of policy and budgetary decisions), the same process will be followed, with a report to Cabinet to agree Executive response, and thereafter, a report to Full Council for consideration of the scrutiny report and recommendations along with the Cabinet's response.
- 4.3 Where scrutiny committees have powers under their terms of reference to make reports or recommendations external decision makers (e.g. NHS bodies), where they do this, the relevant external decision maker shall be notified in writing, providing them with a copy of the committee's report and recommendations, and requesting a response.

- 4.4 Once the Executive response has been agreed, the scrutiny committee shall receive a report to receive the response and the committee may review implementation of the executive's decisions after such a period as these may reasonably be implemented (review date).

5.0 Financial Implications

- 5.1 There are no financial implications for the purposes of this report.

6.0 Legal Implications

- 6.1 Section 9F, Part 2 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.
- 6.2 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.

7.0 Equality Implications

- 7.1 There are no equality implications for the purposes of this report.

8.0 Consultation with Ward Members and Stakeholders

- 8.1 None for the purposes of this report.

Report sign off:

**Shazia Hussain –
Assistant Chief Executive**

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**Resources and Public Realm Scrutiny Committee
Scrutiny Recommendation Tracker 2021-22**

(A key and explanatory note for this tracker table is provided at the end of this report).

12 September 2019

Subject	Scrutiny Recommendation	Decision Maker & Executive Response	Department, Cabinet Member and lead officer	Implementation Status	Review date
Knife Crime Scrutiny Task Group Report	Knife Crime Scrutiny Task Group Report and recommendations RESOLVED: The Resources and Public Realm Scrutiny Committee: agreed the report and recommendations of the Knife Crime Scrutiny Task Group and that the report now be referred to the Cabinet for consideration.	Cabinet 14 October 2019 Cabinet Decision/Response: RESOLVED: that the recommendations set out in the report of the Knife Crime Task Group be agreed.	Regeneration and Environment - the Safer Brent Partnership Cabinet Member for Community Safety and Engagement Strategic Director Regeneration and Environment	A report on the progress of the implementation of the agreed scrutiny recommendations was considered by the committee on Monday 10 May 2021. It was then resolved to request a further Knife Crime Scrutiny Review update in six months' time. This is programmed for Wednesday 10 November 2021.	10 May 2021 New review date: Nov. 2021

12 March 2020

Subject	Scrutiny Recommendation	Decision Maker & Executive Response	Department, Cabinet Member and lead officer	Implementation Status	Review date
Brent Parks Strategy	That a new Brent Parks Strategy encompass the green and open spaces as a whole and include measurable targets, including bespoke targets for Brent, to facilitate the use of parks and open spaces by a diversity of different people in the community and to encourage sporting activities.	Cabinet 17 August 2020 Cabinet Decision/Response: Cabinet RESOLVED to approve the Executive Response to the recommendations made by the Resources & Public Realm Scrutiny Committee on 12 March 2020 relating to the Council's Parks Strategy.	Regeneration and Environment Cabinet Member for Environment Strategic Director and Regeneration Environment	The strategy is still in development but will include targets based on the recommendations made. Given the current demand on the Parks Service during the pandemic, a completed strategy is proposed towards the end of summer 2021.	March 2021 New review date: Sept 2021
Brent Parks Strategy	To improve the data on people using the park, which could be used to inform the strategy.	Cabinet 17 August 2020 Cabinet Decision/Response: <i>Decision: AGREED.</i>	Regeneration and Environment Cabinet Member for Environment Strategic Director and Regeneration Environment	The Parks Service will work with Brent Parks Forum and Friends of Groups as well as Parks for London to understand how this data can be obtained. Details will be included in the strategy to be produced later in 2021.	March 2021 New review date: Sept 2021
Brent Parks Strategy	That provision be made within the strategy and management of parks to allow for barbecues in designated areas, perhaps with the requirement of a permit and perhaps after a trial period to test out how this might work.	Cabinet 17 August 2020 Cabinet Decision/Response: Decision: AGREED. Cabinet noted that consideration of the provision to allow use of BBQs in designated areas would require further review, in terms of the options available to manage	Regeneration and Environment Cabinet Member for Environment Strategic Director and Regeneration Environment	Given the increased pressures on the Parks during the pandemic, work on this recommendation has not yet been undertaken. We will seek to understand the position on BBQ's from other London Boroughs who have designated areas to see whether they reduce the number of unauthorised BBQ's which cause damage to parks land and increased demand on the services of the fire brigade.	March 2021 New review date: Sept 2021

		any change as part of ongoing development of the strategy, on which the Scrutiny Committee would be kept updated.		This review will be undertaken by the end of the summer of 2021.	
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14 July 2020

Subject	Scrutiny Recommendation	Decision Maker & Executive Response	Department, Cabinet Member and lead officer	Implementation Status	Review date
The Public Realm	That the new parking strategy ensure that it is always cheaper to park a bike than park a car in Brent, and ensure that the cheapest resident parking permit is more expensive than using a bike hangar.	<p>Cabinet 12 October 2020</p> <p>Cabinet Decision/Response: Cabinet RESOLVED to approve the Executive Response.</p> <p>Cabinet Decision: That consideration be given to raising the lowest parking permit price to the equivalent of the starting price for using a cycle hanger.</p>	<p>Regeneration and Environment</p> <p>Cabinet Member for Environment and Cabinet Member for Regeneration, Property & Planning</p> <p>Strategic Director Regeneration and Environment</p>	<p>The department will look to raise the lowest parking permit price to the equivalent of the starting price for using a cycle hanger i.e. from the current £25 to £36.</p> <p>The Council uses two suppliers for the provision and management of Cycle Hangars in the borough, residents pay £36 for 3 years (subsidised) rising to £72 per annum for a space. This charge includes administration and also cleaning and maintenance of the hangar. The lowest resident annual permit is £25 per year, this is to encourage ownership of greener vehicles in the borough. We have no plans for changes to the emission based permit charges at present, but this can be considered when reviewed in the future.</p> <p>We have secured £300k of S106 developer funding for the expansion of the boroughs cycle hangar network over the next 2 years. Officers have been exploring the options to reduce the cost of a bike hangar space following the 3 year subsidy and have contacted our current suppliers to see if they have the scope to manage this on our behalf and reduce the annual charge residents would have to pay, or whether this can be managed in-house. The team have been focussing on the introduction of school streets in response to the Covid-19 pandemic, but will further explore options in the Spring / Summer. If the option is for a supplier to manage cycle hangar requests, this will require procurement / contract arrangements.</p>	<p>March 2021</p> <p>New review date: July 2022</p>

					This will not be progressed during the current pandemic restrictions, with the target start date for consultation on this proposal no earlier than June 2022.	
The Public Realm	Public	That 20mph be adopted as the default speed on Brent roads, subject to an environmental audit, and that a timetable be drawn up for the introduction of a 20mph speed limit across the borough.	Cabinet 12 October 2020 <i>Cabinet Decision:</i> That consideration be given to introducing 20mph as the default speed on Brent roads to an extent that reasonably accounts for the feasibility, the cost, the value, the actual impact on traffic and speeding at any given location, and the capacity of the department to deliver this policy at this time.	Regeneration and Environment Cabinet Member for Environment and Cabinet Member for Regeneration, Property & Planning Strategic Director Regeneration and Environment	A large percentage of the borough is already 20mph and new safety schemes introduce 20mph speed limits when introduced. Further consideration to a borough wide approach will be given in 2021, but with limited funding available it may not be cost effective at this time.	March 2021 New review date: Sept 2021
The Public Realm	Public	That any future transport strategies and plans include clear measurements and modelling for active transport and the impact on air quality.	Cabinet 12 October 2020 Cabinet Decision: That consideration be given, when reviewing and updating the Long Term Transport Strategy or drafting any new strategies for future transport strategies and plans, to include clear measurements and modelling for active transport and the impact on air quality.	Regeneration and Environment Cabinet Member for Environment and Cabinet Member for Regeneration, Property & Planning Strategic Director Regeneration and Environment	A review of the LTTS is currently underway. A draft plan is scheduled to be taken to Cabinet in Summer 2021 for approval to undertake consultation in Autumn 2021, with the final, revised plan set to be published in early 2022.	March 2021 New review date: Sept 2021

Social Welfare in Brent	That the department organise a member development session to brief elected members of the Council on the new support funds and when it may be appropriate to refer people to them.	<p>Cabinet 20 July 2020</p> <p>Cabinet Decision /Response:</p> <p>Cabinet RESOLVED: (b) A member development session be arranged on the new support funds and their referral process;</p>	<p>Customer and Digital Services</p> <p>Cllr Eleanor Southwood - Cabinet Member for Housing and Welfare Reform</p> <p>Strategic Director Customer and Digital Services</p>	<p>A member development session is being arranged on the new support funds and their referral process.</p> <p><i>Please note the new RSF was introduced from April 2021 following Cabinet decision on 8 March 2021.</i></p> <p>https://democracy.brent.gov.uk/ieListDocuments.aspx?Cld=455&MID=6502#A152670. This was based on recommendations from the Poverty Commission to continue the fund to help our residents to recover from financial losses post Covid and Local Welfare Assistance to be dissolved but all its key support e.g. white goods to be included in RSF.</p> <p><i>Member development session was completed earlier in the year. Referral routes are clear and members are making optimum use of the new RSF support to help residents including use of hubs, mutual aids and community champions.</i></p> <p><i>Lead members are briefed on a weekly/monthly basis on applications, data and trends</i></p>	July 2021
Social Welfare in Brent	That the department use the information it has available on vulnerable local people to proactively contact them to advise of the support on offer, and accompany this with a media campaign through social media and traditional media.	<p>Cabinet 20 July 2020</p> <p>Cabinet Decision /Response:</p> <p>Cabinet RESOLVED: (c) The Strategic Director, Customer & Digital Services be requested to consider how best to proactively use data already available to offer advice and support for vulnerable local people;</p>	<p>Customer and Digital Services</p> <p>Cllr Eleanor Southwood - Cabinet Member for Housing and Welfare Reform</p> <p>Strategic Director Customer and Digital Services</p>	<p>This is being implemented.</p> <p><i>On-going. Just as one example-In March 2021, the team proactively worked with Housing colleagues to help residents with rent arrears of the value of 389,000.</i></p> <p><i>Throughout the year with also worked with our colleagues in Council tax and credited 10,391 accounts with support through Resident Support fund</i></p> <p><i>Comms strategy is in place with website, leaflets and Brent magazine. With the Covid Self Isolation framework, SIP payments and general</i></p>	July 2021

				<p><i>covid support we are signposting our residents to Resident support fund, discretionary payments etc.</i></p> <p><i>Meetings with Mutual aids, CAB, Credit Union, Community champions and internal/external stakeholders take place regularly to update them. A desk aid with all types of support available through Hubs and Customer Access had been shared with all.</i></p> <p><i>In July 2021, we start our proactive work with Housing again as the eviction ban has been lifted.</i></p> <p><i>In September a further Facebook and twitter campaign will start to support young residents starting college/university.</i></p>	
Social Welfare in Brent	That the department conduct a review of its debt collection processes in the light of the COVID-19 crisis, to ensure that the circumstances of vulnerable people adversely affected by the epidemic will be taken into account.	<p>Cabinet 20 July 2020</p> <p>Cabinet Decision /Response:</p> <p>Cabinet RESOLVED:</p> <p>(d) The Strategic Director, Customer & Digital Services be requested to undertake a review of debt collection processes in light of Covid-19 to ensure that the circumstances of vulnerable people adversely affected by the pandemic were fully taken into account.</p>	<p>Customer and Digital Services</p> <p>Cllr Margaret McLennan – deputy Leader and Cabinet Member for Resources</p> <p>Strategic Director Customer and Digital Services</p>	<p>This was completed in 2020 and a revised policy reported to cabinet in April. The policy: Recordable decision: https://democracy.brent.gov.uk/ieDecisionDetails.aspx?ID=5452</p> <p>Minute from Cabinet of 6.4.21 item 15: https://democracy.brent.gov.uk/ieListDocuments.aspx?CId=455&MId=6093&Ver=4</p>	July 2021

1 October 2020

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Subject	Scrutiny Recommendation	Decision Maker & Executive Response	Department, Cabinet Member and lead officer	Implementation Status	Review date
Violence Against Women Scrutiny report	That the Violence Against Women Scrutiny report and recommendations be adopted and referred to Cabinet for consideration.	Cabinet 7 December 2020 Cabinet RESOLVED to approve the Executive Response to the recommendations made by the Violence against Women and Girls Scrutiny Task Group, as detailed within Appendix 1 of the report. http://democracy.brent.gov.uk/ieListDocuments.aspx?CId=455&MId=6090&Ver=4	Regeneration and Environment, Safer Brent Partnership Cabinet Member for Community Safety and Engagement Strategic Director Regeneration and Environment	The scrutiny report and the Cabinet's Executive Response was considered the Safer Brent Partnership on the 26 January 2021. A report on the progress of the implementation of the agreed scrutiny recommendations should be considered by the committee in January 2022.	Dec 2021

Notes

This is a table to track the progress of scrutiny recommendations made by one of the formal scrutiny committees at Brent Council, with details provided by the relevant lead departments. It is a standing item on the Committee's agendas, so that the Committee can keep track of the recommendations it has made, the decisions made, implementation status and provoke consideration of outcomes that have for residents, the Council and its statutory partners.

The tracker lists the recommendations made by the committee throughout a municipal year and any recommendations still not fully implemented from previous years since June 2019.

The tracker documents the scrutiny recommendations made, the dates when they were made, the decision maker who can make each decision in respect of the recommendations, the date the decision was made and the actual decision taken. The executive

decision taken may be the same as the scrutiny recommendation (e.g. the recommendation was “agreed”) or it may be a different decision, which should be clarified here. The tracker also asks if the respective executive decisions have been implemented and this should be updated accordingly throughout the year.

Scrutiny Task Group report recommendations should be included here but referenced collectively (e.g. the name of the scrutiny inquiry and date of the agreement of the scrutiny report and recommendations by the scrutiny committee, along with the respective dates when the decision maker(s) considered and responded to the report and recommendations. The Committee should generally review the implementation of scrutiny task group report recommendations separately with stand-alone agenda items at relevant junctures – e.g. the Executive Response to a scrutiny report and after six months or a year, or upon expected implementation of the agreed recommendation of report. The “Expected Implementation Date” should provide an indication of a suitable time for review.

Key:

Date of scrutiny committee meeting - For each table, the date of scrutiny committee meeting when the recommendation was made is provided in the subtitle header.

Subject – this is the item title on the committee’s agenda; the subject being considered.

Scrutiny Recommendation – This is the text of the scrutiny recommendation as it appears on the minutes – **in bold**.

Decision Maker – the decision maker for the recommendation, (**in bold**), eg the Cabinet (for Council executive decisions), full Council (for Council policy and budgetary decisions), or an NHS executive body for recommendations to the NHS. In brackets, (date), the date on which the Executive Response was made.

Executive Response – The response of the decision maker (eg Cabinet decision) for the recommendation. This should be the executive decision as recorded in the minutes. The Executive Response should provide details of what, if anything, the executive will do in response to the scrutiny recommendation. Ideally, the Executive Response will include a decision to either agree/reject/amend the scrutiny recommendation and where the scrutiny recommendation is rejected, provide an explanation of why. In brackets, provide the date of Cabinet/executive meeting that considered the scrutiny recommendation and made the decision.

Department – the Council directorate (and/or external agencies) that are responsible for implementation of the agreed executive decision/response. Also provided, for reference only, the relevant Cabinet Member and strategic director.

Implementation Status – This is the progress of any implementation of the agreed Executive Response against key milestones. This may cross reference to any specific actions and deadlines that may be provided in the Executive Response. This should be as specific and quantifiable as possible. This should also provide, as far as possible, any evidenced outcomes or improvements resulting from implementation.

Review Date - This is the expected date when the agreed Executive Response should be fully implemented and when the scrutiny committee may usefully review the implementation and any evidenced outcomes (eg service improvements). (Note: this is the implementation of the agreed Executive Response, which may not be the same as the scrutiny recommendation).

LONDON BOROUGH OF BRENT

FORWARD PLAN OF KEY DECISIONS

for the period 18 June 2021 onwards

The Forward Plan is a list of forthcoming decisions and provides at least **28 days'** notice of the following:

- all decisions to be taken by the Cabinet and Cabinet Committees; and
- key decisions taken by Council Officers and the West London Economic Prosperity Board.

A key decision is defined by regulations as a decision which relates to an executive function and which is likely:

- a. to result in the local authority incurring expenditure / making of savings of £500,000 or more.
- b. to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.

All decisions taken by the Cabinet and Cabinet Committees and key decisions taken by Council Officers can be called-in by Councillors before they are implemented. If a decision is called-in, a Scrutiny Committee made up of non-Cabinet Members will meet to consider the decision within 15 working days of the decision being made. The original decision-maker will then take into account the recommendations of this Scrutiny Committee before choosing to either implement or change the decision. The exact date when the recommendations of the Scrutiny Committee are to be re-considered by the Cabinet, Cabinet Committee or Officer (as the case may be) can be obtained from Governance Services.

Members of the public are entitled to see the reports that will be relied on when a decision is taken unless they contain confidential or exempt information under the Local Government Act 1972. Reports will be published on the Council's website at least five clear working days before the date the decision is due to be taken. Paper copies can also be obtained from Governance Services, Brent Civic Centre, Engineers Way, Wembley, Middlesex, HA9 0FJ, telephone 020 8937 2063/1355 or via e-mail to committee@brent.gov.uk.

Should you wish to make representations regarding any matter listed or want to request that an exempt report should be considered in public, please email Governance Services at committee@brent.gov.uk or telephone 020 8937 2063/1355 at least one week before the decision is to be taken. Your representations and the Council's response will be published on the Council's website at least 5 working days before the Cabinet/ Cabinet Committee meeting or date of the scheduled Officer decision.

The current membership of the Cabinet is as follows:

[Cllr Butt](#) (Leader)

[Cllr McLennan](#) (Deputy Leader, Resources)

[Cllr Nerva](#) (Public Health, Culture & Leisure)

[Cllr Farah](#) (Adult Social Care)

[Cllr Southwood](#) (Housing and Welfare Reform)

[Cllr Tatler](#) (Regeneration, Property & Planning)

[Cllr M Patel](#) (Children's Safeguarding, Early Help and Social Care)

[Cllr Krupa Sheth](#) (Environment)

[Cllr Stephens](#) (Schools, Employment & Skills)

[Cllr Knight](#) (Community Safety & Engagement)

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
June 2021					

Neasden Stations Growth Area (NSGA) Masterplan To approve the draft Neasden Stations Growth Area (NSGA) Masterplan SPD prior to publication and statutory consultation. KEY Report: Part exempt	Cabinet	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	14 Jun 2021	Major Projects Team Tel: 020 8937 2348 jonathan.kay@brent.gov.uk
Authority to award Conditional Grants to Academies for Choice and Fair Access provisions for new arrivals in Years 10 and 11 for 2021/22 Approval to award Conditional Grants to Academies for Choice and Fair Access provisions for new arrivals in Years 10 and 11 for 2021/22. KEY Report: Open	Strategic Director - Children and Young People	Strategic Director - Children and Young People	Lead Member for Schools, Employment & Skills (Councillor Thomas Stephens)	Not before 1 June 2021	Head of Partnerships, Planning and Performance Tel: 020 8937 4529 Shirley.Parks@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p>Authority to Tender for Carlton and Granville Centres (South Kilburn) - Contractor To approve inviting tenders in an open-competition under the 'Find a Tender' procurement route for a contractor on the basis of the pre - tender considerations.</p> <p>KEY Report: Part exempt</p>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	Not before 14 Jun 2021	Project Officer (South Kilburn) Tel: 020 8937 2570 matthew.jacobs@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
Draft Brent Local Plan Examination: Proposed Modifications to the Local Plan and other Actions <ul style="list-style-type: none"> a) To approve for consultation proposed modifications to the submitted draft Brent Local Plan. b) To approve the Brent Local Development Scheme. c) To approve the Brent Statement of Community Involvement. KEY Report: Open	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	25 Jun 2021	Planning, Policy and Projects Tel: 020 8937 6710 paul.lewin@brent.gov.uk
Authority to Tender - Voluntary and Community Infrastructure Support contract to request authority to go out to tender for a contractor KEY Report: Part exempt	Assistant Chief Executive	Assistant Chief Executive	Lead Member for Community Safety & Engagement (Councillor Promise Knight)	14 Jun 2021	Partnership and Engagement Manager, Strategy and Partnerships Tel: 020 8937 1133 Julia.Mlambo@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
Authority to Tender - Independent Health Complaints Advocacy Service To request authority to go out to tender for a contractor KEY Report: Part exempt	Assistant Chief Executive	Assistant Chief Executive	Lead Member for Community Safety & Engagement (Councillor Promise Knight)	14 Jun 2021	Partnership and Engagement Manager, Strategy and Partnerships Tel: 020 8937 1133 Julia.Mlambo@brent.gov.uk
Authority to Award – Independent Health Complaints Advocacy Service To award the tender to the successful provider after a competitive tender process KEY Report: Part exempt	Assistant Chief Executive	Assistant Chief Executive	Lead Member for Community Safety & Engagement (Councillor Promise Knight)	Not before 22 Jun 2021	Partnership and Engagement Manager, Strategy and Partnerships Tel: 020 8937 1133 Julia.Mlambo@brent.gov.uk
Authority to Award - Voluntary and Community Sector Infrastructure Support contract To award the tender to the successful provider after a competitive tender process KEY Report: Part exempt	Assistant Chief Executive	Assistant Chief Executive	Lead Member for Community Safety & Engagement (Councillor Promise Knight)	Not before 22 Jun 2021	Partnership and Engagement Manager, Strategy and Partnerships Tel: 020 8937 1133 Julia.Mlambo@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
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<p>Northwick Park, One Public Estate - Authority to Award Contract for Spine Road Construction</p> <p>Authorisation for the award of a contract under the Councils existing highways framework following completion of a mini-competition process.</p> <p>KEY</p> <p>Report: Part exempt</p>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	25 Jun 2021	Contract and Supply Manager Tel: 020 8937 3583 Mohammed.Negm@brent.gov.uk
<p>Proposed new Article 4 Directions to replace the existing Directions for Brent's Residential Conservation Areas</p> <p>Approve the confirmation of the new Article 4 Directions to replace existing Directions for Brent's residential conservation areas</p> <p>KEY</p> <p>Report: Open</p>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	25 Jun 2021	Principle Heritage Conservation Officer Tel: 020 8937 5236 mark.price@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
Award of Contract for End User Devices and Associated Hardware for Shared Technology Services To agree the award of contract for end user devices and associated hardware for the Shared Technology Services boroughs of Brent, Lewisham and Southwark. KEY Report: Part exempt	Strategic Director - Customer and Digital Services	Strategic Director - Customer and Digital Services	Deputy Leader (Councillor Margaret McLennan)	14 Jun 2021	Senior Category Manager, Procurement Tel: 020 8937 1733 philippa.brewin@brent.gov.uk
Award of Contract for Mobile Phones for Shared Technology Services To agree the award of a contract for Mobile Phones for the Shared Technology Services' boroughs of Brent, Lewisham and Southwark. KEY Report: Part exempt	Strategic Director - Customer and Digital Services	Strategic Director - Customer and Digital Services	Deputy Leader (Councillor Margaret McLennan)	14 Jun 2021	Senior Category Manager, Procurement Tel: 020 8937 1733 philippa.brewin@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p>Authority to award conditional grants for the placement of children and young people in Additionally Resourced Provisions in academies and the The Pears Family Charitable Foundation School London for the academic year 2021/22</p> <p>ARPs: To secure places within mainstream school specialist provision for Brent pupils with SEND.</p> <p>Pears: To secure places within a therapeutic SEMH school for Brent pupils with SEND.</p> <p>KEY</p> <p>Report: Open</p>	Strategic Director - Children and Young People	Strategic Director - Children and Young People	Lead Member for Children's Safeguarding, Early Help and Social Care (Councillor Mili Patel)	Not before 14 Jun 2021	Head of Inclusion and the Virtual School Sharon.Buckby@brent.gov.uk
<p>Authority to implement the SEN Support Conditional Grant allocation programme</p> <p>To award grants to school cluster groups so that children and young people with additional learning needs can access expertise in teaching, therapies and wellbeing prior to an EHCP.</p> <p>KEY</p> <p>Report: Open</p>	Strategic Director - Children and Young People	Strategic Director - Children and Young People	Lead Member for Children's Safeguarding, Early Help and Social Care (Councillor Mili Patel)	Not before 14 Jun 2021	Head of Inclusion and the Virtual School Sharon.Buckby@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
Authority to extend the Council's Insurance Contract The initial insurance contract term ends on 30 September 2021. This decision is to allow the contract to be extended, as provided for within the initial tender and contract documentation. KEY Report: Part exempt	Director of Finance	Director of Finance	Deputy Leader (Councillor Margaret McLennan)	15 Jun 2021	Head of Finance (Commercial and Projects) Tel: 020 8937 3337 olga.bennet@brent.gov.uk
Authority to tender Morland Gardens Affordable Workspace Officer Key Decision for the authority to tender for Morland Gardens affordable workspace. KEY Report: Part exempt	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	25 Jun 2021	Contract and Supply Manager Tel: 020 8937 3583 Mohammed.Negm@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
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July 2021

<p>Recommendations from the Scrutiny Committees To receive any recommendations made by individual Scrutiny Committees in relation to reviews undertaken.</p> <p>Non-Key Decision Report: Open</p>	Cabinet	Assistant Chief Executive	Lead Member for Community Safety & Engagement (Councillor Promise Knight)	19 Jul 2021	Senior Policy and Scrutiny Officer Tel: 020 8937 2855 michael.carr@brent.gov.uk
<p>Watling Gardens & Windmill Estate Infill Redevelopment Programme To delegate decision to Strategic Director of Community Well-being to seek approval from the Secretary of State to appropriate land and if necessary seek approval to CPO leaseholder interests and approve the full infill development as proposed following consultation.</p> <p>KEY Report: Part exempt</p>	Cabinet	Strategic Director - Community Well-being	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	19 Jul 2021	Head of Housing Partnerships Tel: 020 8937 3272 John.Magness@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p>Proposals to change Special Educational Need Designation and change published admission numbers (PAN) for Phoenix Arch School To alter the special needs designation at Phoenix Arch School from ASD and SEMH to ASD.</p> <p>To increase the PAN from 55 to 68 if the school can secure planning permission to expand the building.</p> <p>KEY Report: Open</p>	Cabinet	Strategic Director - Children and Young People	Lead Member for Children's Safeguarding, Early Help and Social Care (Councillor Mili Patel)	19 Jul 2021	Operational Director Integration & Improved Outcomes Tel: 020 8937 4456 nigel.chapman@brent.gov.uk
<p>Kilburn Square Housing Projects To delegate decision to Strategic Director of Community Well-being to seek approval from the Secretary of State to appropriate land and advise Cabinet of the intention to deliver infill development following consultation with stakeholders.</p> <p>KEY Report: Part exempt</p>	Cabinet	Strategic Director - Community Well-being	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	19 Jul 2021	Senior Project Manager, St Raphael's, Housing Partnerships kathryn.eames@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p>Affordable Homes Programme To update Cabinet on the programme and seek to tender various contracts.</p> <p>KEY</p> <p>Report: Part exempt</p>	Cabinet	Strategic Director - Community Well-being	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	19 Jul 2021	Head of Housing Partnerships Tel: 020 8937 3272 John.Magness@brent.gov.uk
<p>Article 4 Directions Removing Permitted Development Rights for Change of Use From Class E commercial, business and service uses to C3 dwelling houses and redevelopment of office, research and development and light industry to C3 dwelling houses To approve a number of Article 4 directions to remove permitted development rights for change of use and redevelopment of a range of Class E uses to residential Class C3 dwelling houses.</p> <p>KEY</p> <p>Report: Open</p>	Cabinet	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	19 Jul 2021	Planning, Policy and Projects Tel: 020 8937 6710 paul.lewin@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
Brent Neighbourhood Community Infrastructure Levy (NCIL) Projects To approve the NCIL allocation of projects close to or more than £100k for round 2 2021. KEY Report: Part exempt	Cabinet	Assistant Chief Executive	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	19 Jul 2021	Partnership Funding Officer Tel: 02089371170 kate.lambert@brent.gov.uk
Financial Outturn Report 2020/21 To note the overall financial position and the actions taken to managed the issues. KEY Report: Open	Cabinet	Director of Finance	Deputy Leader (Councillor Margaret McLennan)	19 Jul 2021	Head of Finance Tel: 020 8937 1731 benjamin.ainsworth@brent.gov.uk
Quarter 1 Financial Report 2021/22 To note the overall financial position and the actions being taken to manage the issues arising. KEY Report: Open	Cabinet	Director of Finance	Deputy Leader (Councillor Margaret McLennan)	19 Jul 2021	Director of Finance Tel: 020 8937 4043 minesh.patel@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
Corporate Performance - Q4 2020/21 Performance Report Note the performance information contained in the report. Non-Key Decision Report: Open	Cabinet	Assistant Chief Executive	Deputy Leader (Councillor Margaret McLennan)	19 Jul 2021	Senior Performance Officer Tel: 020 8937 5068 chatan.popat@brent.gov.uk
Housing Rechargeable Repairs Policy To agree the implementation of the Rechargeable Repairs Policy. KEY Report: Open	Cabinet	Strategic Director - Community Well-being	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	19 Jul 2021	Head of Property Services Tel: 020 8937 2652 Giuseppe.Coia@brent.gov.uk
Medium Term Financial Outlook To set out the overall financial position facing the Council and highlights the significant risks, issues and uncertainties. KEY Report: Open	Cabinet	Director of Finance	Deputy Leader (Councillor Margaret McLennan)	19 Jul 2021	Head of Finance Tel: 0208 937 1487 ravinder.jassar@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p>Authority to award a contract for the provision of managed language services To award a contract for the provision of a managed language service which will be procured via a further competition process from the Crown Commercial Service (CCS) RM6141 Language Services, Lot 5g: Regional Managed Service – London.</p> <p>The initial contract period will be three (3) years with an option one (1) year extension available subject to satisfactory performance and the Council need.</p> <p>KEY</p> <p>Report: Part exempt</p> <p>N.B. This decision was added to the Forward Plan on 24 June 2021.</p>	Strategic Director – Customer and Digital Services	Strategic Director – Customer and Digital Services	Deputy Leader (Councillor Margaret McLennan)	23 Jul 2021	Procurement Officer Bhavin.Mistry.brent.gov.uk
<p>Public Sector Decarbonisation Scheme - Energy Efficiency Works in Brent Corporate Buildings Authority to award the contract for works under the Public Sector Decarbonisation Scheme.</p> <p>KEY</p> <p>Report: Part exempt</p>	Assistant Chief Executive	Assistant Chief Executive	Lead Member for Environment (Councillor Krupa Sheth)	9 Jul 2021	Contract and Supply Manager Tel: 020 8937 3583 Mohammed.Negm@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p>Authority to Re-tender for the Design & Build Contract at 1 Morland Gardens, Stonebridge</p> <p>To request authority to re-tender for the Design & Build Contract at 1 Morland Gardens as per Contract Standing Orders 88 and 89.</p> <p>KEY</p> <p>Report: Part exempt</p>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler), Lead Member for Schools, Employment & Skills (Councillor Thomas Stephens)	12 Jul 2021	Schools Capital Programme Team Tel: 020 8937 4203 neil.martin@brent.gov.uk
<p>New Council Homes Programme – Appoint Contractor for Infill Sites (Pharamond and Longley Avenue)</p> <p>Authority to appoint a contractor for building 11 new homes across the following sites:</p> <ul style="list-style-type: none"> • Longley Avenue • Pharamond <p>KEY</p> <p>Report: Part exempt</p>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	Not before 1 July 2021	Project Manager, Property Tel: 020 8937 1722 tanveer.ghani@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p>Authority to appoint consultant to provide fire risk assessments and related services To request authority to appoint a consultant to provide fire risk assessments and related services through a Framework Agreement.</p> <p>KEY</p> <p>Report: Part exempt</p>	Strategic Director - Community Well-being	Strategic Director - Community Well-being	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	19 Jul 2021	Head of Property Services Tel: 020 8937 2652 Giuseppe.Coia@brent.gov.uk
<p>New Council Homes Programme – Appoint Contractor for Infill Sites (Aneurin Bevan Court and Sycamore Grove) Authority to appoint a contractor for building 10 new homes across the following sites:</p> <ul style="list-style-type: none"> • Aneurin Bevan Court • Sycamore Grove <p>KEY</p> <p>Report: Part exempt</p>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	Not before 1 July 2021	Project Manager, Property Tel: 020 8937 1722 tanveer.ghani@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
Housing repairs and maintenance authority to go out to tender To request authority for Housing to go out to tender for housing maintenance services. KEY Report: Part exempt	Operational Director - Housing	Strategic Director - Customer and Digital Services	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	Not before 1 July 2021	Category Manager, Procurement Tel: 020 8937 2678 Andrew.Stirland1@brent.gov.uk
Authority to Appoint Contractor for Clock Cottage Redevelopment Authority to appoint a contractor for the Clock Cottage redevelopment, which seeks to deliver 13 new affordable homes. KEY Report: Part exempt	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	2 Jul 2021	Project Manager, Property Tel: 020 8937 1722 tanveer.ghani@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p>Authority to Award Morland Garden Affordable Workspace Authority to Award Morland Garden Affordable workspace.</p> <p>KEY</p> <p>Report: Part exempt</p>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	26 Jul 2021	Contract and Supply Manager Tel: 020 8937 3583 Mohammed.Negm@brent.gov.uk
<p>Award of 6 Supported Living Services The Council have tendered for the following 6 Supported Living services across the borough</p> <ul style="list-style-type: none"> 1x Learning Disability 2x PMLD 1x Mental Health 1x Dual Diagnostic <p>As the tender process will have been completed the Council wish to Award the contracts to the successful providers.</p> <p>KEY</p> <p>Report: Part exempt</p>	Strategic Director - Community Well-being	Strategic Director - Community Well-being	Lead Member for Adult Social Care (Councillor Harbi Farah)	Not before 1 July 2021	Interim Commissioning Manager Tel: 020 8937 4162 Lorraine.Regan@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
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<p>Authority to Novate the Contract for Speech and Language Therapy for Children and Young People in Mainstream Schools and Support for Children and Families in Family Wellbeing Centres and Linked Early Years Settings</p> <p>To request authority to novate the contract for Speech and Language Therapy for Children and Young People in Mainstream Schools and Support for Children and Families in Family Wellbeing Centres and Linked Early Years Settings with London North West Health Trust (LNWHT) to Central London Community Health (CLCH).</p> <p>KEY</p> <p>Report: Part exempt</p> <p>N.B. This decision was added to the Forward Plan on 28 June 2021.</p>	Strategic Director – Children and Young People	Strategic Director – Children and Young People	Lead Member for Children's Safeguarding, Early Help and Social Care (Councillor Mili Patel)	Not before 27 July 2021	Head of Forward Planning Performance & Partnerships Tel: 020 8937 4529 Shirley.Parks@brent.gov.uk
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August 2021

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
Approval to Tender for Two Extra Care Schemes To seek authority to tender contracts for the provision of two extra care schemes at Knowles House and Honey Pot Lane. KEY Report: Part exempt	Cabinet	Strategic Director - Community Well-being	Lead Member for Adult Social Care (Councillor Harbi Farah)	16 Aug 2021	Interim Commissioning Manager Tel: 020 8937 4162 Lorraine.Regan@brent.gov.uk
Report on the Information, Advice and Guidance Contract To seek approval for the Information, Advice and Guidance contract commissioning process. KEY Report: Part exempt	Cabinet	Strategic Director - Customer and Digital Services	Lead Member for Community Safety & Engagement (Councillor Promise Knight)	16 Aug 2021	Partnership and Engagement Manager, Strategy and Partnerships Tel: 020 8937 1133 Julia.Mlambo@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
Annual Procurement Strategy Report - FY 2021 To review and provide feedback on the progress made to date on the Procurement Strategy. KEY Report: Open	Cabinet	Strategic Director - Customer and Digital Services	Deputy Leader (Councillor Margaret McLennan)	16 Aug 2021	Head of Procurement Tel: 0208 937 1598 rajesh.shori@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p>Award of HRS contracts To award the HRS contracts to successful providers who have bid through the tender process.</p> <p>KEY</p> <p>Report: Part exempt</p>	Strategic Director - Community Well-being	Strategic Director - Community Well-being	Lead Member for Adult Social Care (Councillor Harbi Farah)	Not before 1 August 2021	Interim Commissioning Manager Tel: 020 8937 4162 Lorraine.Regan@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
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September 2021

Brent Long Term Transport Strategy Review - Draft for consultation For Cabinet to: (i) approve the approach contained within the Draft Brent Long Term Transport Strategy for delivering improvements to the transport system in the borough to 2041; (ii) agree for the draft strategy to undergo a period of public consultation and wider stakeholder engagement during Autumn 2021. KEY Report: Open	Cabinet	Operational Director - Regeneration, Growth and Employment	Lead Member for Environment (Councillor Krupa Sheth)	13 Sep 2021	Transportation Planning Manager, tim.martin@brent.gov.uk
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National Non-Domestic Rates – Applications for Discretionary Rate Relief To consider applications for discretionary rate relief. KEY Report: Part exempt	Cabinet	Strategic Director - Regeneration and Environment	Deputy Leader (Councillor Margaret McLennan)	13 Sep 2021	Head of Revenues and Debt Tel: 020 8937 2307 Peter.Cosgrove@brent.gov.uk
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Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p>Brent Home Care Framework To give permission to tender for Home Care implementation Framework.</p> <p>This framework will include Home Care providers who will support the current Home Care model in Brent to add capacity.</p> <p>KEY Report: Part exempt</p>	Cabinet	Strategic Director - Community Well-being	Lead Member for Adult Social Care (Councillor Harbi Farah)	13 Sep 2021	Market Oversight Manager Tel: 020 8937 4132 edwin.mensah@brent.gov.uk
<p>Daily Visitor Parking Charges and Permit Refunds To proceed to publication and notification on the amendment of the relevant Traffic Management Orders to formally link and align daily visitor permit prices to bus fares and increase the maximum refund value for all parking permits.</p> <p>KEY Report: Open</p>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Environment (Councillor Krupa Sheth)	Not before 1 September 2021	Parking Policy Manager Tel: 020 8937 5105 anthony.vartanian@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
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October 2021

Quarter 2 Financial Report 2021/22 To note the overall financial position and the actions being taken to manage the issues arising. KEY Report: Open	Cabinet	Director of Finance		11 Oct 2021	Director of Finance Tel: 020 8937 4043 minesh.patel@brent.gov.uk
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January 2022

Quarter 3 Financial Report 2021/22 To note the overall financial position and the actions being taken to manage the issues arising. KEY Report: Open	Cabinet	Director of Finance	Deputy Leader (Councillor Margaret McLennan)	12 Jan 2022	Director of Finance Tel: 020 8937 4043 minesh.patel@brent.gov.uk
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