



Resources and Public Realm Scrutiny Committee

Thursday 15 December 2022 at 6.30 pm

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

Please note:

- Following consultation with the Chair and officers, this meeting has been rescheduled from its original date on Tuesday 13 December 2022. Members are asked to note the revised start time as 6:30pm.
- 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](#)

**Please note: This agenda was republished on 8 December 2022 to include the 'to follow' item 6, and remove items 7 and 8 from the agenda.*

Membership:

Members

Councillors:

Conneely (Chair)
Long (Vice-Chair)
Moghaddam
Akram
S Butt
Bajwa
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

For further information contact: Natalie Connor, Governance Officer
Tel: 020 8937 1506 ; Email: Natalie.Connor@brent.gov.uk

For electronic copies of minutes, reports and agendas, and to be alerted when the minutes of this meeting have been published visit: **www.brent.gov.uk/committees**

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 a 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 | |
| <p>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.</p> | |
| 3 Deputations (if any) | |
| <p>To hear any deputations received from members of the public in accordance with Standing Order 67.</p> | |
| 4 Minutes of the previous meeting | 1 - 16 |
| <p>To approve the minutes of the previous meeting held on 8 November 2022 as a correct record.</p> | |
| 5 Matters arising (if any) | |
| <p>To consider any matters arising from the minutes of the previous meeting.</p> | |
| 6 Redefining Local Services: Update on the Integrated Street Cleansing, Waste Collections and Winter Maintenance Services Contract Procurement Programme | 17 - 54 |
| <p>To provide an update on the procurement programme and the proposed service changes to be included in the Integrated Street Cleansing, Waste Collections and Winter Maintenance Services Contract.</p> | |
| 7 Any other urgent business | |
| <p>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.</p> | |

Date of the next meeting: Tuesday 24 January 2023

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

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**MINUTES OF THE RESOURCES AND PUBLIC REALM SCRUTINY COMMITTEE
Held in the Conference Hall, Brent Civic Centre on Tuesday 8 November 2022
at 6.00 pm**

PRESENT: Councillor Conneely (Chair), Councillor Long (Vice-Chair) and Councillors, Akram, S Butt, Bajwa, Collymore, Fraser, Georgiou, Miller, Mitchell and Patel.

Also Present: Councillor Ketan Sheth (Chair of the Community & Wellbeing Scrutiny Committee) for Items 6 & 7.

1. **Apologies for absence and clarification of alternate members**

Apologies were received from Councillor Ahmadi Moghaddam and Councillor Shah, substituted by Councillor Fraser and Councillor Collymore.

2. **Declarations of interests**

Councillor Conneely made a declaration with regard to Item

3. **Deputations (if any)**

Councillor Conneely made a declaration in relation to Item 8 - Safer Brent Partnership Annual Report 2021-22, due to her work with a local organisation that had received funding from the Violence Reduction Unit to provide mental health services to young people.

4. **Minutes of the previous meeting**

It was **RESOLVED** that the minutes of the previous meeting held on Tuesday 6 September 2022 be approved as an accurate record.

5. **Matters arising (if any)**

6. **Brent Council's Grants Programmes (joint item with the Community & Wellbeing Scrutiny Committee)**

Councillor Donnelly – Jackson (Cabinet Member for Community Engagement, Equalities & Culture) introduced a report updating the Scrutiny Committee on the Council's grants programmes with particular emphasis on the participatory budgeting initiative "You Decide" whereby the local community were actively involved in voting for the local projects they believed would most benefit the community and should be awarded funding.

Lorna Hughes (LH) Operational Director, Engagement Strategy and Communications advised the Committee of the broader scope of grants that the Council made available to community in addition the You Decide Grants including the smaller Love Where You Live Grant that awarded up to £1000 and the Edward

Harvist Grant that was a medium level grant offering up to £5000 for applicants. There were also grants available for the Carbon Offset Fund, Neighbourhood Community Infrastructure Levy (NCIL) and Brent Health Matters. The Committee heard that the You Decide funding of £2 million was split equally between the 5 Brent Connect areas, with each area allocated £400,000. The emphasis of the You Decide Participatory Grant was to maximise community engagement, it was felt this approach had been successful with an unprecedented 149 application received with 479 residents having taken part across the 5 separate events.

The Committee were advised that Brent had provided the largest participatory budgeting funds across London, however going forward with the current budgetary pressures there were likely to be uncertain times ahead in accruing revenue from NCIL to support this.

In summarising LH shared that the trialling of the You Decide Participatory Budgeting Scheme was felt to have been a successful initiative, allowing for increased community engagement and local organisations to benefit from funding that was invested back in to the community. It was acknowledged that there were further areas of development to build on to increase the reach and further enhance community engagement.

In order to provide the Committee with greater insight in to the experiences of the community groups who had actively applied for a grant, several community organisation representatives were in attendance to share their experiences.

The Chair proceeded to invite the first community speaker Jon Coming - Higgs from Elders Voice to address the Committee, with the following key points shared:

- Elders Voice was a local organisation that supported elderly residents to live safely and independently in their own homes through community support.
- The application experience had been overwhelmingly positive, Mr Coming – Higgs advised the Committee that if he had to apply for a grant in the traditional capacity he felt it was unlikely to have been successful as the nature of their project was focused on learning how to support the elderly community with outcomes being qualitative rather than quantitative, a lack of measurable data may have hindered their application success if the grant application was rolled out in the more traditional way.
- It was highlighted as a strength that Brent valued the voices of the local community and had explored a more dynamic approach to community engagement and grant allocation.
- It was suggested that to continue to build on the success of the You Decide Grant process that Local Authority grant commissioners should learn the language of local organisations rather than having an expectation of local residents and organisations learning the language of commissioners as this could lead to a gulf in communication whereby officers are missing what really matters to local residents.
- Mr Coming – Higgs expressed his gratitude to Lorna Hughes (Operational Director, Engagement Strategy and Communications) for her commitment in

trying to break down barriers and provide the local community with a meaningful voice to support effective positive change.

The Chair thanked Mr Coming – Higgs for his contribution to the meeting and asked officers if they had any clarifying questions, as no issues were raised the next community speaker, Leslie Barson, Granville Community Kitchen was invited to address the Committee.

- Ms Barson began by expressing that she felt the You Decide scheme was a welcome opportunity for the local community to gain an insight in to the work of community organisations and also provided a unique way for community grant applicants to apply for funding. However she felt that there were some operational issues that could be improved to support the experience for budget applicants.
- It was felt that the application process was weighted heavily in favour of applicants who had a strength in public speaking, as part of the process was to present publicly to your local Brent Connects area to persuade your local community why they should vote for your application. There was concern that this could disadvantage some projects from being awarded funding and also discourage some applicants from making an application at all.
- It was suggested that to support public participation it may also be useful to have hybrid events where attendees could take part and vote /present via Zoom as well as in person.
- It was felt there was some disparity regarding the success of the Brent Connects sessions in terms of the number of attendees, Ms Barson advised that there were very low numbers at the event she presented at in comparison to other events.
- Ms Barson shared that she had feedback from some residents that they weren't clear on where their address fell in terms of which Brent Connects event they could attend.
- The final area of development raised was with regard to the lack of clarity received from Brent in terms of the paperwork needed to progress the process of receiving funding from the point of successful applicants being awarded the grant. Ms Barson reflected that in the case of the Granville Community Kitchen, they were awarded the grant on 18 June 2022 however to date the funds had not been received.
- Ms Barson advised that part of the delay in receiving the funds was due to additional paperwork required that Ms Barson felt had not been made clear at the beginning of the process, additionally it was felt there was a lack of timely communication with officers at some points in the process. Concern was shared that this could deter some groups from applying due to the amount of paperwork required for what was considered a relatively small grant in grant terms.

- Ms Barson closed her comments by re-iterating her thanks to Brent on behalf of the organisation and echoed her belief that once all the “teething issues” had been resolved the You Decide system of awarding grants was an innovative way to involve the local community in participatory budgeting.

The Chair thanked Ms Barson for sharing her experience and advising on areas that she felt could be developed further, it was noted that the input shared would inform the Committee’s questioning to support improving the process.

Councillor Ketan Sheth (Chair of the Community Health & Wellbeing Scrutiny Committee asked Ms Barson what she believed were the top priorities that needed to be addressed to improve the bidding process. In response Ms Barson advised that she believed that the key priorities were to increase opportunities for public participation, giving the example of hybrid options to join meetings, increased publicity of the applications that were being presented to vote on so that members of the public could read up in advance on the organisations and their projects and providing applicants at the outset of the application process with a break down of the process including all the documentation that would be needed.

As there were no further questions, the Chair invited the third community speaker Sacha Dsane from Financial Harmony to share her experience with the Committee with the following key points shared:

- Ms Dsane advised the Committee that her organisation’s project that aimed to support adults and young people in financial literacy and personal finances had been unsuccessful in being awarded a grant.
- Ms Dsane felt that in general terms the application process went well although the public speaking element of the application process had not been best suited to the presentation of her organisations application.
- The event that Ms Dsane spoke at was well subscribed with approximately 200 residents in attendance, however among these attendees there was one particular group who had brought approximately 60-70 supporters with them to vote. It was felt this immediately disadvantaged all other applicants for this session
- In closing her comments Ms Dsane commended the idea of encouraging more community engagement in the grants awarding process for community schemes, however felt it was important to recognise the balance needed in ensuring voting was undertaken fairly.

The Chair thanked Ms Dsane for her contribution to the meeting and asked the Committee if they had any further questions. The Committee did not have any specific questions, however in thanking Ms Dsane for her representation, the Committee noted the issues raised and recognised that some group’s abilities to mobilise a group of supporters to vote for their project did not necessarily reflect how useful the project could be to residents.

The final speaker Colin George was then invited to address the Committee to share his feedback in his capacity as a resident who participated in the voting process at one of the You Decide events, with the following key points shared –

- Mr George shared that he had been a Brent resident for 45 years and active as a community volunteer since 1978, therefore had a wealth of experience within the community and voluntary sector. In addition to this he was also a trustee of the Harlesden Neighbourhood Forum.
- Mr George advised the Committee that he felt it should be made clear to applicants and voters that grants being allocated in line with the NCIL criteria should include lasting benefits, Mr George felt this was not evident in the presentations shared at the event he attended.
- As a neutral observer, Mr George felt he was in a position to make fair assessments of all the presentations heard and in his assessment felt that there was no correlation between the strength of the presentation and their success rate, leading to further queries regarding how fair the voting system was.
- Mr George felt that the general organisation of the event was good, however it was suggested that more information on the applications would have been of benefit for members of the public attending.
- In line with the comments made by the other community speakers Mr George believed that efforts should be made to prevent large numbers of supporters registering to attend to vote at events as votes would then be awarded on the basis of friendships and affiliations rather than projects being assessed on their own merits

The Chair thanked Mr George for his comments and proceeded to allow the Committee to ask officers questions, which are noted below:

- In response to a Committee question regarding how the challenges as a result of increased budgetary pressures in local government would impact the support provided to local Community and Voluntary Sector (CVS) organisations, officers advised that work was ongoing to support and prepare the CVS in their preparedness for the challenging times ahead. This included support to encourage greater collaboration and networking to aid CVS organisations in submitting bids in partnership to increase their funding opportunities.
- The Committee raised concerns regarding the potential abuse of the participatory budgeting system with particular regard to the issues raised around block voting. In response the Committee were advised that where suspicious voting activity had been observed, votes had been removed. Moving forward further discussion would be undertaken to facilitate fair voting systems.
- In response to a Committee observation that 25-29 year olds were under represented at You Decide events in addition to generally low attendance at

events in the South of the borough, the Committee were advised that it was a priority to engage more young adults to make sure their views were represented, particularly where there were projects that were specifically targeted towards young people. It was noted that Brent Youth Parliament would be instrumental in supporting the success of this. It was also suggested that collecting additional demographic data at future events could support the identification and targeting of under represented groups . Processes could then be put in place to increase engagement ensuring as broad a demographic group were represented and could contribute at subsequent events.

- The Committee queried the lack of community engagement due to the very low number of attendees at the Brent Health Matters You Decide Event in Willesden. In addition to this the Committee noted that as health inequalities were widely acknowledged to profoundly impact people from ethnic minority backgrounds it was important that people voting for projects adequately reflected this group. As a result the Committee questioned how confident they could be that the results from this event reflected the voice of the community. In response to the Committee query, officers established that Pride celebrations had taken place in London on the same day therefore possibly impacted event numbers at the event. In acknowledgement of the points raised officer advised that to add value to the process of future events they would explore setting a minimum number of participants in addition to reaching out to under represented communities to encourage engagement either as a member of the public voting or as part of an organisation bidding for funding.
- In terms of the Carbon Offset Funding Grant the Committee noted the responsibility of the Local Authority to ensure that funding was used to maximise the impacts of carbon reduction, this led the Committee to query if delegating the decision making responsibility to residents as part of the participatory process was the most effective way to maximise funding, particularly as residents were not experts in this area. This raised further queries as to how residents had been supported to understand Carbon Offset Funding.
- Officers advised the Committee that the decision was taken to pilot using the part of the funding in this way after recognising the low carbon literacy among residents in Brent, therefore it was recognised as a priority to engage and communicate with residents from the outset to educate and support increased carbon literacy. This objective was achieved through focusing on reaching all sections of Brent's community, tapping into existing networks but also making sure to target hard to reach areas and those who were reluctant to engage. This involved producing communications and marketing materials in community languages and lots of face-to-face community engagement with expert speakers to provide technical advice.
- Officers felt delegating some responsibilities to residents through the participatory aspect of the scheme was appropriate as part of the pilot

project to allow residents to feel involved in affecting positive change in the community to reduce emissions and tackle climate change.

- It was felt there was a high value attached to the work undertaken with the residents planning group. The group had vastly increased their knowledge in understanding carbon emissions and how the carbon offset fund worked. It was hoped this information would then cascade out into the wider community, offering increased community knowledge and engagement.
- Officers noted Committee comments recognising the scope to utilise the research available as to how to maximise funding to achieve maximum impact in reducing emissions. It was confirmed that the Carbon Offset Funding would not be distributed in the same way moving forwards, following confirmation from the Cabinet meeting in June 2022, the remainder of the funding would be split 60% to council housing, 30% to schools and the remaining 10% to be kept as a buffer for other funding bids.

Due to time constraints additional questions regarding the Carbon Offset Funding would be addressed at the next Resources & Public Realm Scrutiny Committee in January 2023. Officers welcomed Committee members to email them any specific questions directly.

The Chair thanked those present for their contributions to the discussion, and closed the item by summarising the suggestions for improvement and information requests made by the Committee, which are noted below:

The Committee noted the following suggestions for improvement:

- i. Ensure monies distributed as part of the Carbon Offset Fund are targeted to communities/areas in most need.
- ii. 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
- iii. Capture and include information such as age and ethnicity in 'You Decide' data gathering to ensure attendees voting are representative of the borough's demographic
- iv. Add a requirement for those applying for monies as part of the 'You Decide' initiative to have someone with lived experience as part of their presentation.
- v. Utilise local councillors in engaging hard to reach residents to participate in future 'You Decide' decision days.
- vi. Improve communications around the 'You Decide' application process so forthcoming applicants are aware of the eligibility criteria, and time commitments associated with the application process before applying. This includes setting out clear expectations around the documentation successful applicants need to provide, and the time it will take to receive funding.

- vii. 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.
- viii. Support our voluntary and community sector organisations in building new income generation streams.

The Committee noted the following information requests:

- i. Provide voting data across all “You Decide” sessions that have taken place so far in 2022. To be inclusive of the voting data related to the Carbon Offset Fund, NCIL, and Brent Health Matters Health and Wellbeing grants.
- ii. Provide detailed information on the ‘You Decide’ project monitoring processes in place.
- iii. Provide information on the difference between the standard NCIL application rounds versus the ‘You Decide’ application rounds and the rationale why the monies are split this way.
- iv. What is the approach to preventing duplication in funding across Council directorates, especially in a time of oversubscription of grants with diminishing resource?
- v. Provide a feasibility report into different options for voting on ‘You Decide’ decision days to increase accessibility.

**8. Draft Borough Plan 2023-2027
(Joint Item with the Community & Wellbeing Scrutiny Committee)**

The Committee received a report detailing the draft Borough Plan 2023-27, which had been developed with departmental leads and set out the vision and strategic priorities developed with CMT and Cabinet earlier this year. The Committee were asked to note and comment on the report before endorsing ahead of its finalisation in early 2023.

Councillor Butt highlighted that the plan laid out the ambitions of the administration to achieve the best outcomes for Brent residents, including increasing skills and employment opportunities, providing a good standard of education in all Brent schools, delivering on the commitment to increase the affordable housing stock in Brent and ensure that Brent residents have every opportunity to thrive. Councillor Butt advised of the financial challenges going forward due to the lack of adequate funding and mismanagement of the budget from central government, however highlighted that despite the budgetary pressures he felt the Labour administration in Brent had demonstrated they were able to positively manage the funds they had to work with residents and provide high level public services, it was felt that the draft borough plan continued to illustrate the Labour administration in Brent’s commitment to support residents.

The Committee had a number of questions on the draft borough plan, with the following key points discussed –

- The Committee queried whether the objectives in the borough plan were achievable within budget when taking in to consideration the additional financial pressures the council was under. In response the Committee were advised that budgetary pressures were considered in the creation of the plan and the financial situation would continue to be monitored parallel to the objectives on the plan. , making changes as and when necessary. It was noted that the lack of certainty and delivery of single year budgets from central government increased pressures in planning local services.
- It was confirmed that when the revised Borough Plan comes in to place there would be a degree of harmonisation with strategies and policies on the existing plan to ensure that the plan accurately captured the administrations' vision for Brent and the steps needed to achieve this.
- In response to a Committee concern that the extent of Brent's climate ambition was not reflected in the borough plan, it was noted that feedback from residents demonstrated that climate concerns had not featured on residents top priorities. Despite this the Council were clear in acknowledging its social and moral responsibility to act upon climate concerns. As discussed previously some of the greatest impacts in reducing carbon emissions was through work with schools and addressing adaptations to Brent's housing stock. Pending confirmation of funding and whether there would be a significant rent cap introduced, the council was not yet in a position to confirm if carbon offset in relation to investment in Brent's housing stock would be achievable.
- The Committee questioned officers regarding what they felt to be a lack of accountability on the plan coupled with ambiguous target setting, noting that specific targets would support clearer measurable outcomes. Officers reassured the Committee that the borough plan remained a live document and would not be finalised until the beginning of the next financial year. The Committee noted that specific target setting had been more challenging during the current stage of the plan's construction due to the ambiguity around government funding. It was hoped that assurances would be made from central government confirming funding, once actual funding figures were known it would be possible to include more specific detail and areas of accountability in the plan.
- In terms of the Borough Plan section "The Best Start in Life" whereby it was noted that Raising the attainment of Black African and Caribbean boys had been a feature of the last borough plan, the Committee were curious as to whether this had been achieved in the previous four years. In response it was confirmed that the funding agreed by the Schools Forum to support this initiative had been highly effective in narrowing the attainment gap from 12 to 8 points. Schools agreed that strong effective leadership, an allocated member of staff "champion" to lead on the initiative, tackling racism and stereotyping were all key to being able to minimise the attainment gap.
- The Committee heard that when the current data is shared from schools if it were found that the levels of improvement had not been maintained there would be a

need to approach the Schools Forum to explore further funding streams to ensure the gap continued to reduce.

- The Committee acknowledged there were still gains to be made in managing transitional safeguarding issues and a strong action plan was needed to continue to effectively manage this.
- In response to a Committee question requiring clarity on the council's position of delivering on 1000 new council homes and how many of these would be in addition to the current housing stock and how many were replacement homes, it was confirmed that in the last 4 year period 768 new homes had been built, with a target of an additional 1000 new homes in the next 4 year period.
- The Committee noted that Brent were the only London borough to exclusively build social housing properties, with all other council's building projects including shared ownership and market rent. It was acknowledged that if further support was not received from central government, Brent may have to also start building mixed tenure homes under these conditions in order for it to be viable to continue to also build homes for social rent.

The Chair thanked those present for their contributions including Councillor Sheth for attending in order to participate in the joint scrutiny items. The meeting was then moved on to consider suggestions for improvement and information requests which were agreed as follows:

The Committee noted the following suggestions for improvement:

- i. Ensure the outcomes/success criteria under each strategic priority is more specific, measurable, and accountable
- ii. Involve the worker community (i.e. trade unions) in the consultation/engagement process.
- iii. Make our climate action commitments more prominent throughout strategic priorities
- iv. Include 'togetherness' and 'community cohesion' throughout strategic priorities
- v. Ensure there is continuous engagement with the Brent Integrated Care Partnership on the Borough Plan.

The Committee noted the following information requests:

- i. What have we done (or what are we planning to do) to involve communities who haven't been involved historically in the consultation process for previous borough plans?
- ii. What targeted engagement is planned with marginalised/hard to reach groups in the borough?

- iii. Please provide a breakdown on the amount of people consulted/engaged with so far in order for the committee to establish how representative the data set is of the borough's demographic.

9. Safer Brent Partnership Annual Report 2021 -22

The Chair invited Carolyn Downs, Chief Executive and Chair of the Safer Brent Partnership to introduce the Safer Brent Partnership Annual Report 2021-22 for the Committee to note the Safer Brent Partnership, Annual Report Financial Year 2021 – 2022 and the activities undertaken to support agreed priorities. Additionally, for the Committee to provide recommendations to feed into the Safer Brent – Community Safety Strategy and related delivery for 2023 – 2025. Key highlights from the report were shared as follows:

- There were positive themes throughout the report, namely reductions in anti social behaviour, knife crime and gang related crimes. Despite the successes the Safer Brent Partnership were clear that there was no room for complacency and continued to sustain momentum moving forwards.
- Although there had been a general reduction in gang and knife crime, Dollis Hill and Neasden had seen an increase in these types of crime, this had illustrated a significant shift as historically Harlesden and Wembley had always recorded the highest figures in the borough in relation to these crimes. It was established that further exploration was needed to understand why Dollis Hill and Neasden were now presenting as hot spot areas, the Committee noted that the shift in crime prevalence across the borough may impact the way that police resources are distributed across the borough.
- There had been an uptick in sexual offences against women and girls, further exploration was needed to ascertain whether the increase in reported figures was due to an actual increase in activity or if more effective reporting was in place.
- Domestic Abuse Services and MARAC were working collaboratively to manage Violence Against Women and Girls (VAWG) with Youth Offending becoming progressively more engaged in the multi -agency approach to tackle VAWG.
- The Partnership recognised that a renewed focus to increase opportunities to support skills, employment and education for individuals within the justice system was necessary to improve outcomes in this area.

The Committee welcomed the areas of success in the report and in noting the continued areas of development asked some follow up questions to clarify the information shared, with the following points discussed:

- In noting that violent crime remained a strategic priority for the Safer Brent Partnership the Committee queried how partners had worked collaboratively to address violent crime, particularly in hot spot areas and what interventions would look like moving forward. In response the Committee were advised that following Harlesden and Wembley being recognised as previous hot spot areas there had been significant investment in to supporting community engagement and police visibility in Wembley and Harlesden wards through the addition of Police Town Centre Teams. It was felt the increased visibility and positive relationship building within the community had a positive impact on wider community engagement as well as acting as a deterrent for certain crimes.
- Further community police engagement included the police meeting with local multi faith forums, GymSafe – a programme to support women feeling safe in gyms, a Summer Camp at Newman Catholic College and Police Cadets.
- Councillor Farah had also been active in the community to support police engagement with the community by leading community meetings on St Raphaels estate following a serious crime incident.
- The Committee heard that in response to the increased activity near Dollis Hill Tube Station and Neasden Town Centre, there was an opportunity to apply to the Violence Reduction Unit for funding to support specific work in these areas.
- In response to a Committee query regarding clarity on section 3.4 of the draft Community Strategy 2023-25 , the Committee required further information as to what the “public health” approach would look like in practice and if the Cost of Living Crisis was expected to impact upon crime rates. The Committee were advised that the process of embedding a public health approach in Brent’s practice had been underway, this included measures outlined in a report to the Health and Wellbeing Board suggesting ways that collaborative working could be effective in reducing crime, a VRU funded project delivered by the Young Brent Foundation – My Endz, that worked with a specific group of young people, funding had also been received to support the transition of young people moving from primary school to high school as this was recognised as particularly vulnerable time in terms of possible exploitation.
- Additionally the Westminster Drug Project had been commissioned to support young people with emotional health needs this included outreach work in schools.
- In response to the Committee query regarding the impact of the Cost of Living Crisis on crime, the Committee heard that there had been a slight uptick in crime, however it was too early to attribute this to the Cost of Living Crisis.
- Following a Committee query regarding how the new strategic priorities were developed and the evidence base used to support this, the Committee were

advised that crime statistics from both the MPS and MOPAC were used to identify priorities and followed up with monitoring to assess the impact of interventions to form an evidence base to support future funding applications.

- In responding to a Committee concern that it appeared that priorities relating to the LGBTQ community in terms of addressing hate crimes were missing from the reports, the police advised that they did not have figures to hand on this particular area of hate crime, however would source feedback on this to share at a future meeting. Officers went onto advise that the Safer Brent Partnership did explore data on hate crimes, however recent trends suggested there were more issues with right wing extremism rather than homophobia, biphobia or transphobia, however it was acknowledged that there was likely to be underreporting and as such it would be a priority to explore ways in which safe reporting avenues could be established and communicated to vulnerable communities.
- The Committee recognised the role as a ward councillor could be a powerful tool in increasing trust and confidence linking the community with local policing, particularly in light of the relationship between the community and law and order over the last few years. It was queried whether this could feature more prominently in the strategy. In response officers felt that the issue should be a major priority for the police to lead on to re-establish and build trust and confidence among the community. Tania Martin, Metropolitan Police added that as an organisation the Met understood their current position in the eyes of the public and the gravitas in ensuring a positive relationship with the community was established.
- In response to a Committee question with regard to how officers ensured that in agreeing the draft priorities engagement with stakeholders included disproportionately affected groups, officers assured the Committee that consultation was undertaken with a broad group of disproportionately affected individuals affected by crime including those affected by their vulnerability, substance misuse, discussion with the Young People's Forum and those involved in the Brent Youth Justice system.
- The Committee were further assured that the priorities were still in their draft stage, therefore officers were keen to reach out to as wide a group as possible to seek further contributions to the plan to ensure it was as effective as possible in addressing the needs and safety of the local community.
- The Committee reflected that it would be useful to re-establish links with health partners at Safer Brent Partnership meetings to support and advise with particular regard to mental health support and how a genuine effective mental health offer could be established for residents.

The Chair thanked those present for their contributions before moving the meeting on to consider suggestions for improvement which were agreed as follows:

The Committee noted the following suggestions for improvement:

- i. For the Partnership to develop new proposals on how we specifically engage with communities in the crime hotspot areas identified in the Annual Report.
- ii. For the Partnership to look further into the statistics of Homophobic, Biphobic, Transphobic, and Islamophobic Hate Crime in Brent, and should there be a strong evidence base, include these areas within the strategic priorities of the Strategy and related delivery for 2023 – 2025.
- iii. For the Partnership to reinstate a health representative on the Safer Brent Partnership Board
- iv. For the Partnership to explore how to improve prove communications in promoting safe ways of reporting domestic violence.

As the meeting was approaching the 3 hour time limit the Chair was required to ask members if they were willing to apply the guillotine procedure under Standing Order 62 in order to extend the meeting for a period of 15 minutes in order to complete the business on the agenda. This was confirmed by Committee members and the meeting resumed.

10. **Police Engagement in Brent**

Tania Martin, MPS updated the Committee that following previous feedback there had been a recent push on revising the structure of Ward Panel meetings. It was recognised that Ward Panels provided the community and the Police with a positive opportunity to engage and work together, therefore it was felt there should be a high value placed in ensuring Ward Panels were running effectively. As a result of the revised structure a new Ward Panel handbook , terms of reference and Code of Conduct were also being used to support the effective running of Ward Panels. The Committee heard that there should be a maximum number of 25 participants at Panels covering a broad range of demographics to truly reflect the Community of each Ward. It was understood that there was disparity among the different Ward Panels in terms of numbers and diversity represented. In order to support the continued development of Ward Panels feedback was requested from Committee members.

The Committee provided the following feedback and points of discussion:

- There was a lack of consistency from one ward panel to another, some ward's had very small numbers of attendees and others were well attended. There were also some Ward Panel's taking place where the local Ward Councillor had not been invited to attend.
- It was felt that much of the success of the Panel was dictated by the approach and commitment of the Sergeants who ran each Panel. The Committee noted that ideally Ward Panels would become more aligned, however it was recognised that there had to be flexibility to reflect the differing characters of each Ward and each Sergeant running the Panels. Tania Martin, MPS confirmed that feedback would be shared across Ward Panels to continue to improve the process.

- In response to a Committee query regarding the best path Councillors should take to seek accurate information from the Police following a significant crime happening in their ward, the Committee were advised that inconsistent communication had been recognised as an issue previously, in an attempt to improve channels of communication, this type of information would now be accessible from an Operations Manager covering the BCU.
- Some Committee members felt it would be helpful to consider a different structure to Ward Panels whereby one meeting could scrutinise the police priorities within the ward and an additional Panel could be convened for attendees to flag issues they were concerned about within the local community. It was felt this would be more effective in allowing local residents to share their concern and without impeding on the discussions that were needed to scrutinise the ward. Tania Martin, MPS agreed to take this information to explore further with colleagues.

11. **Scrutiny Work Plan**

The Chair confirmed there had been some changes to the Scrutiny Work Plan agenda and minor amendments to the wording.

There would be an additional Resources & Public Realm meeting held on Tuesday 13 December 2022 to discuss redefining local services.

The Resources & Public Realm meeting in January 2023 would look at the Budget Task Group.

12. **Scrutiny Progress Update – Recommendations Tracker**

The Chair updated the Committee that suggestions previously made on the abuse of parking permits had been followed up by the relevant officers.


13. **Any Other Urgent Business**

None.

The meeting closed at 9:15pm.

Councillor Conneely

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 Brent	Resources & Public Realm Scrutiny Committee 13 December 2022
	Report from the Corporate Director, Resident Services
Update on the Integrated Street Cleansing, Waste Collections and Winter Maintenance Services Contract Procurement Programme	

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	Appendix 1: Future waste collections and street cleansing services – consultation findings
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Oliver Myers Head of Environmental Strategy, Commissioning & Climate Change Oliver.myers@brent.gov.uk 020 8937 5323

1.0 Introduction

- 1.1 This report provides an update on the procurement programme and the proposed service changes to be included in the Integrated Street Cleansing, Waste Collections and Winter Maintenance Services Contract ('The Integrated Contract'). These service changes have emerged through competitive dialogue during the ongoing procurement process and have been informed by the results of community engagement, including the public consultation held in summer 2022, on future waste collections and street cleansing services, and the alternate weekly twin stream recycling trial, which took place in autumn 2022.
- 1.2 The proposed services to be delivered through the Integrated Contract would enable the council to continue to deliver efficient, affordable street cleansing,

waste collections and winter maintenance services that are fit for the future and better for the environment and the climate.

- 1.3 Scrutiny Committee last received a report on the wider Redefining Local Services (RLS) programme at its meeting on 13 July 2021. That report, entitled, 'RLS Final Delivery Model & Integrated Waste Contract Procurement Strategy', presented the results of statutory consultation on the proposed final RLS delivery model, together with the findings of the RLS review and the option appraisals undertaken for each service in scope of the programme. The report also outlined the high-level procurement strategy and timetable for those services which would be outsourced. This included information on the first and most pressing procurement at that time, the Integrated Contract, which is the main focus of this report.

2.0 Recommendations

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

3.0 Context

- 3.1 Street Cleansing, Waste Collections and Winter Maintenance Services currently form part of the Public Realm Contract (together with recyclates reprocessing and grounds maintenance services) which comes to an end on 31 March 2023.
- 3.2 The recommissioning of the Integrated Contract formed part of the wider Redefining Local Services (RLS) programme, the aim of which has been to design and implement a better, more integrated and flexible local services delivery model that improves the look and feel of Brent's public realm.
- 3.3 Following consideration by Scrutiny Committee on 13 July 2021, the overarching RLS delivery model was agreed by Cabinet on 16 August 2021 as a 'specialist contracts delivery model with low to moderate levels of insourcing', subsequently confirmed by Cabinet on 7 February 2022 as a 'specialist contracts delivery model with low level insourcing'. This model offered the benefits of specialist contracts together with targeted insourcing where this could achieve the greatest improvement on service outcomes for the money invested.
- 3.4 At its 16 August 2021 meeting, Cabinet also approved inviting tenders for the Integrated Contract, based on the procurement strategy set out in section 6 of that report and including the pre-tender considerations set out in paragraph 6.7 therein. The report also included the findings from the RLS Review which was conducted over two years between 2019 and 2021. The key elements of the RLS review, which influenced the identification and assessment of RLS delivery model options, were:
- i) Potential delivery models and benchmarking with neighbouring boroughs

- ii) Council-wide, environmental services and waste contract financial pressures
- iii) Brent's pensions costs
- iv) Depot availability and capacity
- v) RLS service improvement priorities and future vision for the Environmental Services Directorate
- vi) Key service synergies and interdependencies
- vii) Generalist versus specialist roles
- viii) Experience and learning from the Covid-19 pandemic
- ix) Options appraisals for each RLS service

3.5 The key findings from the RLS review in relation to the Council's existing contracts were:

- The current environmental services contracts within the scope of the RLS programme were generally considered to perform satisfactorily
- Broader contracts had tended to lose focus/underperform in lower value areas (e.g. burials, grounds maintenance, reactive highways maintenance)
- There were occasions when our contractors could act more responsively to address issues and problems in the public realm
- There tended to be a lack of innovation and creativity from contractors
- There was generally a lack of a shared ethos with contractors
- There was potential to achieve greater Social Value outcomes via the Council's Social and Ethical Procurement Policy adopted in May 2020

3.6 The key findings from the RLS review in relation to our internal 'client' services responsible for managing services in scope of RLS were:

- Services were predominantly reactive, expending significant resources on the resolution of issues and problems, with a lack of resource to focus on service development
- There was potential to make better use of digital technology and data, including automating and streamlining internal processes, sharing and analysing real time data and improving the customer interface
- There was need for a more strategic focus on identifying and realising commercial opportunities
- There was scope for further integration of enforcement services and to deliver this more consistently across the whole public realm, for instance in parks
- There was a marked lack of resource for contract management and area-based monitoring and inspection
- The current organisational structure was too stretched and could hamper rather than facilitate service delivery, relying too much on the high input and commitment of individuals

3.7 The RLS service reviews helped to identify the following overarching improvement priorities for future service provision which have informed the implementation of the agreed RLS delivery model:

- A neighbourhood approach to managing local issues to meet the needs of local areas
- A borough-wide approach to managing our assets and infrastructure to ensure investment is spent well
- A specialist contracts approach for outsourced services
- Improved contract management and monitoring for contracted services
- An intelligence-led approach to the deployment of resources
- Integrated deployment of environmental enforcement services across public realm
- Greater responsiveness to addressing issues and problems in the public realm
- Better digital customer interface with real-time information and issue reporting
- Additional council capacity for continuous service improvement and innovation
- Focusing specialist officers where they can add the greatest value, with more triaging between generalist and specialist roles
- Deliver improved Social Value outcomes via our Social and Ethical Procurement Policy, including: striving for carbon neutrality by 2030 and enhancing nature and biodiversity; the number of local jobs created (where appropriate for the contract), including focus on disadvantaged groups; and the number of SMEs and third sector organisations that benefit from the procurement exercises.

3.8 As part of the agreed 'specialist contracts' delivery model, street cleansing, waste collections and winter maintenance services were agreed to be kept as an integrated service on the grounds of economies of scale, operational efficiency and value for money. It was also agreed that recyclates reprocessing would be procured as a separate contract from waste collections to provide the Council with the opportunity to change providers on a more frequent basis (for instance two yearly, to allow adjustment for market changes). Grounds maintenance services were also to be procured as a standalone contract, giving specialist green space providers the opportunity to bid directly for the contract.

3.9 As part of the agreed insourcing within the RLS Delivery Model, the Education, Outreach and Communication (ECO) team will TUPE transfer from Veolia to the Council on 1 April 2023. This change gives the Council direct responsibility for communication, education and outreach to help address our considerable waste, climate emergency and circular economy objectives and challenges. It is important to note that with this transfer, the responsibility for the volume and quality of recyclate and levels of contamination now sit firmly with the council, whilst still supported with some ongoing responsibilities remaining with the

contractor such as effective recycling collections services and checks by crews for contamination during collections.

- 3.10 The Integrated Contract has been procured at a time of great financial uncertainty for the council. Council budgets have been stretched by the pandemic, rising prices, a growing population and a reduction in the funding we receive from government. In addition, there were significant anticipated pressures on waste collection and disposal costs upon recommissioning these services. These pressures were linked to the increase in waste tonnages and the significant fall in income for recycling since the last contract was let in 2014. Through the procurement exercise for the Integrated Contract during 2022, there have been further economic pressures arising from inflation on labour and fuel costs linked principally to the economic impacts from the war in Ukraine. This financial context has meant that we have had to think differently about how these services are delivered in the future.
- 3.11 Several service delivery options emerged during the Integrated Contract procurement process, which led to the Council issuing its 'Preferred Service' for public consultation in summer 2022, presented alongside alternative options that were not favoured.
- 3.12 The Preferred Service principally involved the move from i) a frequency-led to an intelligence-led approach to street cleansing, and ii) the switch from weekly comingled recycling collections for street level households to an alternate weekly twin stream recycling collection, with the separation of paper and card from containers.
- 3.13 The changes to street cleansing were in line with other recent local authorities' procurements, while the changes to recycling collections are aligned with the changes to national waste policy contained in the Environment Act 2021; Government intends to change the way it asks local authorities to provide recycling services over the next few years, with a move to greater materials separation at source. The separation of paper and card from containers, and glass in particular, is the most beneficial first step toward materials separation, as this will reduce contamination of paper and card, which in turn will increase the amount of material recycled and consequentially the income that the council receives from those materials.
- 3.14 The authority to tender the other RLS programme procurements were agreed on the dates below and, at the time of writing, these are all still subject to live procurement processes:
- Authority to Tender Contract for Grounds Maintenance Services – Cabinet 17 January 2022
 - Authority to Tender Contract for Highways Maintenance Services – Cabinet 07 February 2022

- Authority to Tender Contracts for Parking and Traffic Civil Enforcement Services – Cabinet 07 February 2022
- 3.15 The Authority to Vary and Extend the Arboricultural Services Contract until 31 March 2025 was a Key Officer Decision taken on 9 December 2021.
- 3.16 The Authority to Vary and Extend the Street Lighting Services Contract until 31 March 2025 is a Key Officer Decision due to be taken in February 2023.

4.0 The status of the Integrated Contract procurement process

- 4.1 The Integrated Contract was tendered using the Competitive Dialogue Procedure. This procurement is being conducted in accordance with The Public Contracts Regulations 2015 (the Regulations).
- 4.2 Interested parties were invited to submit a Selection Questionnaire (SQ), followed by an Invitation to Participate in Dialogue (ITPD) stage, incorporating an Invitation to Submit Detailed Solutions (ISDS) and finally an Invitation to Submit Final Tender (ISFT) stage.
- 4.3 Invitation to Submit Final Tenders was published on Friday 7th October 2022 and tender responses had to be submitted electronically on 31st October 2022.
- 4.4 The Integrated Contract procurement process is still live and therefore further information cannot be shared until the contract award report is submitted for the Cabinet meeting on 16 January 2023.
- 4.5 The Integrated Contract will commence on 1st April 2023 subject to Cabinet award and the Council's observation of the requirements of the mandatory standstill period.

5.0 Community engagement and public consultation on Integrated Contract services

- 5.1 There have been three phases of community engagement within the RLS programme that have included a focus on the services in scope of the Integrated Contract. The first phase in summer 2021 involved a statutory consultation on the proposed overarching delivery model for the RLS programme, with the results of this phase of engagement detailed in the 16 August 2021 Cabinet report.
- 5.2 In that same report, Cabinet agreed to a second phase of engagement, which was subsequently entitled 'Let's Talk Climate: Waste and Green Space' and undertaken in late 2021-early 2022. This engagement gathered the views of local communities to inform the re-procurement process for the Integrated

Contract, the Grounds Maintenance Contract and the development of the 2022-2024 delivery plan for Brent's Climate & Ecological Emergency Strategy.

5.3 In this second phase of engagement, the Council made the case that a growing population and the climate emergency meant that we needed to think differently about how local services are delivered in the future so they can go further within increasingly stretched budgets. If people could take more responsibility for their rubbish and help to keep Brent a little tidier, we could spend more time delivering the services people need. The resident feedback received during that engagement was taken into account when selecting the Preferred Service for the Integrated Contract. Residents wanted:

- Better information and guidance about how to recycle and why it is important
- More frequent bin and recycling collections and for the council to collect different kinds of items
- Better recycling facilities for people living in flats
- New item swap, donation and reuse programmes so people don't have to buy 'new'
- Stronger enforcement against those who litter or dump rubbish on the streets
- More bins on streets
- Better education and guidance to encourage people to take more responsibility for keeping the streets clean
- Improved street cleaning
- More community skips and places to take bulky waste for free
- A cheaper or free bulky waste collection service

5.4 Following on from this second phase of engagement, on 8 July 2022, the Cabinet Member for Environment, Infrastructure and Climate Action, in consultation with the Leader of the Council, approved a third phase of engagement entitled 'Consultation on Future Waste Collections and Street Cleansing Services'.

5.5 This consultation included information on the Preferred Service which included the following proposed service changes that would directly impact the existing level of service received by residents in Brent:

- A shift from weekly, commingled (single stream) dry recycling collections to alternate weekly, twin-stream dry recycling collections (whereby containers are collected one week and mixed paper and card are collected the next) for street level households
- A shift from a frequency-based to an intelligence-led approach to street cleansing across the whole borough

- 5.6 It was necessary to consult with the public on the Preferred Service while future proposals were at the formative stage. The consultation consequently ran for a period of six weeks from Monday 11 July to Sunday 21 August 2022. The Council consulted at the earliest opportunity once the Preferred Service became known through the procurement process, and for the maximum period while allowing time for responses to be considered and feedback incorporated within the Invitation to Submit Final Tenders documentation (where appropriate) for the Integrated Contract procurement.
- 5.7 During the consultation, an information document was made available to download from the Council's engagement portal which contained relevant detail on the Preferred Service and its anticipated benefits. This also included information on the alternative delivery options that were considered less favourable on affordability and environmental grounds. These alternative delivery options are included in section 8 of this report.
- 5.8 The full methodology and results of the consultation are detailed in Appendix 5. The key engagement methods used were an online survey included on the Council's Citizen Lab Portal, a direct mail letter sent to all households receiving assisted collections, and advertised roadshows held across the borough in a variety of locations.
- 5.9 Respondents overall, when the results of all three methods were combined, were slightly in favour of the council's proposals for the change to an intelligence-led approach to street cleansing (42% agreed compared to 38% disagreed).
- 5.10 The results for the proposed alternate weekly twin stream recycling service were more mixed, however. Whilst a significant majority of the online respondents disagreed with the proposals for recycling (72% disagreed compared to 18% agreed), those respondents who attended the roadshows (68% agreed compared to 20% disagreed) and those residents who receive assisted collections (44% agreed compared to 37.5% disagreed) were in favour of the proposals.
- 5.11 Residents attending the roadshows were shown the new sacks for paper and card and the service changes were explained to them by officers, and this may have had a bearing on the much more positive response received from that group.
- 5.12 It is also considered instructive that residents who receive assisted collections were in favour of the recycling proposals, given that this group could be a group most likely to be disadvantaged by any changes to the service that could be perceived to be more difficult than existing arrangements.
- 5.13 The disagreement with the proposed changes to recycling collections from the group that completed the online survey has been noted and considered.

However, it is encouraging that the positive response from both assisted collection respondents and those who had the proposed services explained to them face to face and could physically see the bags are more aligned to the real live results of the pilot which saw participation with the new service at 71% of households (see section 6 below).

- 5.14 It should also be noted that no alternative solutions were put forward during the consultation that would be deliverable without requiring significant cuts to other council budgets.

6.0 Alternate Weekly Twin Stream Recycling trial

- 6.1 An eight-week trial was undertaken from 3 October 2022 to 25 November 2022 involving 5,371 street level households across five existing 'rounds' in Harlesden, Kenton, Queens Park, Stonebridge and Wembley wards. The eight-week trial comprised four, fortnightly cycles in which the sack for paper/card was collected one week and the bin with containers collected the second, repeated four times.
- 6.2 Communications were issued to these households by post on three occasions in advance of the trial. They were issued with a blue sack to put their paper and card in and a calendar showing them on which day of each week during the trial to present their sack with paper and card, and which day to present their blue-lidded recycling bin with their other dry recycling (containers).
- 6.3 After the sacks were delivered at the end of September, Veolia's ECO Team ran eight pop-up information stalls across the five trial rounds. As well as providing information on the trial with a member of Brent Council's Neighbourhood Management Team, the team carried out door knocking with properties to advise them on the changes during the trial. In total, 544 residents were engaged across the five rounds, approximately 10% of the total addresses involved.
- 6.4 Over the course of the eight weeks, Veolia processed 123 additional or replacement sack delivery requests, which is 2% of the total number of properties that participated in the trial.
- 6.5 The results from the eight-week trial have been analysed and the trial is considered to have been a success when measured against the following key critical success factors:
- The set out % for the sacks (the number of households putting their blue sack out with paper and card)
 - Contamination levels within the sacks
 - Contamination in the existing, blue-lidded recycling bin (including levels of paper/card)

6.6 Results for the paper/card collection days were as follows:

- By the end of the trial, 71% of properties were presenting sacks (the same % as in Fortnight 3, with an increasing trend over the course of the trial (62% in Fortnight 2 and 51% in Fortnight 1)
- By the end of the trial, the average weight tipped per day was 2.56 tonnes, up from 0.94 tonnes in Fortnight 1, 2.08t in Fortnight 2 and 2.76t in Fortnight 3)
- By the end of the trial, visual inspections estimated a 1% contamination rate in the blue sacks (Fortnight 1: 1%; Fortnight 2: 3%; Fortnight 3: 3%)
- There were an average 6 sacks per day reported containing other dry recycling contamination in Fortnight 4, down from an average 8 sacks in Fortnight 3, and 13 sacks in Fortnights 1 and 2
- Whilst the tonnage of paper/card collected for recycling varied across each round, it followed a strong positive correlation with the level of participation for each round. This confirms that the higher the collective participation level, the greater the tonnage of paper/card that was collected for recycling. Therefore, to increase the tonnage of paper/card recycling collected for future programmes will require a large campaign to encourage all residents to take part, and not rely on individual properties to over produce to compensate for low or non-participation from other properties.

6.7 Results for the containers' collection days (existing blue lidded recycling bin):

- Overall average weight tipped for each round over the eight-week period was 5.96 tonnes (Fortnight 1 average: 5.44t, Fortnight 2 average: 6.03t, Fortnight 3 average: 6.11t; week Fortnight 4: 6.26t)
- On average 29 bins per day were contaminated in Fortnight 4, continuing a downward trend across the eight-week trial (Fortnight 1 average: 75, Fortnight 2 average: 57; Fortnight 3: 53).
- In Fortnight 4, the number of bins containing paper/card contamination per day dropped to 262, also continuing a downward trend across the eight-week trial (Fortnight 1 average: 382, Fortnight 2 average: 437; Fortnight 3: 294)
- Visual inspections estimated that, on average, in Fortnight 4, 19% of the resulting dry recycling was contaminated (Fortnight 1 average: 19%, Fortnight 2 average: 21%; Fortnight 3 average: 21%)

6.8 In parallel to the above, the Council organised two sample loads of the recycling collected from blue-lidded recycling bins to be collected from the Waste Transfer Station by West London Waste Authority (WLWA), to be assessed for contamination. 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%.

6.9 Direct correspondence was received by the Council from 87 residents during the trial, representing 1.6% of all households involved in the trial. 50 of these contacts were from direct correspondence received to the RLS mailbox. The

vast majority of these were from the south of the borough - Queens Park, Harlesden & Kensal Green wards in particular. An additional 37 calls were received by Council's Customer Contact Centre during the trial.

6.10 The main issues reported were as follows:

- In early weeks: sacks not received; not aware in trail/comms not received; unhappy about being in the trial; missing sack after collection
- concerns about the capacity of the sack
- concerns about the sack and paper/card getting wet
- concern about the space to store the sack
- confusion about the collection cycle with other recycling waste
- Having more "other" recycling wasted than paper/card, so bins were full, or excess was wasted

6.11 Mitigations for these concerns have been given due consideration in the final design of the service and these are described in section 7 below.

7.0 The final Integrated Contract specification and associated other workstreams

7.1 Having given due regard to the results of the public consultation and the results of the alternate weekly twin stream recycling trial, officers recommend that the Preferred Service that was issued for consultation, with some modifications in relation to the Alternate Weekly Twin Stream recycling collection, is included in the final Integrated Contract.

7.2 The proposed specification for the Integrated Contract offers an efficient, affordable service that is fit for the future and better for the environment and climate.

7.3 The new intelligence-led approach to street cleansing would start on 1 July 2023 and the new recycling collection service would start on 1 October 2023.

Alternate Weekly Twin Stream recycling collections

7.4 The alternate weekly twin stream recycling service can be delivered within contract budget, with significant benefits to the climate emergency agenda and in accordance with the National Resource and Waste Strategy that provides the future direction of related services and which focusses on reducing waste and promoting recycling and the circular economy.

7.5 Separating paper and card from containers is the most beneficial service change the Council can take to align itself with the changes that will be mandated by Government over the coming years.

- 7.6 The Council has not introduced a major service change to the waste service for over a decade. Significant service changes such as the one proposed tend to provide a major opportunity for a step change in the level and quality of recycling by the community, when accompanied by a major communication campaign.
- 7.7 Alternate weekly twin stream recycling collections is the only option that can bring the cost of the next contract in line with Council budgets without requiring significant cuts to be made to other Council services. The benefits of switching from comingled weekly recycling to alternate weekly twin stream recycling include:
- Improvement in the quality of recycled material due to lower contamination, with greater income generated from the material
 - An increase in the recycling rate and the diversion of waste from the residual stream through a refresh of the service, accompanied by comprehensive communications, would result in an increase in the diversion of food waste, with reduced waste disposal costs, making a significant contribution to the Council's work to tackle the climate emergency
 - Residents will still receive a weekly recycling collection, albeit with different materials collected each week
 - No requirement for significant round changes meaning that most residents will not experience any day changes to their collections
 - Shorter lead time to introduction of the service change compared to fortnightly twin stream collections
 - Use of the existing fleet to minimise new vehicle purchase lead-time delays
- 7.8 As a result of the feedback from the alternate weekly twin stream trial and the results of an equalities assessment, the following modifications to the service are proposed:
- A fully sealable sack lid on all sides to keep the paper and card dry
 - An additional sack will be given to residents requesting one
 - Inclusion of a white square on the sack for residents to mark their house number
 - Steps to be taken at the Waste Transfer Station to allow paper/card to dry out to maximise its value
- 7.9 Less than 2% of the households included in the trial contacted the Council during the trial. Officers will therefore commission a survey of households included in the trial in January 2023 to understand their experience and to find out any further ways the alternate weekly twin stream recycling collection could be improved in advance of its introduction on 1 October 2023.
- 7.10 It should be noted that under the Integrated Contract, general waste would continue to be collected fortnightly and food waste weekly – remaining as they are now.

Intelligence-led approach to street cleansing

- 7.11 The switch from a frequency-led to an intelligence-led approach to street cleansing was always intended as a key service improvement in the Authority to Tender report (16 August 2021).
- 7.12 As part of the Dialogue during the procurement process, officers conducted a detailed review on the locations in the borough where resources are most needed to determine the most efficient allocation of staff under the new regime. New Zone Classifications and road splitting will ensure each road receives right level of cleanse at the right frequency.
- 7.13 The approach will include six new, dedicated rapid response teams in each Brent Connect Area (with two in Wembley) which the council will be able to task directly to address any ad hoc issues arising and to target hotspots.
- 7.14 Data management will also be improved within the new contract with a new dedicated Digital Manager post sitting with the contractor and a live dashboard shared with the Council's client team which we will jointly monitor daily and which the council will analyse for trends to determine locations which require changing levels of resource. The new regime will therefore be flexible allowing resources to be reallocated where required across the borough.
- 7.15 Joint regular inspections on NI 195 standards between contractor and client staff will continue in line with the current contract.
- 7.16 In line with the new intelligence-led approach, fixed manual cleansing frequencies will be adjusted as per the table below, mitigated by more mobile and flexible resources to address hot spots from developing. It should be noted that there are no changes proposed to the existing frequencies in Zones A, B, C and DH.

Zones	Manual Cleansing - Minimum Frequency	
	Current	New
A - Town Centre	Daily	Daily
B - Secondary Retail & Commercial	Daily	Daily
C – Industrial/Warehousing	Twice per Week	Twice per Week
DH - Residential High Obstruction	Weekly	Weekly
DM - Residential Medium Obstruction	Weekly	Fortnightly
DL - Residential Low Obstruction	Fortnightly	Every 4 Weeks
North Circular Road	Three per Week	Weekly

Small items collection services

7.17 A new free, bookable small items collection service would be introduced. The service would collect:

- Textiles
- Small electrical appliances
- Household batteries
- Paint
- Used coffee pods

Summary of the benefits of the new Integrated Contract

7.18 General benefits of the new Integrated Contract include:

- Retention of a majority share of future service efficiencies (70%)
- Nine new electric vehicles funded by the council in Year 1
- A reduction in sub-contractors (clinical waste to be delivered directly by the contractor)
- Commitment by the contractor to work proactively with the Council's ECO Team and Grounds Maintenance and recycling processing providers

7.19 Benefits from the new collection services include:

- A forecast increase in recycling and income - projected contamination rate of 11.7% compared to existing 23.6%; increased street level household recycling rates by ~8%
- Separation of communal recycling rounds from street level households recycling rounds
- A free bookable, small items collection service for small electrical appliances, batteries, textiles, paint and coffee pods
- A bespoke contractor recycling improvement strategy
- 100 bin sensors to measure communal bin fill rates to gauge recycling rates in poor performing areas
- Design and delivery of a bespoke contractor contamination plan
- Comprehensive review of signage at communal bin stores, with improvements for layout of containers at collection points to be presented with business case
- 12 new trial communal bins with better content visibility and smaller apertures to deter flytipping
- Retention of a commercial waste service with a graduated increasing rebate
- Assisted collections will benefit from a proximity alarm system alerting driver/crews when approaching properties, with enhanced contractor supervision to avoid missed assisted collections

7.20 Benefits of the new street cleansing services include:

- Intelligent-led approach to cleansing with proactive, targeted management of hotspots through the six new rapid response teams
- A more dynamic 'Clear as You Go' approach from increased flexible mobile resources
- All routes will be time sensitive locations, for instance to account for schools and train stations
- 10 mobile devices to be deployed with mobile cleansing and evaluated for the benefits
- Contractor support in establishing Community Improvement Groups and Business Improvements Groups

7.21 In respect of winter maintenance services, the contractor rather than the council will be responsible for administering the voluntary snow wardens initiative.

Other changes to the existing public realm contract specification

7.22 Some minor reductions to the current specification are proposed to ensure the contract will be affordable:

- Back to standard by 08.30am instead of 8.00am in Zones A & B
- Zone A 'headers' (side roads) reduced from 50m to 20m
- Instances of obstruction to be returned to on two further occasions within following 24 hours rather than no cap
- Offensive waste (i.e. soiled waste) to be collected within Residual rather than Clinical Waste
- Boxing Day and New Years Day will formally be non-working days
- Rectification of overflowing Litter Bins will be within 2 hours rather than 1 hour
- Public Conveniences cleansed once rather than twice per day, but with reactive response and monthly deep cleansing
- Zone C daily mechanical sweeping in Wembley reduced from daily to weekly, mitigated by reclassification of some roads
- Winter Service Operations training limited to one rather than all drivers

Associated commissioning and other RLS workstreams

7.23 The following services were included as 'provisional items' within the initial Integrated Contract specification and it is proposed that these are omitted from the final Contract and commissioned separately as indicated below:

- Confidential waste disposal from Council buildings is to be brought in house from 1 April 2023
- Household bulky waste collections are to be commissioned separately in partnership with WLWA to start 1 April 2023

- The transfer of waste and recycling in parks (other than green waste which will be treated on park sites) will be included as a requirement in the Grounds Maintenance contract from 1 August 2023.
- 7.24 New recyclates reprocessing contracts for the containers and paper/card collected through the Integrated Contract are being procured separately via the WLWA's Dynamic Purchasing System Framework, with decision on this to be sought following the appropriate council governance procedure in the new year.
- 7.25 Household bulky waste collections arrangements will also be procured in partnership with the WLWA. The service currently runs at a deficit of £100k per annum and an assessment has shown that a new service would pay for itself without having to increase bulky waste charges to residents. In addition, more bulky waste would be diverted for reuse with less waste disposal.
- 7.26 Officers are developing a new online reporting tool for residents for cleansing, waste and highways issues, to be launched in April 2023. This will replace Love Clean Streets which only focuses on cleansing reporting. Other services will be added to the new reporting tool in the future, so that in time, the Council will have a comprehensive, integrated reporting tool for public realm issues.

New Council contract management and client-side arrangements

- 7.27 As agreed in the Final RLS Delivery Model, it is expected that the Education, Communication and Outreach (ECO) team (up to 6 staff) will TUPE transfer from Veolia to the Council on 1 April 2023. This will give the Council direct responsibility for communication, education and outreach to help address our considerable waste, climate emergency and circular economy objectives and challenges and help manage the risk that will in future sit with the council rather than the contractor in respect of waste diversion and maximising recycling.
- 7.28 The team will be integrated into a new host service which will oversee performance of the Integrated Contract and enable a more integrated and coordinated education and enforcement function across the public realm. It will also enable a more strategic and holistic approach to stakeholder management and community engagement.

Preparing a new information campaign and recycling engagement plan

- 7.29 In January 2023, officers will begin the development of a comprehensive information campaign and a recycling engagement plan, with a particular focus on tackling contamination, so that this is ready in good time for the introduction of the new contract and the new recycling services to be introduced in October 2023.
- 7.30 This will include a refreshed approach to engaging with other housing providers, landlords and managing agents.

7.31 Officers will review best practice from across London and further afield in putting together plans with the new contractor and other partners to reduce the risk of contaminated waste arising from the new service.

7.32 A key priority will be to continue to encourage the correct separation of food waste from other streams. As a start, over the next few months, the Council will be rolling out free kitchen caddies to all flats in the borough that have a communal food waste collection.

8.0 Alternative Options Considered

8.1 The alternative options that were included in the public consultation as not favoured in summer 2022 are included in the table below.

Service Option	Additional cost per year compared to the 'Preferred Service'	Not favoured because...
Maintaining the service specification in the current Public Realm contract, including weekly single stream (commingled) recycling collections	£3.5 Million	<ul style="list-style-type: none"> • We cannot afford this service without making significant cuts to other council services. • Alongside a fortnightly residual collection service, can encourage contamination of material going into recycling bins
Introducing fortnightly single stream (comingled) recycling collections	£1.8 M	<ul style="list-style-type: none"> • Would mean residents could only recycle once every fortnight • Benefits of improving material quality by separating 'paper/card' from 'containers' would not be realised • Additional cost over the 'Preferred Service' would require cuts elsewhere to other council services
Introducing a fortnightly twin stream recycling collection service	£0.6 M	<ul style="list-style-type: none"> • Would mean residents could only recycle once every fortnight.

<i>(i.e. 'containers' and 'paper/card' separate, but collected at the same time every fortnight)</i>		<ul style="list-style-type: none"> • Similar to the 'Preferred Service', but would require separate vehicles to collect food waste which comes at an increased cost
Introducing a weekly twin stream recycling collection service <i>(i.e. 'containers' and 'paper/card' separate, but collected at the same time each week)</i>	£1.4m	<ul style="list-style-type: none"> • Additional costs are prohibitive without greatly impacting the likely return from material income or improved recycling rates compared to the 'Preferred Service'
Moving from a two weekly to a three weekly residual waste collection	Not costed	<ul style="list-style-type: none"> • This was considered as a potential saving option, however, it is not considered to be viable for an inner London Borough such as Brent due to the density of our housing, concerns over space for storing waste over that period, and the potential negative impact on street cleanliness. • No other London boroughs have or are planning to have a three weekly residual waste collection

9.0 Financial Implications

- 9.1 The Integrated Contract will be funded largely from the existing Public Realm budget. Financial pressures are anticipated in Years 1 and 2 of the contract due to set-up costs, and pressures whilst embedding the contract. These additional costs will be mitigated through identified reserves including the disbursement of excess reserve funding to the Borough from the WLWA.
- 9.2 By year 3 it is forecast that the contract will become financially sustainable as a result of additional income received from sale of recyclates and avoided waste disposal fees arising from the recycling collection service changes.

10.0 Legal Implications

- 10.1 The Integrated Contract was tendered using the Competitive Dialogue Procedure. This procurement has been conducted in accordance with The Public Contracts Regulations 2015 (the Regulations). The contract is also categorised as a high value contract under the Council's contract standing orders and accordingly is subject to the Council's rules for high value contracts.
- 10.2 As the procurement is subject to the full application of the PCR 2015, the Council must observe the requirements of the mandatory minimum 10 calendar day standstill period imposed by the PCR 2015 before the contract can be awarded. The requirements include notifying all tenderers in writing of the Council's decision to award and providing additional debrief information to unsuccessful tenderers on receipt of a written request. The standstill period provides unsuccessful tenderers with an opportunity to challenge the Council's award decision if such challenge is justifiable. However, if no challenge or successful challenge is brought during the period, at the end of the standstill period the Council can issue a letter of acceptance to the successful tenderer and the contract may commence.
- 10.3 Officers have stated at paragraph 7.27 of this report that it is expected that the Education, Communication and Outreach (ECO) team (up to 6 staff) will TUPE transfer from Veolia, the current contractor, to the Council on 1 April 2023. The Council is advised to undertake due diligence in this regard to ensure that only the requisite staff are transferred in to the Council's employment.
- 10.4 Any ex-Brent Council staff who TUPE transferred to the current contractor in respect of the Public Realm Contract will be entitled to retain access to the Local Government Pension Scheme if they transfer to a new contractor for the Integrated Contract and continue to work on delivery of the services. The Council may be required to enter into an admission agreement in respect of such staff.
- 10.5 Where consultation is carried out, it must comply with the following 'Gunning' Principles, which were initially cited in the High Court case of R v Brent LBC ex parte Gunning (1985) and were subsequently approved by the Supreme Court in the case of Moseley v Haringey LBC [2014]:
- Consultation must be undertaken at a time when proposals are still at a formative stage
 - Sufficient reasons for any proposal must be provided in order to allow proper and intelligent consideration and response
 - Adequate time must be given for consideration and response
 - The decision maker must give conscientious consideration to the responses.
- 10.6 Following the decision of the Supreme Court in the case of Moseley v Haringey LBC [2014], it has been recognised that there are certain circumstances where it

is prudent for a public authority to set out, during a consultation process on a preferred proposal or option, what alternative proposals which were considered and discarded and the reasons for rejecting such alternative proposals.

11.0 Equality Implications

11.1 The Council must, in the exercise of its functions, have due regard to the need to:

- (a) eliminate discrimination, harassment and victimisation
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it,

pursuant to s149 Equality Act 2010. This is known as the Public Sector Equality Duty.

11.2 Under the Public Sector Equality Duty, having due regard involves the need to enquire into whether and how a proposed decision disproportionately affects people with a protected characteristic and the need to consider taking steps to meet the needs of persons who share a protected characteristic that are different from the needs of persons who do not share it. This includes removing or minimising disadvantages suffered by persons who share a protected characteristic that are connected to that characteristic.

11.3 The Public Sector Equality Duty covers the following nine protected characteristics: age, disability, marriage and civil partnership, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

11.4 There is no prescribed manner in which the council must exercise its public sector equality duty but having an adequate evidence base for its decision is necessary.

11.5 An Equalities Impact Assessment has been undertaken and the one service change that is considered to have a potential negative impact on groups with a protected characteristic is the proposed alternative weekly twin stream recycling collection. There are several groups who could be negatively impacted by the change, relating to ethnicity, disability, age and pregnancy/maternity. The following mitigations are intended to alleviate these negative impacts:

- The Assisted collections service will still be in operation in the new service. With this service, the residents won't have to move the sacks to the front of their garden and the contractor can collect it from their front door or the specified location. This will support those with mobility issues.

- We will discuss a solution with the supplier which makes the sacks for paper/card easier to use. For example, having hangars at the side of the bin to allow them to wheel it. This also would support residents with mobility issues.
- To ensure that the changes are communicated properly across the borough it is imperative that we deliver a strong communication campaign that clearly details the changes. It is important to note that we have community champions across the borough who would be able to engage with and communicate the proposed changes to individuals who have English as an additional language. The community champions would be able to support with translating the information to their groups.

12.0 Any Other Implications (HR, Property, Environmental Sustainability)

- 12.1 This service is currently provided by an external contractor and there are no implications for Council staff arising from retendering the contract. However, as indicated in paragraph 7.29 above, the insourcing of ECO team will result in the TUPE transfer of up to 6 members of the current contractor's staff to the Council as they are dedicated to the service.
- 12.2 There are three council-owned depots available for waste operations (Units 4-7 Marsh Road, Unit 2 Marsh Road and Victoria Road) and seven parks depots that are available for use by Integrated Contractor, the latter in a shared capacity with the prospective Grounds Maintenance (GM) Contractor. The GM contractor will be the lead contractor and lead tenant for each of the park depot sites.
- 12.3 Discussions will take place between both the GM Contractor and the Integrated Contractor, post contract award, with regards to the leases and a refurbishment programme including the installation of electric vehicle charging infrastructure.
- 12.4 A green and clean environment has been a key priority for the RLS programme. Every opportunity has been explored to ensure the Integrated Contract is as sustainable as possible within the available budget for the service.
- 12.5 The proposed changes to the recycling services and bulky household waste collections will increase the amount of waste recycled and reused, most notably textiles and food which have the greatest climate impact if placed in the residual waste stream.
- 12.6 Nine new electric vehicles will be introduced when the contract starts, with the opportunity for further electric vehicles to be phased in over the course of the main contract term.

13.0 Proposed Consultation with Ward Members and Stakeholders

- 13.1 The consultation undertaken in summer 2022 is summarised in section 5 above and included in full at Appendix 1.
- 13.2 As stated at 7.9 above, a survey will be issued in January 2023 to households who participated in the alternate weekly twin stream recycling trial to find out more about their experiences and to learn how the service might be improved further before it is rolled out in the new contract.

Report sign off:

PETER GADSDON

Corporate Director Residents Services

APPENDIX 1 - FUTURE WASTE COLLECTIONS AND STREET CLEANSING SERVICES – CONSULTATION FINDINGS REPORT

1.0 Purpose

1.1 This report provides a summary of the public consultation on future waste collections and street cleansing services that took place from 11 July to 21 August 2022.

2.0 Background

2.1 On 16 August 2021, as part of the Redefining Local Services report, Cabinet approved inviting tenders for the Integrated Street Cleansing, Waste Collections and Winter Maintenance Services Contract (“Integrated Contract”), with the new contract due to commence on 1 April 2023.

2.2 The Integrated Contract procurement followed the Competitive Dialogue Procedure, and following dialogue with bidders as part of the Invitation to Submit Detailed Solutions stage, the Council identified its preferred specification for the services (“the Preferred Service”).

2.3 The Preferred Service includes the following proposed service changes that would directly impact the existing level of service received by residents in Brent:

- A shift from weekly, commingled (single stream) dry recycling collections to alternate weekly, twin-stream dry recycling collections (whereby containers are collected one week and fibre – i.e. mixed paper and card – are collected the next)
- A shift from a frequency based to an intelligence-led approach to street cleansing

2.4 The Preferred Service can be delivered within contract budget, with significant benefits to the climate emergency agenda, and in accordance with the National Resource and Waste Strategy that provides the future direction of related services and which focusses on reduced waste and promoting recycling and the circular economy.

2.5 It was necessary to consult with the general public on the Preferred Service while the proposals were at the formative stage. The consultation therefore needed to take place prior to the Council issuing its Invitation to Submit Final Tenders (“ISFT”), thus enabling officers to consider consultation responses and incorporate the feedback within the ISFT documentation where appropriate.

2.6 On 8 July 2022, the Cabinet Member for Environment, Infrastructure and Climate Action, in consultation with the Leader of the Council, approved the proposed consultation process and content set out in the Cabinet Member Decision report titled ‘Consultation on future waste collections and street cleansing services’.

2.7 This consultation forms part of the Council’s ongoing engagement with the public regarding the future delivery of environmental services, which started with the summer 2021 consultation on the Local Neighbourhood Services Delivery Model and was followed by the winter 2021/22 Let’s Talk Climate, Waste and Green Space engagement.

2.8 The Council has since carried out a trial of the proposed recycling collections service from 3 October to 25 November 2022. The findings of the trial are being considered in conjunction with the consultation results summarised in this report.

3.0 Consultation Process and Engagement

Timing

3.1 The consultation ran for a period of six weeks from Monday 11 July to Sunday 21 August 2022.

3.2 The Council consulted at the earliest opportunity once the Preferred Service became known through dialogue, and for the maximum period while allowing time for responses to be considered and feedback incorporated within the ISFT documentation (where appropriate) for the Integrated Contract procurement.

Method

3.3 Consultation and engagement on the Preferred Service took place in three main ways:

- Online survey administered via the Council's 'Citizens Lab' engagement portal, accessible to registered users
- Public roadshows in targeted locations throughout the borough delivered by the Council's Neighbourhood Managers
- Paper questionnaires delivered to the households of residents known to be in receipt of an Assisted Collections service.

3.4 The consultation was promoted via the following channels:

- Full information provided on the Council's website and engagement portal
- Full page advert in the summer edition of the Brent magazine, which is issued to all households
- Emails to Brent Residents Associations, Brent-based fora (including the Disabilities Forum and Multi-Faith Forum), and other community groups
- Letters delivered to households of residents known to receive an Assisted Collections service
- Communications via the Council's core channels – e.g. press release, social media accounts, and members' bulletin – including communications promoting the public roadshows.

3.5 An information document was made available to download from the Council's engagement portal which contained relevant detail on the Preferred Service and its anticipated benefits. This included alternative delivery options that were considered less favourable on affordability and environmental grounds.

- 3.6 The document was also delivered to Assisted Collections householders with their paper questionnaire, and Neighbourhood Managers were briefed on the content so they could inform those residents they engaged with through the roadshows.
- 3.7 A Council email address and telephone number was included with all communications allowing residents to contact the Council to ask questions about the Preferred Service, or to request further support with providing their feedback.

Online Consultation

- 3.8 The Brent website and 'Citizens Lab' engagement portal were used to inform the community about the consultation and how to get involved. The website included a link to the consultation page on the engagement portal, where stakeholders could download the information document and provide their feedback via the survey tool.
- 3.9 The online survey was made accessible only to registered users of the Council's engagement portal to prevent duplication of survey inputs. Registration to the engagement portal is free and easy to complete, requiring an email address for verification.

Public Roadshows

- 3.10 The Council's Neighbourhood Managers delivered fourteen (14) in-person roadshows to help reach residents who otherwise may not have engaged via online means. The roadshows also gave residents the opportunity to view an example of the proposed sacks for recycling paper and card, and to ask questions about the Preferred Service.
- 3.11 The roadshows were delivered at targeted public locations within each Brent Connect Area in order to encourage the involvement of a broad demographic cross-section of the borough's residents, including those who might not normally engage with Council consultations. A list of the roadshows undertaken, including dates and locations, is included at **Appendix A**.
- 3.12 Residents attending the roadshows were invited to provide their feedback on a paper questionnaire available at each event, or to access the online survey via the engagement portal.

Assisted Collections Customers

- 3.13 Letters, paper questionnaires and a postage-paid envelope were delivered to those households recorded as being in receipt of an assisted waste collections service, on the basis that these households will include elderly and / or disabled residents who are less likely to use online means or be in a position to attend a roadshow to participate in the consultation.
- 3.14 It is also important from an equalities perspective for the council to capture the views of this group of residents due to the nature of the proposed changes to recycling collections which necessitate additional input from residents to separate their recyclable material at source.

4.0 Consultation Feedback – Summary and Approach

- 4.1 In total, the Council received 1,414 responses to the consultation via the three main sources described above, broken down as follows: 1,072 responses received via the Online Survey; 191 responses received from assisted collections households; and 151 responses received from the roadshows (completed paper questionnaires and those directed online combined).
- 4.2 Responses notably differed across the three sources, perhaps reflecting the style of engagement carried out in each. For example, online respondents were predominantly not in favour of the proposed changes to services, whereas roadshow and assisted collections respondents – who, respectively, had the opportunity to view the sacks in person and received printed copies of the information document – were generally more supportive of the Council’s proposals.
- 4.3 Responses also differed markedly in terms of demographic representation across the three sources. In particular, in terms of ethnicity, a disproportionately high number of online and assisted collections respondents identified as White British (accounting for 43% and 45.5% of all respondents, respectively), while roadshow respondents were more evenly distributed in a way that reflects the borough’s ethnic diversity
- 4.4 It has therefore been important when reviewing the quantitative data to consider both the combined and separate responses from each consultation source. The following section of this report will, therefore, present a separate breakdown of the responses to each question based on consultation source and an overall combined response.
- 4.5 The content of written responses was extensive and a broad range of views were expressed across all sources. Some common themes were prevalent regardless of source and these primarily related to the proposed method of recycling collections, the proposed sack for segregating paper and cardboard, and the level of resource applied to street cleansing. The following section of this report does not include the details of every written comment received, but will summarise the most common themes, accompanied by a brief commentary.

5.0 Consultation Feedback – Detailed Breakdown

Main Survey Questions

Q: How do you currently put out your recycling?

- 5.1 Respondents from all sources were predominantly from households whose waste is collected at the kerbside. This is understandable given the housing stock in the borough, and due to the fact that the proposed changes to recycling services will mainly apply to kerbside collections, rather than communal or flats above shops.

How do you currently put out your recycling?	Roadshow	Assisted Collection	Online	Combined
A - I put my recycling in a blue-topped bin, which I leave at the kerbside on my collection day	86.1%	94.8%	89.3%	89.6%
B - I put my recycling in a shared (communal) bin, which is located in the bin store area of my property	12.6%	4.0%	9.8%	9.4%
C - I put my recycling in a branded sack or bag, which I leave out on the kerbside in front of my property	1.3%	1.2%	0.9%	1.0%
Number of Responses	151	173	1072	1396

Q: Do you currently receive assistance from the council or its contractor with putting out your waste?

- 5.2 A smaller proportion of respondents overall stated that they currently receive an assisted collections service, which is reasonable given the number of residents known to be in receipt of this service. A notable percentage of assisted collections respondents stated that they do not receive assistance with their waste collections – this may be due to changes in circumstances at these households, such as new occupants. The Council is currently undertaking a review of its records with a view to updating them.

Do you currently receive assistance from the council or its contractor with putting out your waste?	Roadshow	Assisted Collection	Online	Combined
A - Yes	13.3%	58.0%	3.6%	11.9%
B - No	86.7%	37.8%	95.2%	86.7%
C - Prefer not to say	0.0%	4.3%	1.1%	1.4%
Number of Responses	150	188	1072	1410

Q: Do you agree with the Council's Preferred Service for recycling collections?

- 5.3 As described at paragraph 4.2, responses to this question differed notably across the three sources. Generally, respondents who were able to view the sacks in person, and those who received printed copies of the information material – i.e. roadshow and assisted collections respondents, respectively – were more favourable towards proposed service than those who engaged online.

Do you agree with the council's 'Preferred Service' for recycling collections?	Roadshow	Assisted Collection	Online	Combined
A - Agree	68.7%	44.0%	18.3%	26.9%
B - Disagree	20.4%	37.5%	72.2%	62.2%
C - I neither agree nor disagree	7.5%	13.6%	7.3%	8.1%
D - I don't know	3.4%	4.9%	2.2%	2.7%
Number of Responses	147	184	1072	1403

Q: If you didn't agree with the Council's Preferred Service in the previous question, is there an alternative option that you prefer for recycling collections?

- 5.4 Of those respondents who answered this question, assisted collections and online respondents predominantly favoured maintaining the current weekly commingled recycling collection service, while roadshow respondents favoured the principle of twin-stream recycling collections, but preferred it to be maintained at a weekly rather than alternate weekly collection frequency. It should be noted that a small proportion of respondents who agreed with the Council's Preferred Service in the previous question, also went on to answer this question.

If you didn't agree with the council's 'Preferred Service' in the previous question, is there an alternative option that you prefer for recycling collections?	Roadshow	Assisted Collection	Online	Combined
A - Maintain the service specification in the current Public Realm contract	29.6%	62.6%	59.0%	57.9%
B - Introduce fortnightly single stream (commingled) recycling collections	14.8%	5.2%	8.0%	8.1%
C - Introduce fortnightly twin-stream recycling collections	3.7%	4.3%	3.6%	3.7%
D - Introduce weekly twin stream recycling collections	37.0%	15.7%	19.8%	20.3%
E - Move to three weekly residual waste collections	0.0%	2.6%	0.9%	1.0%
F - Other (including a variation or combination of the above options)	14.8%	9.6%	8.7%	9.1%
Number of Responses	54	115	922	1091

Q: If you answered ‘Other’ to the previous question, please provide further detail on your preferred option for recycling collections.

5.5 The majority of respondents to this question did not propose an alternative or variant collection methodology to those listed A – F in the previous response. Most respondents used this section to qualify their previous selection, and to raise concerns regarding the proposed service (the content of which will be covered in the next paragraph). Where alternative collections methods were suggested, the most common proposal was to continue with the proposed twin-stream methodology, while using an additional bin rather than a sack to segregate paper and cardboard.

If you answered ‘Other’ to the previous question, please provide further detail on your preferred option for recycling collections.	Roadshow	Assisted Collection	Online	Combined
Number of Responses	20	23	193	236

Q: Do you have any other suggestions to make on how your waste and recycling is collected?

5.6 The overall sentiment of written responses was predominantly negative towards the proposed recycling collections methodology. While some residents agreed with the principle of seeking to encourage more and better recycling, a range of concerns were raised. The most common themes are recorded in the table below, along with a brief commentary from the Council:

Theme	Council Response
Maintain the existing weekly commingled recycling collections service	This option does not achieve the stated benefits of the proposed service in relation to the environment and cost
Introduce the twin-stream recycling collections, but collect both material streams weekly rather than alternate weekly	This option would cost the council circa. £1.4m per year more than the alternate weekly service, and the additional costs are prohibitive without greatly impacting the likely return from the material income or improving recycling rates compared to the suggested service
Complexity of the new collections service may cause people to recycle less	A substantial and prolonged education and communication campaign will be delivered before and during the rollout of the new service, ensuring residents are fully aware of the changes and feel supported to recycle effectively
Concern regarding the capacity of the sack / reduced overall capacity for recycling leading to increased fly-tipping	The Council is carrying out a trial of the proposed service which will closely monitor the capacity of the sacks, the level of participation from residents, and the impact on recycling volumes and contamination rates. The analysis of these results will help us to determine whether any amendment to the approach will be required.

Concern regarding the availability of space within smaller households to store the sack and paper and cardboard	The sacks are designed to be durable and weatherproof. They can be stored inside (folding when not in use) or outside alongside other household waste bins.
Concern regarding the weight of the sack for those with mobility issues	Residents that receive an assisted collections service will continue to do so under the new service, and residents that feel they may need additional assistance will be able to request this from the Council who will assess need on a case by case basis.
Concern regarding the sacks being opened by wildlife	The trial of the proposed service will help us to understand how commonly this occurs. We do not envisage a widespread issue given that the main contents of the sack (i.e. paper and cardboard) should not be contaminated by food residues which attract wildlife.
Education and communication is needed to encourage and support residents to recycle more and correctly	The new contract will see the Education, Communication and Outreach function brought in-house, giving the Council much greater control around how this service is delivered in a way that best suits our communities.
Introduce communal, on-street recycling spaces to encourage further recycling	The Council currently offers community skip days in each Brent Connect Area, which allow residents to donate their bulky items for re-use by others. The council will also be trialling localised 'pop up' reuse hubs.

Do you have any other suggestions to make on how your waste and recycling is collected?	Roadshow	Assisted Collection	Online	Combined
Number of Responses	63	75	587	725

Q: Do you agree with the Council's Preferred Service for street cleaning?

- 5.7 Overall, respondents were slightly in favour of the council's proposals for street cleansing. However, as with recycling collections, responses to this question differed across the three sources, with roadshow and assisted collections respondents more supportive of the council's proposals than those who engaged online.

Do you agree with the council's 'Preferred Service' for street cleansing?	Roadshow	Assisted Collection	Online	Combined
A - Agree	80.5%	60.8%	33.7%	42.1%
B - Disagree	7.4%	18.2%	45.7%	38.2%
C - I neither agree nor disagree	8.1%	13.6%	15.7%	14.6%
D - I don't know	4.0%	7.4%	4.9%	5.2%
Number of Responses	149	176	1072	1397

Q: Do you have any other suggestions to make in relation to how Brent's streets are kept clean?

- 5.8 Written responses demonstrated a mixed attitude towards both proposed and existing street cleansing services. Those who agreed with the Council's proposed service also generally advocated an enhancement of existing provisions – through additional sweeping resource, more on-street litter bins, enhanced education and enforcement, and improved reporting. Those who disagreed generally showed more scepticism towards the proposed intelligence-led approach, pointing to perceived failures in existing service standards and raising doubts about how the proposed changes would tackle these issues. The most common themes are recorded in the table below, along with a brief commentary from the Council:

Theme	Council Response
Concern regarding the current level of street cleanliness / deterioration of street cleanliness as a result of the proposals	The proposed approach will allow the Council to use cleansing resource more efficiently, in a way that provides better value for money. All roads will continue to be cleansed, including a regular sweep at the current frequencies in the busiest areas. Improved data capture and analysis capabilities, together with flexibility built into the contract - including the six rapid response teams tasked directly by the Council - will ensure the Council is better equipped to consider and respond to emergent issues.
Maintain the existing street sweeping regime	Existing street sweeping frequencies have not been comprehensively reviewed since the current contract was procured in 2014. As demand has changed over time, this has resulted in our limited resource being inefficiently allocated in certain parts of the borough. The proposed service will help remedy this by allocating cleansing resource efficiently and flexibly, and in a way that provides better value for money.
Increase street cleansing frequencies to tackle poor levels of street cleanliness	This option would require additional resource that would make the cost of the new service unaffordable.

Increase street cleansing resource and visibility on the ground	<p>As above, increasing street cleansing resource would result in an unaffordable new service cost.</p> <p>However, a key principle of the proposed rapid response teams is a neighbourhood approach based on the five Brent Connects areas. This will ensure these staff are allocated to an area, allowing them to build up a stronger connection to their 'patch' and to be more visible to their communities.</p>
Enhance resident reporting capabilities and improve awareness of these tools	<p>We are working to improve our reporting tools for residents in readiness for the new contract, regardless of the final service delivery option that is chosen. Please keep an eye on future Council communications for further information in the coming months.</p>
Enhance enforcement against those who fly-tip and litter	<p>Our in-house waste enforcement team will continue to tackle the most serious offenders, ensuring they are held accountable for their actions. The new contract includes a requirement for the Contractor to assist the Council's enforcement activities through the checking of fly-tipped waste for identifiable information before collection and sharing this with our enforcement team for action.</p>
Increase the number of on-street litter bins	<p>While we have retained on-street litter bins for our high-streets and highest footfall areas, this service was previously withdrawn from residential streets as it was found not to provide value for money. It should be considered that on-street litter bins also attract fly-tipping, which lessens the benefits they have in respect of helping to alleviate littering.</p>

Do you have any other suggestions to make in relation to how Brent's streets are kept clean?	Roadshow	Assisted Collection	Online	Combined
Number of Responses	68	87	678	833

Q: Do you have any other comments you would like to make?

5.9 Written responses in this section echoed the prevalent themes of the previous written questions. A number of residents expressed dissatisfaction with a perceived reduction in proposed service levels as part of the Preferred Service, while noting that their council tax bills are increasing. A small proportion of residents felt that recycling and street cleanliness should be a joint responsibility of both the council and its residents.

Response Locations

- 5.10 The maps at **Appendix B** illustrate the spatial distribution of the 1,203 respondents who provided their postcode when completing the questionnaire. Interestingly, despite engagement regarding the consultation occurring borough-wide, the majority of respondents can be found clustered in the southern, more densely populated and urban parts of the borough. This perhaps suggests a greater level of engagement from residents living in south of the borough where properties are typically smaller and more likely to be impacted by the introduction of an additional waste container, and where roads are more heavily utilised and therefore likely to be impacted by changes to street cleansing regimes.

Equalities Monitoring

Q: What is your ethnicity?

- 5.11 Almost two thirds of Brent's population (64%) are from BAME (Black, Asian, and minority ethnic) groups. A further 19% of residents are from White minority groups (White Other and White Irish). The remaining 16% of residents are White British. Therefore, as described at paragraph 4.9, a disproportionately high number of online and assisted collections respondents identified as White British, while roadshow responses were more reflective of the borough's ethnic diversity.

What is your ethnicity?	Roadshow	Assisted Collection	Online	Combined
A - Arab	3.6%	1.2%	1.3%	1.6%
B - Asian: Other groups	5.1%	1.2%	4.0%	3.7%
C - Bangladeshi	0.7%	0.0%	0.2%	0.3%
D - Black African	9.5%	4.2%	1.6%	2.9%
E - Black Caribbean	11.7%	8.5%	3.0%	4.9%
F - Black: Other groups	3.6%	0.6%	0.6%	1.0%
G - Chinese	1.5%	1.2%	0.4%	0.6%
H - Indian	16.1%	14.5%	13.9%	14.2%
I - Mixed: other groups	2.9%	4.2%	2.4%	2.7%
J - Other Ethnic Group	1.5%	3.6%	3.4%	3.2%
K - Pakistani	3.6%	3.0%	1.9%	2.3%
L - White British	22.6%	45.5%	43.0%	40.9%
M - White Irish	4.4%	5.5%	5.9%	5.7%
N - White & Asian	2.2%	0.0%	1.3%	1.2%
O - White & Black African	1.5%	0.0%	0.5%	0.5%
P - White & Black Caribbean	1.5%	0.0%	0.6%	0.6%
Q - White: Other groups	8.0%	6.7%	16.0%	13.7%
Number of Responses	137	165	830	1132

Q: What is your gender?

5.12 The gender split in Brent is 51% male and 49% female, with women making up a higher proportion of the borough's elderly population. There was a higher proportion of female respondents from all sources.

What is your gender?	Roadshow	Assisted Collection	Online	Combined
A - Male	47.5%	27.0%	34.0%	34.5%
B - Female	51.8%	68.4%	53.5%	55.3%
C - Other	0.7%	0.0%	0.4%	0.4%
D - Prefer not to say	0.0%	4.6%	12.1%	9.8%
Number of Responses	141	174	963	1278

Q: What is your age group?

5.13 There is generally a good spread of responses from across the 35 and over age groups, which is reasonable given an element of the subject matter relates to recycling collections and would be of most interest to homeowners and heads of households. There was a low response rate from younger people, however this is understandable given that the consultation did not target this group specifically, and younger residents do not tend to be responsible for putting out their household waste and recycling. There is a predominantly older response from assisted collections households, which is again understandable given the demographic.

What is your age group?	Roadshow	Assisted Collection	Online	Combined
A - 0 - 15	1.4%	0.6%	0.2%	0.4%
B - 16 - 24	9.2%	0.6%	0.9%	1.8%
C - 25 - 34	12.7%	1.2%	8.8%	8.2%
D - 35 - 44	23.2%	7.2%	21.7%	20.0%
E - 45 - 54	22.5%	7.2%	24.3%	21.8%
F - 55 - 64	15.5%	12.0%	20.5%	18.8%
G - 65+	15.5%	71.1%	23.6%	29.0%
Number of Responses	142	166	935	1243

Q: Do you consider yourself to be disabled?

5.14 The majority of respondents did not consider themselves to be disabled, with a greater proportion of those with disability being from assisted collections respondents. It should be noted that disability in this context could refer to either or both mental and physical disabilities. Around one in seven Brent residents have a long-term health problem or disability that limits their day-to-day activities in some way, and in this context the overall response is broadly reflective of the borough's demographics.

Do you consider yourself to be disabled?	Roadshow	Assisted Collection	Online	Combined
Y - Yes	9.2%	68.6%	11.4%	19.0%
N - No	90.8%	31.4%	88.6%	81.0%
Number of Responses	131	172	952	1255

Appendix A – Consultation Roadshow Locations and Dates

Date	Ward	Location	Start Time	Finish Time
3 rd August 2022	Wembley	Brent Civic Centre	10:00	13:00
4 th August 2022	Sudbury	Vale Farm Sports Centre	13:00	15:00
4 th August 2022	Barnhill	ASDA	17:00	19:00
5 th August 2022	Alperton	Ealing Road Library	12:00	14:00
5 th August 2022	Willesden	Willesden Green Library	13:00	15:00
6 th August 2022	Kingsbury	Roe Green Park	10:00	12:00
9 th August 2022	Queensbury	Morrisons	13:00	15:00
9 th August 2022	Willesden	Gladstone Park, next to the Veolia Depot, close to Kendall Road	10:30	12:30
10 th August 2022	Roundwood	Roundwood Park	13:00	15:00
11 th August 2022	Queens Park	Kilburn Library	12:00	14:00
15 th August 2022	Kilburn	Kilburn Square	10:00	12:00
15 th August 2022	Harlesden	Harlesden Library	14:00	16:00
17 th August 2022	Stonebridge	Hillside o/s Tesco	10:00	12:00
17 th August 2022	Willesden	Willesden Library	13:00	15:00

Appendix B – Spatial Distribution of Consultation Responses

Fig 1: Consultation Responses – Online

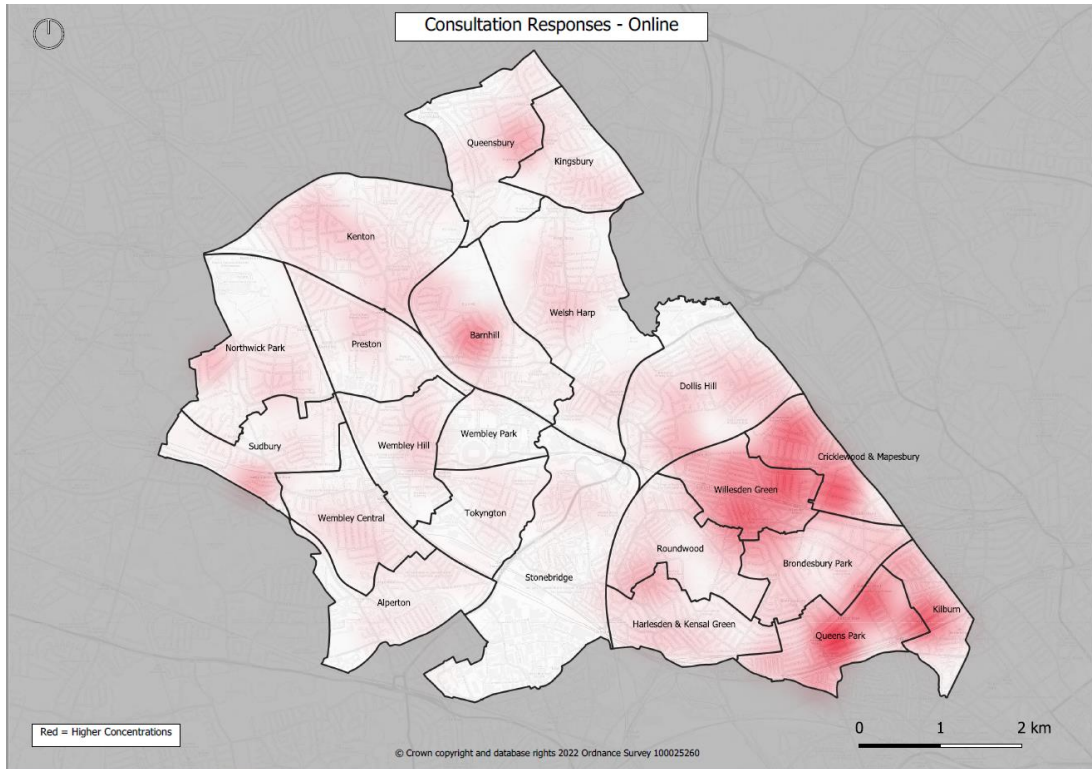


Fig 2: Consultation Responses – Assisted Collections

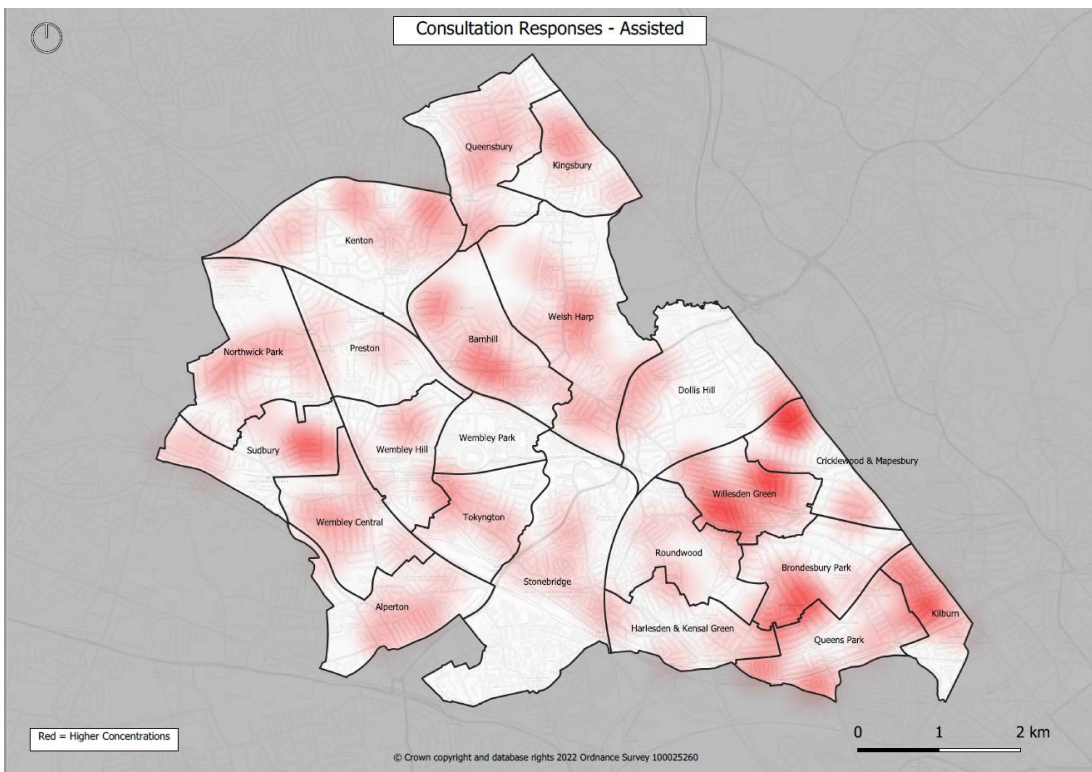


Fig 3: Consultation Responses – Roadshows

