



Resources and Public Realm Scrutiny Committee

Wednesday 22 February 2023 at 6.00 pm

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

Please note this will be held as an in person meeting which all Committee members will be required to attend in person.

The meeting will be open for the press and public to attend or alternatively can be followed via the live webcast. The link to follow proceedings via the live webcast is available [HERE](#)

Membership:

Members

Councillors:

Conneely (Chair)
Long (Vice-Chair)
Ahmadi Moghaddam
Akram
Bajwa
S Butt
Georgiou
Miller
Mitchell
J Patel
Shah

Substitute Members

Councillors:

Afzal, Begum, Collymore, Ethapemi, Fraser, Moeen,
Rajan-Seelan, Ketan Sheth and Smith

Councillors:

Maurice & Kansagra
Lorber & Matin

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For electronic copies of minutes, reports and agendas, and to be alerted when the minutes of this meeting have been published visit: <https://democracy.brent.gov.uk>

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 or personal 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 Tuesday 24 January 2023 as a correct record.	
5 Matters arising (if any)	
To consider any matters arising from the minutes of the previous meeting.	
6 Multi Agency Flood Planning	9 - 16
To receive an update from Thames Water on the progress of Multi Agency Flood Planning.	
7 Spaces for Community Use	17 - 30
To provide an update on the available community spaces in the borough that can be used by voluntary and third sector organisations.	
8 Scrutiny Work Plan 2022/23 Update	31 - 36
To provide an update on the changes to the Resources and Public Realm Scrutiny Committee's work programme.	

This report updates the Committee on the Scrutiny Recommendations Tracker.

10 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 her representative before the meeting in accordance with Standing Order 60.

Date of the next meeting: Tuesday 25 April 2023



Please remember to set your mobile phone to silent during the meeting.

- The meeting room is accessible by lift and seats will be provided for members of the public. Alternatively, it will be possible to follow proceedings via the live webcast [HERE](#)



MINUTES OF THE RESOURCES AND PUBLIC REALM SCRUTINY COMMITTEE Held in the Conference Hall, Brent Civic Centre on Tuesday 24 January 2023 at 6.00 pm

PRESENT: Councillor Conneely (Chair), Councillor Long (Vice-Chair) and Councillors , Ahmadi Moghaddam, Akram, Bajwa, S Butt, , Georgiou, Miller, Mitchell J Patel.and Shah.

Also Present: Councillors M Butt (Leader of the Council), Mili Patel (Deputy Leader & Cabinet Member for Finance, Resources & Reform) and Collymore (Budget Scrutiny Task Group member).

1. Apologies for absence and clarification of alternate members

Apologies were received from Peter Gadsdon (Corporate Director of Resident Services) with Tom Cattermole (Director Customer Access) attending as a representative and Councillor Ketan Sheth (as a further member of the Budget Scrutiny Task Group)

The Chair took the opportunity to welcome Janet Latinwo to the Resources & Public Realm Scrutiny Committee in her new role as Head of Strategy and Partnerships and Statutory Scrutiny Officer for Brent and to thank Lorna Hughes (Director of Communities), , for the support she had provided to the Committee, as the previous Head of Service and Statutory Scrutiny Officer

2. Declarations of interests

There were no declarations of interest shared.

3. Deputations (if any)

There were no deputations.

4. Minutes of the previous meeting

It was RESOLVED that the minutes of the previous meetings held on 15 December 2022 and 8 November 2022 (which had been resubmitted for final approval following their initial consideration in December 2022) be approved as a correct record.

5. Matters arising (if any)

None.

6. Budget Scrutiny Task Group Findings

Councillor Conneely, as Chair introduced the final report and detailed findings from the Budget Scrutiny Task Group. The Task Group had been established in September 2022 to undertake a joint review, with members of the Community and Wellbeing Scrutiny Committee of the Council's draft budget proposals for 2023/24.

Having outlined the process for the review, she advised the Committee that the task group had now concluded, with a report and recommendations provided for adoption by the Committee ahead of the report going to Cabinet for consideration as part of the main budget report in February 2022.

As context to the review, it was noted that the Task Group had recognised the impact of the challenging financial environment in which the Council was operating given the long-term reduction in Government funding, level of savings already achieved, current economic challenges and increasing complexity of demand for Council services on development of the budget proposals that would continue to provide effective services for residents, protect the most vulnerable residents, and provide the necessary investment in Brent's future. It was felt that the continued financial cuts had left Local Authorities having to provide more services with less funding which the Task Group had felt required recognition and a fairer funding settlement by central government.

The Committee recognised the challenges in balancing the provision of effective services to residents against a reduced funding settlement especially when coupled with additional cost pressures due to the national financial instability and as such had made a number of recommendations for consideration as part of the budget setting process, which had been set out in the final Task Group report. Inviting questions and comments on the main Task Group findings and recommendations, the following key points were discussed:

- The Committee felt that further consideration should take place in terms of regularising parking arrangements for motorbikes via permits, bringing Brent into line with other London boroughs. It was felt important to acknowledge that many bike users that used their motorbikes for employment purposes were employed in some of the lowest paid jobs in the borough and as such costs should be looked at carefully. Additionally, it was felt that at present the borough was not maximising income generation from parking charges as motorbikes were able to park in parking bays at no cost, taking a space away from a car that would be paying to park there. It was suggested that dedicated motorbike bays would support generating income from parking and should be considered. In response to the issues raised Councillor M Butt, Leader of the Council agreed that a wider conversation was required in terms of motorbike permits, looking at which locations in the borough would be most affected and bearing in mind the existing disparity in terms of Controlled Parking Zones (CPZ) locations across the borough. It was also felt additional consideration would need to be given to the types of housing provision in affected areas where some properties had access to private and street parking and others may only have access to street parking. In further discussion the Committee highlighted the importance of undertaking a broader conversation with Transport for London (TfL) regarding active travel routes and to consider how any parking and transport considerations co-incided with Brent's commitment to the tackling the climate emergency.
- The Committee heard that active discussions were underway with Cabinet members and officers regarding active travel and recreation, with a focus on ensuring that the spaces available in Brent were used to their maximum effect, particularly considering the increased number of school streets in the borough.
- The Committee queried how much consideration had been given to increasing the level of insourcing Council services, as part of the approach towards

mitigating against the impact of the funding cuts from central government, and also ensuring that residents continued to receive quality services. In response the Committee were advised that it was Council policy to consider insourcing as an option when contracts were due for re-procurement, as had been demonstrated within the approach and model adopted under the Redefining Local Services programme. Whilst keen to increase the level of insourcing, the approach had required a pragmatic approach recognising the issues to be addressed in terms of staffing and overall cost viability for each contract and service.

- The Committee queried the time frame of setting the budget as it was felt that the time constraints limited the depth of the scrutiny and consultation that could take place, as such it was felt that a longer timescale starting earlier would benefit the process. Minesh Patel, Corporate Director of Finance and Resources advised that historically local government funding had been provided on the basis of a 3 year funding settlement by the Government, which had provided more certainty and allowed more time to plan, consult and scrutinise the budget plans. More recently however, the government had moved to providing only a single year settlement which had resulted in further challenges in terms of budget planning as well as managing the continued reductions in funding.
- The Committee asked how much knowledge sharing with other Council's happened during the budget setting process, Committee members queried if increased knowledge sharing could provide an opportunity to link up with neighbouring boroughs to cut costs and maximise funding. In response the Committee were advised that when the budget was formed if any funding gaps were identified this information would be cascaded down to affected departments for them to explore where they could make savings. Discussions at departmental level could then include review with counterparts in other local authorities in terms of best practice and in order to explore what other options could be practical. The Committee were also advised that Councillor Mili Patel (as the Cabinet Member for Finance, Resources & Reform) regularly met with other finance leads across London including the GLA to ensure that, as a Council, Brent were up to date with best practice and opportunities to maximise budgets.
- In relation to the points highlighted regarding single year funding allocations, the Committee were advised that one of the recommendations made by the Task Group was to lobby for reform of local government finances to support a revised and more effective funding schedule moving forward.
- The Committee discussed Recommendation 5, Additional Advice & Support for our Community & Voluntary Sector (CVS) Partners, which had included the proposal that in order to support the CVS in continuing to provide local support services, consideration should be given where possible to providing community space at peppercorn rent. Upon further discussion, the Committee heard that the focus was initially on supporting the positive work undertaken by CVS groups in Brent, recognising that CVS groups provided services where the Council were not always able to, and it was therefore felt exploring the availability of space that could be made available to CVS groups was an important way forward in supporting their sustainability.
- Additionally, it was felt that the Committee required clearer evidence of how the monitoring of grants to CVS groups was reviewed and evaluated to be able to clearly assess the impact of the funding that had been provided.

- The Committee discussed the proposed increase in Council Tax that was due to be recommended for approval as part of the Council's budget setting report in February 2023. In view of concerns raised relating to the impact of the proposal, the Committee sought assurances that in light of the proposed increase there would also be increased funding made available to the Resident Support Fund and Council Tax Support Scheme to continue supporting the most vulnerable residents where necessary and if further exploration had taken place with regard to extending universal free school meals. The Committee were advised that due to the reduced level of central government funding the Council had been left with no choice but to increase Council Tax in order to maintain effective essential services to residents and achieve a balanced budget. The Committee were re-assured that the Council continued to place a high priority on ensuring that the borough's most vulnerable residents were supported, with qualifying residents able to access the Council Tax Support Scheme and Resident Support Fund. Additionally, the issue of food poverty remained a top priority with work being undertaken by the dedicated Food Justice Champion, Councillor Ryan Hack alongside Brent Schools to support identifying the most effective ways that the Council could continue to provide support in this area.
- The Committee queried if there were any other avenues to explore in terms of how Council Tax was calculated, in order to reduce the financial impact felt by residents. The Committee were advised that as part of this process the Task Group had been keen to explore and extend the range of income generation opportunities and to lobby for reform of the local government funding system, recognising the regressive nature of Council Tax and in order to seek a more progressive tax system with the, Committee also in agreement that central government should be responsible for ensuring that local authorities were adequately funded.
- The Committee queried how the Council would cope with potentially increased applications to the Resident Support Fund, in light of the increased Council Tax pressures coupled with the ongoing Cost of Living crisis. In response to the issue raised Tom Cattermole, Director of Customer Access, confirmed that the service was adequately prepared to manage increased applications, it was noted there was currently an approximate 4 week wait for applications to be processed.
- The Committee queried how the disparity between the Housing Revenue Account (HRA) increases against CPI would impact the acquisition of future housing assets and the maintenance of current housing stock. It was confirmed that the lower rent increases would affect the generation of income from rent which in turn would impact upon the Council's ability to purchase additional housing stock and make the improvements to current housing stock to support maximum energy efficiency in line with Brent's climate ambition. It was confirmed that an HRA Assets report would be going to cabinet to provide further details.
- The Committee highlighted the need to ensure that the collaborative planning responsibilities and financial contributions between the NHS Trust and the Council to improve the Health and Social Care function in Brent were evenly shared, particularly regarding the issue of hospital discharge. In response the Committee heard that most of the funding to support hospital discharges this Winter had been given to Local Authorities to manage and support discharge in to care homes. It was felt that there was good collaborative work between

Brent and its health partners who shared a collective focus on building a safe system and providing effective care support packages to residents upon hospital discharge.

In summarising the discussion, the Chair extended the Committee's gratitude to all the officers responsible for producing the budget, particularly within the context of the challenging financial environment. Further thanks were also extended to Budget Scrutiny Task Group members and stakeholders for their contributions throughout the budget scrutiny process. The Committee felt that the collaborative work from all parties had resulted in the best possible outcome for residents despite the challenging budget constraints. The Committee were further advised that throughout the Budget Scrutiny Task Group consultation process further active feedback had been shared with officers so that suggested improvements could be considered without having to wait for the report publication.

As no further issues were raised the Chair then drew the item to a close and the Committee **RESOLVED** to approve the findings and recommendations made by the Budget Scrutiny Task Group ahead of them being submitted to Cabinet and Full Council as part of the budget setting process.

The following information requested was raised to take forward:

- (i) The Corporate Director of Finance and Resources to confirm when the HRA Assets Report would be going to Cabinet.

8. Scrutiny Work Plan Update 2022/23 Update

The Committee were then invited to consider and review the scrutiny work programme for the remainder of 2023-24.

The Chair confirmed that there had been some rescheduling of agenda items as listed in the report and it was NOTED that an additional item on the Cost of Living crisis was due to be heard at the April 2023 meeting.

9. Scrutiny Progress Update – Recommendations Tracker

The Committee was then invited to consider the progress and updates provided in relation to the Resources & Public Realm scrutiny recommendation and information request tracker.

The Chair invited Committee members to ask officers questions relating to the progress of the previous recommendations, suggestions, and information requests made by the Committee as detailed in Appendix A of the report.

The following queries were raised by the Committee:

- In relation to the Committee recommendation to "Use Council's role and relationship with the NHS to lobby for more support for our residents to strengthen our efforts in helping them through the Cost of Living crisis" the Committee required assurances that this was being actively explored, particularly with regard to discharge care packages that included support for

patients who required financial support to keep the cost of vital medical equipment running at home. Officers confirmed that a full response would be included ahead of the next Resources and Public Realm Scrutiny Committee in February 2023.

- In terms of the suggestion made to the Brent Council Grants Programme, to “Ensure monies distributed as part of the Carbon Offset Fund are targeted to communities/areas in most need” the Committee clarified that they felt it should state that the funding should be used in the areas of the highest emissions in order to maximise impact of the carbon offset fund in reducing emissions.
- In relation to the point on the Draft Borough Plan 2023-27 to “Involve the worker community (i.e trade unions) in the consultation/engagement process”, the Committee welcomed the response that this had been undertaken, however it was felt that this had not been strongly reflected in the written report. In response the Committee were advised that when the report was finalised for adoption by Full Council details of the engagement undertaken with the Trade Unions would be clearly reflected.
- In further discussion members considered the benefits of broadening the range of Trade Unions engaged as part of future consultation processes to align with the number of business consultees. The Committee were advised that any suggestions to significantly increase the range of Trade Unions would require consideration and review through the Council’s Executive arrangements.
- In relation to the suggestion on the Safer Brent Annual Report 2021/22 to “Reinstate a health representative on the Safer Brent Partnership Board” it was confirmed that the Chief Executive would write to NHS partners to prompt increased attendance from health partners at meetings.
- In relation to the recommendations made regarding the Redefining Local Services Integrated Street Cleansing, Waste Collections and Winter Maintenance Services Contract Procurement, agreed by Cabinet on 16 January 2023, the Committee felt that it was important to re-emphasise the recommendation that where possible recycling sacks were replaced with wheelie bins and sought some assurance that this was being actively looked in to. Carolyn Downs, Chief Executive, confirmed that the cabinet report had been amended following the feedback from the Resources and Public Realm Scrutiny Committee with active discussions underway with Veolia to explore this further. As per the recommendations tracker the Committee re-iterated that they required a written update report by 10 February 2023 to update the Committee on the progress made. The Committee felt it would be helpful for Councillor Krupa Sheth, Cabinet Member for Environment, Infrastructure and Climate Action to attend the 22 February 2023 Resources and Public Realm Scrutiny Committee meeting to respond to any further queries following the Committee’s receipt of the update. Moving forward the Committee reiterated that they would continue to monitor the implementation of the contract, with the Committee keen to invite the contractors to a future meeting in order to review service provision and performance in relation to the new contract arrangements.
- In response to a query regarding the functions and implementation of the Financial Inclusion Dashboard, Tom Cattermole, Director of Customer Access advised the Committee that a video had been produced to be shared with

- members that illustrated the range of services that the dashboard encompassed.
- In relation to Brent Council's Grants Programmes the Committee required an update on the progress of the information request, seeking a feasibility report that investigated different options for voting on 'You Decide' decision days to increase accessibility. Lorna Hughes, Director of Communities, clarified that an internal audit review had taken place, with the findings of this currently being worked through with a view to collating a management response. The Committee were advised that upon completion a report would be provided to the Committee and Cabinet.
 - The Committee queried the level of engagement from the Disability Forum in terms of the consultation on the Borough Plan, with members advised that the Forum had been actively involved in the consultation process. Given the issues raised, however, it was agreed that further clarification would be provided on the membership and operation of the Forum
 - Councillor J. Patel extended his thanks to Lorna Hughes and her team for the progress made in providing the NCIL funding to projects in Kingsbury and Queensbury, he felt the process had been straightforward and the residents were able to quickly realise the benefits of the funding provided.

Councillor Conneely thanked members and officers for contributing to the Recommendations Tracker Update before summarising the additional actions and information requests following the updates provided, which were NOTED as follows:

- (i) Information request for Lorna Hughes to confirm the mechanism to become a member of the Disability Forum and to confirm the number of participants on the last Disability Forum that were consulted on the Borough Plan.
- (ii) For Councillor Krupa Sheth to attend the next RPR Scrutiny meeting when the revised RLS monitoring was discussed.
- (iii) When the Borough Plan report goes to Full Council for approval, the report should include the information regarding consultation with Trade Unions.

10. **Any Other Urgent Business**

None.

Date of the next meeting: Wednesday 22 February 2023

The meeting closed at 7:45pm.

Councillor Conneely

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LB Brent flood scrutiny committee 22 Feb '23: Thames Water update

1. LONDON FLOOD REVIEW

On 12 and 25 July 2021, London experienced two extreme rainstorms that caused extensive flooding of homes, businesses and the capital's transport, education and health infrastructure. Whilst both storms were forecast days in advance, the intensity of the rain that fell was significantly underpredicted, with over a month's worth of rain falling in a hour at the peak of each storm. It is estimated that at least 2,000 properties experienced some internal flooding, either from sewers backing up inside the properties, or overland flows reaching sufficient depth to penetrate through air bricks, door and window frames.

Thames Water commissioned the independent London Flood Review (LFR) to understand why the flooding on 12 and 25 July 2021 was so severe, whether TW's assets may have exacerbated the flooding and to make strategic-level recommendations on how to manage this growing risk. The LFR published its final report on 12 July 2022, presenting its findings and its 28 recommendations.

The LFR's key finding was that the main cause of the flooding was the intensity of the rainfall, which overwhelmed private, local authority and Thames Water's drainage systems. In some areas the flooding was exacerbated by tide-locking of the combined sewer overflows into the Thames, which caused some sewers to back up. The LFR did not find any significant operational failures on the Thames Water network.

We have reviewed the 28 recommendations and believe that three (recommendations 14, 21, 22 – see Appendix 1) are clearly the responsibility of Thames Water to lead on and fit with our sewer flooding strategy. An action plan to deliver these actions is being developed and delivered.

The remaining 25 recommendations require the close collaboration of a number of organisations to achieve them. We therefore propose that these should be reviewed by the London Surface Water Strategic Group ('LSWSG' - see below) for consideration as to whether and how they should be discharged.

To ensure that the findings of the LFR were well disseminated, three versions of the final report were published (a non-technical summary, a more technical 'summary for policy-makers' and the full technical report). The Chair of the LFR also presented to a range of stakeholders, including:

- National Infrastructure Commission (to inform the government's commission
- Thames Regional Flood & Coastal Committee
- [Mayor's Surface Water Roundtable](#)
- London Councils' Chief Executives' Environment Committee
- London Council's London Environmental Directors' Network
- RBKC's Environment flooding working group

- Thames Water's Customer Challenge Group
- Thames Water Utility Limited Board

Following the completion of the LFR, the LFR's website was maintained for 6 months (until 12 December 2021) and then the reports were transferred to: [London flooding response](#) | [About us](#) | [Thames Water](#)

2. LONDON SURFACE WATER STRATEGIC GROUP

The July 2021 floods highlighted that London's drainage systems are an integrated system-of-systems and that managing flash-flooding from intense storms requires the close collaboration of all responsible agencies. A number of working groups and studies into the July 2021 floods, including the LFR and the Mayor's Surface Water Roundtable, identified the need for a high-level, multi-agency, 'strategic group' to drive the necessary collaboration, and produce and deliver a London-level surface water management strategy and action plan.

The LSWSG represents the key agencies in London with representation drawn from six Lead Local Flood Authorities, and the Director/Mayoral adviser level representatives from the GLA, TfL, EA, London Fire Brigade, Thames RFCC and Thames Water. Funding has been secured from the Thames RFCC for up to five years to fund an independent chair, a part-time secretariat, a project officer and towards developing a London-level surface water management strategy and action plan.

The first meeting of the LSWSG was held on 08 December to approve the draft Terms of Reference for the Group and the scope for the London-wide surface water management strategy. In setting up the LSWSG and commissioning the strategy, the first two recommendations of the LFR have been initiated. The intention is that the LSWSG will use the LFR's reports, TW's draft Drainage and Wastewater Management Plan, Borough Section 19 studies and updated surface water management plans to inform the development of the London-level strategy.

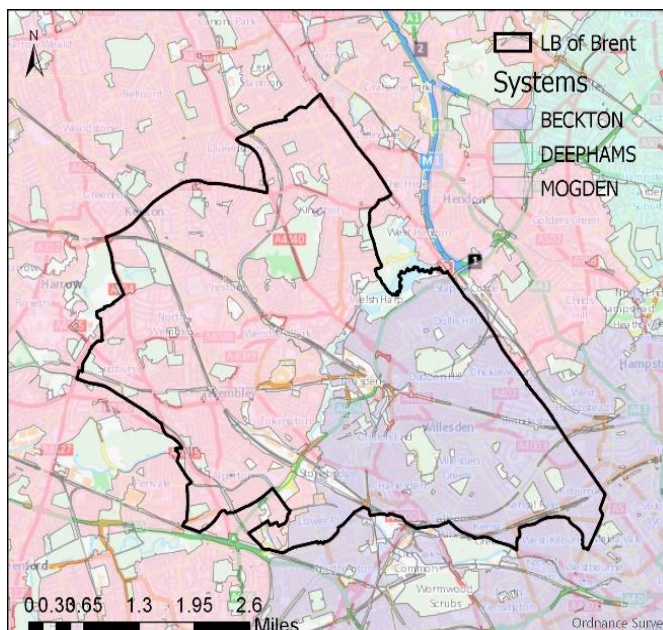
The LSWSG are also developing a work programme of quick wins/ no regret actions that can be delivered in parallel to the development of the London-level strategy and actions plan/s.

3. DRAINAGE AND WASTEWATER MANAGEMENT PLAN

Water companies are producing long-term plans, known as Drainage and Wastewater Management Plans ('DWMP'). This is the first time they are being completed and will become a statutory deliverable under the Environment Act from the second cycle of plan. The plans will be refreshed every 5 years. The plans look at the impact of the combined challenges of climate change and population growth on drainage and wastewater treatment out to at least 2050, and identify strategic-level solutions to address these impacts.

Our draft DWMP was published on 30 June 2022 and is available [here](#). Our final DWMP will be published on 31 May 2023.

We produced a regional segregation of the plan to gain more of a local understanding of the long term strategic intent. Within London, the plan was segregated into eight wastewater systems and further into risk zones. The London Borough of Brent is served by two drainage systems, Beckton to the south east and Mogden to the north west. The adjacent map defines the split more accurately.



In our draft DWMP, the LB of Brent is represented in Risk Zone 2 in Beckton and Risk Zones 2, 3, and 4 in Mogden. The risk zones were selected based on how the underground piped network drains properties.

The scale of the modelled flood risk for a 1:50 year rainfall (or 2% probability of occurring in any year) each of the risk area is in the table below.

System	Risk Area	Modelled 1:50 flood risk	
		2035	2050
Beckton	Risk Zone 2	24,758 properties (8.3%)	27,604 properties (9.3%)
Mogden	Risk Zone 2	15,985 properties (12.0%)	20,515 properties (15.4%)
	Risk Zone 3	9,996 properties (11.1%)	11,950 properties (13.3%)
	Risk Zone 4	16,766 properties (21.9%)	19,353 properties (25.2%)

The proposed strategic-scale interventions to manage this risk are shown below.

System	Risk Area	Proposed interventions	
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		Ha of area connected into SuDS	Pipe upsizing (meters)	Network storage (m ³)	Property Protection	Cost Range
Beckton	Risk Zone 2	1,561	162,116			>£1.0bn
Mogden	Risk Zone 2	923	19,711	12,919		£1.0bn - £500m
	Risk Zone 3	609	6,792	18,529	309	£1.0bn - £500m
	Risk Zone 4	100	2,808			£100m – £200m

APPENDIX 1: LFR RECOMMENDATIONS

Governance:

No single organisation is in overall charge of managing surface and sub-surface water flood risk in London. Furthermore, there is a lack of understanding of the overlaps and interactions between the differing responsibilities among a wide range of organisations. Our recommendations:

Roles and responsibilities for flood risk management

Recommendation 1. TW to work with other agencies to develop a multi-agency strategy to respond to flooding. Engage with other organisations to identify clear roles and responsibilities during the event.

Recommendation 2. Set up an organisational body to develop strategic plans for management of surface water over Greater London. Report annually on progress against these plans.

Planning and development

Recommendation 3. Review the planning process to consider adding water companies as statutory consultees in the planning process, to provide comments related to sewer flooding risk and network availability.

Funding

There is insufficient funding mobilised to manage the risk. There is a lack of knowledge about potential funding opportunities and a lack of understanding of what is needed to develop and submit proposals to secure the needed funds. Our recommendations:

Funding for flood risk schemes and sustainable drainage systems

Recommendation 4. Review the process of applying for and securing funding for flood risk schemes.

Recommendation 5. Seek opportunities for partnerships working in areas of known flood risk to spread the cost of potential schemes, including consideration of source control as well as schemes which protect receptors. Identify blockers which prevent effective schemes being taken forward and lobby for additional resources to be made available to achieve funding.

Recommendation 6. Ring-fence funding to Lead Local Flood Authorities (LLFAs) for flood risk duties. Lobby for additional funds to be made available so that the full remit of duties can be met.

Incident response

Recommendation 7. Enable the Strategic Surface Water Management Group to manage and coordinate response to flooding, including deployment of clean-up crews to areas of greatest need.

Insurance

Recommendation 8. Work with those who flooded to support their access to the FloodRe reinsurance scheme, the Build Back Better fund, and feedback any necessary improvements to the scheme. Consider lobbying for further investment into FloodRe scheme to include cover for houses of multiple occupancy and commercial properties to ensure they have access to insurance

Evidence

There is a lack of understanding of what flood assets are currently available, who owns and maintains them, and what condition they are in. In addition, there is also a lack of modelling that can help organisations understand where floods are likely to occur and what efforts should be undertaken to reduce the risk.

Monitoring and forecasting

Recommendation 9. Investigate timescales and suitable application for multi-agency response to improve forecasting. Use forecasting to identify event risk zones and consider use of ICMLive models to develop computer learning models as a predictive tool to identify impact and operational response during an event.

Modelling

Recommendation 10. Develop existing modelling specifications, or create new ones, which provide clear guidance on the use of rainfall, boundary conditions and complex flow

mechanisms. Ensure that a common model environment is used so that shared risks between LLFAs and TW are well understood.

Asset performance

Recommendation 11. Review critical assets and identify ways of monitoring data and information, such as data sharing platforms, during an event to inform decision-making and prioritisation. This may draw on data from all organisations as well as freely available data. Consider whether a digital twin is of benefit to replicate the system and understand the impact of various operations on system performance.

Recommendation 12. Assess impact of gully cleaning to determine the gullies which should be cleaned most frequently. This may not be the gullies where flows pond but may be further upstream to allow for flows to get into the system and be conveyed away from risk zones. The impact on other infrastructure should be considered.

Reporting and forming evidence bases for future investment

Recommendation 13. Review current data collection processes across all stakeholders and identify improvements. Establish a suitable data platform to host flooding history data and manage appropriately. Appoint a data manager to be responsible for data and how it is shared.

Communications

There is a lack of understanding of the risks of surface water flooding and the responsibilities of the various stakeholders to lower such risks. Our recommendations:

Preparing for events

Recommendation 14. Set trigger points, likely to be aligned with the multi-agency flood plan and London Resilience Group's triggers, to mobilise operational and TW Customer Contact Centre staff and engage with key stakeholders to prewarn of a potential event.

Recommendation 15. Ensure that the current response plan includes alerting customers who have either signed up to be notified of risks in their area, previously experienced flooding, or are on the priority services register, that there is a potential risk of extreme weather in advance of the event so that they may prepare.

Recommendation 16. Carry out exercises to practice new flood response and communications plans to improve preparedness and cooperation across multiple organisations

Responding during events

Recommendation 17. Implement process for updates to website messaging and key lines of communication to be shared across all key stakeholders as an event unfolds.

3.4.3 Post-event response and clean-up

Recommendation 18. Create and disseminate an 'emergency communications group messaging' briefing document to staff and stakeholders. Update regularly during and after flooding events to enable clear and consistent messaging across the various stakeholders.

Coordinating and sharing information across organisational bodies

Recommendation 19. Establish a data sharing agreement between TW and other relevant stakeholders which sets out what and how data is shared. Enable LLFAs quick access to data.

Coordinating and sharing information for customers

Recommendation 20. Create cross-organisation educational campaign regarding flood risk to help residents and businesses to understand their risk and steps that they can take to reduce that risk and gain insurance.

Recommendation 21. TW to share policy on procedure for assessing FLIP installation with stakeholders for clarity and openness.

Recommendation 22. Understand where customers implement their own measures. This data will help RMAs to understand the cumulative impact of these measures on flood risk. Create digital form for consultation process so that TW is informed.

Strategic plan

The absence of an overall strategic plan and vision, as well as a body tasked with its development and implementation, underpins all of these issues. Our recommendations:

Asset resilience

Recommendation 23. Set out clear terms of reference of what flood risk resilience schemes are aiming to achieve, in terms of acceptable levels of risk, desired standard of protection and design requirements, in conjunction with Recommendation 11. Agree across the RMAs. Understanding the flood risk mechanisms in play will result in a scheme which delivers the maximum benefit potential to all stakeholders.

Recommendation 24. Strategic Surface Water Management Group to assess criticality of strategic assets and assign required standard of protection. Review measures in place to ensure continuity of performance during flooding events. Review current Flood Asset Register compiled by LoDEG and make recommendations to improve consistency and understanding of assets. Assess assets which are critical for flood risk management and the implications on other assets where they may fail. Communicate findings to all stakeholders.

Re-greening London

Recommendation 25. Consider incentivisation of Nature Based Solutions to form part of the flood risk management infrastructure to improve the 'grey to green' water and reduce runoff into the drainage network to encourage widespread promotion and uptake of installation.

Planning policy

Recommendation 26. Identify the significant flow paths in the city, which often follow the path of the lost rivers. These should be formally designated as protected overland flow routes.

Formalisation of these routes may involve minor but wholesale amendments to kerb lines, low point attenuation areas (i.e. blue corridors and informal detention basins) to make these routes safe for conveying flood waters. Additional policy should be written preventing changes within these designated routes without a full assessment and understanding of how these changes may affect their function.

Recommendation 27. Local authorities to consider implementing more stringent development policies so that greenfield runoff rates must be achieved. This should also be followed up to encourage developers to implement realistic and functional solutions.

Recommendation 28. Local planning authorities to amend their planning policies where there is a known risk of sewer flooding to incorporate any basement development or construction work. This will increase the workload of the planning authorities, so it is recommended that funding is increased to meet this change in demand.

	Resources & Public Realm Scrutiny Committee 22 nd February 2023
	Report from Corporate Director of Finance and Resources
Spaces for Community Use	

Wards Affected:	All Wards
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:	N/A
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Denish Patel, Head of Property Denish.Patel@brent.gov.uk Tanveer Ghani, Director of Property and Assets Tanveer.Ghani@brent.gov.uk

1.0 Purpose of the Report

- 1.1 The Resources & Public Realm Scrutiny Committee requested a paper on the available community spaces in the borough that can be used by voluntary organisations, such as charities, arts and cultural groups (“third sector”), to carry out their work, and the help/support the Council can offer to such groups who find themselves in need of property to carry out their work.
- 1.2 Property assets are an important contributing factor to the quality of public services. For third sector organisations, a great deal of variation exists in that, some organisations may possess significant property assets, while others have very limited, or no access to property assets. One of the key roles of the Commercial Property Team is to support and maintain a sustainable commercial property estate to support the delivery of key Council objectives by the third sector.

- 1.3 Third Sector organisations deliver a vast range of services that are of social and public benefit. The Third sector providers help to complement, improve, fill gaps or replace Council provision, particularly in the social welfare field, and their services, which are value-based and mission driven, are often:
- More accessible to service users;
 - Embedded within the community they serve;
 - Resourced by volunteers, who are often directly involved in their governance;
 - Rely on expertise that is rooted in close relationships with service users.
- 1.4 Brent has active and positive relationships with third sector organisations. However, the ability to formally evaluate and evidence the impact of third sector delivery on public services continues to be challenging. Brent recognises the social value of their work, however, a proportional revenue stream is required to pay for the running costs, maintenance and upkeep of a Council-owned property asset. Therefore, there is a need to manage the balance between supporting delivery of valued services through third sector providers and the need to generate revenue to help maintain a sustainable commercial property estate.
- 1.5 This report therefore sets out the available data on third sector organisations in the borough needing space, the approach, opportunities, constraints and challenges for distributing space and meeting the demand for property from the third sector with a view to developing a new Brent Property Strategy.

2.0 Recommendation(s)

- 2.1 For the Resources & Public Realm Scrutiny Committee to note the contents of this paper.

3.0 Detail

Commercial Property Estate Portfolio

- 3.1 The Commercial Property Team forms part of the Finance and Resources Directorate and manages the Corporate Landlord function (General Fund) in respect of commercial properties and other non-housing Council operational assets.
- 3.2 The Council's overall commercial property estate portfolio currently consists of approximately 158 lettings (in relation to individual buildings as well as multi-let buildings) comprising a mix of uses, of which 79 (approximately 50%) are identified as being let to third sector organisations that deliver public value in one form or another in the borough (see Table 1 below). Broadly speaking, these lettings can be categorised as follows:
- 'Not for profit' organisations which are established for the purpose of delivering public services, such as charities and voluntary organisations. These organisations often have the special skills and networks needed to deliver services but often lack access to property assets needed to deliver services. Many organisations in the UK categorised as third

sector have dual registration as a charity and a company – while remaining not for profit and are revenue-raising social enterprises.

- ‘For profit’ commercial organisations which are established with a mission to serve a public purpose e.g., a private company providing pupils with education to grow their skills and talents. Private companies can also have ring-fenced public service provision within non-profit subsidiaries.
- ‘Hybrid’ organisations which possess significant characteristics of more than one sector, such as entrepreneurs that have developed small, private companies with a focus on social value i.e., a children’s nursery serving the local community or a company providing immigration advice.

Table 1: Analysis by letting types

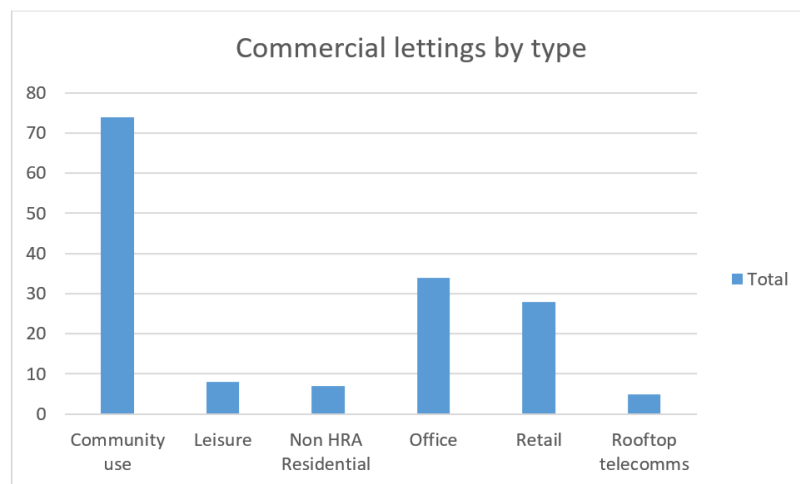


Table 2: Total rent income by letting type

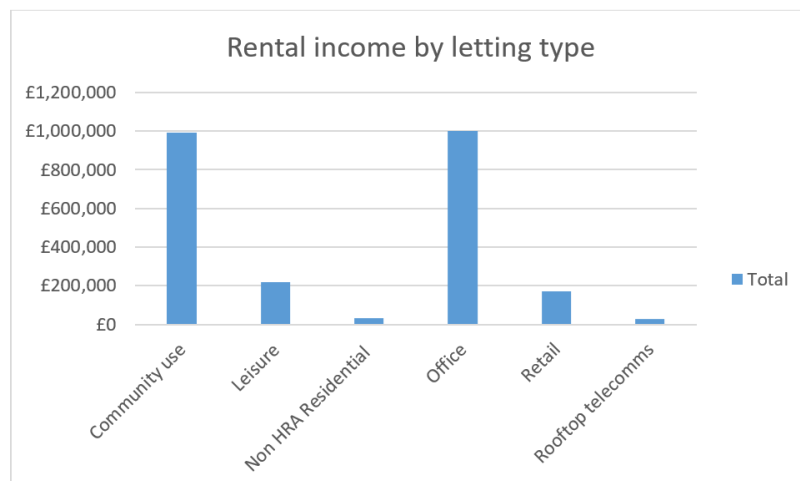
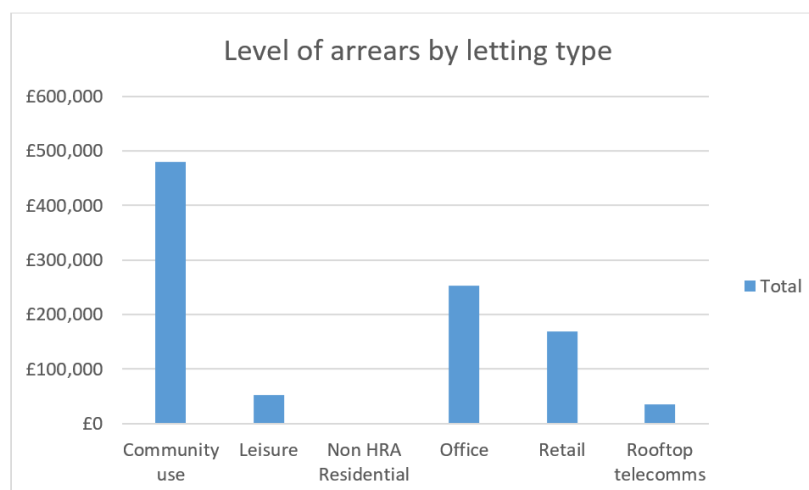


Table 3: Total arrears by lettings type



- 3.3 There are various asset classes within the commercial estate portfolio that are let to third sector organisations and provide a range of uses including retail, office, industrial, leisure and sports facilities, and community centres. These are located in various parts across the borough.
- 3.4 The commercial estate portfolio also includes a number of multi-let buildings/office blocks providing valuable office and community space to third sector organisations and small to medium size enterprises that deliver services to the community, or beginning to get established, providing employment opportunities and additional non-domestic rating revenue. These buildings include the Designworks in Harlesden, and the Brent New Enterprise Centre in Willesden.

Property Strategy

- 3.5 It is worth noting that the vast majority of the commercial estate portfolio is historic. Furthermore, the Council's Property and Asset Strategy 2015-19 moved away from a strategy of disposing of surplus property for a capital receipt to a presumption of retaining property to maximise its revenue potential.
- 3.6 As the nature of public service delivery changes, new ways of working and smarter technologies are adopted in response to constrained budgets and rising inflation, there is a need for Brent to develop a new sustainable property strategy that can be moulded to provide an overarching framework to support the development and management of the Council's commercial property estate.

Commercial Letting Approach

- 3.7 The activities for letting commercial properties to third sector organisations is based on three stages:
- 1) Maintaining or acquiring a property asset that is of benefit to the community and which helps to deliver both economic and public outcomes as per the Borough Plan;

- 2) Leasing the property asset to a third sector organisation on agreed terms following a standard marketing and letting exercise or in exceptional cases through direct letting;
- 3) Protecting the Council from unexpected or adverse events, including the loss or damage of the leased asset by ensuring adequate budgets are in place to cover long term management and maintenance costs.

Acquisition

- 3.8 The former Picture Palace in Harlesden was recently acquired by the Council as part of the Town Centres regeneration programme. This acquisition came about after years of transient and contentious occupancy by a number of businesses, followed by a period of closure.
- 3.9 The purchase coincided with the development of the Black Community Action Plan and resulted in the Council taking the opportunity to dedicate the building for delivering a new community centre that will be run by a consortium of local charitable organisations.

Leasing

- 3.10 Leasing benefits third sector organisations by allowing them the use of a property asset for less than the outright purchase price which they could otherwise not afford. For the Council, the value derived from granting a lease comes from the revenue it can generate in the form of rental income, which will help to cover the purchase price of the asset before it wears out or is lost, and in the case of third sector lettings, also help to deliver services that meet Council priorities.

Council-led Mixed Development

- 3.11 The properties which form part of wider regeneration plans are sometimes let on a temporary, meanwhile basis, whilst long term plans for the buildings are realised. These properties in many cases if left empty, present security, maintenance and compliance issues and costs for the Council and so are often let for short term uses on terms which reflect their condition, often under a licence (which has limited security) at nil rent. Redevelopment often leads to improved accommodation for third sector organisations, as demonstrated by the demolition and redevelopment of a community centre, as part of a larger mixed-use development, for the Learie Constantine West Indian Association and Brent Indian Community Centre in Willesden are a great example of co-creation and co-production with a third sector organisation
- 3.12 The Council's third sector tenants occupy premises on a wide variety of terms which present the Council with opportunities to renegotiate the terms of the leases at lease end, and there may also be the option for the Council to enable the leases to effectively wind down with a view to obtaining possession of the property at some date in the future so that it can redevelop the site to better support community and other mixed uses. A good example of this is the Carlton Centre in South Kilburn which is being redeveloped to provide better quality accommodation for a variety of uses including community use where the existing third sector tenant will vacate into temporary space and move back in once the property is redeveloped. Furthermore, there will also be circa 667sqm

of new community use that will be delivered as part of the Wembley Housing Zone regeneration scheme.

Temporary Licensing

- 3.13 Other meanwhile uses benefiting the community include premises support to London Community Kitchen who have been granted a temporary licence to use the Civic Centre kitchen and food preparation area to support the Holiday Activity and food programs. London Community Kitchen are using the premises to cook and deliver thousands of meals for Brent/Harrow communities to support people facing food insecurity and children. Officers are also currently assisting SUFRA in collaboration with the Change and Customer Insight Team with options to use the Bridge Park kitchen and servery area for 6 months to provide support and meals to the homeless.

Long-Term Lease Disposals

- 3.14 A long-term lease is effectively a contract between Brent Council (as the landlord) and an external party (as the prospective tenant) for specific rights regarding the use of a Council-owned property over an agreed period of time.
- 3.15 The Commercial Property Team works closely with the Strategy and Partnerships department to deliver the aspirations of our local communities, especially around developing community spaces that are run and managed by local communities. Recently, the Council has agreed heads of terms for long term leases with Mahogany Arts (a social enterprise) for the premises they occupy at 28 High Street in Harlesden and with LEAP (a charity that runs careers education programmes for children) for the premises they occupy at Hazel Road in Kensal Green. As a result of the Council's support for a new long-term lease, Mahogany Arts were able to secure £100k in grant funding from the Arts Council to undertake refurbishments works on their premises in Harlesden.
- 3.16 The income generated from lettings to the third sector is generally at market rent which is determined by the asset class, related planning use (which may restrict market rent achievable), level of demand and prevailing market conditions. Some agreements are let under modest rents and are often historic, dating back a significant period of time where the Council is locked into the terms of an existing lease, or where the occupation is in need of being regularised, or where leases are requiring renewal.

Letting Process

- 3.17 There are two types of strategies used for letting, 1) the marketing strategy and 2) non-market strategy or direct letting.

Marketing Strategy

- 3.18 The market strategy helps the Council ensure fairness and transparency and attain its economic and social goals, using both financial and non-financial measures.

- 3.19 To ensure community groups are treated fairly and consistently, in a transparent and accountable manner when bidding for or occupying community buildings the vast majority of void properties available for letting go through a marketing exercise in which third sector organisations can bid for available properties.
- 3.20 Void properties will be marketing on the Council's own website and/or through local agents to carry out the marketing activities. The marketing particulars will include:
- Photographs of the property;
 - The address, floor plan and a location plan of the property;
 - A brief description of the property and the area;
 - Rental estimate based on a current independent market valuation;
 - Estimate of repairs required and any rent free period;
 - Length of lease being offered;
 - Any conditions of use and planning use class;
 - Viewing and contact details;
 - Deadline for bidding and method of assessing bids.
- 3.21 A number of criteria will be used to assess bids. For example, the Council will assess bids against the planning use permitted, the condition of the property and the investment required to bring the property back into use, the needs of the local community and fit with the Council's priorities, the economic return required and level of rent proposed, and the financial standing of the organisation placing the bid, and their track record and experience. The budget process of a third sector organisation will reflect its size and scope and the sources and purposes of its income, which will include grants, contracts, earned revenue and gifts – all with attached funders' criteria. So they have a responsibility to develop a budget that delivers funders objectives, as well as organisational mission, which provides the financial resources but also the constraints on how much can be spent on things like rent and property repairs and maintenance. Many smaller third sector organisations are handled by volunteers or people without specialist financial management skills which enhances the financial risks for them and the Council.
- 3.22 For each decision made, there will be trade-off between one use of a resource and several alternative uses and the Council cannot satisfy them all, and therefore choosing one option inevitably means that another possible opportunity has been missed, lost or foregone. Close collaboration with other service areas helps to strategise, set priorities and focus resources and determine which services from which providers best meets needs and addresses questions of reach and efficiency.
- 3.23 In certain situations, a lack of investment in the assets has resulted in buildings now reaching the stage that has resulted in certain elements needing replacement such as the roofs and historic defects. This can result in the Council incurring significant expenditure directly or indirectly through the grant of rent free periods to allow tenants to implement the repairs.
- 3.24 Upon selection, the Council will agree Heads of Terms then instruct the Council's Legal Department to draw up and complete the lease and other legal documentation.

Non-Marketing Strategy

- 3.25 The non-market strategy is vital to ensure that the Council can progress its regeneration and wider objectives where a marketing strategy may be in conflict with those goals. With the high number of regeneration sites and tenants affected by redevelopment proposals, the non-market strategy has become as important for the Council as the market strategy, though used much less frequently. The Council may need to use some discretion in deciding which is most appropriate strategy when allocating scarce property resources. The emphasis on a given approach will differ depending on the context which will influence what is acceptable. Decisions which fall outside the standard letting process are made by Officers in consultation with the Lead Member and decisions explained and recorded in delegated authority reports in accordance with the Council's constitution.
- 3.26 Direct lettings may take place in exceptional circumstances where for example the Council is seeking to re-house an existing tenant who requires to be vacated from their current premises because of Council regeneration or redevelopment plans affecting the property. There are legal and constitutional rules that need to be followed when direct letting and these are detailed in the Legal section below.

Challenges and constraints in supporting the third sector

- 3.27 The previous decade has seen a conscious change in approach to ownership and use of Council non-operational assets, moving from disposals to long term retention of assets and a focus on lettings to generate income rather than capital receipts. However, the cost of providing and maintaining a vast sustainable commercial property estate is high. The commercial property portfolio is a key resource for the Council to provide an economic return and public value. In order to be kept in good use it requires an inflow of financial capital for its maintenance, repairs, refurbishments and upgrades where needed. Budgets needs to cover operating costs, ongoing maintenance, and provision for periodic upgrading and eventual replacement. Thus, the budget must provide for an adequate amount of financial resources to be employed for the purposes of maintaining or upgrading the stock of physical capital over time. The rental income generated from the commercial portfolio also makes an important contribution to the Council's budget but is becoming more difficult to sustain post Covid-19 as tenants struggle to pay rent arrears, ongoing rent and rising energy bills.
- 3.28 The diverse nature of the portfolio, the vast majority which is historic, includes elements which provide a stable and relatively secure income stream. Others are more sensitive to economic forces and require greater management by the Council as landlord. The nature of the asset can however expand its role into other areas of Council activity beyond solely income generation which are set out in the report. However, in certain situations, a lack of investment in the assets has resulted in buildings now reaching the stage that has resulted in certain elements needing costly replacement. This can result in the Council incurring significant expenditure directly or indirectly through the grant of rent free periods to allow tenants to implement the repairs or the property remaining vacant for extended periods of time and deteriorating physically and in capital value terms making them more difficult to bring back into use.

- 3.29 There are four types of assets which we are able to use to support third sector organisations with their property needs:
- Existing properties which form part of the commercial estate portfolio and are being re-let, either because the existing lease has expired or the tenant has vacated the property;
 - Operational sites/buildings which have been declared surplus and moved into the commercial estate portfolio.
 - Community halls/rooms available to hire on an ad hoc basis within existing housing estates
 - New properties acquired/developed, such as the former Picture Palace.
- 3.30 Existing properties form the majority of properties available for letting to third sector organisations and the vast majority of these are already let, and historic decisions determine their current use. The majority of these lettings are longer term lets with vacant units representing a very small proportion of the Council's commercial estate. Matching supply with demand in the context of differing needs and requirements is extremely difficult and we are not always able to meet organisations exact requirements. Where we cannot assist with vacant units, we will carry out a general search for any suitable vacancies available on the open market, using specialist subscription-based software, should they require such support.
- 3.31 Lettable space which has recently moved into the commercial estate portfolio include vacant office space within the Civic Centre which is being used to support other public sector tenants such as the NHS and Valuation Office Agency. Part of the office space within the William Dunbar House in South Kilburn, which Council staff use for office space, has recently been made available to let to the Kilburn Medical Centre prior to their relocation to their new premises as of the Peel Project redevelopment.
- 3.32 The Council rarely purchases new commercial property assets because this requires significant capital expenditure and substantial rental returns to make it viable. Therefore new acquisitions tend to be one-offs to support wider strategic objectives, such as the acquisition of the former Picture Palace. We therefore have limited opportunity to increase capacity in supply of physical stock to be let for the first time. Significant expenditure also needs to takes place to repair and maintain physical stock to secure future flow of income, and not just on new additions to stock, and this also creates an opportunity cost because an alternative use of available capital sums has been sacrificed.
- 3.33 The supply of available properties could therefore be said to be largely fixed in supply and its availability is determined entirely by demand which is high and the voids available. It is a static system with little or no transfer in or out. The demand for property, particularly from the third sector, is growing rapidly. The recent economic change arising from the Covid-19 pandemic and cost of living crisis has created new patterns of demand for property from the third sector as they seek to provide more support to growing numbers in need, but the volume of properties the Council has to support them has not changed.
- 3.34 The table below (based on initial analysis) shows the number of properties let to third sector organisations and void properties by ward. Note that some of the void properties, particularly the sports pavilions, are only part vacant, be in a

variety of conditions or state of dilapidation, and the Council may be in active negotiations with some others:

Table 4: Analysis of third sector lettings and voids by ward

Ward	Third sector lettings	Voids
Alperton	1	2
Brondesbury Park	1	0
Cricklewood and Mapesbury	4	0
Dollis Hill	1	0
Harlesden and Kensal Green	10	1
Kenton	4	0
Kilburn	6	1
Kingsbury	2	1
Preston	2	0
Queens Park	4	1
Queensbury	2	0
Roundwood	7	1
Stonebridge	17	1
Sudbury	4	6
Welsh Harp	3	0
Wembley Central	6	1
Wembley Hill	2	1
Wembley Park	1	0
Willesden Green	2	0
Northwick Park	0	2
Tokington	0	1
Grand Total	79	19

- 3.35 As Table 4 above shows, the Council has a limited number of vacant properties in each ward. The demand for property from the third sector which is known by the Council and its partner organisations is shown below:

Organisation	Number of organisations on the waiting list
Brent list	7
CVS Brent list	17

- 3.36 Several factors determine the Council's ability to meet demand as land and property assets are relatively fixed in supply. Factors can change relatively fast, such as new technology, societal needs and market conditions. In general, the Council will have greater control and influence over internal factors than it will over external ones. The table below summarises the internal and external constraints in meeting the property needs for the Third Sector:

Table 5: Analysis of internal and external constraints in meeting third sector property needs

Factor	Internal/external
Availability of Council-owned land and property resources	Internal
Financial resources including the availability of	Internal and external

grants for the Third Sector	
Legal conditions relating to existing occupation of Council-owned land and property (such as leases and protected tenancies).	Internal and external
Council's constitution with regards to land and property disposal/acquisition	Internal
Government legislation about subsidy control and the need to address 'best value' considerations i.e. s123 LGA 1972	External
Planning Policy which establishes the 'use class' of a land/property asset	External
Market forces, supply and demand, state of the economy etc. which creates the emergence of new Third Sector services/organisations	External
Development of the Third Sector to mature as an independent and sustainable asset management entity	Internal and external

Opportunities for supporting the third sector

3.37 As/when a property becomes void or surplus to the Council's operational requirements, an options appraisal is carried out which considers the following:

- Existing use and condition;
- Site/property context – site constraints, planning use constraints etc.;
- Potential alternative uses (including potential for redevelopment and constraints/opportunities associated with that);
- Market valuation – including existing use and alternative use/redevelopment value;
- If lettable – consideration given to best fit with Council priorities and selection of letting strategy;
- If redevelopment – delivery options e.g. Council led, Housing Association led, private sector led, potential for joint venture or other delivery vehicle;
- If disposal – consideration and recommendation on the most suitable disposal route.
- If a property is in such poor condition, the recommendation may be to demolish if no alternative uses can be identified.

3.38 There are also up to 14 community halls/meeting rooms that are available for hiring on ad hoc basis. The Commercial Property Team will be able to signpost interested parties from the Third Sector as to where these facilities are located and who to contact to arrange bookings.

3.39 The Commercial Property Team has commenced a project to improve management information on the commercial property estate portfolio and use technology to better manage and maintain our assets so that scarce resources can be effectively used to meet Council wide objectives. As part of this project, officers appointed Landtech to carry out detailed analysis on the Council's land and property holdings across the borough and this will complement internally available data.

- 3.40 The data reconciliation project highlighted above will also help contribute to the development of a new property strategy for Brent Council to replace the previous strategy, ensuring there is a strategic fit with the new Brent Borough Plan 2023-27. One of the most important functions now of the Property and Assets department is to improve operational effectiveness and develop a new property strategy, both of which are essential to improving support to the third sector. Several activities (outlined below) have already begun to formulate the new property strategy:

Description	Expected time horizon	Status
Data cleanse and audit of commercial property data, moving beyond existing information sources and consider data from new perspectives	6 months	Partially complete
Appointment of strategic consultants	3 months	Commenced
Internal and external consultation following strategic advice	6 months	Pending
Formulation, Cabinet approval and implementation	12 months	Pending

4.0 Financial Implications

- 4.1 This report sets out the role of the Commercial Property Team and how it operates with community spaces. Accordingly, there are no direct financial implications from this report.
- 4.2 The Commercial Property Team currently manages approximately 193 commercial units, this includes units within multi-let buildings and rooftop telecom lettings. The current capital value of the commercial properties is circa £46m.
- 4.3 The expected rental income for these properties is approximately £3m per annum (including HRA telecom income and HRA ground rents). The commercial property assets are historic assets which were not originally acquired/built for the sole purpose of making a return on capital investment.
- 4.4 The Council's intention is to collect as much debt as possible and may need to enter into repayment agreements, taking into account the financial circumstances of each tenant. However, it is likely that some proportion of the Covid-19 related debt may need to be written off and will be uncollectable.
- 4.5 The Commercial Property Team's annual budget covers only minor repairs which is generally funded from service charges/rental income collected and does not cover expenditure for major infrastructure or significant capital repairs.

The budget for major works is required to be approved by the Ca3ital Programme Board.

5.0 Legal Implications

- 5.1 The Council may dispose of properties (which includes the granting of leases) under section 123 of the Local Government Act (LGA) however they see fit. There is no obligation on the Council to market land or properties being disposed of under this provision in any particular way as the LGA does not prescribe how disposals should be marketed. So long as best consideration reasonably obtainable is achieved a Council may market land or property it intends to sell in whatever way it deems will deliver best consideration – whether by open market, auction, private treaty etc. Best consideration in this context is defined by open market value which is generally determined by an open market valuation of the rent achievable.
- 5.2 If best consideration cannot be achieved and the proposed lease is to be granted at an undervalue it may be possible to rely on the General Disposal Consent 2003. Certain criteria need to be satisfied in order to rely on this – specifically the land must be surplus to requirements; the disposal should help to promote or improve the social, environmental or economic well-being of the area; the undervalue should not exceed £2m and the state aid rules should be complied with.
- 5.3 However, if the circumstances of the proposed disposal do not met the criteria set out in the General Disposal Consent 2003 and it is considered that the transaction is one which could receive specific consent from the Secretary of State an application for specific consent can be made to the Secretary of State.
- 5.4 Where regularisation of occupation needs to occur, the organisations occupying these buildings have historically done so for some time, and leases or licence or tenancy at will have been put in place to regularise occupation. In these circumstances, there has not usually been a marketing process and is deemed unnecessary. Though an independent market valuation will be obtained to ensure that the Council is complying with its duties under the LGA.
- 5.5 Under paragraphs 11.1 to 11.3 of Part 3 of the Council's Constitution the Corporate Director of Finance and Resources has authority to acquire or dispose of land and buildings and to agree new leases, licences, and easements. The restrictions placed upon such acquisitions or disposals are set out in paragraphs 5.2, 5.3 and 5.6 of Part 3 of the Constitution. Changes to the constitution allows the acquisition or disposal of leases licence and easements in respect of land or buildings as an undervalue but need to be referred to the Cabinet member within their portfolio in consultation with the Leader.
- 5.6 The new UK subsidy control regime will enable public authorities, including devolved administrations and local authorities to deliver subsidies tailored to local needs. The Council therefore needs to take into account new regulations in relation to the EU-UK Trade Corporation Agreement (TCA), which is aimed at ensuring that the granting of subsidies does not have a detrimental effect on trade between the parties, and which attempt to provide a clear, proportionate and transparent set of principles and rules that make clear which subsidies are permitted and prohibited, and under what circumstances.

- 5.7 Any change of use of a property may require planning permission. However, the general rule is that planning permission is not needed for changes in the use of buildings within each use class specified in the Schedule to the Use Class Order.

6.0 Equality Implications

- 6.1 This is assessed on a case-by-case basis, often in consultation with Members as equality implications can be either positive or negative depending on the context.

7.0 Consultation with Ward Members and Stakeholders

- 7.1 Consultation with Ward Members/stakeholders takes place on a case-by-case basis and the Council's constitution requires consultation with the Lead Member for Finance, Resources & Reform on certain transactions.

8.0 Human Resources/Property Implications (if appropriate)

- 8.1 There are no direct Human Resources/Property Implications as a result of this report.

Report sign off:

Minesh Patel

Corporate Director of Finance and Resources

	Resources and Public Realm Scrutiny Committee 22 February 2023
	Report from the Corporate Director of Communities & Regeneration
Updates to the Resources and Public Realm Scrutiny Committee's Work Programme 2022-23	

Wards Affected:	All
Key or Non-Key Decision:	Non-Key Decision
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 A – Scrutiny Work Plan 2022-23
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Jason Sigba, Strategy Lead – Scrutiny, Strategy and Partnerships 020 8937 2036 Jason.Sigba@brent.gov.uk Lorna Hughes Director of Communities 020 8937 5068 Lorna.hughes@brent.gov.uk Tom Pickup Policy, Partnerships and Scrutiny Manager 07553 724213 Tom.pickup@brent.gov.uk

1.0 Purpose of the Report

- 1.1 To provide an update on the changes to the Resources and Public Realm Scrutiny Committee's work programme.

2.0 Recommendation(s)

- 2.1 That Committee members note the report and the changes to the work programme within.

3.0 Detail

- 3.1 The work programme sets out the items which the Resources and Public Realm Scrutiny Committee will consider during the municipal year.
- 3.2 The work programme of a scrutiny committee is intended to be a flexible, living document that can adapt and change according to the needs of a committee. The changes set out are reflective of this.
- 3.3 The agenda of the 22 February 2023 meeting has been updated to remove the item titled 'Migration Scheme'. This item has been rescheduled to the Committee meeting on 25 April 2023 (please see Appendix A).
- 3.4 The agenda of the 25 April 2023 meeting has been updated to remove the item titled 'Cost of Living Update'. This item will be heard at a later committee meeting in the next municipal year (specific date TBC).

4.0 Financial Implications

- 4.1 There are no financial implications arising from this report. However, budget and financial issues are addressed in the 'Financial Implications' section of any reports to committee, requested as part of its work programme.

5.0 Legal Implications

- 5.1 There are no legal implications arising from this report. However, legal implications are addressed in the 'Legal Implications' section of any reports to committee, requested as part of its work programme.

6.0 Equality Implications

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

7.0 Consultation with Ward Members and Stakeholders

- 7.1 Ward members are regularly informed about the Committee's work plan in the Chair's report to Full Council. There is ongoing consultation with other relevant stakeholders.

Report sign off:

Lorna Hughes
Director of Communities

Appendix A

Resources and Public Realm Scrutiny Committee Work Plan 2022-2023

19 July 2022

Agenda Item	Leader/Deputy Leader/Cabinet Members	Chief Executive/Strategic Directors	External Organisations
Committee Work Programme 2022/23 – formal agreement	Cllr Mili Patel, Deputy Leader and Cabinet Member for Finance, Resources and Reform Cllr Shama Tatler, Cabinet Member for Regeneration and Planning Cllr Krupa Sheth, Lead Member for Environment, Infrastructure and Climate Action Cllr Harbi Farah, Cabinet Member for Safer Communities and Public Protection Cllr Ellie Southwood, Cabinet Member for Jobs, Economy and Citizen Experience Cllr Fleur Donnelly-Jackson, Cabinet Member for Community Engagement, Equalities and Culture	Shazia Hussain, Assistant Chief Executive	
Digital inclusion strategy	Cllr Mili Patel, Deputy Leader and Cabinet Member for Finance, Resources and Reform	Peter Gadsdon, Strategic Director, Customer and Digital Services	
Wembley Events Review paper	Cllr Krupa Sheth, Lead Member for Environment, Infrastructure and Climate Action Cllr Harbi Farah, Cabinet Member for Safer Communities and Public Protection	Alan Lunt, Strategic Director, Regeneration and Environment	Football Association, Metropolitan Police
Medium Term Financial Strategy – summer update	Cllr Mili Patel, Deputy Leader and Cabinet Member for Finance, Resources and Reform	Minesh Patel, Director of Finance	

6 September 2022

Agenda Item	Leader/Deputy Leader/Cabinet Members	Chief Executive/Corporate Directors	External Organisations
Budget Scrutiny Task Group	Cllr Mili Patel, Deputy Leader and Cabinet Member for Finance, Resources and Reform	Minesh Patel, Corporate Director of Finance and Resources	
Cost of living crisis	Cllr Ellie Southwood, Cabinet Member for Jobs, Economy and Citizen Experience	Peter Gadsdon, Corporate Director, Resident Services	

10 November 2022

Agenda Item	Leader/Deputy Leader/Cabinet Members	Chief Executive/Corporate Directors/Operational Directors	External Organisations
An update on Brent Council grants programmes	Cllr Fleur Donnelly-Jackson, Cabinet Member for Community Engagement, Equalities and Culture	Lorna Hughes, Director of Communities	
Safer Brent Partnership Annual Report 2021/22	Cllr Harbi Farah, Cabinet Member for Safer Communities and Public Protection	Carolyn Downs, Chief Executive	Metropolitan Police
Police Engagement in Brent	Cllr Harbi Farah, Cabinet Member for Safer Communities and Public Protection	Carolyn Downs, Chief Executive	Metropolitan Police
Draft Borough Plan 2023-27	Cllr Muhammed Butt, Leader of the Council	Carolyn Downs, Chief Executive	

13 December 2022

Agenda Item	Leader/Deputy Leader/Cabinet Members	Chief Executive/Corporate Directors	External Organisations
Redefining Local Services	Cllr Krupa Sheth, Lead Member for Environment, Infrastructure and Climate Action	Peter Gadsdon, Corporate Director, Resident Services	

24 January 2023

Agenda Item	Leader/Deputy Leader/Cabinet Members/Non-Executive Members	Chief Executive/Corporate Directors/Operational Directors	External Organisations
Budget Scrutiny Task Group Findings	Cllr Rita Conneely, Chair of Resources and Public Realm Committee	Lorna Hughes, Director of Communities	

22 February 2023

Agenda Item	Leader/Deputy Leader/Cabinet Members	Chief Executive/Corporate Directors	External Organisations
Multi-Agency Flood Planning	Cllr Krupa Sheth, Cabinet Member for Environment, Infrastructure and Climate Action	Peter Gadsdon, Corporate Director, Resident Services	Thames Water
Spaces for Community Use	Cllr Mili Patel, Deputy Leader and Cabinet Member for Finance, Resources and Reform	Minesh Patel, Corporate Director, Finance and Resources	N/A

25 April 2023

Agenda Item	Leader/Deputy Leader/Cabinet Members	Chief Executive/Corporate Directors	External Organisations
Budget Oversight Quarter 3 Financial Report 2022/23	Cllr Mili Patel, Deputy Leader and Cabinet Member for Finance, Resources and Reform	Minesh Patel, Corporate Director, Finance and Resources	
Climate Change	Cllr Krupa Sheth, Lead Member for Environment, Infrastructure and Climate Action	Peter Gadsdon, Corporate Director, Resident Services	
Migration Scheme	tbc	tbc	tbc

	Resources and Public Realm Scrutiny Committee 22 February 2023
	Report from Communities & Regeneration
Scrutiny Recommendations Tracker	

Wards Affected:	All
Key or Non-Key Decision:	Non-Key Decision
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 A – Recommendations Scrutiny Tracker
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Jason Sigba, Strategy Lead – Scrutiny, Strategy and Partnerships Jason.Sigba@brent.gov.uk Tom Pickup, Policy Partnerships and Scrutiny Manager, Strategy and Partnerships Tom.Pickup@brent.gov.uk Lorna Hughes, Director of Communities Lorna.Hughes@brent.gov.uk

1.0 Purpose of the Report

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

2.0 Recommendation

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

3.0 Detail

- 3.1 The Recommendations Tracker tabled at the 22 February 2023 meeting relates to the forthcoming 2022 – 2023 municipal year. It contains one update from the previous municipal year from the 9 February 2022 meeting on the item relating to flooding.
- 3.2 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.
- 3.3 The Resources and Public Realm Scrutiny Committee may not make executive decisions. Scrutiny recommendations therefore require consideration and decision by the appropriate decision maker; the Cabinet or Full Council for policy and budgetary decisions.
- 3.4 The Scrutiny Recommendations Tracker (attached in Appendix A) provides a summary of scrutiny recommendations made during the municipal year, in order to track executive decisions and any implementation progress. It also includes suggestions for improvement and information requests, as captured in the minutes of the committee meetings.
- 3.5 Recommendations are removed from the tracker when they have been rejected or when implemented successfully and the review date has passed. This is the same for suggestions of improvement and information requests.

4.0 Procedure for Recommendations from Scrutiny Committees

- 4.1 Where scrutiny committees make recommendations to the Cabinet, these will be referred to the Cabinet 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.
- 4.2 Where scrutiny committees develop 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 an 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 to external decision makers (e.g. NHS bodies), the relevant external decision maker shall be notified in writing, providing them with a copy of the 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 1A of the Local Government Act 2000, *Overview and scrutiny committees: functions*, requires that Executive arrangements by a local authority must ensure that its overview and scrutiny committees have the power to make reports or recommendations to the authority or the executive with respect to the discharge of any functions which are or are not the responsibility of the executive, or on matters which affect the Authority's area or the inhabitants of that area.

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:

Lorna Hughes

Director of Communities

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Appendix A

Resources and Public Realm Scrutiny Committee (RPRSC) Scrutiny Tracker 2022-23

These tables are to track the progress of scrutiny recommendations to Cabinet, suggestions for improvement, and information requests made by the Resources and Public Realm Scrutiny Committee, 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, suggestions for improvement and information requests it has made, alongside the related decisions made and implementation status. The tracker lists the recommendations, suggestions for improvement and information requests made by the Committee throughout a municipal year and any recommendations not fully implemented from previous years.

The tracker documents the scrutiny recommendations made to Cabinet, 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 the 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**), e.g. 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 (e.g. 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/or 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 Corporate 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 (e.g. service improvements). (Note: this is the implementation of the agreed Executive Response, which may not be the same as the scrutiny recommendation).

Recorded Recommendations to Cabinet from RPRSC

Subject	Scrutiny Recommendation	Decision Maker & Executive Response	Cabinet Member, Lead Officer, and Department	Implementation Status/Response	Review date
6 Sept 2022 - Cost of Living crisis	Lobby central government for increase to the Local Housing Allowance (LHA) rates to help alleviate the burden of the cost of living crisis on residents	N/A	Cllr Eleanor Southwood, Cabinet Member for Jobs, Economy & Citizen Experience Cllr Promise Knight, Cabinet Member for Housing, Homelessness & Renters Security Peter Gadsdon, Corporate Director, Resident Services	Disappointingly, and despite lobbying from councils across London - including Brent - the government has released details following the Autumn Statement indicating that LHA rates will be frozen at current levels. HM Treasury subsequently confirmed this stating: "The LHA was increased to the 30th percentile of market rates during the COVID pandemic and it is being kept at those levels." In response to challenge, the Government has cited increases in other benefits that people may be entitled to, e.g. Universal Credit, ESA [Employment and Support Allowance], JSA [Employment and Support Allowance] etc. They also point to various cost of living initiatives, including energy support schemes and targeted support for particular groups. However, Brent's Cabinet will continue to work with London Councils to amplify the message that LHA desperately needs restoring to cover at least the bottom third of local rents (30th percentile) and return to annual uprating so that support keeps up	N/A

				with real-term costs. Residents are already experiencing enormous pressures and it is unacceptable and unsustainable for the cost of rent to be increasing in real terms, adding to this burden. London Councils is well placed to work with ministers in addressing this challenge. Top priorities for them include improving the welfare system's ability to help low-income households meet their housing costs but also increasing funding to tackle London's chronic shortage of social housing as the picture is of course a much wider one of supply and demand. There is more information available on the work we contribute to in lobbying the Government via London Councils, set out in their most recent publication: London's housing affordability crisis set to cause homelessness spike London Councils	
	Use Council's role and relationship with the NHS to lobby for more support for our residents to strengthen our efforts in helping them through the cost of living crisis.	N/A	Cllr Neil Nerva, Cabinet Member for Public Health & Adult Social Care Phil Porter, Corporate Director, ASC & Health	As the Chair of the Health and Wellbeing Board and Cabinet Member for Adult Social Care and Public Health, I meet regularly with NHS colleagues across Northwest London. As one of Brent Council's nominees to the Integrated Care Partnership, I also make representations alongside other political leaders across West London direct to senior leaders in	N/A

				the NHS, highlighting the opportunities for closer working between local government and the NHS. Additionally, through London Councils, we lobby with one voice alongside our colleagues; with a particular focus on addressing the health inequalities that are so closely linked to the compound effects of the cost-of-living crisis. At present, communications promoting support during the cost of living, are primarily conducted by national, regional, and local government. NHS NW London has created a webpage (link here) of information and sites produced by local councils. The information includes advice on debt, bills (including energy costs), as well where to seek support for your health and wellbeing. Some guides offer specific community level details such as where you can find food banks and warm spaces near your home. The NHS NW London page also links to the UK Government's cost of living support guide, a comprehensive tool that provides details, resources and key contacts. It signposts citizens to benefits and support from the UK government, including the cost-of-living Payment (eligibility is dependent on meeting criteria).	
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				While NHS care is free, there are some things that we need to pay for like prescriptions and dental costs. However, a range of financial support is available to eligible people to help with the costs of prescriptions, dental services, NHS wigs and NHS fabric support and more. There's a quick way to find out if residents are eligible for free NHS prescriptions and any help with other NHS costs through the NHS eligibility checker (link here). The Royal Pharmaceutical Society (RPS) has highlighted that the cost-of-living crisis is also influencing the number of patients in England failing to collect their medicines or asking pharmacists which ones they can “do without” because they cannot afford prescription charges. Two-thirds reported a rise in patients asking them if there was a cheaper, over-the-counter substitute for the medicine they had been prescribed. Half of pharmacists reported an increase in patients not collecting their prescriptions. The findings, from the survey of 269 pharmacies, have prompted the RPS to call upon the government and the NHS to give patients with long-term conditions access to free prescriptions. The Health and Wellbeing Board alongside our other statutory scrutiny committees will continue to	
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				make the case to our health partners across North West London, for further cost-of-living support available via local health services. We believe that through closely aligned partnership working we can release mutually beneficial savings which can be directed to our most needed services. Finally, at the last Health and Wellbeing Board meeting in January, we heard two reports pertinent to the line of enquiry put forward by the Resources and Public Realm. These were on additional funding for Northwest London to address health inequalities and a report covering winter planning and the investment put in place to support the social care system. I've set out some detail on these reports and how their recommendations unlock additional funding which in turn will alleviate some of the financial burden on the Council. NWL summary of additional health inequalities funding: NHS England has provided ICSs with additional resources to help to reduce inequalities and support residents during the cost-of-living crisis. For NWL, this is £7.022m per year, which will be used to:	
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				▪ Strengthen health equity in winter readiness, thereby sustaining independence and reducing reliance on emergency care ▪ Support more new grass-roots voices in coproduction, improving the likely impact of health and care service improvements ▪ Make greater use of local evidence and insights in identifying and tackling health inequalities For Brent, the allocation of funding for 2022/23 is £326,523 for recurrent schemes and £457,132. Funding for 2023/24 is £783,655 recurrent. A business case is being developed for recurrent funding to include resourcing of a clinical team, mental health support and community coordinators. Winter Planning and Adult Social Care Discharge funding: Key stakeholders from Brent Integrated Care Partnership (ICP) have come together as a single Borough team to jointly establish various schemes to support pressures on the hospital system during Winter. Partners on the ICP include Brent Council, London North West University Hospital NHS Trust (LNWUHT), Central and	
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				North West London NHS Foundation Trust (CNWL), and Central London Community Healthcare NHS Trust (CLCH) have come together via multiple Task and Finish Groups. There has already been much effort across the NWL system overall and Brent ICP to ensure an efficient level of beds in both hospitals and Community, best usage of the current capacity, and a reduction in A&E and urgent care demand. It should also be noted that the Department of Health and Social Care has now confirmed Brent Council will receive a direct allocation of 40% (£1.1m) and an additional (£1.2m) of the 60%, subject to robust plans submitted. This means in addition to NWL ICB funds £562k and the LA NHS lodged funds of £517k. A total of £3.35m has been secured across the system. More can be read about the work of the Health and Wellbeing Board's partnership with NHS colleagues here.	
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Recorded suggestions for improvement from RPRSC to Council departments/partners

Meeting date and agenda item	Suggestions for improvement	Council Department/External Partner	Response / Status
8 Nov 2022 – Brent Council's grants programmes	Introduce a ballot system into the 'You Decide' initiative, whereby residents who wish to attend decision days apply for tickets in a ballot. Tickets could then be allocated randomly to avoid block voting and popularity contests.	Lorna Hughes, Communities & Regeneration	A specialist organisation can be engaged to undertake the development of a ballot that will select a cohort of people who represent the borough profile. We will explore the feasibility and cost of this service and report back to the Committee in April 2023.
	Strengthen criteria for allocating NHS funding through Love Where You Live grant funding to ensure monies are directed to the appropriate organisations for maximum impact in reducing health inequalities amongst Black African Heritage communities.	Lorna Hughes, Communities & Regeneration	There are limitations to our response to this recommendation due to the criteria being set by NHS England. Where improvements can be made these suggestions will be shared with health colleagues. A meeting will be arranged with the NHS colleagues to explore the feasibility of this recommendation, with the outcome being reported back to the Committee in April 2023.

8 Nov 2022 – Draft Borough Plan 2023-27	Involve the worker community (i.e. trade unions) in the consultation/engagement process.	Lorna Hughes, Communities & Regeneration	All members of staff, including Trade Unions received information on the Borough Plan consultation on numerous internal communications - namely through Yammer and the Weekly round-up that is distributed to the whole workforce. Trade Union representatives also received invitation to attend the Forward Together session led by the Chief Executive to provide their input and were engaged directly to ask for feedback. We did not receive any questions or requests for follow up from either Trade Union. The Borough Plan has now been amended to include mention of the engagement that took place with Staff and staff union representatives.						
15 Dec 2022 – Redefining Local Services: Update on the Integrated Street Cleansing, Waste Collections and Winter Maintenance Services Contract Procurement	Produce and publish a diagram/flowchart detailing all milestones from May 2019 when the Redefining Local Services (RLS) programme was first initiated.	Chris Whyte, Resident Services	The table below includes an overview of the key milestones under the Redefining Local Services (RLS) Programme including meetings, decisions, events and engagements. Those milestones which are in the public domain are included in bold with weblinks provided where applicable/still available. Slide packs from other meetings (where indicated) can be circulated on request. Note: RLS was originally titled ‘Project 2023’. <table><tr><th>Timings</th><th>Key milestones</th><th>Documents available</th></tr><tr><td>21 May 2019</td><td>Project 2023 Away Day/Launch - attended by key officers and Cllrs Butt, Sheth, Tatler – scope, priorities and outcomes explored</td><td>Slide pack</td></tr></table>	Timings	Key milestones	Documents available	21 May 2019	Project 2023 Away Day/Launch - attended by key officers and Cllrs Butt, Sheth, Tatler – scope, priorities and outcomes explored	Slide pack
Timings	Key milestones	Documents available							
21 May 2019	Project 2023 Away Day/Launch - attended by key officers and Cllrs Butt, Sheth, Tatler – scope, priorities and outcomes explored	Slide pack							

t Programme				5 Aug & 2 Sep 2019	Two All Member Briefing sessions held – consultation on Project 2023 aims, potential delivery models and process	Slide pack	
				25 Sep 2019	Project 2023 Members' Reference Group 1 st Meeting – considered purpose of group and project plan	Slide pack	
				3 Oct 2019	"Project 2023" renamed "Redefining Local Services (RLS)"		
				22 Oct 2019	RLS Members' Reference Group 2 nd Meeting - discussed the Draft RLS communications and engagement plan	Slide pack	
				11-30 Oct 2019	Presentations at five Brent Connects meetings to raise awareness of RLS	Slide pack	
				Sep - Dec 2019	RLS internal service reviews completed, including 2nd RLS Away Day attended by officers and Cllr Butt and Cllr Sheth on 5 Dec	Slide pack	
				7 Jan 2020	RLS Members' Reference Group 3 rd Meeting – presented an update on progress and the proposed RLS community engagement/walkabout programme for Feb/Mar 2020	Slide pack	
				16 Mar 2020	Planned RLS community engagement/walkabout programme aborted prior to launch due to Covid-19 restrictions		
				28 Apr 2020	RLS Members' Reference Group 4 th Meeting – considered the RLS Phase	Briefing	

					1 Draft Commissioning Strategy for Highways Services	
				22 Oct 2020	RLS Members' Reference Group 5 th Meeting – considered the New Marsh Rd depot service including a small scale highways reactive maintenance service	Slide pack
				7 Jan 2021	Cabinet Member for Environment Decision to Extend the Highways Services Extend The Highways Services Contract For Two Years And To Vary The Contract	Report
				Mar 2021	Option appraisals completed for all remaining RLS outsourced services	16 Aug 2021 Cabinet report (Appendix 5)
				4 May 2021	RLS Members' Reference Group 6 th Meeting – considered the Delivery Model Options to be issued for statutory consultation and the future commissioning process and timetable	Slide pack
				13 May 2021	Cabinet Member for Environment Decision on Delivery Model Options to issue for best value consultation	Report
				17 May – 28 Jun 2021	Best Value Duty Consultation held on RLS Delivery Model Options	Consultation Portal
				17 June 2021	RLS Members' Reference Group 7 th Meeting – considered an update on best value duty consultation to date and the results of soft market engagement for the street cleansing,	Slide pack

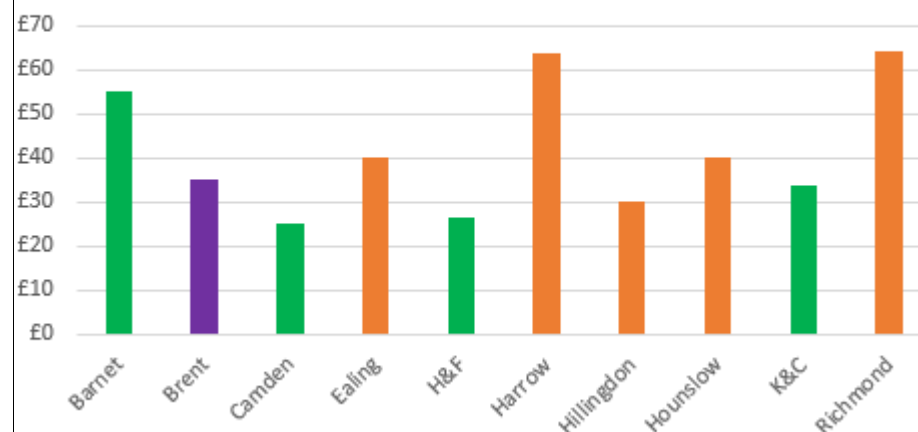
					waste collections and winter maintenance contract	
				6 July 2021	RLS Members' Reference Group 8 th Meeting – considered results of the Best Value Duty Consultation, the Outline RLS Procurement Strategy Consultation and the Integrated Contract benefits and procurement timetable	Slide pack
				13 Jul 2021	R&PR Scrutiny Committee – considered the Redefining Local Services: Final Delivery Model & Integrated Waste Contract Procurement Strategy (Item 8) including the Best Value Duty Consultation results and the proposed Final RLS delivery model	Report
				19 Jul 2021	All Member Session on RLS – considered the results of the Best Value Duty Consultation, the Outline RLS Procurement Strategy Consultation and the Integrated Contract benefits and procurement timetable	Slide pack
				16 Aug 2021	Cabinet approval of Final RLS Delivery Model & Integrated Contract Procurement Strategy (Item 7), plus: approved the allocation from prudential borrowing of £15m to finance both the fleet required to deliver the Integrated Street Cleansing & Waste Contract and,	Report

					provisionally, the fleet required to deliver the next grounds maintenance, the latter subject to market testing and development of the GM procurement strategy this autumn • approved inviting tenders for the Integrated Street Cleansing & Waste Contract • noted that decision on the final format and content of public consultation on future street cleansing & waste collection services will be made in autumn by the Lead Member for Environment in consultation with the Leader of the Council		
				28 Oct 2021	RLS Members' Reference Group 9 th Meeting – considered an update on the final RLS Delivery Model and proposals for the Let's Talk Climate: Waste & Green Space Edition engagement	Slide pack	
				10 Nov 2021	Cabinet Member for Environment decision on public engagement proposals: Let's Talk Climate – Waste and Green Space Edition	Report	
				15 Nov 2021– 11 Feb 2022	Let's Talk Climate – Waste and Green Space Edition	Consultation Portal	
				12 Jan 2022	RLS Members' Reference Group 10 th Meeting – considered the final level of	Slide pack	

					insourcing in the Final RLS Delivery Model, and updates on implementation of RLS procurements, the Let's Talk Climate: Waste & Green Space Edition	
				17 Jan 2022	Cabinet approval of Authority to Tender Contract for Grounds Maintenance Services (Item 10)	Report
				7 Feb 2022	Cabinet approval of Final Redefining Local Services Delivery Model and Authority to Tender Contract for Highways Maintenance Services (Item 11), including the decision to fully outsource Highways Maintenance Services Authority to Tender: Contract for Parking and Traffic Enforcement Services (Item 12)	Report
				Jul/Aug 2022	Consultation on Future Street Cleansing and Waste Collection Services	Consultation Portal
				Oct/Nov 2022	Alternate Weekly Twin Stream Recycling Trial (8 weeks)	Summary included in 16 Jan Cabinet Report (Item 7)
				13 Dec 2022	RPR Scrutiny Committee - Update on the Integrated Street Cleansing, Waste Collections and Winter Maintenance Services Contract Procurement Programme (Item 4)	Report

			<table><tr><td>16 Jan 2023</td><td>Cabinet Authority to Award Contract for Street Cleansing, Waste Collections and Winter Maintenance Services (Item 7)</td><td>Report</td></tr><tr><td>16 Jan 2023</td><td>Cabinet Authority to Award for Grounds Maintenance Services Contract (Item 8)</td><td>Report</td></tr><tr><td>16 Jan 2023</td><td>Cabinet Authority to Award Contracts for Highway Maintenance (Item 9)</td><td>Report</td></tr></table>	16 Jan 2023	Cabinet Authority to Award Contract for Street Cleansing, Waste Collections and Winter Maintenance Services (Item 7)	Report	16 Jan 2023	Cabinet Authority to Award for Grounds Maintenance Services Contract (Item 8)	Report	16 Jan 2023	Cabinet Authority to Award Contracts for Highway Maintenance (Item 9)	Report	
16 Jan 2023	Cabinet Authority to Award Contract for Street Cleansing, Waste Collections and Winter Maintenance Services (Item 7)	Report											
16 Jan 2023	Cabinet Authority to Award for Grounds Maintenance Services Contract (Item 8)	Report											
16 Jan 2023	Cabinet Authority to Award Contracts for Highway Maintenance (Item 9)	Report											
Review household bulky waste collection charges, including consideration of a sliding scale of charges linked to the number of items to be collected, rather than the current fixed rate of £35 for up to five items.	Chris Whyte, Resident Services	We have reviewed the household bulky waste collection charges by benchmarking against the other five West London Waste Authority boroughs and our other neighbouring councils. We have concluded that it is necessary to include a minimum call out fee to pay for the cost of the service. No other boroughs include an outright sliding scale of charges - all boroughs have a minimum charge for an initial 3-5 items as a group. Brent's current minimum call out fee of £35 for up to 5 items is the second lowest across the other West London boroughs, where the average charge per 5 items is £45:											

BW Collection Charges - West London and Neighbouring boroughs



***The orange bars represent the other West London councils*

***The green bars represent our neighbouring boroughs*

We will therefore be keeping the minimum call out fee the same, however we will introduce a sliding scale for each additional item at a rate of £6 per item thereafter. This would allow the Council to maintain a relatively low collection charge and also encourage residents to make better use of the service when they have more than 5 items that require collection.

We have also reviewed the free collection entitlement policy and we intend to streamline the process to make it easier to administer by only offering free collections to residents who are in receipt of Council Tax support, rather than wider DWP benefits. Evidence suggests that only a small number of people would be affected by this change. 94% and 96% of free BW collections in November and December 2022 respectively were from residents who receive Council Tax Support. Extrapolating from this would suggest an annual total of 66 residents claiming free collections qualifying via DWP benefits rather than Council Tax support.

			Our proposed change is in line with other West London boroughs and our neighbouring boroughs. Hillingdon and Richmond are the only other boroughs that offer free collections to residents who receive either Council Tax Support or other DWP benefit. Hounslow, Camden and Kensington & Chelsea only offer free collections to residents who are in receipt of Council Tax support. Ealing, Barnet, and Hammersmith and Fulham do not offer free collections at all. The proposed changes to the eligibility criteria for the free collection policy and the introduction of an additional charge per item after 5 will be implemented in April 2024, which gives the Council enough time to inform residents of the change.
	Undertake a feasibility study on the potential for introducing a mixed approach to paper/card recycling collections, to explore whether any recycling collection rounds in the borough would be more suited to the use of bins rather than sacks.	Chris Whyte, Resident Services	The feasibility study is underway and the results will be available in early March 2023.
	Arrange a session with ward councillors and neighbourhood managers to inform the design and development of the new recycling engagement and communication plan that will accompany the roll out of the new recycling service.	Chris Whyte, Resident Services	We will be holding an All-Member learning and development session in March to provide an opportunity to inform the design and development of the new recycling engagement and communication plan.
	Liaise with the West London Waste Authority (WLWA) to ensure access is reinstated for pedestrians and cyclists at the Abbey Road Household Reuse and Recycling Centre.	Chris Whyte, Resident Services	We have liaised with WLWA and can confirm that they have fully completed improvements to the site entrance at the Abbey Rd HHRC. There is now a pedestrian gate and full walkway (pavement) from the front entrance all the way to the weighbridge. From the weighbridge there is pedestrian crossing in to the HHRC. They are therefore fully welcoming of cyclists and pedestrians.

	Improve collaboration between in-house enforcement teams and collection operatives in identifying fly tipping hot spots and collating evidence, to remove the burden from residents.	Chris Whyte, Resident Services	The plan is to have an officer from Brent work closely with Veolia crews on a daily basis to: • Search for waste dumped for evidence • Identify hotspot locations, so education and engagement can be scheduled.
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Information requests from RPRSC to Council departments/partners

Meeting date and agenda item	Information requests	Council Department/External Partner	Responses / Status
9 February 2022 – Flooding	To receive a copy of the independent review into the events of and response to the floods experienced across London in July when published and Thames Water's response to the review	Thames Water	Information has been requested and will be provided later in the calendar year. Ahead of the publication of the full report a series of interim reports will be published covering aspects of the flooding and the first one is due imminently. More details about the review can be found here. Stage 1 report can be found here: https://londonfloodreview.co.uk/stage-1-report/ Stage 2 report can be found here: https://londonfloodreview.co.uk/stage-2-report/ Stage 3 report can be found here: https://londonfloodreview.co.uk/stage-3-report/ Further updates: • The above web links are currently inactive. Awaiting response from officers at Thames Water to reinstate web pages and share final report (10/1/2023).

8 Nov 2022 – Brent Council's grants programmes	Provide a feasibility report into different options for voting on 'You Decide' decision days to increase accessibility.	Lorna Hughes, Communities & Regeneration	A feasibility report will be provided to the Resources and Public Realm Scrutiny Committee by April 2023.
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8 Nov 2022 – Draft Borough Plan 2023-27	Provide the Committee with details on how to become a member of the Disability Forum; and also provide details on the number of participants from the Disability Forum that were engaged with as part of the draft Borough Plan 2023-27 consultation process.	Lorna Hughes, Communities & Regeneration	Anyone can attend the Disability Forum meetings. The dates of the meetings are advertised on the Council website, and are normally emailed to those who are signed up to the mailing list. Residents, members and organisations can be added to the Disability Forum mailing list by emailing BrentDisabilityForum@brent.gov.uk. The Disability Forum has not met since January 2022, as a review is being undertaken with an impending relaunch. However, officers sent the draft Borough Plan consultation to the mailing list, consisting of 40 individuals/organisations. The response rate was 50%.
15 Dec 2022 – Redefining Local Services: Update on the Integrated Street Cleansing, Waste Collections and Winter Maintenance Services Contract Procurement Programme	Provide the recycling communications/engagement plan that will be developed in February/March 2023. Provide figures from the twin stream recycling trial on the impact the Preferred Service had (e.g. in reducing contamination rates in comparison with the current service).	Chris Whyte, Resident Services Chris Whyte, Resident Services	Officers have begun developing the draft plan. This will be presented at the All-Member session in March 2023. The 15 December Scrutiny Report (para 6.8) highlighted that for the container loads (from the blue-lidded wheelie bins), <i>“a pre-trial load collected on 5th October showed contamination of 17.8% compared to a subsequent load collected during week 5 of the trial on 4th November, which contained a reduced contamination rate of 16.8%.”</i> Paper/card were not classified as contamination in these figures as they are accepted by the materials recovery facility. This compares to the current contamination rate for all Brent households of 24%. (Please note that we do not have a separate contamination rate for kerbside households to compare this with as communal and kerbside rounds are currently collected together.) • ‘Fibre (paper/card) Contamination’ reported within the Container Mix bin steadily reduced over the 8 weeks of the trial. • “Other Contamination” reported within the Container Mix bin steadily reduced over the 8 weeks of the trial. • Contamination in the Fibre Mix sack reduced by over 50% during the trial period • Contamination from visual inspections of the Container Mix loads remained constant at around 20% of the volume collected • Contamination from visual inspections of the Fibre Mix loads remained constant at around 2% of the volume collected

			• Sampling of the Container Mix tonnage at Veolia's Southwark IWMF showed an overall average of 27.79% fibre contamination. It is important to note that: • The trial was carried out over a short period of 8 weeks (not covering a full twelve month period and the peaks and troughs in volume that would normally be experienced) • It does take time for residents to fully use the new system correctly (this is reflective in the improvements that can be seen in the last 4 weeks of the trial) • Residents that were against the trial in the first place may not use the system correctly during the trial period • There was no targeted communication and enforcement during the trial period with regard to contamination • Owing to time constraints, there were just three instances of direct communication to the residents in the trial and in English only - this will be enhanced in the full rollout.
	Provide detail from the twin stream recycling trial on the nature of contamination in the recycling bins to assist the Council in communications and engagement around the new recycling proposals.	Chris Whyte, Resident Services	The nature of the contamination is provided above. The key implications for the service rollout are the need to: • Reinforce the communications message to residents that Fibre in the Container Mix is contamination (where capacity is an issue, place out as side waste in accordance with issued guidelines) • Ongoing local assessments, field survey work and sampling analysis at the processing facility to identify the level of 'Fibre Contamination' in the Container Mix • Targeted communications to reinforce further the Fibre Contamination message in those areas where this is still an issue • Reinforce the communications message using a bespoke area-based approach for education, engagement and enforcement to reflect the different results and issues in each e.g. participation, contamination (both fibre and other)

			- Monitoring of crews to ensure that the processes and procedures are followed correctly, specifically monitoring those in areas where sampling analysis has confirmed higher levels of contamination - Development of a robust Contamination Plan coupled with the Recycling Improvement Strategy												
	Provide information to local councillors on the new zone classifications outlined in the report once these have been finalised by March 2023.	Chris Whyte, Resident Services	Response to be provided in time for Committee Meeting on 25 April 2023.												
	Provide further details on the ‘bin sensor’ trial (e.g. the trial period, the areas/wards that will be included in the trial, and when the findings report will be published etc.) when this is available in March 2023.	Chris Whyte, Resident Services	Response to be provided in time for Committee Meeting on 25 April 2023.												
	Provide detail on how many fines the Council have issued to the contractor for contract breaches as part of the current Public Realm Contract. To be inclusive of the value of fines, and the reasons for the Council issuing such fines.	Chris Whyte, Resident Services	Performance management is managed via the Contract Performance Framework which includes Key Performance Indicators that need to be met. Through the performance mechanism there is a financial penalty for failure to meet KPI targets. There have been a few financial penalties over the years for KPI failures and these can be found below. Financial penalties for Performance failure <table><tr><th>Year</th><th>Service group</th><th>Penalty Cost</th></tr><tr><td>2014</td><td>commercial</td><td>£52,400.00</td></tr><tr><td>2015</td><td>commercial</td><td>£26,200.00</td></tr><tr><td>2016</td><td>commercial</td><td>£13,100.00</td></tr></table>	Year	Service group	Penalty Cost	2014	commercial	£52,400.00	2015	commercial	£26,200.00	2016	commercial	£13,100.00
Year	Service group	Penalty Cost													
2014	commercial	£52,400.00													
2015	commercial	£26,200.00													
2016	commercial	£13,100.00													

				2017	commercial	£6,935.00	
				2018	commercial	£3,585.00	
				2019	commercial	£2,311.00	
				2020	commercial	£961.00	
				2021	commercial	£2,857.25	
				2022	commercial	£2,571.52	
	Provide information on mechanisms within the new integrated contract that permit the council to deal with localised pockets of underperformance or specific areas of underperformance in the borough that emerge under the new integrated contract.	Chris Whyte, Resident Services	There are three routes that we have to deal with localised pockets of underperformance or specific areas of underperformance. There is a weekly operations group and a monthly contract management board. Any issues relating to contract management are formally flagged and recorded as actionable items and the responsibility for resolving the issue is assigned to a named individual or persons and the action is tracked by the chair and the contract manager until the resolution is found. In addition to this, there is the contract monitoring performance team which sits within Neighbourhood Management. Neighbourhood Managers and officers as well as the contract manager will proactively identify or respond to any reports of underperformance as they emerge. The localised element derives from Neighbourhood Managers focusing on their specific Brent Connect areas. In addition, there are the NI195 joint inspections. We are targeted to jointly undertake 900 cleanliness inspections per annum. This involves a Veolia staff employee and a Brent employee to look at the 5 areas that determine the cleanliness of the street. These areas are graded from A to D and anything below a B- is flagged up as unacceptable. The last element that deals with underperformance is the direct link between Brent Council managers/officers and Veolia managers/officers through email reporting issues that occur. There is an established and agreed process of response in terms of early acknowledgement, providing a clear time frame for investigation and to feedback and provide a solution. Veolia will adhere to this process and it is all tracked via email.				

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