



## Resources and Public Realm Scrutiny Committee

**Tuesday 23 April 2024 at 6.00 pm**

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

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

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

### Membership:

#### Members

Councillors:

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

#### Substitute Members

Councillors:

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

Councillors:

Kansagra & Maurice  
Lorber & Matin

**For further information contact:** Adam Woods, Governance Officer  
Tel: 020 8937 4737 Email: adam.woods@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: [Council meetings and decision making | Brent Council](#)

### **Notes for Members - Declarations of Interest:**

If a Member is aware they have a Disclosable Pecuniary Interest\* in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent and must leave the room without participating in discussion of the item.

If a Member is aware they have a Personal Interest\*\* in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent.

If the Personal Interest is also significant enough to affect your judgement of a public interest and either it affects a financial position or relates to a regulatory matter then after disclosing the interest to the meeting the Member must leave the room without participating in discussion of the item, except that they may first make representations, answer questions or give evidence relating to the matter, provided that the public are allowed to attend the meeting for those purposes.

### **\*Disclosable Pecuniary Interests:**

- (a) **Employment, etc.** - Any employment, office, trade, profession or vocation carried on for profit gain.
- (b) **Sponsorship** - Any payment or other financial benefit in respect of expenses in carrying out duties as a member, or of election; including from a trade union.
- (c) **Contracts** - Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one has a beneficial interest) and the council.
- (d) **Land** - Any beneficial interest in land which is within the council's area.
- (e) **Licences** - Any licence to occupy land in the council's area for a month or longer.
- (f) **Corporate tenancies** - Any tenancy between the council and a body in which the Councillor or their partner have a beneficial interest.
- (g) **Securities** - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

### **\*\*Personal Interests:**

The business relates to or affects:

(a) Anybody of which you are a member or in a position of general control or management, and:

- To which you are appointed by the council;
- which exercises functions of a public nature;
- which is directed is to charitable purposes;
- whose principal purposes include the influence of public opinion or policy (including a political party or trade union).

(b) The interests 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

Item	Page
<b>1 Apologies for Absence and Clarification of Alternate Members</b>	
<b>2 Declarations of Interests</b>	
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.	
<b>3 Minutes of the Previous Meeting</b>	1 - 16
To approve the minutes of the previous meeting held on 27 February 2024 as a correct record.	
<b>4 Matters Arising (If Any)</b>	
To consider any matters arising from the minutes of the previous meeting.	
<b>5 Deputations (If Any)</b>	
To hear any deputations received from members of the public in accordance with Standing Order 67.	
<b>6 Regeneration In Brent</b>	17 - 34
This report provides an update on the challenges that have arisen in the delivery of existing regeneration schemes, and how the Council have learned lessons to apply to the future. It looks at the framework of the Council's eight growth areas and schemes within it and considers the principal challenges faced in scheme delivery over recent years.	
<b>7 Redefining Local Services (RLS) Contracts</b>	35 - 80
This report provides an update on the first year (2023/24) of the Redefining Local Services (RLS) programme service contracts.	
<b>8 Scrutiny Progress Update - Recommendations Tracker</b>	81 - 96
This report presents the Scrutiny Recommendations Tracker to the Resources & Public Realm Scrutiny Committee.	

**9 Committee Work Programme 2023/24**

97 - 104

To provide an update on any changes to the Resources & Public Realm Scrutiny Committee's work programme.

**10 Any Other Urgent Business**

Notice of items to be raised under this heading must be given in writing to the Deputy Director of Democratic Services or their representative before the meeting in accordance with Standing Order 60.

**Provisional Date of the Next Meeting:            Wednesday 17 July 2024**



## LONDON BOROUGH OF BRENT

### MINUTES OF THE RESOURCES AND PUBLIC REALM SCRUTINY COMMITTEE Held in the Conference Hall, Brent Civic Centre on Tuesday 27 February 2024 at 6.00pm

PRESENT: Councillor Conneely (Chair), Councillor Long (Vice-Chair) and Councillors Aden, Ahmadi Moghaddam, S Butt, Georgiou, Miller, Mitchell and Molloy

Also Present: Councillor M Butt (Leader of the Council)

#### 1. **Apologies for Absence and Clarification of Alternate Members**

Apologies were received from Councillors Akram, Jayanti Patel and Shah, with Councillor Molloy attending on behalf of Councillor Shah.

#### 2. **Declarations of Interests**

No declarations of interests were made at the meeting.

#### 3. **Order of Business**

The Chair agreed to vary the order of business on the agenda to allow the deputation from Action for the Climate Emergency (ACE) Brent to be considered prior the Climate & Ecological Emergency Strategy Update. The minutes therefore reflect the order in which the items were dealt with at the meeting.

#### 4. **Minutes of the Previous Meeting**

It was **RESOLVED** that the minutes of the previous meetings held on 24 January 2024 be approved as a correct record.

#### 5. **Matters Arising (if any)**

None.

#### 6. **Draft Property Strategy**

Councillor Muhammed Butt (Leader of the Council) introduced the report, which set out the vision and objectives of the Draft Property Strategy that officers had developed in conjunction with Avison Young, independent consultants, and a range of stakeholders. The Committee was advised that the Strategy had been informed by the previous comments of members, as the topic had been considered by the Committee last year, and further suggestions and recommendations were welcomed prior to expected Cabinet adoption later in the year. Following the initial introduction of the report, Councillor Muhammed Butt outlined the Strategy's Strategic Objectives:

- Manage by robust processes, good data, and insights.
- Create a leaner, compliant, and financially sustainable portfolio.
- Dispose, repurpose, or redevelop properties no longer required.

In concluding, the Leader emphasised the importance of ensuring that community, economic and social value was being delivered from commercial properties to maximise the benefits provided to both residents and the Council. Furthermore, it was reiterated that due to the relatively small size of the Council's non-residential property portfolio, the income generated from increased rents or repurposing properties would not be sufficient enough to ease the Council's overall financial pressures. In adding to the Leader's comments, Tanveer Ghani (Director of Property and Assets, Brent Council) explained that if no action was taken regarding the Council's commercial properties, the portfolio would become unsustainable. Moreover, both Tanveer Ghani and Minesh Patel (Corporate Director of Finance and Resources, Brent Council) stated that key stakeholders had been engaged prior to formal adoption to ensure that the Strategy was fit for purpose and well challenged. Members also noted that the final version of the Strategy would be more succinct, ideally 5-6 pages, however officers wanted to provide a holistic view of the Strategy to the Committee to ensure appropriate scrutiny.

During the consideration of the agenda item, the following key points were discussed:

- Given that many Brent Housing Management (BHM) non-housing assets, such as community centres, were said to be underused, members queried whether the Strategy included these assets and if not, why was this the case. In response, the Committee noted that the Strategy did not include these assets as it focussed on the general fund, not the Housing Revenue Account (HRA). Nevertheless, it was explained that the Strategy would feed into the HRA to ensure that non-residential assets were being treated in a uniform manner.
- Regarding the omission of the Council's approach relating to the acquisition of properties, the Committee was advised that the Council was not currently exploring the acquisition of commercial property that would strive for a traditional 'return on investment'. Therefore, it was not included in the Strategy's vision. Moreover, it was explained that a sustainable business case was needed prior to any acquisition to ensure that expected revenue generated would sustainably fund the purchase and maintenance of the property, which was always considered on a case by case basis.
- Concerning the management of i4B and First Wave Housing (FWH) assets, members heard that they both had their own annual business plans which required Cabinet approval. These business plans focussed on affordable housing and therefore the remit of i4B and FWH was limited. The Committee also noted that further information outlining i4B and FWH voids could be provided as a written response.

- Officers reiterated that the Strategy was concerned with commercial and non-residential assets, therefore housing related assets were not applicable.
- In response to a question regarding the expansion of the proposed Corporate Asset Board to include highways assets such as kerbside space, members were informed that this could be explored, but a review of highways assets would be required and therefore an implementation timeline could not be provided. Furthermore, members and officers were keen to manage expectations given the constrained resources that the Property and Assets Team were working with and therefore emphasised that further resources and revenue streams would be required to enable this work.
- In highlighting the importance of ensuring that new buildings were built according to the necessary high standards to prevent depreciation, the Committee questioned how the Strategy joined up planning and building control processes. In response, members were reassured that the Property Team actively collaborated with the Regeneration department to actively manage properties to prevent depreciation and ensure that the Council did not acquire new properties that may be detrimental to Council operations. As a follow up comment, the Committee referenced recent changes in building safety legislation that could be utilised to ensure that Council assets were safe and suitable. Therefore, it was requested that the Strategy included a commitment to explore all legal avenues to sufficiently maintain assets.
- Regarding the capacity to deliver the Strategy and ensure proactive asset management, the Committee was reassured that the Council did have the necessary capacity to deliver the Strategy as a result of a review of resourcing and objectives. Additionally, further staff could be hired if the posts were justified by a sustainable business plan funded by additional income.
- In response to a query seeking further assurances that members enquiries would be allocated to the relevant team, the Committee noted that officers would ensure that members enquiries were suitably addressed and that the Property Team was more visible, although it was outlined that officers had engaged with key stakeholders, members and tenants on the Strategy.
- Members highlighted that BHM and i4B assets were not listed in the Strategy and queried who was responsible for these properties. In response, it was detailed that the Council's landlord function was shared across directorates as HRA and commercial assets were separated. However, it was stated that the Strategy would inform the Council's approach to all assets where relevant.
- Concerning the reference to the requirement of an additional commercial property consultant team in the Seed Funding section of the Strategy, the Committee was advised that to successfully implement and receive market rate rents would require significant resources to conduct investigations, liaise with tenants and review potential impacts of the proposals. However, no commitments had been currently made and it was explained that alternative resource models could be explored. Nevertheless, officers emphasised that many tenants would struggle to pay market rate rents and therefore it would take a long period of time to actually receive market level incomes.

- The Committee recommended that the proposed implementation timeline for the Corporate Social Benefits Assessment Methodology should be revised as it was deemed imperative to understand and define social value prior to introducing rent discounts related to social value criteria.
- In discussing written off rent arrears and the outstanding arrears at Quarter 3 2023/24, members were informed that the pandemic had a substantial impact on tenants' ability to pay rent and therefore much of the arrears were defined as uncollectable leading to debt being written off by the Council. It was explained that moving forward the emphasis would be on prevention and early support, such as repayment plans, informed by ongoing dialogues to understand the difficulties faced by tenants accruing arrears. The Committee also noted that the £700k outstanding arrears had been accrued over the lifetime of the assets and was not just for the current financial year. Nevertheless, despite recognising the need to treat voluntary and community sector (VCS) organisations differently to commercial tenants given the social value often provided by VCS tenants, it was explained that the new Strategy provided the mandate to better achieve the right balance between ensuring sufficient value and generating required income through rents, in turn ensuring the sustainability of the Council's commercial portfolio.
- Members sought a commitment to publish the criteria that tenants must meet in order to qualify for discounted rent and how the Council judged applications, framed as a 'decision-making framework', as currently this process was not publicly available. In response, the Committee was advised that options for 'social leases' and 'agreements' were outlined in section 6.7 of the Strategy, with the preference being to pursue either Option 1 or Option 2. Moreover, it was explained that defining and ranking social value was a corporate decision rather than something in which Property and Assets could unilaterally decide. Nevertheless, once the required policies had been agreed corporately, officers stated that they would explore the creation of a publicly available decision-making framework for discounted rents.
- Regarding the Corporate Social Benefits Assessment Methodology that would attempt to quantify the social impact delivered by tenants, members noted that implementation would take time and therefore it was expected that, in the best case scenario, the Methodology would start to be used in early 2025. However, it was explained that some measures quantifying social impact could be utilised earlier, such as how many grants tenants were applying for and securing, how many residents were being supported by the tenant and collecting references from ward councillors regarding their overall impact on the local community. In light of this information, members expressed concerns regarding the capacity of VCS organisations to adapt to new demands and emphasised that the Council would need to provide support to organisations if required.
- In highlighting the importance of conducting rent reviews given the financial pressures faced by all local authorities across the country, the Committee queried what had caused the delays in rent reviews and how much the delays had cost the Council in unrealised income. In response, members were



advised that many organisations had accrued debt due to disruption caused by the pandemic and therefore it did not make sense to review rents to increase income whilst the Council was attempting to reduce debt. However, the Committee was reassured that reviews were actively being undertaken and, in most cases, the reviewed rents could be backdated to ensure that the Council was not at a loss. Furthermore, it was detailed that most new rents would be linked to the CPI uplift and therefore the increase in rent would differ on a case by case basis. Nevertheless, officers stated that a total figure comparing income generated pre and post rent reviews could be provided once all reviews had been completed.

- In response to a question regarding the urgency of improving the EPC ratings for properties with certificates below E and whether the Council was currently in breach of regulations, members heard that this workstream was a priority as the regulations changed in April 2023 which required all properties to have a rating of E or above. However, it was detailed that currently officers could not comment on whether the Council was in breach of regulations as more information was required but given that 50% of properties had an EPC rating of E and above and that void properties were exempt, the risks associated with the new regulations were not deemed significant. Despite the reassurance provided, there was speculation that new regulations could be introduced in 2028 to raise the requirement for properties to have an EPC rating of B or above and thus the Council was actively monitoring the situation.
- In discussing the possibility of charging tenants for the necessary works required to improve EPC ratings to ensure regulations were met, and whether the Council had calculated cost savings as a result of improving the energy efficiency of assets, it was detailed that there would need to be a provision in the lease agreement that enabled the Council to charge tenants for works. Additionally, members noted that it was difficult to monitor long-term energy efficiency and therefore cost savings were hard to estimate. Nevertheless, it was emphasised that decisions relating to improving the energy efficiency of properties would be made on a case by case basis using cost-benefit analysis as it would be unsustainable to carry out the required works for certain properties.
- The Committee was advised that conducting accessibility audits was a priority and were already underway as an operational matter. Whilst it was explained that the audits should not take a significant amount of time, implementing any required improvements may do. In addition, the Council would have to engage tenants to understand the requirements of visitors, staff and service users to get a holistic understanding of accessibility requirements.
- In response to a query regarding the lessons learned from previous asset management strategies and the difficulties faced ahead, members were informed that the Council's commercial portfolio was historical which inherently created contemporary issues such as depreciation. Concerning future challenges, officers detailed the requirement to complete accessibility audits, meet new EPC regulations and further understand the potential income generated from rent reviews. Additionally, cost-benefit analysis and viability assessments would need to be undertaken for each property to determine the required next steps.

- Regarding the disposal of assets and safeguarding the interests of the community, members heard that the Council’s work on social value would feed into any decisions regarding the disposal of assets to protect the interests of communities. Furthermore, the Committee was reassured that disposal was a last resort, requiring a strong business case, and the default approach would be to retain assets if it was clear that social value was being generated. Lastly, officers stated that members, stakeholders and residents would be engaged regarding any negative impacts if the Council was exploring the possibility of disposing of an asset.
- In highlighting the possible negative impacts arising as a result of certain decisions, such as the disposal of assets, which had been omitted from the Equality Impact Assessment (EIA), members reiterated the importance of linking decision-making to social value and equality frameworks to ensure that specific demographics were not disproportionately impacted by decisions relating to the Council’s commercial property portfolio. In response, the Committee was advised that each case would be judged on its own merits, however social value and equality would be a consideration in all decision-making processes and officers stated that the Strategy could make this clearer in relation to potential actions that were likely to have negative impacts on local communities.
- Concerning voids in properties that were scheduled for demolition, it was explained that the Strategy addressed meanwhile use to enable wider regeneration and redevelopment, but once again each case would need to be supported by a cost-benefit analysis.

In closing the discussion, the Chair thanked officers and members for their contributions towards the scrutiny of the item, before summarising the outcomes of the discussion and additional actions, which were **AGREED** as follows:

### **Suggestions for Improvement**

*Please note that both the suggestions for improvement and information requests were finalised following the Committee meeting and therefore may slightly vary from the general discussion above.*

- (1) For the final version of the Strategy to be shared with housing colleagues for best practice in respect of HRA, I4B and first wave non-housing assets for potential alignment purposes.
- (2) To condense the final strategy into a short, easily digestible format for the benefit of residents.
- (3) To conduct rent reviews in line with lease agreements.
- (4) To actively explore additional opportunities for energy efficiency upgrades (e.g., solar panels, insulation etc.) in existing properties to generate additional income and cost savings.

- (5) To liaise with the Legal department to ensure the utilisation of all legal powers in the pursuit of developers building substandard properties in the borough.
- (6) Upon completion, sight the Committee on the draft Corporate Social Benefits Assessment Methodology for feedback.
- (7) Upon completion, publish the final Corporate Social Benefits Assessment Methodology for the benefit of residents, businesses, and community organisations.

### **Information Requests**

- (1) To provide the forecasted figure of additional income that could be generated (subject to lease provisions) as a result of the rent reviews scheduled.
- (2) To provide information regarding the number of i4B and first wave (commercial/non-housing) voids.

## **7. Deputations**

Prior to the consideration of the Climate & Ecological Emergency Strategy, the Chair welcomed Mr Ian Saville and Ms Sheila Simpson to the meeting, who were in attendance on behalf of Action for the Climate Emergency (ACE) Brent, to present a deputation regarding Brent's response to the climate and ecological emergency. Mr Saville began by acknowledging the efforts of the Council and the Committee, despite the difficult circumstances and financial pressures faced due to reduced central government support and austerity. Nevertheless, the Council was called upon to establish a more coherent and ambitious approach to ensure that the objective of 2030 net neutrality was achieved, particularly given that the impact of climate change was said to disproportionately affect the most vulnerable residents. In reiterating the need for further urgency and attention on the matter, Ms Simpson outlined the following requests:

- To establish a two-way decision making process that enabled greater resident input and community discussion, due to dissatisfaction with the current community forums. It was stated that ACE Brent could support in recruiting members for such a forum and the development of the 2024-26 Climate & Ecological Strategy Delivery Plan was identified as a unique opportunity to introduce new forms of community participation.
- Although welcoming the inclusion of climate considerations in all corporate reports, concerns were raised that many reports stated that there were no implications. Thus, it was suggested to introduce more training for officers to effectively identify the climate implications relating to their proposals and to enable policies to be amended to strive for positive climate implications.
- To further commit to establishing Healthy Neighbourhood areas, given that four out of five schemes had been withdrawn, and to explore the adoption of more in-depth consultative processes.

- Despite commending the new Brent Climate Action Data Dashboard and the commitment to publishing more information on the Council's website, it was felt that estimating carbon reduction impacts was integral to prioritise the most impactful work. Furthermore, Ms Simpson suggested collecting more comparable data for all Climate & Ecological Strategy themes.
- The Council was called upon to refresh the Climate & Ecological Emergency Strategy to ensure it was comprehensive, consolidated all green strategies and encompassed all of the Council's workstreams. Moreover, ACE Brent recommended the establishment of a dedicated climate scrutiny committee to ensure appropriate oversight.
- Officers were urged to commit to actions relating to transport, retrofitting, fiscal divestment, planning, regeneration, renewable energy, tree planting, the protection of green spaces and the encouragement of plant-based food consumption.

In concluding, Ms Simpson and Mr Saville thanked the Committee for providing time at the meeting to discuss the above matters and hoped for further cooperation and progress on the climate and ecological emergency.

Following the deputation, the Chair invited members to ask two questions to Mr Saville and Ms Simpson, with questions, comments and responses summarised below:

- In highlighting that ACE Brent represented 14 groups across the borough, the Committee questioned the commitments that the organisation could make to further support the Council's efforts regarding the climate emergency. In response, members were advised that, although specific commitments could not be made at the meeting, ACE Brent could coordinate volunteers and access expertise in various climate-related areas.
- Members stated that the Healthy Neighbourhood schemes were withdrawn as a result of the consultation processes rather than a lack of commitment to change. In response, Mr Saville suggested that public consultations required alterations to ensure that one section of the community did not hold disproportionate influence. However, the practical difficulties of running public consultations and ensuring all voices were heard was recognised.

Following the conclusion of the deputation and additional questions, Mr Saville and Ms Simpson returned to the public gallery and the Committee turned to consider the next agenda item.

## **8. Climate & Ecological Emergency Strategy Update (Winter 2024)**

Councillor Muhammed Butt (Leader of the Council) presented a report that updated the Committee on the Council's Climate and Ecological Emergency Programme, which included updates on both the borough-wide 2022-24 Delivery Plan and specific Green Neighbourhoods action plans. Firstly, the Leader thanked Mr Saville and Ms Simpson for presenting their deputation and provided reassurance that their deputation would be received by the Cabinet Member for Environment,

Infrastructure and Climate Action. In emphasising that the Climate Emergency Programme remained a priority for the Council, Councillor Muhammed Butt outlined the actions contained within the Delivery Plan and highlighted the implementation of a previous Committee recommendation of creating a Climate Data Dashboard. Moreover, it was detailed that the Council was ensuring that the climate and ecological emergency resonated across the Council by including climate considerations in all corporate reports and by pursuing the utilisation of Strategic Community Infrastructure Levy (SCIL) funds where possible to support the climate programme. However, the Leader emphasised the importance of partnership working to meet the Council's goals and ambitions, given that one agency could not deliver the required interventions and resources would need to be efficiently pooled and targeted.

Following the initial overview of the report, contributions, comments and questions were sought from the Committee, with the subsequent discussion summarised below:

- Members noted that the Food Strategy was currently in development and consultation, with officers explaining that an update would be provided at the appropriate time.
- In response to a query regarding changes introduced to the Council's investment strategy, supply chains and procurement models to reduce the Council's carbon emissions, the Committee was advised that a sustainable procurement model was developed as part of the 2021-22 Delivery Plan which provided the Council with greater influence over local supply chains. Members also noted that the Council's procurement strategy was due to be refreshed, with sustainable procurement being a key pillar in the new strategy. Furthermore, it was detailed that every contract bidder had to supply the Council with comprehensive climate related information and the West London Coalition, in which Brent were members, had developed a Climate Commitment Charter in which bidders had to agree to. Concerning the Council's investment strategies, it was explained that the Pension Fund had recently altered its Investment Strategy to better consider the carbon emissions of investments. However, the Committee heard that the Pension Fund was restricted to investing through the London CIV, the London pension fund pool, although at the time of the meeting London CIV were investing in line with the Council's climate commitments.
- Members noted that a response could be provided which detailed the monetary amount that the Brent Pension Fund had invested in water companies.
- The Committee questioned the omission of themes addressing renewable energy, food and investment strategies. In response, it was explained that these topics, whilst not having dedicated themes, were covered in the five themes of the Climate & Ecological Emergency Strategy. For example, renewable energy was covered in Theme 3 'Homes, Buildings and the Built Environment', discussed under the latter phases of retrofitting. Regarding food, it was recognised that communications relating to the Food Strategy required improvement, but members were informed that projects such as the Community Cook Book and food webinars had been successfully delivered.

- In response to a comment questioning the proactivity of the Climate & Ecological Emergency Programme, the Committee noted that the Council had a dedicated Funding and Bid Writing Manager who explored external funding opportunities to ensure a sufficient funding stream to support the Council's efforts and therefore it was stated that officers were being as proactive as possible given the resources available.
- In discussing the support provided to businesses to assist them with improving their sustainability and adapting and mitigating poor climate practices, members were informed that organisations could benefit from signing up to the Brent Climate Charter and Brent and Camden Climate Challenge, which both provided access to carbon emissions foot printing tools to identify the most polluting elements of the business and offered grant funding to carry out the necessary changes to reduce emissions once carbon foot printing had been completed. However, it was detailed that only 15 businesses had received grant funding to operationally reduce carbon emissions, which was attributed to a lack of funding. Nevertheless, other schemes such as the Cargo Bike Business Scheme and events such as the Business Summit held in November 2023 were highlighted as successes. Although commending the efforts of the Council, the Committee outlined the steps the Council could take that did not require funding, such as coordinating business and community groups and providing more in-depth climate information, with a suggestion to implement an information hub to further support businesses to reduce their emissions.
- Concerning planning restrictions which increased the difficulty of retrofitting properties in certain areas, such as conservation areas, it was reiterated that the Council wanted to upgrade and retrofit as many properties as possible, however planning conditions were needed to ensure quality control. Nevertheless, the Committee was advised that Local Plan policies were scheduled for review at the end of 2024, in which reviews of planning restrictions could be considered.
- In response to a query regarding the accountability and measurability of the Delivery Plan, the Committee heard that the newly introduced Data Dashboard was designed to address hard to measure outcomes and updates were provided to both the Committee and Cabinet in efforts to be transparent regarding progress.
- The Committee sought further information regarding the current state of the Brent Environmental Network, in particular whether regular meetings were being held. In response, it was detailed that the Council had attempted to convene a representative Network drawn from all communities within the borough. However, the desired community engagement was not achieved as many residents did not identify with Brent but rather their local areas. Thus, officers were now exploring the possibility of holding regular local meetings based on the Green Neighbourhoods areas.
- In discussing the lack of involvement from faith communities, members were advised that work to improve engagement had commenced a number of

years ago through the Faith Climate Exhibition in which officers met with community leaders who expressed a degree of uniformity in wishing to protect the environment. The feedback collected via the Exhibition formed part of the Faith Climate Action Plan that was intended for faith organisations to use to conduct climate audits of their operations, with a Faith Leaders Roundtable currently scheduled to further discuss the Action Plan. Given that 82% of Brent residents stated that they followed a faith, the importance of improving engagement from faith communities was emphasised.

- Concerning the identification of those most at risk from the impacts of climate change and the assistance provided in response, members were advised that the holistic Equality Impact Assessment for the Climate & Ecological Emergency Strategy, which identified key characteristics most at risk, was used as a reference point for projects, actions and delivery plans. Moreover, it was explained that another review of equalities impacts was jointly undertaken with Public Health a couple of years ago in which the latest Delivery Plan was centred on, attempting to address disproportionate impacts as a result of the cost of living crisis through schemes such as Brent Well and Warm and The Library of Things. In concluding, officers reiterated that, for a variety of reasons, climate change often disproportionately impacted children, disabled, older people and ethnic minorities.
- In response to a question that asked whether the Council would meet its 2030 target of net neutrality, members heard that the Council relied on central government support and therefore the Council was doing what it could within its dedicated remit and financial restrictions. Despite the difficulties presented as a result of cumulative budget cuts, inflation and a poor performing economy, the Committee noted that schemes such as School Streets and Green Neighbourhoods had been implemented and the Council was actively applying for grant applications in an effort to increase capacity.
- In highlighting that some community campaigns and initiatives were labelled as 'inactive' and 'unlikely to complete' in the Progress Update attached as Appendix B of the report, members sought further information on the reasoning for these labels, especially given that the role of communities in achieving the Council's goals had been emphasised. In response, members were informed that the action to promote the GLA Solar Together Scheme was labelled as inactive as the Scheme had been stopped by the GLA. Furthermore, it was explained that the Environmental Street Champion was unlikely to be completed due to a lack of resources and capacity, the net zero new build was unlikely to be completed due to increased costs in the housing sector and the community growing scheme in Kingsbury was unlikely to be completed within the current Delivery Plan due to the significant length of time required to implement the scheme.
- In addressing the language used in paragraph 7.7 of the report regarding the changes to the waste and recycling service, officers reassured the Committee that the Council still expected the changes to achieve the predicted results, with a further update to be provided at the appropriate time.

- The Committee detailed that 65% of the borough's carbon emissions related to transport and housing and therefore members called for greater focus to be placed in this area given that delivering transport and housing carbon reductions would make the biggest difference in addressing the climate emergency. Furthermore, members queried why Brent did not make a higher bid to the Social Housing Decarbonisation Fund (SHDF) seeing as housing was attributed to such a large percentage of the borough's carbon emissions. In response, it was explained that the SHDF required match funding and thus £1.3m was the maximum that the Council could commit to investing. However, members noted that officers were exploring alternative ways to fund decarbonisation projects, such as the use of municipal bonds.
- Regarding the political will and ambition of the Council to reduce carbon emissions and combat the climate emergency, the Leader of the Council acknowledged the need to have further conversations surrounding issues such as controlled parking zones, but it was reiterated that many schemes required a whole borough review and the procurement of consultants which further reduced the already stretched climate budget. Moreover, the Committee emphasised the influence that the Council had regarding the travel choices of residents and visitors through setting parking prices, implementing school streets and installing bike hangars, which opposed the view taken in the paper which stated that the Council had 'limited direct influence' over travel choices. Nevertheless, it was recognised by both parties that the negative equalities impact of any proposed change would need to be mitigated prior to implementation and further conversations on the issue were welcomed.
- In discussing controlled parking zones in more detail, members suggested that car-free developments would mitigate some negative impacts of the scheme as it would mean that all residents were impacted equally. Furthermore, the Committee indicated that resident appetite for controlled parking zones was larger than currently thought. In response, members heard that there was a large disparity between the number of controlled parking zones in the south of the borough and the north, with more parking pressures present in the south resulting in more controlled parking zones. Members also commented that previous decisions, such as taking a lenient view regarding the paving of driveways, also contributed to the situation in which the Council found itself in today. In concluding the discussion on controlled parking zones, the Committee was advised that there was a legal basis that allowed local authorities to introduce variable parking charges related to the size, weight and engine size of vehicles.
- The Committee noted that any expansion of free bus passes would need to be funded from increased revenue streams and that officers would need to be satisfied that the passes would be sufficiently used.
- Members highlighted that Brent had a relatively low percentage of car owners compared to other London boroughs and therefore stated that privileging car owners meant that a small percentage of the population would receive the benefits stemming from the absence of suitable measures discouraging car usage.



- The Committee referenced the Mayor of London's 'Retrofitting vs Rebuild' report from February 2024 that outlined that 68% of London's carbon emissions were related to buildings, which included emissions arising from construction and development. Consequently, it was suggested that to meet the Council's net zero target, properties would need to be retrofitted at a much faster rate and the Council was called upon to support the Mayor of London in lobbying central government to adopt the recommendations outlined within the report. In response, it was detailed that the Council had introduced a Sustainable Environment and Development Supplementary Planning Document which ensured that developers both understood and committed to reducing climate-related implications of developments. Furthermore, members were advised that the Council had been undertaking retrofitting work where possible, such as installing heat pumps and upgrading insulation. However, it was emphasised that the Council would need to invest £60 million to upgrade housing stock to the highest standards which would ultimately fall upon residents to fund through the Housing Revenue Account. Thus, reservations were held regarding the feasibility of conducting this work. In light of this information, the Committee requested that officers focussed on securing external grants where possible to generate the necessary income to deliver the required works.
- Regarding the EPC ratings of schools, it was explained that the Council had data concerning EPC ratings, although it was explained that it was the responsibility of schools to ensure that certificates were renewed.
- In discussing stock condition surveys, the Committee was informed that surveys could not all be completed at once and therefore surveys were continually being conducted. It was explained that stock conditions surveys were valuable as they provided information such as EPC ratings, with the Council utilising the SHDF to assist with undertaking surveys.
- In response to a query relating to the delays in awarding Carbon Offset Funds to organisations, members were advised that it had become a much longer process than officers had originally anticipated due to the need to procure contractors and sub-contractors, conduct surveys and establish legal agreements. Moreover, the implementation of the Fund had been further complicated as a result of some organisations leaving the cluster. Nevertheless, the Committee was reassured that some organisations were close to completing scheduled works and officers were working to resolve issues which were blocking progress. Overall, members noted that the Council had learned from the current iteration of the Carbon Offset Fund, which would inform any future versions of the programme.

At this stage in proceedings, the Committee agreed to apply the guillotine procedure under Standing Order 62(c) in order to extend the meeting for a period of 15 minutes to enable the remaining business on the agenda to be considered.

- The Committee questioned when the last bin audit was conducted and how the Council addressed issues concerning the supply of bins. In response, it was detailed that bins were distributed in line with the Council's

understanding of demand during the waste collection refresh undertaken a few years ago. However, officers, in conjunction with the Veolia, were reviewing the supply of bins on a week by week basis to counter contamination and redistribute any excess bins. Additionally, members heard that residents could report issues via the Council's app, which was supported by proactive work taken by the Council to further understand the differing needs across the borough, which included reviewing data on the number of tenants per property and adjusting the supply of bins in response to flat conversion applications.

- Members noted that the Council could explore utilising landlord licensing to introduce requirements regarding improving the energy efficiency of properties and retrofitting.
- In discussing instances in which Brent Housing Management owned estates did not have a sufficient number of bins, members were advised that, whilst officers could revisit areas of specific concern, the Council were actively looking to plug any gaps in provision, which included blocks served by communal bins. Moreover, It was explained that some bins may have been removed due to misuse, however steps were being taken to replace bins where necessary.

In bringing the consideration of the item to a close, the Chair thanked officers and members for their contributions towards the scrutiny of the item, before inviting Mr Saville and Ms Simpson back to the meeting to provide any closing comments. In highlighting that the Committee felt rushed during the consideration of the item, Mr Saville reiterated the benefits of establishing a devoted climate scrutiny committee, which would allow the necessary time to sufficiently scrutinise the Council's response to the climate emergency. Additionally, Mr Saville stated that many organisations in ACE Brent could support the Council with implementing ideas, emphasising that community groups should be seen as a resource. Finally, although expressing concern regarding the likelihood of the Council achieving its net zero target, Ms Simpson praised the Committee for speaking on the need to have greater ambition to effectively respond to the climate emergency.

Following the conclusion of the agenda item, the Chair summarised the outcomes of the discussion and suggestions for improvement, which were **AGREED** as follows:

### **Suggestions for Improvement**

*Please note that both the suggestions for improvement and information requests were finalised following the Committee meeting and therefore may slightly vary from the general discussion above.*

- (1) To update the Brent Climate Action Data Dashboard to include comparable benchmarking for Theme 4, Nature and Green Space. Additionally, to identify additional data points that illustrate a more complete picture than a comparison between Inner and Outer London, to include Healthy Streets Scorecard measures such as the number of 20mph zones, and include the number of schools meeting EPC targets.

- (2) To explore whether the current controlled parking zones (CPZs) are assisting the Council to achieve its climate commitments, and if not, explore whether an expansion to the zones could in fact help achieve these goals.
- (3) To Explore whether an expansion to the CPZs in the borough is likely to result in additional income that could be used to fund freedom passes.
- (4) To explore ways to reduce the timeframes of implementing CPZs in the borough/
- (5) To Review parking charges and, if possible, introduce variable charging that accounts for the size, weight and emissions of vehicles to encourage sustainable travel.
- (6) To explore options to amend planning restrictions that minimise obstructions (e.g., solar panel restrictions in conservation areas) in installing climate-friendly housing upgrades.
- (7) To develop an information hub for local businesses to support them in becoming more sustainable and eco-friendlier. This hub should be promoted widely, including through the town centre management operations.

### **Information Requests**

- (1) To provide detail on the Council's pension fund investments in water companies (if any), and information on whether these investments are considered worthwhile.

### **9. Scrutiny Progress Update – Recommendations Tracker**

The Committee noted the Recommendations Tracker without comment.

### **10. Resources & Public Realm Scrutiny Committee Work Programme 23/24**

Members noted that Committee Work Programme without comment.

### **11. Any Other Urgent Business**


None.

Date of the next meeting: Tuesday 23 April 2024

The meeting closed at 21:15

COUNCILLOR RITA CONNEELY  
Chair

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	<p align="center"><b>Resources &amp; Public Realm Scrutiny Committee</b> 23<sup>rd</sup> April 2024</p>
	<p align="center"><b>Report from the Corporate Director of Neighbourhoods &amp; Regeneration</b></p>
	<p align="center"><b>Cllr Shama Tatler Cabinet Member for Regeneration, Planning and Growth</b></p>
<p><b>Regeneration In Brent</b></p>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Non-Key
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>List of Appendices:</b>	One: Appendix 1 - Examples of Existing Regeneration Schemes in Growth Areas in the Borough
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Gerry Ansell Director of Inclusive Regeneration and Employment <a href="mailto:Gerry.ansell@brent.gov.uk">Gerry.ansell@brent.gov.uk</a> 020 8937 6477

## 1.0 Executive Summary

1.1 This report provides an update on the challenges that have arisen in the delivery of existing regeneration schemes, and how the Council have learned lessons to apply to the future. It looks at the framework of the Council's 8 growth areas and schemes within it and considers the principal challenges faced in scheme delivery over recent years.

## 2.0 Recommendation(s)

2.1 To note the contents of the report and agree feedback including any recommended actions.

## 3.0 Detail

This report responds to the request of scrutiny committee to cover the following matters:

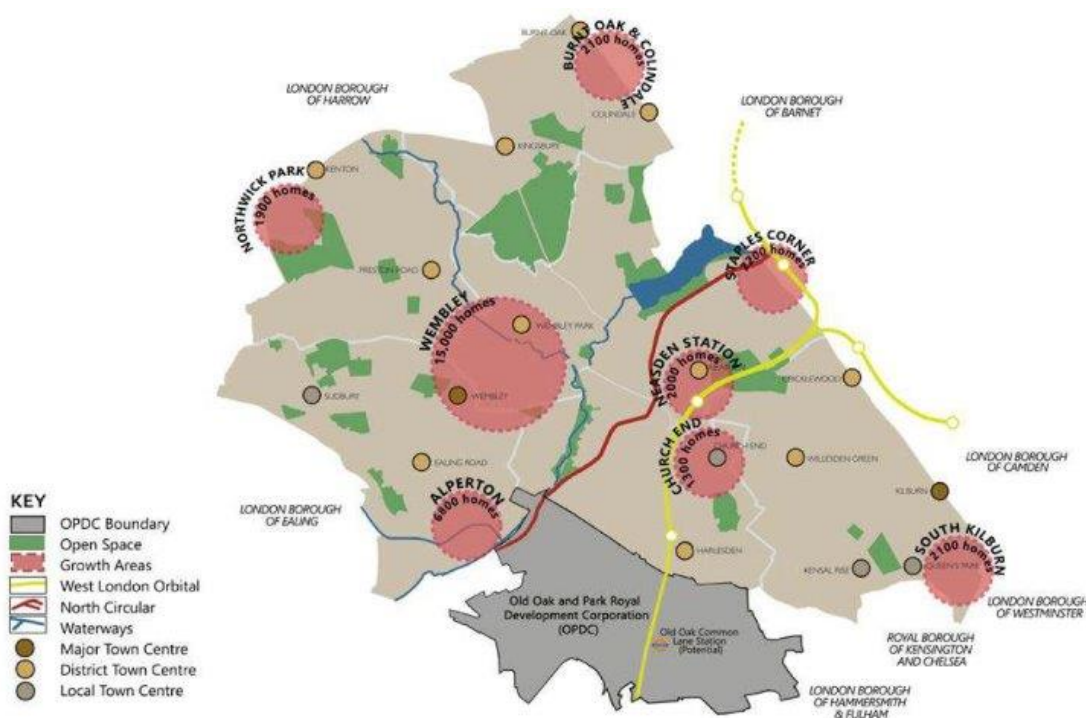
- Overview of growth areas
- Site assembly
- Financial viability
- Macro-economic issues
- Lessons learned.

Whilst this report primarily focusses on development, the service supports regeneration in other ways, including securing affordable workspace, promoting meanwhile uses, town centre and neighbourhood management, green neighbourhoods, and other relevant initiatives (e.g., cargo bike trials), enhancing public realm and supporting cultural activities e.g., murals, arts trails, creative enterprise zone. The Council has been fairly successful in securing grants to progress projects, such as GLA funding streams for Good Growth, High Street Challenge, Civic Partnership Programme, and finally the governments Levelling Up Fund and the UKSPF.

### 3.1 Overview of Existing Regeneration Schemes In Growth Areas

#### Brent's Growth Areas

3.1.1 Brent Local Plan 2022 sets the context for growth to take place in the borough. There are 8 growth areas providing the focal point for meeting the development and regeneration needs of the borough over the coming years. This plan is supplemented by detailed guidance on certain matters such as affordable workspace, S106 obligations, sustainability, and amenity space. The minimum anticipated capacity for new homes for each area is as follows:



- Wembley (15,000 homes)
- Alperton (6,800 homes)
- South Kilburn (2,100 homes)
- Burnt Oak / Colindale (2,100 homes)
- Northwick Park (2,285 homes)
- Neasden Stations (2,000 homes)
- Church End (1,300 homes)
- Staples Corner (2,200 homes)

### 3.1.2 *Wembley Growth Area*

This is the largest growth area in Brent which is set to deliver over 15,000 new homes and 10,000 new jobs in addition to those already delivered in the period to 2020. This is principally across Wembley Park and Wembley, centred along the High Road. Development along Wembley High Road includes the recently completed 'Uncle' build to rent scheme with sites to the east under construction for residential development and legal agreements being completed for adjacent student accommodation schemes. The Council has two large development sites here, part of the former Ark Elvin school site and Ujima House.

Wembley Park has seen transformative change over the last 20 years and development continues apace with Quintain schemes for residential and commercial space, student accommodation and a new community centre under construction to the northeast of the stadium. Sites further east along Fulton Road including Euro House are under construction, with a number of sites benefitting from outline consent or progressing through the planning consent process.

### 3.1.3 *Alperton Growth Area*

Alperton Growth Area has seen very significant change over the last 10 years. Extensive development has been focussed around the Grand Union development on the southern part of the area towards the North Circular Road, including 3,300 dwellings on this site, community facilities and a multi-storey industrial scheme fronting the North Circular.

The other main focus has been around Alperton station where a number of residential-led schemes have been delivered, are under-construction or have consent. An application for 464 dwellings and 421 co-living units has recently been submitted along Atlip Road, south of the station.

### 3.1.4 *South Kilburn Growth Area*

South Kilburn is being transformed through a comprehensive estate regeneration programme, which is around 60% complete. A masterplan adopted in 2017 is providing the guiding principles for development. A current planning application is being progressed for the Hereford & Exeter scheme which will provide 250 new homes.

### 3.1.5 *Burnt Oak / Colindale*

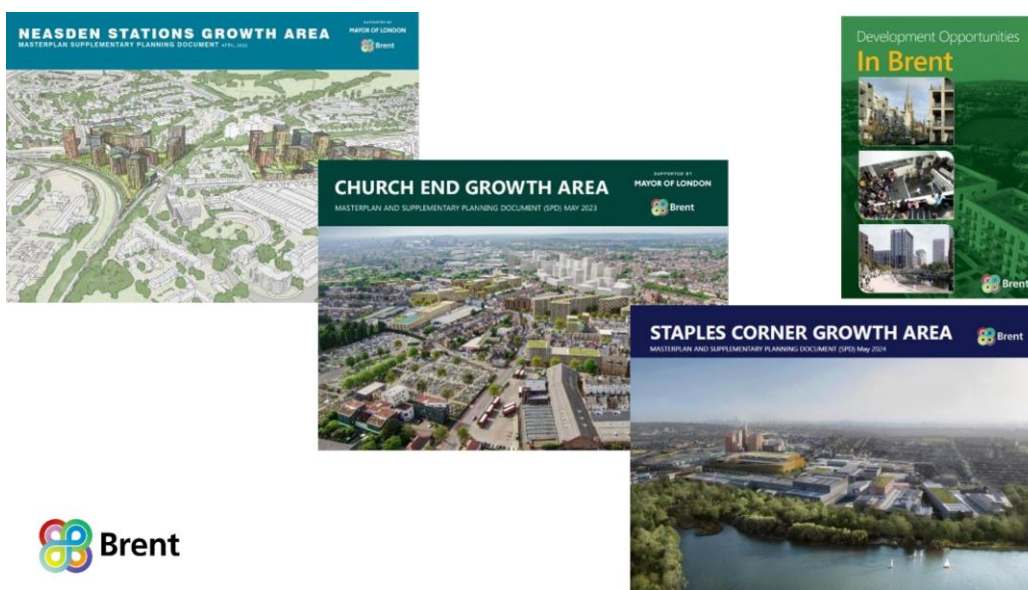
The Burnt Oak / Colindale Growth Area, on the west of the Edgware Road and adjacent to an opportunity area in LB Barnet, will be subject to masterplanning to realise its potential. The area has seen the completion of schemes including the TNQ 'The Northern Quarter' residential led scheme and the Silver Works.

### 3.1.6 *Northwick Park Growth Area*

Brent Council, London North West University Healthcare NHS Trust, the University of Westminster and Network Homes are committed to working in partnership to deliver homes, commercial and community uses, for which outline planning consent has been granted. Major infrastructure works including road and junction improvements have been completed along with a new multi-storey car park. This provides the capacity for extensive residential schemes to follow. In addition, the University is considering the potential to increase its student accommodation provision on site.

## 3.2 **Masterplans and Sites**

An overview of the 3 most recent current/emerging masterplans, namely Neasden Stations, Church End and Staples Corner is set out below with reference to current and recent sites within them. Appendix 1 sets out a broader range of activity within growth areas and elsewhere in the borough.





### Neasden Stations

- 3.2.1 Neasden Stations' Growth Area (NGSA) is 11.5 hectares. It covers industrial land in the immediate vicinity of the Neasden underground station and prospective West London Orbital (WLO) station along Neasden Lane, as well as the College of North-West London Dudden Hill campus. It is subject to a Masterplan Supplementary Planning Document (SPD) adopted by the Council in April 2022. Its development will provide a minimum of 2,000 additional homes, improvements to public realm/ townscape around the stations, re-provided industrial space and social infrastructure in a mixed-use area.
- 3.2.2 The SPD considers the area on the basis of the area's growth both with, and without, a new station for the proposed West London Orbital rail line, which the council is very supportive of.
- 3.2.3 There is presently a planning application at Neasden Goods Yard (see appendix 1). An application for the College of North West London site is likely to be submitted very shortly. It links in closely with the College's recent planning approval to relocate to the former Network Homes site on Olympic Way thus consolidating their Dudden Hill and Wembley Park Campuses on one site.

### Church End

- 3.2.4 Church End Growth Area (CEGA) is 26 hectares, comprising Victorian housing stock, the local town centre and industrial land. CEGA plans for mixed-use regeneration, set around the economic revitalisation of the local centre and an improved public realm, to improve the area and change the perception of the place to a busy, thriving, safe and secure neighbourhood.
- 3.2.5 The CEGA Masterplan SPD adopted by the Council in May 2023 is a long-term plan to secure at least 1,300 new homes and infrastructure to maximise opportunities and wellbeing for local residents, businesses and communities, including the provision of education, health, cultural and community facilities, open space and play facilities. The Council has entered into a contract with Wates Construction to deliver 99 Council homes, a new supermarket and commercial space. Works are on site and are expected to complete in Spring 2026.

### Staples Corner

- 3.2.6 Staples Corner is a large industrial area, primarily in Brent but crossing over into the adjoining Brent Cross Town Barnet/Cricklewood Opportunity Area. Strategically located at the intersection of the North Circular Road A406, the M1 and A5 Edgware Road the Midland Main line, the SCGA is an important strategic industrial location, serving London's need for logistics and

manufacture. It is designated as a strategic industrial location by the London Plan.

- 3.2.7 The Local Plan designates Staples Corner for industrial and housing growth, with the ambition to transform the area into a new mixed-use community, providing a range of new business premises fit for modern day occupiers, as well as at least 2,200 new homes with an improved environment and supporting infrastructure. A draft Masterplan will be presented to Cabinet in May 2024 for approval for formal public consultation (planned for early summer).
- 3.2.8 It also seeks to capitalise on the considerable development and new station at Brent Cross new town opposite, on the Barnet side of the A5.
- 3.2.9 There is a current application at 403-405 Edgware Road for new hotel and commercial space. It has been significantly delayed as a result of build cost inflation discussed below. The application has also been submitted in advance of the publication of a masterplan and there have been a variety of issues around the need for supporting information to justify the proposals. These complexities have led to an elongated timeline for the application.

### 3.3 **Site Assembly**

- 3.3.1 Where sites are fragmented or where land is needed to bring about coherent change, a programme of site assembly is required. For example, in the Staples Corner Growth Area one of the principles is to seek to intensify the amount of employment floorspace in order to release land for other uses such as residential. Research has been undertaken to establish the nature of occupancy and land ownership. Moreover, discussions have taken place with landowners to understand opportunities and aspirations for their sites.
- 3.3.2 A recent scheme at Abbey Manufacturing has permission for 684 homes including 218 affordable and commercial space. The site lies within the Alperton Housing Zone. Although the majority of the site is in the ownership of the main developer there are leased sites that need to be incorporated in order to secure delivery. Site acquisition is in the hands of the developer. Since this is within the Alperton Housing Zone the Council has accepted the principle of the use of Compulsory Purchase powers should this prove necessary to support delivery.
- 3.3.3 In general, the Council looks to the private sector to assemble sites. Compulsory Purchase is a complex and lengthy process and is only used as a last resort.

### 3.4 **Macro-economic Issues**

- 3.4.1 Despite challenging economic circumstances, the Council has still kept good delivery levels against the target. The following table shows the breakdown of approvals staying on average above the 2,325 local plan target for new homes.

Year	Units granted (net)	Affordable units	(%) Affordable
2020/21	2457	809	32.93%
2021/22	5171	1531	29.61%
2022/23	1519	418	27.54%
Total	9147	2758	30.15%

Key macro-economic issues that have come to light are:

- Accommodating new legal requirements
- Build cost inflation
- Interest rates
- Labour shortages and construction skills
- Affordable housing grant rates and funding landscape

#### Accommodating New Legal Requirements

- 3.4.2 The legal framework has been changing over recent years with new planning and building legislation being enacted. The Levelling Up and Regeneration Act is responsible for current and planned changes to development management, planning performance and timescales, plan making and methods for measuring and setting housing targets. The Building Safety Act 2022 (BSA) has dramatically changed the framework for building control nationally particularly around tall buildings and with the introduction of a new building safety regulator.
- 3.4.3 In particular the BSA has raised standards of fire safety in tall buildings. Recommendations for additional means of escape via a 2<sup>nd</sup> staircase has meant a major review of new buildings over 18m in height. This has led to redesign, delays, and cost impacts for major developments across the Borough.
- 3.4.4 A forum of the nation's largest Registered Providers, known as the G15, estimate that overall spend of members on building safety, including fire remediation works, will reach c.£3.6 billion by 2036. Consolidating so much funding into this remediation work will significantly reduce financial capacity for other activities, including new development or further acquisition of S106 Affordable Housing packages.
- 3.4.5 As an example, the Wembley Housing Zone schemes have required significant redesigns, with an additional 6 stair cores being introduced to the Cecil Avenue scheme. These redesigns have delayed programme times by approximately 1-year, reduced housing delivery from 304 to 291 homes, and negatively impacted financial viability.
- 3.4.6 The Hereford & Exeter (H&E) scheme in South Kilburn has been in planning since early 2022. However, it was paused for a significant period due to the scheme's viability and the effects of the Building Safety Act, which required all cores to be redesigned with a second staircase. This has had a further negative

effect on the viability of the scheme, with the residual land value (RLV) being reduced significantly.

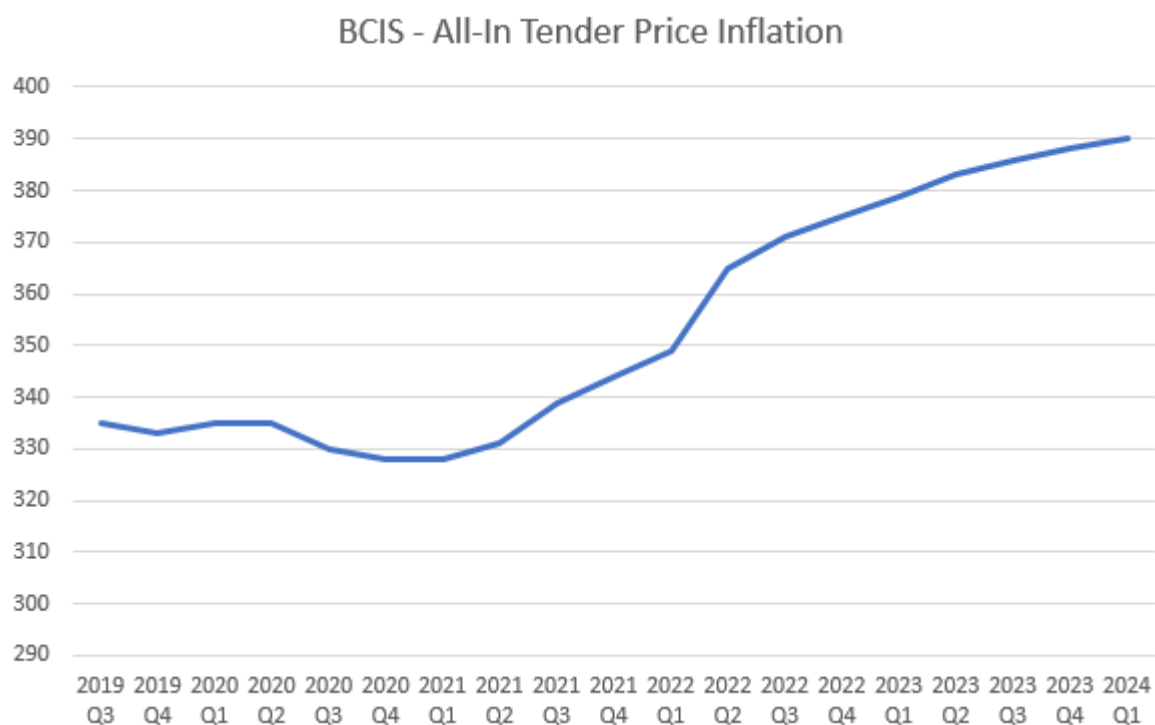
3.4.7 The H&E planning application resumed in early February 2024 once the designs and associated planning documents were updated and submitted to Brent Planning. This additional time has resulted in some of the blocks in the scheme no longer qualifying for a reduction of CIL liability when calculating the levy. This could result in reducing the schemes viability further. Officers are testing options with the Legal Team to develop a strategy to mitigate against this issue.

3.4.8 The extant permission for the Park Parade 383-397 Edgware Road (see Appendix 1) is currently being redesigned to future proof against potential changes to fire safety regulations through engagement with the London Fire Brigade. These design changes will require a new planning application.

#### Build Cost Inflation

3.4.9 There has been a significant spike in build cost inflation attributable to some global factors leading to the disruption of both energy and material markets.

3.4.10 The All-In Tender Price Index (TPI) for construction costs has increased by c.16.4% in the last 4 years as illustrated below.

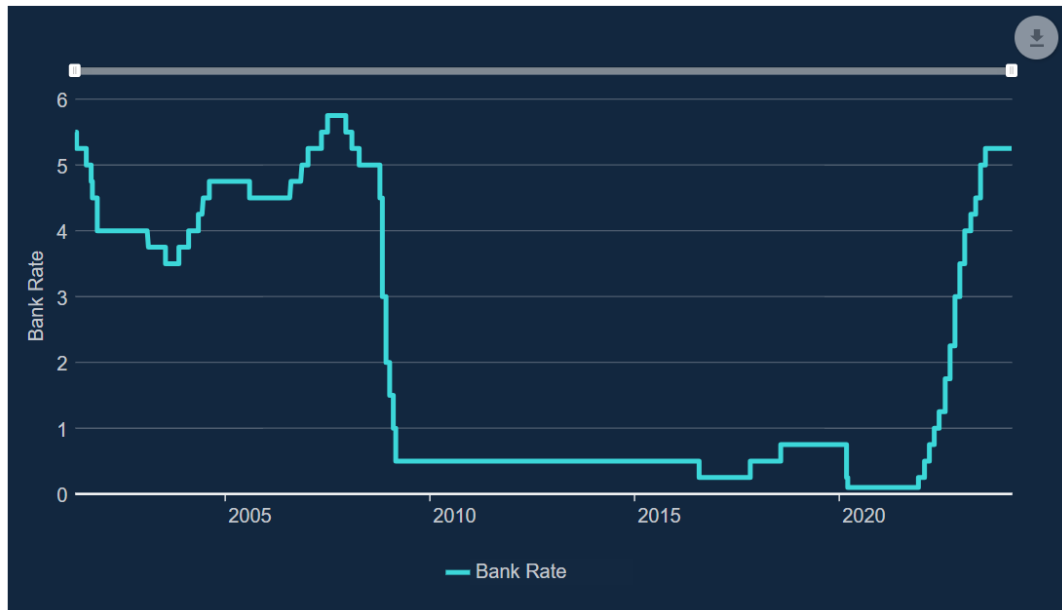


3.4.11 The rate of cost inflation has now slowed. However, industry forecasts are suggesting that build costs will continue to increase by 15% over the next 5 years, and tender prices will rise by 17% over the same time period.

## Interest Rates

3.4.12 Despite low interest rates in recent decades rates have increased significantly over late 2022 and 2023 to the current 5.25% figure, which has increased both development finance and mortgage costs.

**Official Bank Rate**



3.4.13 The Council predominantly borrows from the Public Works Loan Board and their rates have increased in line with inflation. As a result, the Council's cost of borrowing is now significantly higher, and cost of delivery of schemes now signed into main works contracts has risen compared to what was previously assumed in initial viability testing.

3.4.14 UK interest rates are predicted to start falling in the second half of 2024.

## Labour Shortages & Construction Skills

3.4.15 A recent industry report revealed that across the UK 937,000 new workers will be needed in the construction and trade industries by 2032. The 4 biggest shortages of construction labour in London are: -

- Groundworkers
- Bricklayers
- Plant Operatives
- Dry liners

3.4.16 Key labour shortages in Brent Borough are: -

- Labourers
- Hoist Operators
- Traffic Marshalls

- Groundworkers

3.4.17 Apprenticeships in most demand from employers in Brent are: -

- Plumbing
- Electrical
- Dry lining
- Site Management
- Carpentry
- Form Work

3.4.18 The Employment Team works with Planning to leverage s106 commitments to deliver employment opportunities for Brent residents and the team and the council's Brent Works brokerage service use regular and robust monitoring of sites and S106 obligations to maximise jobs and apprenticeships from the developers in the borough. The service are placing ever greater numbers of higher-level apprentices at levels 3, 4 and above.

3.4.19 The Council's large, own construction contracts also require significant social value, including employment and training opportunities.

3.4.20 Developing valuable networks across West London Councils, Apprentice Training Agencies and private sector agencies has seen an increase in partnership working and being able to offer flexible solutions to local construction employers that have included moving displaced apprentices in order to continue and complete their industry training and joint work with them on upskilling new but also existing employees. For example, the Council has recently worked with West London partners and HS2 on training some residents to secure an HGV licence.

#### Affordable Housing Grant Levels & Funding Landscape

3.4.21 In London, affordable rented grant rates under the GLA's 2016/23 Affordable Homes Programme are £100k per new home for Local Authorities, but that covers just 25% of development costs, versus grant rates for around 50% development costs under the 2008/11 programme. This is a significant reduction in grant rates.

3.4.22 For the WHZ, GLA grant is via the Building Council Homes for Londoners programme at £17.4 million and the Council has claimed 75% of this grant.

3.4.23 The Hereford and Exeter scheme has been provisionally approved to receive the GLA Affordable Homes Programme Grant. However, even with the average grant rate, and more favourable developer assumptions, the scheme would still have a negative Residual Land Value (RLV). There is a current workstream to test the viability of the scheme to see what level of grant would be necessary, or what reduced level of affordable housing would be required to reach a positive RLV.

3.4.24 Grant funding will often be subject to delivery milestones and be time limited. Good financial planning demands that this is factored into project plans and that

there is good communication between funders (such as the GLA) and the Council project management Team. Under the 2021/26 grant programme, 40% of the grant can be drawn down at the point land is acquired, 35% at start on site and the remaining 25% at practical completion which is a shift away from the 90% start on site and 10% practical completion as seen in the previous programme.

#### 4.0 **Lessons Learned**

- 4.1 Since a number of these issues were unforeseen or difficult to predict it would be wise to see additional contingency built into project plans to cover delays and increased costs. This involves joint working across regeneration and planning, housing and property and assets. Financial constraints will be a factor but will mean greater prudence in decisions to proceed with schemes. It does inevitably mean that some schemes will not proceed until financial viability improves.
- 4.2 Fragmented land ownership is a consideration of masterplanning and does require some time to facilitate landowners cooperating in delivering wider proposals. This will require proactive engagement throughout the initial stages of plan making as well as a strategy to assist with occupier relocation and site assembly. It is open to the Council to support land acquisition through its own funds or securing grant. However, this would of course be subject to seeing a return on that investment and minimising financial impacts on the Council. Compulsory purchase is also an option but can be costly and inevitably is a long process. Local businesses and residents may also be resistant to such action and engagement needs to be handled sensitively.
- 4.3 Even where schemes have secured planning permission and are ready to implement there are risks with contract management. Until main works contracts are signed, inflation risk lies with the Council, and regular forecasting is essential so that challenges can be monitored. The relevant boards – Regeneration, Housing and Capital Programme Board - have over 2023-24 exerted greater scrutiny over contracts, project management, and financial viability.
- 4.4 Good financial planning must take account the nature of funding regimes which may be time limited and or be stage released. It is important that the financial planning takes account of this, and projects are delivered to the agreed timetable and mechanisms are in place with funders to raise issues that may affect delivery.
- 4.5 Brent is generally seen by the development sector as a good council to work in, with strong leadership and technically good and positive staff. However, in the current, challenging market, we are seeing a decline in the number of major development proposals which not only impacts on planning and building control fee income, but also reduces the ability to deliver good growth as set out in the Local Plan and other strategies.

- 4.6 The Council needs to maintain its reputation as being 'open for business'. One method of demonstrating that Brent is open for business would be around raising the borough profile and marketing. The Council has a Development Opportunities booklet that is provided to developers at events and available online. Moreover, the Regeneration Team are working on an Investment Prospectus to see that Brent attracts business and developer investment to the area. There are various events throughout the year to promote employment and skills e.g., the business summit, Brent Jobs Fair; networks such as Opportunity London and the West London Alliance; and Forum's such as UKREiiF which brings together partners around property investment.

## **5.0 Contribution to Borough Plan Priorities & Strategic Context**

- 5.1 Delivery and provision of the proposed infrastructure within the growth areas and estate regeneration schemes referred to in this report, will directly contribute to Brent's Borough Plan strategic priorities as follows: -

### Prosperity and Stability in Brent

- 5.2 New developments increase the Council Tax and business rates base within and bring in funds such as Community Infrastructure Levy and New Homes Bonus. It can enhance the quality of the environment, brings in residents and employees to spend locally, and provides employment opportunities during and after construction. It also leads to better quality places that are more attractive for investors.

### A Cleaner, Green Future

- 5.3 Schemes such as Cecil Avenue will deliver new open space, planting, and trees, increasing the urban greening factor and reducing carbon emissions and reducing effects of extreme heat in the summer. The Wembley Park area will see a new urban park and has had hundreds of new trees planted throughout the area. A focus on growth areas which are better connected and where transport improvements can be made is more sustainable.
- 5.4 The estate regeneration schemes will provide new development on brownfield sites, with more energy efficient buildings. The South Kilburn Estate Regeneration scheme include a Decentralised Energy Network.
- 5.5 In this regard regeneration proposals within the growth areas respond well to national, GLA and local priorities around climate change.

### A Healthier Brent

- 5.6 The Cecil Avenue scheme is located within Wembley Town Centre, which is recognised as having an open space deficiency. The new publicly accessible courtyard on the Cecil Avenue scheme will provide new open space, supporting community wellbeing and quality of life, with play spaces for children of all ages and abilities.



- 5.7 Community Infrastructure Levy is being used to contribute towards the delivery of three new health centres; the new facility in Wembley Park is due to open in May; the South Kilburn one is on site and due to be open early 2026; the Alperton one is still to be delivered.

### Thriving Communities

- 5.8 The Cecil Avenue scheme has capacity to provide a community centre, which would open out onto the publicly accessible courtyard. This would provide a new facility for local people and community groups for events and activities, located in an area of rapid population growth.
- 5.9 The Hereford & Exeter scheme also includes the re-provision of Granville Urban Park, as well as public realm improvements and new commercial space. There are also within the Carlton and Granville sites provision for affordable workspace and community kitchens, Peel affordable workspace.
- 5.10 In Church End the Council is supporting the opening of a youth centre, working closely with local community groups. Procurement of an operator is currently taking place.
- 5.11 Community Centres have also been provided by Brent Council at the Brent Indian Centre and the Learie Constantine Centre and on private schemes, secured through planning, at Wembley Park (the Yellow and proposals for The Green) and Alperton within the Grand Union development.
- 5.12 The acquisition of the Picture Palace in Harlesden will result in a new community facility, operated by a consortium of local groups. Fit out of the facility will complete in autumn 2024.
- 5.13 Other forms of infrastructure delivery are through the Neighbourhood CIL.
- 5.14 The Council is innovative around engagement for example the work on CEGA reached out to a wider range of community groups and businesses. Brent's Quality Review Panel. and new Community Review Panel are also important ways of ensuring engagement to bring forward high quality proposals.

## **6.0 Financial Considerations**

- 6.1 The Council's regeneration capital expenditure in the last 5 financial years is c.£13m. (FY19 to FY23). This includes ongoing projects such as Housing Zones, Picture Palace, and Bridge Park Regeneration. The budget for FY24/25 is c.£64m, which is predominantly Housing Zones, but this is now likely to be re-profiled based on the contractors cashflow as Wates development agreement has just gone unconditional. Further future years approved budget are c.£118m but the budget ask will be submitted on a yearly basis and each project will go through its governance stages for approval, so future budgets will evolve.

6.2 All projects go through a viability modelling assessment which will be reported during the governance papers. These viability models will have up to date assumptions and risks/opportunities will be considered as scenario modelling and sensitivities come into focus. The economic position the UK and Local Boroughs are in is a financially challenging. This means that value for money and financial impacts are in the fore even more so than previously. Viability assessments will include the consideration of strategies, project costs, including land assembly, and project funding, including working with our funding partners such as the GLA and developers. Assessments will be cash flowed to show when debt is to supplement the programme and affordability of Regeneration schemes to the wider Council. In the pursuit of regeneration of the borough, affordability is a key factor in which Regeneration projects happen and therefore the Regeneration programme will evolve, and the finance team will be involved in these strategic plans.

## **7.0 Legal Considerations**

7.1 This report sets out some of the Council led schemes which are being developed. The Local Plan and supporting documents set the process of managing the development and use of the land mentioned in accordance with the policies set out in the Local Plan. The Local Plan therefore helps to determine, the type and location of development in an area, achieve key objectives by setting out a vision and a framework for the future and, helps inform the process of determining planning applications.

7.2 The Master Plan Supplementary Planning Documents build on and provide more detailed advice or guidance on policies set out in the adopted local plan. The Master Plans are a material consideration in planning decision-making.

7.3 Sections 17 and 18 of the Housing Act 1985 deals with the obligation conferred upon the Council to use certain land acquired for of the provision of housing.

7.4 As a consequence of the recent legal changes, there is the inclusion of a second staircases in residential buildings in England above 18 meters. Under the Building Safety Act 2022, the new Building Safety Regulator will be responsible for making all regulatory decisions for High-Risk Buildings. High Risk Buildings are defined as being at least 18 metres in height or have at least 7 storeys. This change to the building safety regime and other factors mentioned in this report has an impact on the viability of some of the proposed housing development schemes.

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

8.1 The aim of inclusive regeneration is to ensure that property investment and planning, benefits everyone, from all equality groups. The strategic framework, namely, the borough plan, the inclusive growth strategy, the Local Plan and associated masterplans have all been the subject of equalities impact analyses to ensure that the policies are responsive to the diverse needs of the population. Providing affordable and accessible homes are likely to have a positive effect on life chances. Business growth and investment will provide employment and

training opportunities. Delivering supporting health, education and other physical and social infrastructure would also respond positively to the differing needs of local people.

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

9.1 All schemes will require a Sustainability Assessment and are assessed against criteria in the local plan and Sustainability SPD. South Kilburn includes the Decentralised Energy Network and other schemes incorporate a range of low carbon measures to ensure compliance with Brent's sustainability policies.

## **10.0 Communications Considerations**

10.1 None applicable.

## **11.0 Human Resources/Property Considerations**

11.1 None applicable.

**Report sign off:**

***Alice Lester***

Corporate Director of Neighbourhoods and Regeneration

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## Appendix 1 - Examples of Existing Regeneration Schemes in Growth Areas in the Borough

The following represent a selection of schemes in the borough within growth areas to provide current case examples.

### Neasden Growth Area

The 54-68 Dudden Hill Lane proposal comprises 301 residential dwellings, a supermarket, gym and commercial space. The applicant is currently offering 19% affordable housing on-site, all London Affordable Rent tenure. Financial viability is still being considered and feedback is awaited from the GLA on this matter.

The Neasden Goods Depot scheme proposes to deliver 1,151 new homes, 618 rented, 372 market sale and 161 as affordable housing. The affordable provision equates to 35% of the total 'for sale' residential element of the scheme. Financial viability is still in active discussion. The volume of development in this scheme is significantly above that identified in the SPD, more than doubling the number of homes and building heights. This in part has been justified by the need to overcome viability issues. It is subject to ongoing assessment by the planning department.

### Wembley Growth Area

This project secured GLA funding for the acquisition of land and the delivery of new housing, community and commercial space on Wembley High Road. The Council is presently in contract with Wates to deliver the Wembley Housing Zone (WHZ) mixed use regeneration of council-owned land at Cecil Avenue and Ujima House on Wembley High Road. The two schemes combined will provide 291 homes.

Wates' focus has been on design development to ensure both schemes meet new fire regulations, planning amendments, discharge of planning conditions, and a reserved matters planning application for Ujima House.

The Cecil Avenue scheme is now in the early stages of construction.

At Ujima House reserved matters planning was secured in January 2024 with demolition of the building due to follow. The current programme is for Ujima House scheme practical completion in January 2026 and the larger Cecil House scheme practical completion in September 2026.

### Alperton Growth Area

Peabody submitted an application to redevelop a site at 2A Bridgewater Road in Alperton to provide 173 new homes and over 2,000 sqm of industrial space and this scheme had secured a resolution to grant permission from the Brent Planning Committee. However, they looked to revise the layout of the scheme

following the announcement of the second staircase requirement and this coincided with significant increases in build costs and finance rates. They advised the Council in February 2024 that they could not proceed with the current scheme due to viability reasons and requested that the application is withdrawn. They advised that they will continue to investigate alternative proposals for the site.

### South Kilburn Estate Regeneration

The Hereford & Exeter scheme (H&E) is intended to replace the current 18 story Hereford House and four smaller Exeter House blocks with three courtyard buildings which are between 6 and 13 storeys in height. It will deliver 250 new homes, including a row of 16 terraced houses which are proposed on the former Granville Park site. The submitted scheme is 44% affordable (social rent) representing an increase in affordable housing floorspace. The scheme also includes the re-provision of Granville Urban Park, public realm improvements and a commercial unit.

### Burnt Oak/ Colindale Growth Area


Park Parade 383-397 Edgware Road A new build housing scheme that will deliver a minimum of 110 homes for Temporary Accommodation at Local Housing Allowance (LHA) rates. This in-borough scheme will provide much needed affordable accommodation for homeless households in Brent. The scheme also includes commercial retail space on the ground floor which can be leased directly by the Council or disposed on a long-lease, subject to market conditions.

### South Kilburn Growth Area

The Hereford & Exeter (H&E) is in full ownership of the Council, with the last leasehold buybacks completing in 2022. The Blue box storage facility was bought back by the council in December 2022, in part grant funded by the Housing Infrastructure Fund. Due to the site currently sitting empty there is a challenge posed by industrial scale fly-tipping, squatting and vermin infestation which is making the wider neighbourhood feel less safe and secure. There is a significant council resource being used for site security and this is further negatively impacting on the scheme's viability.

### Other Areas

383-397 Edgware Road In March 2023, the Council entered a two-stage design and build contract with Higgins. Since then, the contractor has been redesigning the scheme to reflect building safety requirements and to secure new homes. It is expected that Higgins will complete the required design amendments, submit a new planning application, and commence on-site demolition of the existing buildings in Summer 2024.

	<p><b>Resources &amp; Public Realm Scrutiny Committee</b></p> <p>23 April 2024</p>
	<p><b>Report from the Corporate Director of Neighbourhoods and Regeneration</b></p>
	<p><b>Lead Cabinet Member Cllr Krupa Sheth</b></p>
<p><b>Redefining Local Services (RLS) Contracts - Year 1</b></p>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	N/A
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>List of Appendices:</b>	<p>Seven:</p> <p>Appendix 1 - Parking Enforcement  Appendix 1b - Parking Performance  Appendix 2 - Highways Maintenance  Appendix 3 - Grounds Maintenance  Appendix 4 - Integrated Street Cleansing, Waste Collections and Winter Maintenance  Appendix 4b - Waste and Cleansing Performance  Appendix 5 - Recycling Behaviour Change Campaign</p>
<b>Background Papers:</b>	
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	<p>Chris Whyte  Director of Public Realm  <a href="mailto:chris.whyte@brent.gov.uk">chris.whyte@brent.gov.uk</a>  020 8937 5342</p>

## 1.0 Executive Summary

- 1.1. The purpose of this report is for the respective contract managers to provide an update on the first year (2023/24) of the Redefining Local Services (RLS) programme service contracts; namely;
  - i. Public Realm – including:  
Update on the Integrated Street Cleansing, Waste Collections and Winter Maintenance Services Contract

- ii. Deep dive into Recycling Behaviour Change – i.e. the Council’s new strategy and plan for the delivery of recycling behaviour change
  - iii. Highways Maintenance
  - iv. Parking Enforcement
  - v. Grounds Maintenance
- 1.2. This report provides contextual background information, information on implementation, performance data and commentary after year 1 (2023/24).

## **2.0 Recommendation(s)**

- 2.1 It is recommended that the committee note the contents of this report.

## **3.0 Contribution to Borough Plan Priorities & Strategic Context**

- 3.1 By synchronising the commissioning of contracts, the Redefining Local Services (RLS) programme sought to achieve a more integrated approach to the delivery of Environmental Services from 2023 in order to better meet the needs of residents, businesses and the environment. The key priorities for the programme were:

- Meet residents’ and businesses’ requirements for the services: fully engage with the community to understand their needs and aspirations.
- A clean, green environment: place clean streets, clean air, carbon reduction, quality green spaces, trees & biodiversity at the heart of the programme.
- Help the local economy: create jobs for local people and opportunities for local businesses to deliver our services.
- Be bold and innovative: explore all possible delivery options and seek out best practice and innovation from other providers, from the UK and abroad.
- Provide the best value possible within available council resources.
- Ensure the contracts entered into are flexible and adaptable to change, building in control, flexibility and resilience to manage future change.

- 3.2 Well maintained highways and effective parking and traffic management is important and contributes towards achieving the Council’s wider transport, economic and planning policy objectives. Parking policy and effective parking and traffic enforcement can influence travel patterns, improve road safety and air quality, sustain the local economy, balance competing demands for road space, relieve congestion, and contribute to sustainable outcomes.

- 3.3 Well maintained and well-used parks support the council’s priorities around health, wellbeing, social inclusion and also further support ambitions and objectives with respect to climate and biodiversity action.

- 3.4 Effective waste collection systems that promote more sustainable waste management help change behaviours and create better environmental outcomes, and particularly support the council’s climate action programme.

- 3.4 Consequently, all of the contracts that have been commissioned support the borough plan priorities for; A cleaner Greener Future and Healthier Brent, along with various key strategies including the Brent Climate & Ecological Emergency Strategy 2021-2030, the Long-term Transport Strategy and the Air Quality Action Plan.



#### **4.0 Background to Commissioning**

- 4.1 The RLS programme's scope covered a range of services including: waste and recycling collections; street cleansing; winter gritting; grounds maintenance; parking, and highways maintenance.
- 4.2 A key element of the RLS programme was the recommissioning of those functions which were delivered through contracts.
- 4.3 The key contracts, which were recommissioned to commence from 2023 were:
- Highways services
  - Parking enforcement
  - Integrated waste and recycling, street cleansing, grounds maintenance, winter gritting
  - Grounds maintenance

#### **5.0 Contract Management, Data and Systems**

- 5.1 In parallel to the commissioning work, a vision emerged for how the then Environmental Services Department as a whole could achieve greater integration and efficiencies through a reorganisation along the following dimensions:
- A neighbourhood approach to managing localities – area monitoring, engagement, education, enforcement, regulation, and contract management.
  - A borough-wide approach to managing our strategic assets and infrastructure, for instance planned highways schemes and planned highways maintenance.
  - An integrated back office supporting the delivery of the asset management and neighbourhood management approaches. The vision for the integrated back office was to create a digitally and data-led, streamlined, customer focused system which supports integrated working across all services, across the wider council and provides seamless information flows with the community and our partners.
- 5.2 Consequently, an Environmental Services department organisational review process was completed as part of the overall RLS project and has created the following outcomes.
- Organisational re-design: developed organisational change design principles in line with corporate policies particularly in relation to neighbourhood working.
  - Functional Review: developed a top-level, function-led structure for the new Department (now called Public Realm) so there is better integration of teams and services.
  - Data and Performance: created a contract management hub within the department that manages the contracts centrally, ensuring better consistency of approach,

better integration, and a review and reprioritisation of the department's performance indicators.

- Digital and Systems: assessed previous provision and developed and implemented a digital roadmap from 2023.
- Alignment to the RLS commissioning strategy: ensured the organisational review was aligned to the delivery models developed through the RLS commissioning strategy, particularly with respect to neighbourhood working and better service integration.

## **6.0 Contract Performance and Year 1 Commentary**

6.1 The respective contract managers have given their own performance commentary and Year 1 assessment for each of the commissioned contracts. This is provided as various appendices to this report, as follows –

- Appendix 1 – Parking Enforcement – NSL
- Appendix 1b - Performance
- Appendix 2 – Highways Maintenance – O'Hara Bros and GW Highways
- Appendix 3 – Grounds Maintenance – Continental Landscapes
- Appendix 4 – Integrated Waste Services – Veolia
- Appendix 4b - Performance

## **7.0 Recycling Behaviour Change**

7.1 An important element of the overall work to improve waste services and their environmental outcomes is to engage more proactively with residents to promote the wider use of the council's recycling services, to tackle any barriers to participation and to reduce problems relating to contamination. A team of engagement officers was transferred from Veolia in 2023 to work directly for the Council in taking this important programme forward.

- Appendix 5 to this report provides the service lead officer's overview of the work.

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

8.1 The Lead Member for the relevant services is appraised of contract performance as part of her fortnightly briefings with officers. Representatives from the relevant contractors also provide a monthly performance report directly to the Lead Member.

## **9.0 Financial Considerations**

9.1 There are no financial considerations that arise directly from this report.

## **10.0 Legal Considerations**

10.1 There are no legal implications arising from this report.

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

11.1 There are no EDI considerations relating to this report.

## **12.0 Climate Change and Environmental Considerations**

12.1 These contracts support the borough plan priorities for; A cleaner Greener Future and Healthier Brent, along with various key strategies including the Brent Climate & Ecological Emergency Strategy 2021-2030, the Long-term Transport Strategy and the Air quality Action Plan.

## **13.0 Human Resources/Property Considerations (if appropriate)**

13.1 There are no HR or property related implications arising from this report.

## **14.0 Communication Considerations**

14.1 There are no communications considerations arising from this report.

**Report sign off:**

**Corporate Director Alice Lester**

Corporate Director of Neighbourhoods and  
Regeneration

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## **Appendix 1 - Parking Enforcement**

### **NSL**

The Council entered into a contract with Serco for the provision of parking and traffic enforcement services on 17th June 2013. The contract included: Civil Enforcement and CCTV enforcement / IT / Permits / Cashless Parking. This contract was extended by several months to end on 3rd July 2023 to provide adequate time for mobilisation of the new contracts.

On 12 December 2022 Cabinet approved a report titled; Authority to Award Contracts for Parking and Traffic Civil Enforcement and Cashless Parking services, and the award of the Civil Enforcement contract to Marston Holdings Ltd (NSL) for (5+5 years, extended annually) and Cashless Parking services to Pay by Phone Ltd;

However, RingGo challenged the process for the award of the Cashless Parking Services contract, and it was therefore agreed that due to risks, this contract would be retendered.

Subsequently, there was a Recordable Decision report on 20 March 2023 to award a contract for the provision of Cashless Parking services for a 4-year period to RingGo Ltd. Whilst this provided improved value for money, this significantly reduced the time available for mobilisation.

Marston (NSL) are one of the largest and most experienced Parking and Traffic Civil Enforcement providers in the UK, providing services for 16 London Boroughs including the neighbouring boroughs of Barnet, Camden, Westminster, Kensington and Chelsea, and Hammersmith and Fulham. The parking enforcement contract includes; on-street enforcement, CCTV camera enforcement, vehicle removals, parking bay suspensions, pay and display machine maintenance and cash collections, and permit processing and support.

RingGo has been providing cashless parking across the borough since 2010 for pay and display on-street and off-street parking and have over 19 million registered users in the UK. It is therefore anticipated that the majority of residents (including residents that do not reside within a CPZ) will already have valid and active parking account with RingGo, although there is a requirement to register on the permit system. They provide permit services to a number of London boroughs including, Waltham Forest, Merton, Croydon, Hammersmith and Fulham, Richmond and Islington

The new Parking and Traffic Civil Enforcement contract with NSL provides the following benefits:

- The establishment of two new bases in the borough, the Brent Car Pound in East Lane Business Park and main operational base in Cygnus Business Park, which improve efficiency and customer access.
- Local employment and apprenticeships
- Reducing emissions and a new fleet of electric vehicles including e-mopeds and e-bikes
- A commitment to contributing to planting new trees under the Sponsor a tree fund.
- That the current contact number for Parking enquiries will not change

The new Cashless Parking Services contract with RingGo provides the following benefits:

- A modern permit system which is easily accessible via the app, mobile phone, or landline.

- Once set up, residents can more easily purchase permits using PCs or mobile devices or by landline.
- Residents only need to pay for visitor parking when needed, rather than book 5 sessions, and vehicle registration numbers can be changed within 15 minutes if entered incorrectly.
- Residents have the option of receiving confirmation of booking and reminders when their permit will expire.
- Resident and business permit holders receive reminder emails 14 and 7 days in advance of their permits expiring.
- Continuity of previous on-street pay by phone parking services and new improved on-street signage provided free of charge.
- No additional charges for new pay by phone parking bay signage where there are changes made to on-street parking bays.
- Training and ongoing support provided to NSL and Brent staff.

Following approval for the award of the parking services contracts, fortnightly mobilisation meetings were held with Marston NSL for six months, and weekly meetings with RingGo for 3 months to ensure that there was a smooth transition.

The mobilisation of the new contracts required collaboration with the new contractors and also with officers across the council, including communications, the web team, customer services and Brent Hubs.

Key considerations during the mobilisation period for NSL included establishing premises within the borough and the transfer of staff from Serco to NSL and for Ringo, the transfer of data and setting up of 100,000s of property address rules for the numerous permit products.

From the first day of the contract:

- Civil Enforcement Officers in new uniforms, body worn video cameras, and radios were patrolling the borough and CCTV camera enforcement continued.
- Taranto was configured with the RingGo system and Civil Enforcement officers able to issue penalty charge notices.
- The new electric fleet was available and in use with the new branding, 'NSL working in partnership with Brent.'
- The new Brent car pound and office were open for business.
- Payments were accepted at the new Brent car pound using a PDQ machine.
- The TUPE process involving around 90 staff was concluded, with only one member of Serco staff deciding not to transfer to NSL.
- NSL were able to provide a sign changing services for the Wembley Event Zone and delivered an effective event enforcement plan for the Blur Concert on 8 July.
- Data migration and the setting up of address rules was completed by RingGo on time, and the new permit system went live at 11am on 4<sup>th</sup> July.

However, there were some challenges with mobilisation and the commencement of the new contract;

- There were unforeseen issues with obtaining data from the previous provider PaybyPhone Ltd, who would not provide this until the end of the contract. There were also issues with the format in which the data was received.
- With the migration, residents were unable to see their existing permits on the new system and it was necessary to email account holders with the information.

- NSL reported a high number of enquiries from residents asking when their permits will expire.
- Pre-paid visitor credits could not be transferred, and it was necessary to arrange refunds.
- There was initially a high number of enquiries, and it was necessary for NSL to allocate additional resources for several months, until the numbers decreased.

Officers focussed on supporting residents and businesses during the embedding period.

Officers work collaboratively with NSL and RingGo and the new parking services contracts are now fully established and performing well.

There is a strong focus on collaboration, technology, improving the customer experience, and efficiency.

Service improvements following the commencement of the new contracts, include;

- New handheld devices and printers for civil enforcement officers
- Introduction of a new enforcement plan for the borough, ensuring that areas where there are higher number of contraventions are visited more frequently.
- A review of CCTV camera enforcement operations and the introduction of 12 new CCTV enforcement Cameras for moving traffic contraventions (school street zones, bus lanes, yellow box junctions etc.) and redeployment of 18 existing cameras from high compliance locations to where needed.
- Sales of permits and on-street parking sessions as expected with enquiries at business-as-usual levels.

Appendix 1b provides information and some narrative on the performance of the contracts with NSL and RingGo.

The information for NSL is from the start of the contract on 4<sup>th</sup> July 2023 to end of February 2024 as the March data was still being processed at the time of writing this report.

The information for RingGo, is from the start of the contract on 4<sup>th</sup> July 2023 to the end of March 2024.

Performance from both these companies has been good, and the council is benefiting from contracts with two of the largest and most experienced suppliers in the UK.

The number of Penalty Charge Notices issued was approximately 182,000 in 2022/23 and we estimate the number to increase to over 220,000 for 2023/24.

There is a very positive relationship with both of these companies, facilitating continuous improvement and innovation.

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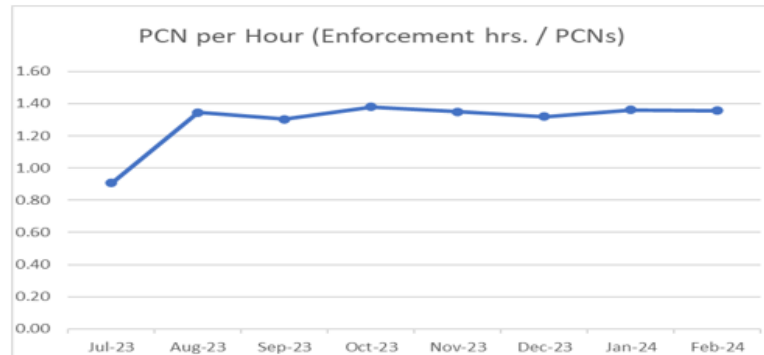
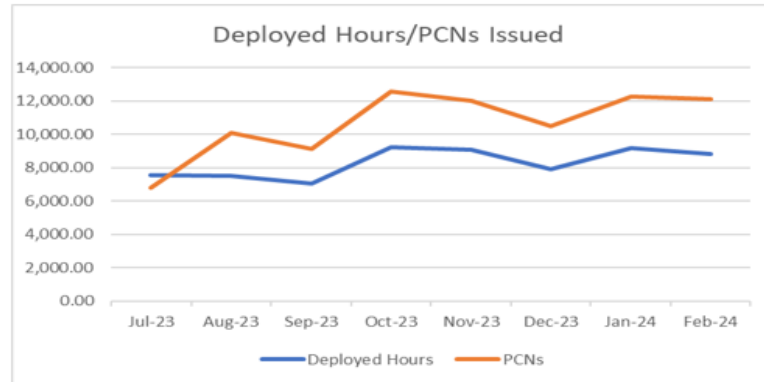


## Appendix 1 b - Parking Performance

# Civil Enforcement Officer Activity

### Deployment & PCN issuance

- Consistent trend in deployed hours, PCN's Issued, and productivity rates
- Joint review of Deployment plans using data and intelligence to maximise coverage across the borough to support the demands for enforcement.
- The new Hand Held devices that were rolled out in mid January have been successful.
- Centralised CEO bases and virtual briefings coming to fruition reducing downtime
- PCNs issued above 12,000 per month



Item	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Total
NonEnforcement Hours	86.36	0.00	41.21	149.37	191.88	4.28	147.34	135.99	6,434.44
Enforcement Hours	7,479.32	7,510.62	6,999.62	9,094.57	8,877.98	7,907.85	9,046.64	8,682.89	110,832.69
Deployed Hours	7,565.68	7,510.62	7,040.88	9,243.94	9,069.86	7,912.13	9,198.98	8,818.88	66,355.92
PCNs	6,781	10,098	9,120	12,544	11,987	10,477	12,280	12,080	85,367
PCN per Hour (Enforcement hrs. / PCNs)	0.91	1.34	1.30	1.38	1.35	1.32	1.36	1.36	1.32
PCN per Hour (Deployed hrs. / PCNs)	0.90	1.34	1.30	1.36	1.32	1.32	1.34	1.34	1.30

# Back Office

## Permit Statistics

- NSL agents providing support for permit enquiries and responding to emails and calls
- Emails usually responded to with 24 hours
- 92.6% of calls answered with few call backs necessary
- Permit enquires at business-as-usual levels

Grant Permits	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	12 Month total
Residential*	2130	2242	2092	2258	2239	1989	2256	2072					17278
Visitor Household	190	255	279	302	284	197	232	258					1997
Event Day Resident	264	355	194	273	202	125	100	212					1725
Event Day Visitor	14	151	57	86	56	32	19	64					479
Event Day Business	2	3	0	8	5	0	0	2					20
Event Place of Worship	2	1	1	7	4	3	0	0					18
Business	32	20	37	30	28	22	26	17					212
Business Address	14	12	28	23	11	15	16	15					134
Business (LP Zone)	0	2	6	7	7	0	4	1					27
Housing Estate	7	5	5	16	20	17	63	49					182
Housing Estate Disabled	0	0	0	0	0	1	0	0					1
Visitor Temple	1	5	2	1	1	0	1	1					12
EW Visitor 1830 - 2100	15	21	24	23	19	23	12	13					150
Doctor	0	0	0	0	0	0	0	0					0
<b>Total</b>	<b>2671</b>	<b>3072</b>	<b>2725</b>	<b>3034</b>	<b>2876</b>	<b>2424</b>	<b>2729</b>	<b>2704</b>					<b>22235</b>

Visitor Parking Sessions	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24
	11864	16668	17978	19538	20591	19221	19737	19516				

ESU	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24
New/Renewal	73	86	93	79	77	32	50	280				
COV	3	16	18	13	12	3	9	9				
<b>Total</b>	<b>76</b>	<b>102</b>	<b>111</b>	<b>92</b>	<b>89</b>	<b>35</b>	<b>59</b>	<b>289</b>				

Regio Permits Cancelled / Refunded	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24
Total Permits Cancelled	107	160	91	175	449	157	292	213				
Parking Fee Refund Value	£3,439.99	£5,506.13	£5,737.91	£12,734.82	£12,049.58	£10,549.98	£13,633.30	£11,896.95				

Permit Emails	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24
<b>Total</b>	<b>3047</b>	<b>3659</b>	<b>3496</b>	<b>3175</b>	<b>2976</b>	<b>2368</b>	<b>2569</b>	<b>2236</b>				

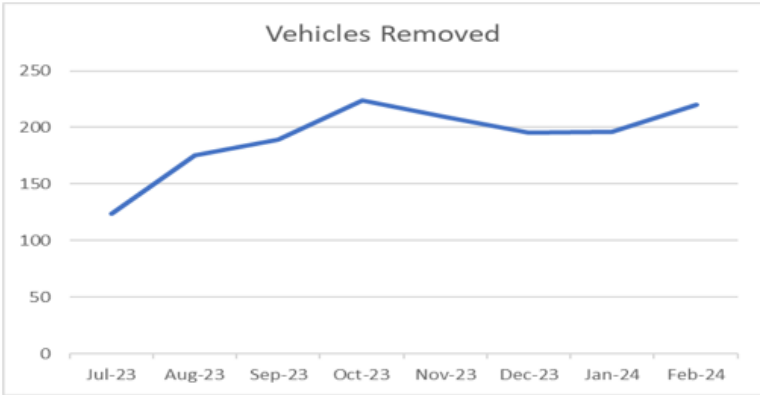
Grant Dispensations	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24
Yellow Line	0	11	0	1	4	0	4	12				
Skip	0	17	11	9	11	4	8	46				
<b>Total</b>	<b>0</b>	<b>28</b>	<b>11</b>	<b>10</b>	<b>15</b>	<b>4</b>	<b>12</b>	<b>58</b>				

DRPP Permits	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24
New	1	2	0	1	3	2	1	2				
COV	3	8	5	8	9	13	19	23				
<b>Total</b>	<b>4</b>	<b>10</b>	<b>5</b>	<b>9</b>	<b>14</b>	<b>15</b>	<b>20</b>	<b>25</b>				

# Removal Service

- Increase in numbers of vehicles impounded and relocated in line with Brent Councils removal protocols.
- Two tow trucks now available for Wembley Events
- Continued focus on persistent evaders.

	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24
Vehicles Removed	124	175	189	224	209	195	196	220
Vehicles Released	114	168	176	205	173	189	182	207
Release Rate	92%	96%	93%	92%	83%	97%	93%	93%
Vehicles Relocated	34	19	31	22	32	15	58	26
Brent Pound Stock Level	17	15	19	29	22	19	20	19
Vehicles Disposed	7	8	8	8	14	8	11	13
Vehicles released FOC	0	2	1	1	5	1	2	1



# Pay & Display

## Maintenance & Cash Collection

---

- Cash collections being carried out over 3 days a week, Monday, Wednesday & Saturday through the month of February.
- A collection schedule was devised in advance based on historical cash takings to reduce risk.
- NSL are delivering the planned preventative maintenance element of the service for our 362 P&D machines.

Brent	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24
P&D Machines	396	392	392	392	392	392	369	362
Cash Boxes Pulled	431	478	314	541	438	564	422	437
Ratio	1.08	1.22	0.80	1.38	1.11	1.44	1.14	1.20
Cash Collected	£56,635.60	£51,531.80	£41,047.35	£46,141.85	£45,405.85	£44,798.60	£35,265.70	£38,209.40
2nd Line Faults	0	18	11	77	13	11	7	17
KPI Fault Response Score	0.00%	81.20%	96.51%	95.61%	100.00%	100.00%	100.00%	100.00%

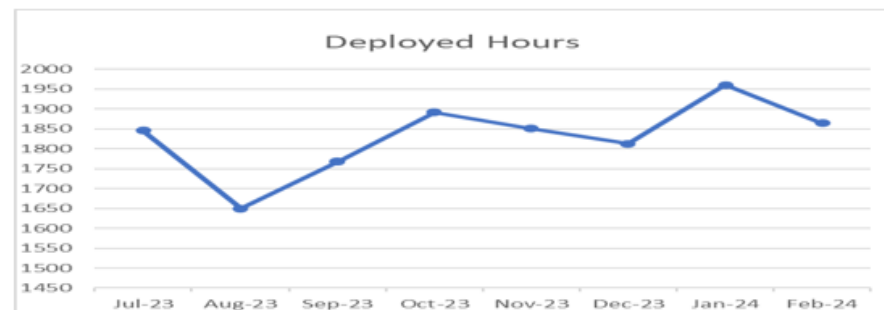
# CCTV Enforcement

## Overall Activity

- A review and modernisation of the CCTV enforcement camera function is in progress.
- A significant increase in PCNs due 12 new Cameras and the redeployment of 18 existing cameras
- Continuous review of CCT camera locations and compliance levels
- February affected by upgraded from 3G to 4G upgrade carried out by Tyco

Brent CCTV	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24
Enforcement Hours	480.5	799.75	738.75	681.75	390	327.75	749.5	829
Review Hours	1364.75	849.5	1028.75	1209.75	1460.5	1485	1210.5	1055.5
Deployed Hours	1845.25	1649.25	1767.50	1891.50	1850.50	1812.75	1960.00	1864.50
Contraventions Captured	8615	5641	6791	10140	11867	12705	11907	10635
Issued PCNs	7996	5234	6164	9614	11131	12112	11129	8336
Contraventions in System	8378	5468	6574	10111	11851	12640	11819	10553
Contraventions Awaiting Issue	7	6	11	11	27	31	64	1730
DVLA Errors	7	1	1	1	7	3	2	323
Not Issued/Other	368	227	398	485	686	494	624	164
Issued Conversion Rate	92.8%	92.8%	90.8%	94.8%	93.8%	95.3%	93.5%	78.4%
Contravention Conversion Rate	97.2%	96.9%	96.8%	99.7%	99.9%	99.5%	99.3%	99.2%

	Bus Lane	Moving	Parking	Total
Jul-23	504	7816	58	8378
Aug-23	660	4554	254	5468
Sep-23	521	5571	482	6574
Oct-23	637	9237	237	10111
Nov-23	767	10467	617	11851
Dec-23	606	12027	7	12640
Jan-24	1094	10476	249	11819
Feb-24	1028	9317	208	10553



# KPIs

- The overall KPI Achievement for the month of February was 94.12%. KPI 1 CEO Errors was failed as errors were recorded beyond the threshold of 0.75%.
- NSL are supporting the CEOs with refresher training, and taking appropriate actions to improve PCN quality there is a need to review the threshold against the actual Deployed hours and higher number of PCNs being issued as it may now be set too low.

KPIs

Ref	Heading	Description	Weight	Feb-24	
KPI 1	PCN Errors	CEO Error Rate	1.00	0.00	
KPI 2	CEO Deployment	On-Foot Deployment	1.00	1.00	Combined KPI 2&3 passed at 102.07%
KPI 3	CEO Deployment	Moped Deployment	1.00	1.00	
KPI 4	Street Compliance		1.00	1.00	
KPI 5	Enforcement Requests		1.00	1.00	
KPI 6	PCN Errors	CCTV Error Rate	1.00	1.00	
KPI 7	CCTV Deployment		1.00	1.00	
KPI 8	CCTV Review	Reviewed within 24 hours	1.00	1.00	KPI under review
KPI 9	CCTV Review	Reviewed within 72 hours	1.00	1.00	KPI under review
KPI 10	Cash Collections	< £250	1.00	1.00	KPI under review
KPI 11	Cash Collections	> £500	1.00	1.00	KPI under review
KPI 12	P&D Reactive Faults		1.00	1.00	
KPI 13	P&D 1st Line Maintenance		1.00	1.00	
KPI 14	Suspensions	Removed within 2 days	1.00	1.00	
KPI 16	Scanning	Scanned within 48 hours	1.00	1.00	
KPI 17	Scanning	Scanned within 5 days	1.00	1.00	
KPI 18	Statutory Documents Printing	Printed on the day of receipt	1.00	1.00	
			17.00	16.00	

KPI Achievement: 100% 94.12%

Profit Achievement: 20.00% 18.82%

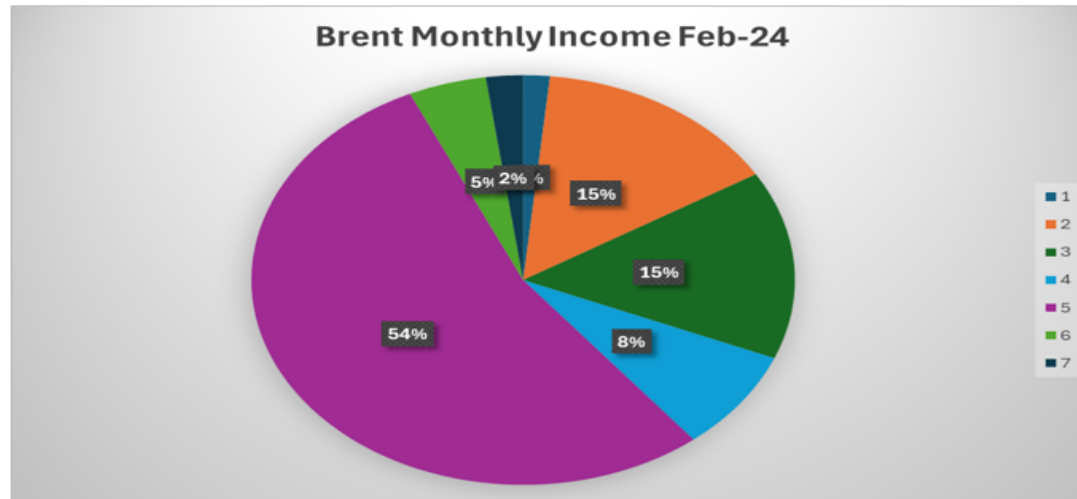
Service Credits

SC	Category	Description	Weight	Fails	Credits	
SC1	Suspensions	Erected with 7 days notice	£100.00	0	£0	
SC2	P&D	Box Pulls Audit	£25.00	0	£0	KPI under review
SC4	Scanning	Scanned on a correct case	£10.00	0	£0	
			<b>Total</b>	0	£0	

# Parking Income

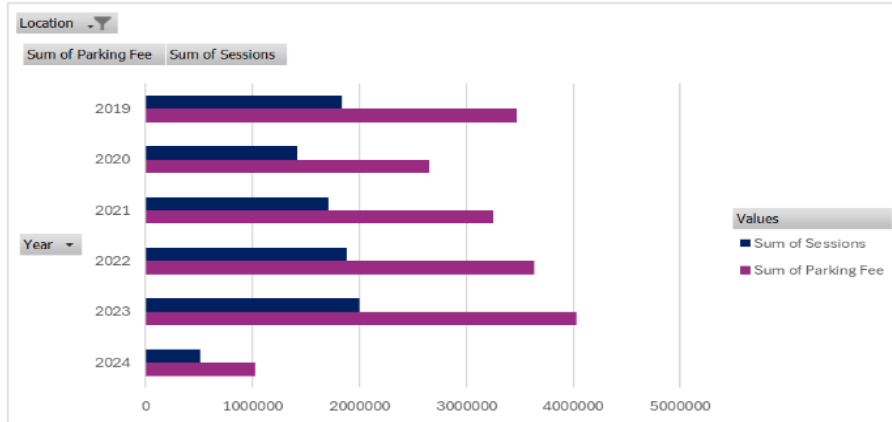
The overall Parking account income continues to steadily increase as a result of service improvements and efficiencies

Brent	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Yearly Total
Pay and Display	£56,636	£51,532	£41,047	£53,103	£45,406	£44,799	£35,266	£38,209					£365,997
RingGo Cashless	£374,916	£362,828	£365,042	£392,012	£383,506	£334,509	£357,512	£356,735					£2,927,060
RingGo Permit	£285,327	£376,582	£382,654	£402,130	£397,047	£325,557	£379,616	£359,210					£2,908,123
Suspension	£164,021	£133,360	£163,087	£174,622	£128,681	£119,088	£127,274	£192,530					£1,202,663
PCNs	£918,930	£976,882	£910,289	£1,146,812	£1,166,598	£1,231,863	£1,290,329	£1,302,630					£8,944,334
Permits (Physical)	£40,544	£44,876	£50,056	£40,156	£42,229	£18,613	£27,810	£111,801					£18,613
Pounds	£28,020	£41,740	£44,380	£48,765	£50,660	£48,460	£50,705.00	£53,175					£365,905
<b>Total</b>	<b>£1,868,394</b>	<b>£1,987,800</b>	<b>£1,956,555</b>	<b>£2,257,600</b>	<b>£2,214,127</b>	<b>£2,122,889</b>	<b>£2,268,511</b>	<b>£2,414,292</b>					<b>£16,337,751</b>



- Key**
- 1 Pay & Display
  - 2 RingGo Cashless
  - 3 RingGo Permit
  - 4 Suspension
  - 5 PCNs
  - 6 Permit Physical
  - 7 Pound

# L.B Brent Cashless Performance



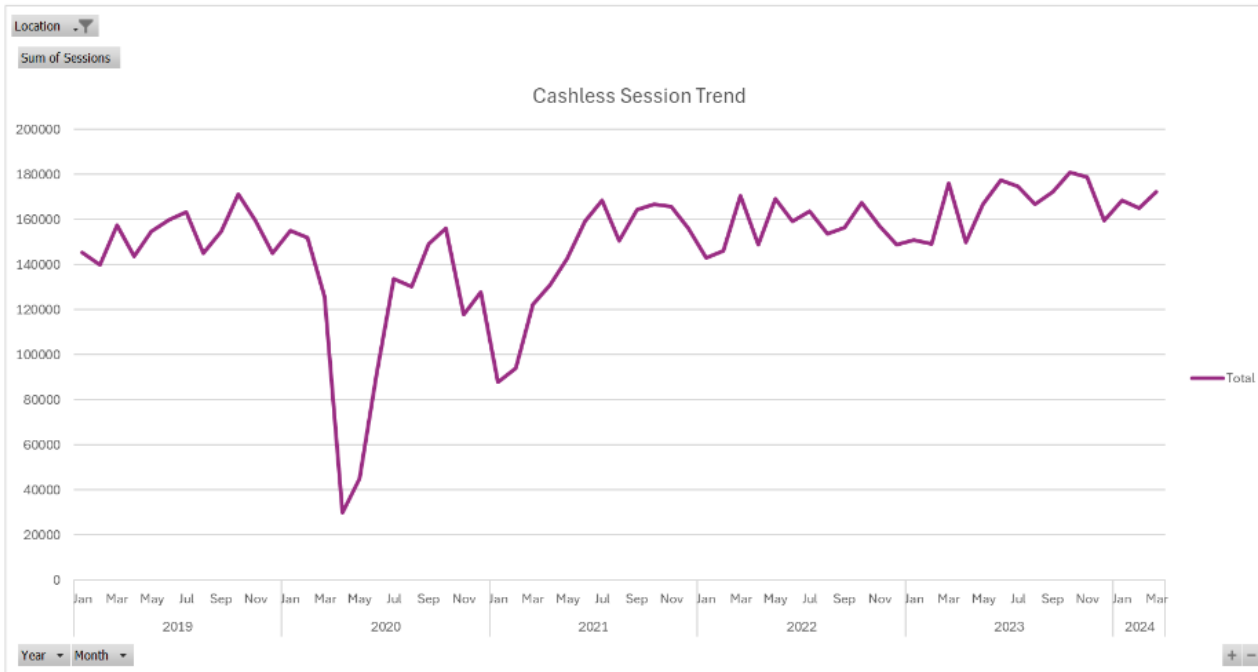
2021 Sessions **1,709,224** Revenue **£3,253,500**  
 2022 Sessions **1,884,162** Revenue **£3,633,014**  
 2023 Sessions **2,003,879** Revenue **£4,025,372**  
 Q1 2024 Sessions **505,678** Revenue **£1,025,700**



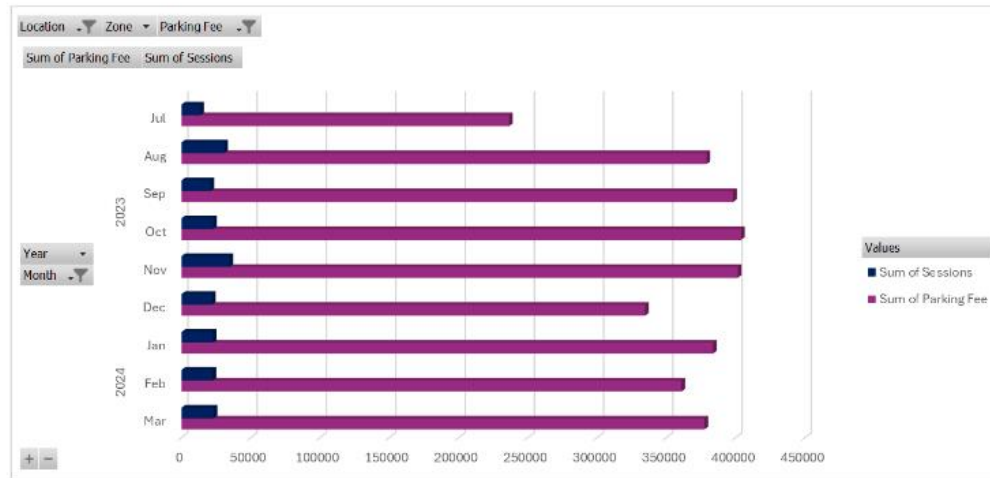
- Over 2 million interactions with Residents and Visitors in Brent in 2023. Over £4 Million parking fees collected.
- >150K first time users in Brent since 2020 >53,000 in the last 12 months
- 635,000 Sessions have been extended to allow motorists more time since 2020
- 214,891 in the last 12 months



# L.B Brent Session Trend



# L.B Brent Permit Performance



2023 Q3 Permits **65,335** Revenue **£1,013,556**  
2023 Q4 Permits **79,430** Revenue **£1,140,244**  
2024 Q1 Permits **68,502** Revenue **£1,121,961**  
Total Permits **213,267** Total Revenue **£3,275,762**



# L.B Brent Permit Trend



# L.B Brent

## RingGo Availability

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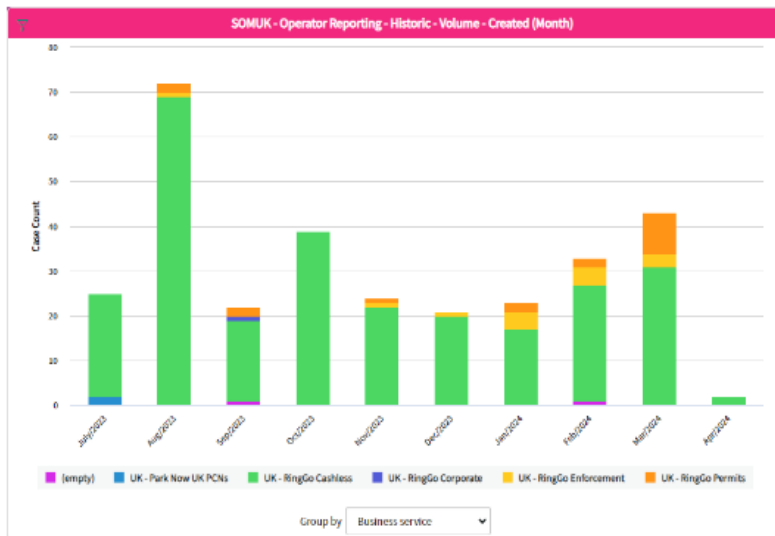
Summary - Service - Outage		Service Outage * Adjusted to include 'All' option								Overall	
		99.98%									
Month	SLA	RingGo CP	RingGo CP	RingGo CP	RingGo CP	RingGo CP	RingGo CP	PSP	RingGo	All	
		IVR	Apps	SMS	Web	Insight	Enforcement	Payment	All	Average	
Nov-22	99.80%	99.95%	99.95%	99.95%	99.95%	99.64%	100.00%	100.00%	99.97%	99.97%	
Dec-22	99.80%	100.00%	100.00%	100.00%	99.98%	100.00%	100.00%	100.00%	99.97%	99.97%	
Jan-23	99.80%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
Feb-23	99.80%	100.00%	99.82%	100.00%	99.82%	100.00%	100.00%	100.00%	99.95%	99.95%	
Mar-23	99.80%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	99.98%	99.98%	
Apr-23	99.80%	98.89%	98.89%	98.89%	98.89%	98.89%	98.89%	98.89%	98.89%	98.89%	
May-23	99.80%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
Jun-23	99.80%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
Jul-23	99.80%	99.77%	99.77%	99.77%	99.77%	99.77%	99.77%	99.77%	99.77%	99.77%	
Aug-23	99.80%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
Sep-23	99.80%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
Oct-23	99.80%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
Nov-23	99.80%	99.78%	99.78%	99.78%	99.78%	99.78%	99.78%	99.78%	99.78%	99.78%	
Dec-23	99.80%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
Jan-24	99.80%	99.92%	99.92%	99.92%	99.92%	99.92%	99.92%	99.92%	99.92%	99.92%	
Feb-24	99.80%	99.82%	99.82%	99.82%	99.80%	99.82%	99.82%	99.82%	99.82%	99.82%	
Mar-24	99.80%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	



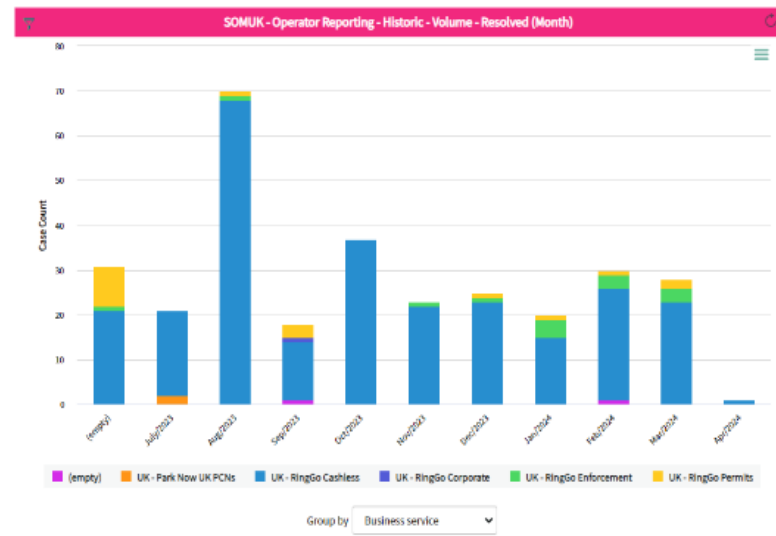
# L.B Brent

## RingGo - Performance

Tickets Raised by L.B Brent



Tickets Completed by RingGo



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## Appendix 2 - Highways Maintenance

### O Hara Bros and GW Highways

The borough has been split into two geographical areas for highways scheme and planned maintenance works. O'Hara Bros are in the north of the borough and GW Highways are working in the south of the borough.

O'Hara are also responsible for reactive activities across the whole borough. This includes reactive maintenance repair, cyclical gully cleansing, reactive gully inspections and Emergency Call Out (out of hours).

Performance is measured through the contract by performance indicators as listed below. O'Hara's have more PPI as they also deliver our reactive maintenance and gully works.

### O Hara Bros – LOT 1 North

		2023/24											
PPI no.	PPI Title	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
PPI 1	Percentage of Cat 1 defects repaired on time	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	
PPI 2	Percentage of Cat 2 defects repaired on time	99.00	88.00	86.00	93.00	91.00	97.00	85.00	70.00	60.00	55.00	67.00	
PPI 3	Percentage of ECOs attended and appropriate action taken on time	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	
PPI 4	Percentage of works complying with the TMA requirements	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
PPI 5	Delivery of Gully Cleaning to Programme	63.20	68.50	99.30	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	
PPI 6	Percentage of Construction and Demolition waste reused or recycled												
PPI 7	Percentage of recycled and / or green products procured												
PPI 8	Percentage of Minor Tasks and Schemes completed on Time	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	
PPI 9	Percentage of Scheme where defects were rectified within the required time	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
PPI 10	Percentage of Quotations provided within the required timescales	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	
PPI 11	Timely Response to Early Warnings and Compensation Events	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
PPI 12	Percentage of Actual Spend Against Profile Spend	108.00	100.00	100.00	171.00	100.00	100.00	110.00	114.00	100.00	116.00	87.00	

**Note:** March figures not available when preparing briefing

### GW Highways – LOT2 South

		2023/24											
PPI no.	PPI Title	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
PPI 6	Percentage of Construction and Demolition waste reused or recycled			98%			98%			96.43%			97.34%
PPI 7	Percentage of recycled and / or green products procured			98%			98%			98%			98.5%
PPI 8	Percentage of Minor Tasks and Schemes completed on Time	N/A	N/A	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
PPI 9	Percentage of Scheme where defects were rectified within the required time	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100%	100%	100%	100%
PPI 10	Percentage of Quotations provided within the required timescales	N/A	100%	100%	100%	100%	100%	100%	97.8%	100%	100%	100%	100%
PPI 11	Timely Response to Early Warnings and Compensation Events	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100%	100%	100%	100%
PPI 12	Percentage of Actual Spend Against Profile Spend	N/A	N/A	N.A	N.A	N.A	N/A	N/A	N/A	102%	98%	96%	98%

## O'Hara Bros

Performance has generally been consistently good, particularly for scheme work and planned carriageway / footway maintenance. Snagging for completed works has been minimal, which shows a high level of quality for works. This is reflected in the number of residents' compliments received for completed works.

Performance for reactive maintenance has areas for improvement. After a slow start to the cyclical gully cleansing programme, where the contractor took a few months to get up to speed, they have now hit 100% for performance for the last 10 months. This means they are achieving and often exceeding the required number of monthly gully cleanses.

For reactive repairs, O'Hara have achieved 100% for Cat 1 defects repaired on time.

This is high priority repair within 7 days of inspection. Performance for Cat 2 defects is much less impressive. With priority given to repairing the high volume of Cat 1 defects, they have struggled to meet the 98% target for Cat 2 repairs. However, many of the fails have been for road markings and the inclement weather has impacted performance. They have also been marked down for missing the deadline for updating Symology for completed works, which would have given them a higher score. Use of the Brent App to report highway defects has generated higher volumes of work that requires additional resource to meet the peaks in work.

To address performance in Cat 2 defects O'Hara have committed to providing further resources, improving performance on updating Symology and training their operatives to use handhelds on site to record and update Symology upon completion of the repair.

### Headlines:

- 4,168 reactive repairs during first 12 months
- 1,781 carriageway "pothole" repairs (from the above total)
- 131 large carriageway patch repairs
- 11 carriageway resurfacing schemes
- 9 footway surfacing schemes
- 36 Vehicle crossings



## **GW Highways**

Like O'Hara, GW Highways have performed impressively over the first year of the contract. Their work is of high quality requiring minimal snagging and they have also received a number of complimentary correspondences from residents.

### Headlines:

- 11 carriageway surfacing schemes
- 5 footway surfacing schemes
- 47 vehicle crossings
- Kensal Corridor Scheme (ongoing)

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## **Appendix 3 - Grounds Maintenance**

### **Continental**

The new Grounds Maintenance Contract commenced on 1<sup>st</sup> August 2023 as a 8 + 8 contract with Continental Landscapes, who also operate Grounds Maintenance for Richmond and Westminster.

Despite starting a contract at one of the most difficult times of the year, the new contractor mobilised very well; initially operating from one depot at Vale Farm.

The new contract brings together the management of over 100 parks and open spaces, all Housing land of around 350 blocks and properties, around 360,000 square meters of highway verges over 600 roads, 30,000 square meters of shrub beds on the public highway, 21 allotment sites and four closed graveyards.

The major challenges faced by the contractor were levels of litter in our parks. Whilst a new process was introduced for the frequency of emptying bins; with more frequent collections taking place in busier parks, to date the contractor has collected over 300 tonnes of litter from our parks.

To combat some of the issues; there are reviews of the frequency of collections of litter and as a result of the large amount of litter being left in Roundwood Park, the contractor employed a dedicated Park Keeper, who carries out an additional litter collection later in the evening during Spring, Summer and Autumn months.

Flytipping has also been an issue and over 306 tonnes of fly tipped waste have been cleared from our parks since August 2023.

Continental Landscapes have brought an almost completely electric fleet (with the exception of Tractors) to the contract and all hand tools (with the exception of leaf blowers which run on an alternative environmentally friendly fuel source) are also electric, completely reducing the carbon footprint of their operation. Brent are leading the way in electrification of fleet and machinery in grounds maintenance contracts.

The contractor also maintains all football, rugby, cricket and Gaelic Football Sports Pitches and Bowling Greens in our parks. Feedback from the teams who play have already noticed an improvement in the quality of the grass cutting. Line marking is now carried out by a machine which operates independently and guarantees completely straight lines, proper sizing of pitch line marking and carries out the operation in much less time than a traditional line marker. A substantial amount of work has been carried out to improve the condition of the rugby pitch and the club are very happy with the quality of the work; improving playing conditions, even during one of the wettest winters on record.

The feedback from colleagues in Housing with regards to the maintenance on estates has been very positive. The Estates Manager has advised that the operatives are skilled and knowledgeable and able to answer technical questions and ability to provide alternative solutions, are responsive, go the extra mile and they have seen a

definite improvement in the quality of grounds maintenance from the previous contractor.

Whilst Parks and Housing staff can access a database operated by the contractor; which sets out the schedules for expected works, improvements are being made to the contractor's webpage and system which will allow Housing residents to be able to see the schedules for themselves.

One of the biggest improvements has been the recent commencement of the pathway edging programme; an aspect which was not included in the previous contract. The contractor is removing the grass that has grown across pathways in parks and on highways verges. There is a 5 year programme in place to undertake all areas that are overgrown. Work has commenced so far on pathways in Barham Park and Woodcock Park, with impressive results, in some cases seeing a pathway effectively widened by at least half a metre.

Continental used an electric sweeper to clear the leaves from all pathways and drains in parks this year and we did not receive any complaints about leaves on paths for the first time in many years.

The constant rain has seen an increase in the accumulation of moss and algae build up on pathways and in playgrounds and outdoor gym surfaces. The Contractor is working hard to keep up with the removal of this across all our sites.

There has been a great deal of partnership working with Friends of Groups since the start of the contract and feedback from these groups is positive in terms of the support being provided to encourage volunteer bulb planting days and opportunities to develop horticultural knowledge.

In summary, overall the new contract is proving to be very successful. As with any contract, there are areas where improvements can be made and the team are working closely with the contractor to ensure that it operates as efficiently and effectively as possible over the remaining years of the contract.

KPI Title	Description	Current YTD	RAG
No. Complaints completed on time	Complaints completed within agreed time scales	92%	Green
Freedom of Information completed request	FOI's/ EIRs Completed on Time	98%	Green
Overflowing Litter Bins dealt with in sufficient time	Emptying bins within a reasonable time (3 days from being reported)	87%	Yellow
No. of RIDDOR reportable incidents	No. of RIDDOR incidents which has occurred	1 (avg over year)	Green
Repairs of Sports Pitches	No. of reports made on average regarding playing standard of pitches	0.86	Green

Tennis Court Maintenance	No. of reports made regarding playing conditions of Tennis Courts.	0.71	Green
Number of Cleaning Hard Standing area (Asphalt)	Number of Cleansing of hard standing areas reported	8.14 (avg jobs)	N/A
Number of Fly-Tips	Number of Fly-Tips reports in our Parks	218	N/A

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## Appendix 4 - Integrated Street Cleansing, Waste Collections and Winter Maintenance

### Veolia

Veolia previously provided Brent with a holistic service for waste, recycling, street cleansing, winter and grounds maintenance service up March 2023.

As part of the Borough's Redefining Local Services (RLS) programme which aimed to have:

- **A specialist contract approach for outsourced services**
- **Improved contract management and monitoring for contracted services**
- **An intelligence-led approach to the deployment of resources**
- **Better digital customer interface with real-time information and issue reporting**
- **A neighbourhood approach to managing local issues to meet the needs of local areas**

A rigorous procurement exercise was carried out reviewing the arrangements in place under the old Veolia contract and ensuring the tender process brought in some efficiency savings whilst maintaining similar levels of service. At the time it was deemed that the Council could benefit by splitting up the core components from the previous Veolia contract and procure these services with other providers. As a result, the Council now has one main contract and several small contracts in place in partnership with West London Waste Authority (WLWA) to manage its waste, recycling, street cleansing and winter maintenance services. The new **Integrated Street Cleansing, Waste Collections and Winter Maintenance** contract commenced on 1 April 2023 as an 8-year contract with Veolia Environmental Services, with a potential for extension for another 8 years. The other small contracts related to waste are listed below:

Provider	Contract	Commencement Date
WLWA (N+P)	Recyclates reprocessing	01 April 2024
WLWA (Edwards)	Paper and Card reprocessing	01 October 2024
WLWA (AnyJunk)	Bulky Waste collections	01 April 2024

Despite having several core services still sitting with Veolia as part of these changes, with so many new contracts and contractors to onboard, it was a very busy first 6 months of mobilisation. Not only was the transition between providers challenging, but we also had several big service changes to introduce. The mobilisation and introduction of services changes went well and we are now in a position where we can start seeing some of the benefits of those changes.

As part of the new contract with Veolia, different strategies were investigated to keep the new contract within budget whilst delivering a good service to our residents. One key area identified for change and to maximise efficiency was to our street cleaning offering from a traditional service to an intelligence led approach. We wanted to have cleaner streets, at less cost, with a much more flexible and problem-solving orientated approach.

The new street cleansing schedule commenced on 3 July 2023, which incorporated changes to the street cleaning frequencies. We introduced six rapid response teams covering the five Brent connects area. Using these crews as part of the intelligence led approach, our data shows that we have been able to keep up with the standards our resident's demand and in most cases, excel in the performance of the old street cleaning regime. To demonstrate this success, you can see in Table 8.1 of Appendix 4b there were a total 7,122 proactive jobs completed by Veolia of which 1,284 is Hotspot Sweeping, 2,162 Fly tip clearance and 3,664 Proactive jobs.

In addition to the intelligence led street cleansing approach, Veolia crews are proactively clearing fly tips with 75% cleared within 24hrs. You can see from Table 7; fly tip volumes have reduced by 24% compared with the previous year.

We are actively monitoring the success of the intelligence led Street Cleansing change. Neighbourhood Managers undertake weekly "proactive inspections" to assess street cleansing standards and flag up any areas that need improvement. To help facilitate the Intelligence led street cleansing approach, we also introduced a new reporting tool called Fix My Street (replacing Love Clean Streets). Whilst initial uptake was low (due to residents still using Love Clean Street's), you can see (Table 9) that over the past few months, residents are utilising this tool to report a variety of issues, including street cleaning requests.

Based on the information being received through Fix My Street reports and from the proactive inspections, the cleansing schedule is reviewed regularly to target hot spot areas to ensure the Borough is being serviced to a high standard.

Overall, the new street cleansing service is working well and we now have a system of data capture that enables us to look at the streets most reported on Fix My Street for littering and fly tipping and so directs the efficient use of street cleansing resource. The introduction of Rapid Response Teams allows for a more flexible, proactive, and rapid response to addressing a problem and resolving issues which wasn't available previously.

Another key change introduced from 1<sup>st</sup> April 2023, was that to our recycling service. The first major change was the switch in our recycling processor from Veolia's Southwark Material Recovery Facility (MRF) to N+P MRF. Another key change was the introduction of twin stream fibre recycling from 1<sup>st</sup> October 2023, which involved the segregation of paper & card from the rest of the recyclable materials residents were putting in their recycling bins. To facilitate the separate collections of these materials, the blue sacks were introduced as a cost-effective container solution. The rationale behind this change was that if the Council could extract cleaner paper & card from the waste stream, we would have the opportunity to get more income from the on sell of the material. There were initial challenges with the introduction of blue sacks with a high volume of queries/complaints received on sacks and there were reports on sacks either missing or not delivered. Equally, some residents had difficulties in adapting to this new change. We carried out a huge communications and marketing campaign with publicity in Brent Magazine, social media, newsletters and our waste officers door knocked, attended community meetings, distributed literature, set up stalls in public places to educate our residents on the new service changes and its



benefits. Since the start of the service until now we have seen a significant decline in the numbers of queries and complaints received regarding the blue sacks. And at the same time our participation levels have gone up and we have seen improvement in tonnage for paper and card.

In addition to twin stream fibre recycling, we also introduced small items recycling collection service at the same time. This service is a free bookable service allowing our residents to recycle batteries, small electrical items and textiles to be collected from their doorsteps. From the start of the service in October 2023, over 1000 bookings have been received by Veolia. We aim to push the publicity of this service in our next communications campaign to raise recycling awareness and improve take-up of this service.

As with any change in service, there are going to be groups resistant to change without understanding the necessity behind the decision making. We hope that the new service changes would reduce the overall cost of the service provision thus allowing us to deliver the service within budget.

When assessing the effectiveness of the new contracts and the services changes, one must factor in that its not "like for like" when compared to the previous year. This year's data will form the baseline for the new contract with Veolia over the next seven years of the contract.

During the first year of contract monitoring, one of the key things that was noticed is that we are extracting less recycling from our collections than in previous years (See Table 4). Whilst it would be easy to relate this to the contract / service changes, it should be noted that there are other factors to consider - first and foremost, the cost-of-living crisis which we are all experiencing currently. This means people are spending less, buying less and therefore generating less packaging which is a common theme across all waste streams (Table 1 & 2). The impact on recyclable materials can be further quantified by the analysis that our contractor, N+P provided in which they observed that this year alone, they have processed 10% less recyclable material than last year and that is across all their contracts. So, this would suggest there is a general trend. Also to consider, is the fact that producers are being more environmentally conscious and selling their goods with less packaging.

Another key change that impacted on our recycling rates was the switch from Veolia's MRF to N+P's MRF. The two MRF's operate on a different set of acceptance criteria, and this has meant that that more of our recycling with N+P has been rejected before it goes through the processing stage. This is largely due N+P's acceptance criteria being stricter than Veolia's MRF. This has been accentuated somewhat with the paper and card removed from the total recyclable material presented to N+P, therefore making the contaminants within the recycling become more apparent as the paper and card made up a significant percentage of the tonnage. To counter this, we asked Veolia to split the communal collections from the kerbside collections as the bulk of the contamination comes from communal rounds. We have acknowledged this, and we have an active program in place with our behaviour change team to work on communal rounds to improve recycling rates.

Also, with the cleaner paper and card going to an alternative specialist re-processor (Edwards), we can mitigate for any additional costs incurred from higher rejected loads. As residents start to get used to the twin stream service, we can see a rise in yields (Table 5) being received by Edwards with hardly any of the material rejected thus bringing the council a higher rebate value than if it were to go through a regular MRF.

As part of the new contract with Veolia, we are also exploring a program to electrify the whole fleet used to service the waste collections. If the programme materialises, this would be a first for Veolia amongst their other contracts throughout the UK.

Another service change introduced in April 2024 was the Bulky waste service which was outsourced to AnyJunk (via WLWA). As you can see from the initial data (Table 6), there have been more paid collections taking place than in the previous year. The service delivery is self sufficient with the cost of providing the collection element of the service paying for itself.

In summary, the contractual changes / service changes have taken some time to bed in. It was a colossal undertaking with so many contractors to onboard / mobilise and all the work that needed to be done to bring about the service change whilst maintaining a seamless transition for our residents. However, since the turn of the year, there have been some really encouraging signs that we are on the right trajectory to meeting our performance and financial targets. This can be partially seen when looking at Veolia's performance against some of their Key Performance Indicators (KPI's) (Table 10).

We are confident that we have the right partners in place and can build on the relationships we have fostered to enable us to deliver effective and efficient services to our residents during these challenging times.

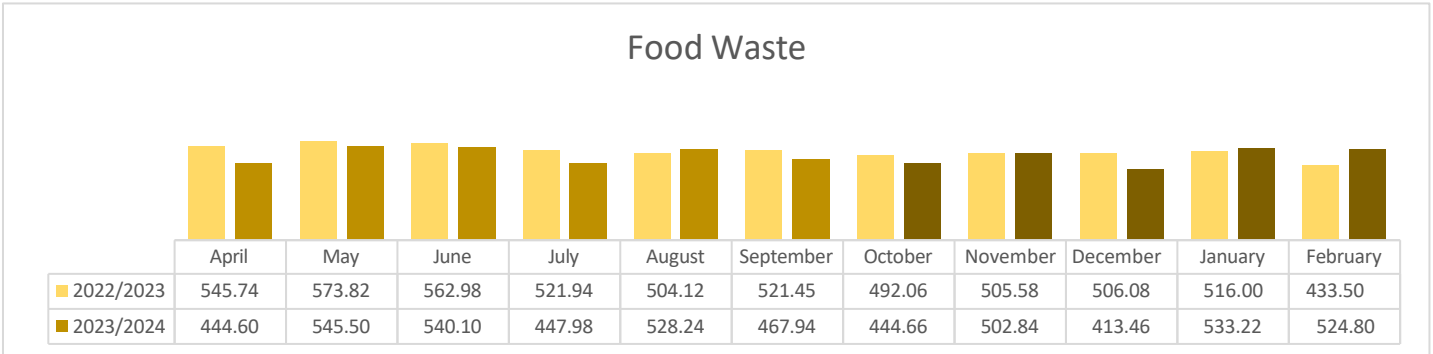
## Appendix 4b – Waste and Cleansing Performance

**Table 1 – Residual Waste Stream**



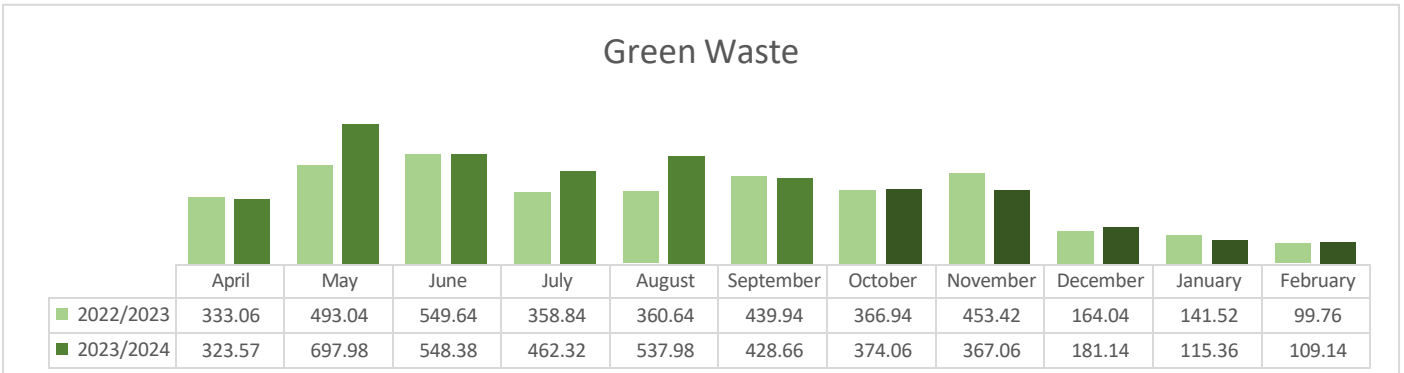
Waste Type	2022/23 YTD	2023/24 YTD	Variance (+/-)
Residual	62,037.63	60,574.44	-1,463.19

**Table 2 – Food Waste Stream**



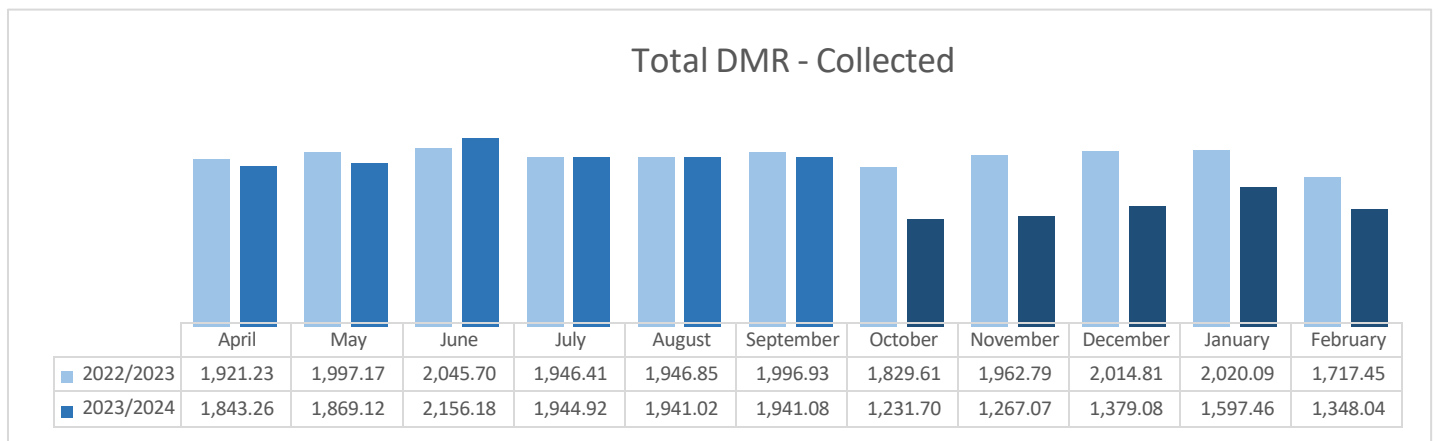
Waste Type	2022/23 YTD	2023/24 YTD	Variance (+/-)
Food	5,683.77	5,393.34	-289.93

**Table 3 – Green Waste Stream**



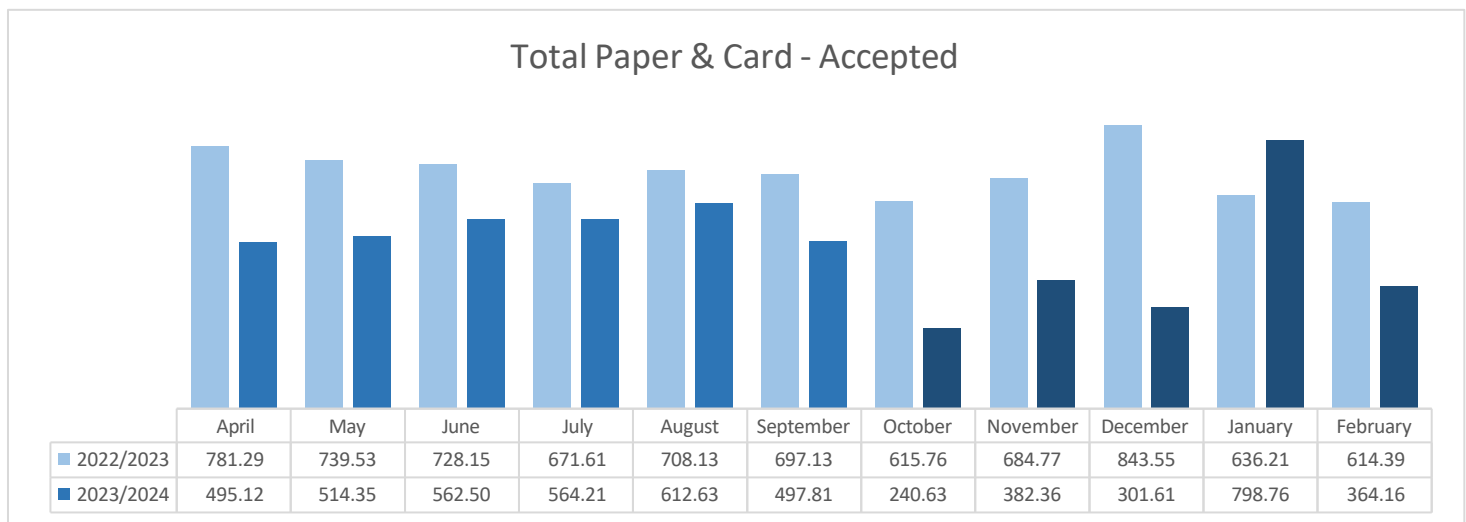
Waste Type	2022/23 YTD	2023/24 YTD	Variance (+/-)
Green	3,760.84	4,145.65	+ 384.81

**Table 4 – Total DMR (Dry Mixed Recycling)**



Waste Stream	2022/23 YTD	2023/24 YTD	Variance (+/-)
Total DMR (Collected)	21,399.04	18,518.93	-2,880.11

**Table 5 – Total Paper & Card (Accepted)**



Waste Stream	2022/23 YTD	2023/24 YTD	Variance (+/-)
Paper & Card (Accepted)	7,720.52	5,618.91	-2,101.61

**Table 6 – Bulky Waste Collections**

Month	2022/23			2023/24		
	Paid	Free	Total	Paid	Free	Total
April	358	251	609	563	158	721
May	385	266	651	619	151	770
June	408	286	694	635	152	787
July	352	304	656	624	167	791
August	348	356	704	664	158	822
September	375	342	717	725	139	864
October	408	262	670	760	129	889
November	235	118	353	689	133	822
December	214	114	328	598	108	706
<b>Grand Total</b>	<b>3775</b>	<b>2616</b>	<b>6391</b>	<b>5877</b>	<b>1295</b>	<b>7172</b>

**Table 7 – Fly Tipping**

Year	2022/23	2023/24	Diff (+/-)
Apr	2,669	1,496	-1,173
May	2,962	1,576	-1,386
Jun	2,903	1,540	-1,363
Jul	2,949	1,967	-982
Aug	3,399	2,088	-1,311
Sep	3,443	3,371	-72
Oct	3,012	2,823	-189
Nov	2,968	2,403	-565
Dec	2,328	2,393	65
Jan	2,935	2,795	-140
Feb	2,756	2,191	-565
<b>YTD Total</b>	<b>32,323</b>	<b>24,628</b>	<b>-7,695</b>

**Table 8.1 – Street Cleansing**

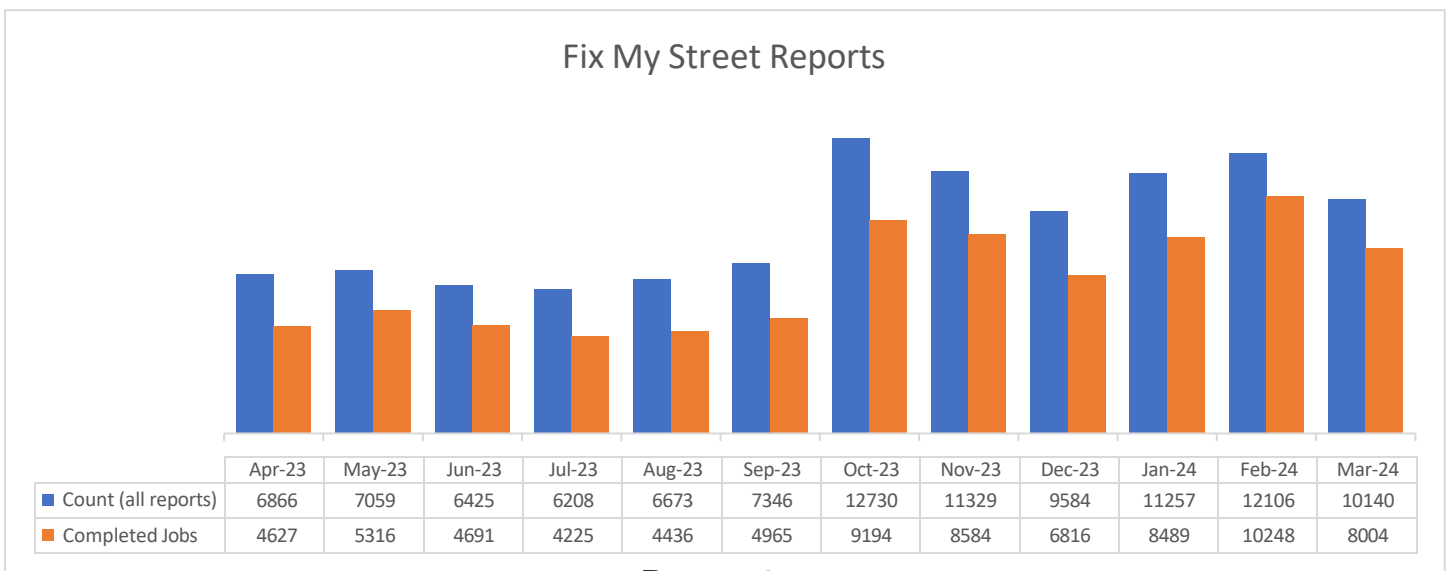
Total Reactive Jobs YTD	Total Proactive jobs YTD
5,903	7,122

**Table 8.2 – intelligence led Street Cleansing**

Month	Hotspot Sweeping	Fly-Tipping	Proactive Work *	Other
Aug-23	38	685	871	9
Sep-23	273	248	682	0
Oct-23	225	408	564	3
Nov-23	156	203	351	0
Dec-23	88	91	154	0
Jan-24	272	264	441	0
Feb-24	232	263	601	0

\* Proactive Work (Street Washing, Bridge Washing, Sweeping, Litter Removal, Leafing / Weeding, Graffiti)

**Table 9 – Fix My Street usage**



**Table 10 – Contract KPI's**

KPI	YTD	Target	RAG
N195 - Litter	3.72%	9.00%	Good
N195 - Detritus	4.35%	11.00%	Good
N195 - Graffiti	3.03%	6.00%	Good
N195 - Fly Posting	0.88%	2.00%	Good
N195 - Weeds	6.24%	N/A	Good
Missed Collection per 100,000	75.07	81	Good
Fly-Tip's Collected	99.72	95%	Good
% of Missed Collections Completed within SLA	100%	100%	Good

## **Appendix 5 - Recycling Behaviour Change Campaign**

### **Background**

Contamination (non-recyclable items) found in the mixed recycling stream has been a long-standing issue for Brent. High levels of contamination results in rejected loads of recycling at the Material Recovery Facility (MRF) which is then disposed of as refuse at a cost. This is not good for the environment as it means more waste being incinerated, rather than being recycled. It also adds to the carbon footprint as the rejected load then gets transported to be treated as refuse.

In the new contract with Veolia, we agreed to a twin stream fibre recycling collection from kerbside properties in order to address the high level of contamination in our recycled waste. This change came into effect on 1 October 2023. Residents who live in a kerbside property with a recycling bin are asked to separate their paper and cardboard from the rest of their recycled waste and put it into their new blue sack. The paper and cardboard now go to a paper and card off taker (Edwards) and the mixed recycling is processed by N+P Material Recovery Facility.

The tolerance level for contamination in the paper and card stream is 5% and below. Since the service change in October until now, we have not seen any rejected material due to contamination levels being higher than the 5% tolerance level, resulting in all material being recycled and rebated. In contrast, the tolerance level at N+P MRF (where mixed recycling is processed) is 15% and above and we see rejected loads at above 15% contamination on a weekly basis.

At the start of service change in October, lower tonnages were recorded for Dry Mixed Recycling at the N+P MRF. This was mainly due to removal of paper and card from the mixed recycling stream and separation of communal rounds. It was noted that the recycling collected from communal rounds was highly contaminated and therefore needed to be treated as refuse. The data received from N+P during the initial months of service change showed an increase in percentage of highly contaminated rejected loads at the MRF (October-December an average of 55%). However, we have seen a decrease in rejected loads in January and February (an average of 28%) with the service change embedding for residents and Veolia collection crews.

The average level of contamination from sampled accepted loads each month is 26%. This is totalling both objectionable items (such as plastic bags, hard plastic) and prohibited items (such as food waste, nappies, textiles).

### **Understanding why residents contaminate**

Research shows that the most common contaminants are Food waste; Nappies- used and new; Textiles; Garden waste; Electrical items and Black bags. There are several reasons why people might contaminate their bins, including:

- Recycling is confusing, packaging symbols can be misleading; some items say they are recyclable, but we cannot recycle them

- Over recyclers/wishful recyclers – residents who are green-minded but do not know what goes in the right bin will default to the recycling bin hoping that it can be recycled as they believe it is better for the environment
- There might not be enough space in the refuse bins, so residents just put it in their recycling bins
- Some residents do not care to recycle and use the bin the same as a general waste bin
- In households of multiple occupancy, bins are shared, therefore, there is no ownership over the use of the bins which can and does lead to contamination issues.

### Objective and outcomes we are trying to achieve

Service Objectives	Outcomes
Decrease the average rate of contamination by 3% from 23/24 to 24/25.	Build an understanding of what can and cannot be put in various recycling collections to reduce contamination.
Decrease the amount of Household residual waste (tonnage) by 2%.	Motivate and inform residents about easy and effective ways to reduce household waste and increase following and engagement on key council digital channels to facilitate more effective and timely communications with residents.

### Behaviour change plan for different audience

Audience	Segments	Engagement Type
Residents and households	Kerbside property residents, residents who live in flats or places with communal waste	Direct communications, stickers on bins, bin hangers, adverts on bin trucks, adverts on JC Decaux and social media adverts
Veolia Crew	The crew pick up the recycling and chooses which bins are contaminated	Clear communications on actions to take with contaminated bins.
New parents	Nappies are a key contaminant	Target them directly through family groups, libraries and new parent packs from the NHS.

### Stakeholders to influence the success of behaviour change campaign

Audience	Segments	Engagement Type
Local Groups	Resident associations, local environmental groups, multi-faith groups	Physical & digital media, direct engagement



Councillors/Members	All elected officials	Member briefings
Partner Organisations	Veolia, BHM, WRAP, Lets Recycle, ReLondon, WLWA and neighbouring boroughs	Digital media, press releases
Council Officers	NMT, Housing, Enforcement,	Briefings, digital media, direct engagement
Media Outlets	Trade press, radio stations, news outlets.	Press releases. Media briefings.

### **Current communication and outreach plan in place**

- Collection crews tag bins as contaminated and should not empty the bin
- Veolia spot check rounds/areas, highlight repeat offenders
- Visits are made by recycling officers to those at third contamination tag as per Power BI reports downloaded each week, with letter including pictorial information on correct recycling
- Communal contamination- in addition to literature to residents, working with managing agent/caretaker, highlighting contractual agreements whilst ensuring facilities are at a standard
- 'Ride alongs' with Veolia crew began in January 2024 with 5 'ride alongs' per month carried out by Brent recycling officers to monitor both resident and crew recycling performance.

### **Challenges**

- Reliant on accurate crew data on the tagging
- Tagged bins should not be emptied but still high rates of contamination appear at the MRF
- Repeat visits are made to addresses that do not change behaviour
- Transient population- visits are made to the address and new tenants move in

### **Developments and plan for 2024/25**

- Round by round contamination checks- we now have a camera on the recycling bay at Veolia which will provide data on which rounds are highly contaminated, to target with outreach and communications
- Bespoke communication plan for HMO's- working with housing to reach managing agents whilst empowering shared households to recycle correctly
- Bin lid stickers with key contaminants and QR code for further information and call to action
- Using data and reports to target hot spots
- New engaging communication assets for common contaminants.

## Key communication messages

- Recycling properly is good for the planet- We are committed to becoming a carbon-neutral borough by 2030 and improving the amount and quality of recycling helps us work towards this goal
- The effects of contamination- cost to council
- The recycling processes/life cycle
- Understanding the MRF- its capabilities, what can and cannot be processed and why.

## Targeted messaging per contaminant

- Nappies – cannot be recycled- why, the affects this has on good recycling.
- Green garden waste – Recycling vs non recycling processes. Sign-up for £60 and we will take it away for you
- Food waste – Recycled food is converted into energy and compost, promote food waste caddies, food waste saving tips etc.
- Textiles – use our small items collection, local charity shops, or TRAIDs pick-up option to give your clothes to someone who needs them
- Small electricals/batteries – Use our small items collections service, or battery bins found in shops and local libraries. Batteries in any bin causes fires.

## Communication Channels


<i>Point of use channels</i>	<ul style="list-style-type: none"> <li>• Bin hangers saying why we have not collected their bin, issued by Veolia crew</li> <li>• Stickers on bins with contaminants for repeat offenders</li> <li>• Leaflets/letters to houses that are not recycling properly</li> </ul>
<i>Corporate channels</i>	<ul style="list-style-type: none"> <li>• Free-of-charge corporate channels such as the website, e-newsletters, Members Bulletin and social media to reach highly engaged audience</li> <li>• Recycling/climate action engagement events</li> <li>• Internal Council channels – yammer, intranet, magazines etc.</li> <li>• Assist council colleagues in community events and provide materials to help with their outreach e.g. Neighbourhood team, Climate Emergency Team, Enforcement, Housing etc.</li> </ul>
<i>Paid for channels</i>	<ul style="list-style-type: none"> <li>• Social media campaign (adverters on Facebook, Instagram and YouTube)</li> <li>• Adverts on collection vehicles</li> <li>• Outdoor advertising (JC Decaux 60 sites across the borough, bus stop adverts, billboards)</li> </ul>
<i>Other channels</i>	<ul style="list-style-type: none"> <li>• Community screens</li> <li>• WhatsApp groups</li> <li>• Local Facebook groups</li> <li>• Next Door app</li> <li>• We will draw on existing networks and connections to communities within the council e.g. Disability Forum, Black Community Action Plan</li> </ul>

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## **Evaluation**

Communications will be trialled in key target areas and measured against levels of contamination pre and post intervention, which will then inform the wider campaign across the borough. All successes will be tracked and measured against the service objectives outlined in the objectives section of this document.

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	<p align="center"><b>Resources and Public Realm Scrutiny Committee</b> 23 April 2024</p>
	<p align="center"><b>Report from the Deputy Director, Democratic Services</b></p>
<p align="center"><b>Scrutiny Recommendations Tracker</b></p>	

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

## 1.0 Executive Summary

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

## 2.0 Recommendation(s)

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

## 3.0 Detail

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

3.1.1 Borough Plan 2023-2027 – all strategic priorities.

### **3.2 Background**

3.2.1 The Recommendations Tracker tabled at the 23 April 2024 meeting relates to the current 2023 – 2024 municipal year.

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

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

3.2.4 The Scrutiny Recommendations Tracker provides a summary of any scrutiny recommendations made in order to track executive decisions and implementation progress. It also includes suggestions for improvement and information requests, as captured in the minutes of the committee meetings.

3.2.5 Recommendations are removed from the tracker when they have been rejected or when implemented successfully and the review date has passed. This is the same for suggestions of improvement and information requests.

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

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

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

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

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

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

5.1 None for the purposes of this report.

## **6.0 Financial Considerations**

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

## **7.0 Legal Considerations**

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

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

(a) consider the report or recommendations,

(b) respond to the overview and scrutiny committee indicating what (if any) action the authority, or the executive, proposes to take,

(c) if the overview and scrutiny committee has published the report or recommendations, publish the response, within two months beginning with the date on which the authority or executive received the report or recommendations.

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

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

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

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

## **10.0 Communication Considerations**

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

**Report sign off:**

**Amira Nassr**

Deputy Director, Democratic Services

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### Resources and Public Realm Scrutiny Committee (RPRSC) Scrutiny Tracker 2023-24

These tables are to track the progress of scrutiny recommendations to Cabinet, suggestions for improvement, and information requests made by the Resources and Public Realm Scrutiny Committee, with details provided by the relevant lead departments. It is a standing item on the Committee's agendas, so that the Committee can keep track of the recommendations, suggestions for improvement and information requests it has made, alongside the related decisions made and implementation status. The tracker lists the recommendations, suggestions for improvement and information requests made by the Committee throughout a municipal year and any recommendations not fully implemented from previous years.

The tracker documents the scrutiny recommendations made to Cabinet, the dates when they were made, the decision maker who can make each decision in respect of the recommendations, the date the decision was made and the actual decision taken. The executive decision taken may be the same as the scrutiny recommendation (e.g. the recommendation was "agreed") or it may be a different decision, which should be clarified here. The tracker also asks if the respective executive decisions have been implemented and this should be updated accordingly throughout the year.

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

#### **Key:**

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

**Subject** – this is the item title on the Committee's agenda; the subject being considered.

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

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

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

**Council Department/External Partner** – the Council directorate and/or external agencies that are responsible for implementation of the agreed executive decision/response.

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

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

**Recommendations to Cabinet from RPRSC**

None.

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

Meeting date and agenda item	Suggestions for improvement	Council Department/External Partner	Response / Status
6 Sept 2023 – <b>Planning Enforcement</b>	Undertake an audit to determine the wards with the highest amount of planning breach complaints, and the wards with the highest amount of enforcement activity. This intelligence should be used to develop a targeted strategy to prevent planning breaches e.g. targeted planning education and/or communications campaigns etc. The Audit should also categorise the types of breaches receiving enforcement notices.	Gerry Ansell – Director, Inclusive Regeneration & Employment, Neighbourhoods & Regeneration	<p><b>Response received on 24/10/23:</b></p> <p><del>We will look to do this but are currently waiting for our new software to be introduced. Currently scheduled for April 2024.</del></p> <p><b>Updated response received on 11/04/24:</b></p> <p>There has been a delay on the implementation of the new software. Testing is now not going to take place until June 2024 and go live is unlikely to take place until Autumn 2024. Therefore we will not be in a position to produce this information until February 2025.</p>
27 Feb 2024 – <b>Draft Property Strategy</b>	Share the final version of the Property Strategy with housing colleagues for best practice in respect of HRA, I4B and first wave non-housing assets for potential alignment purposes.	Tanveer Ghani – Director, Property & Assets, Finance & Resources	<p><b>Response received on 05/04/2024:</b></p> <p>The final version of the strategy will be shared once adopted by Cabinet. Officers are aiming to present the final version of the strategy to the June/July Cabinet.</p>
	Condense the final strategy into a short, easily digestible format for the benefit of residents.	Tanveer Ghani – Director, Property & Assets, Finance & Resources	<p><b>Response received on 05/04/2024:</b></p> <p>This is currently being progressed. A condensed version is expected to be presented to Cabinet in June/July.</p>
	Conduct rent reviews in line with lease agreements.	Tanveer Ghani – Director, Property & Assets, Finance & Resources	<p><b>Response received on 05/04/2024:</b></p> <p>Outstanding rent reviews are in the process of being actioned. The strategy is planning for the implementation of management systems and procedures to ensure rent reviews are carried out in a timely manner.</p>

Actively explore additional opportunities for energy efficiency upgrades (e.g. solar panels, insulation etc.) in existing properties to generate additional income and cost savings.	Tanveer Ghani – Director, Property & Assets, Finance & Resources	<b>Response received on 05/04/2024:</b> Additional opportunities will be explored and assessed following completion of the EPC assessment process by an energy assessor, which is underway. The EPC assessment process will provide officers with information on the current rating for each property being assessed, as well as the potential rating of the building.
Liaise with the Legal department to ensure the utilisation of all legal powers in the pursuit of developers building substandard properties in the borough.	Tanveer Ghani – Director, Property & Assets, Finance & Resources	<b>Response received on 05/04/2024:</b> Officers will be initiating dialogue with the Legal department to explore and identify available legal avenues and powers that can be utilised to enhance our capabilities in this area. This will be done as expeditiously as possible.
Upon completion, sight the Committee on the draft Corporate Social Benefits Assessment Methodology for feedback.	Tanveer Ghani – Director, Property & Assets, Finance & Resources	<b>Response received on 12/04/2024:</b> The Council is currently reviewing its social value approach at an organisational level and the property strategy will fit into the wider organisational approach to community wealth building and social value. This ensures consistency and enables the property strategy to align with broader council objectives. The development of the assessment methodology itself falls outside of the Property and Assets Team's direct remit, consequently, at this stage we do not have immediate access to the specific details of the methodology. However, once the approach becomes clearer, we will get back in contact with further information about who can consider the recommendation.
Upon completion, publish the final Corporate Social Benefits Assessment Methodology for the benefit of residents, businesses, and community organisations.	<i>To be confirmed.</i>	<b>Response received on 12/04/2024:</b> Please see above response.

27 Feb 2024– <b>Climate &amp; Ecological Emergency Strategy Update (Winter 2024)</b>	Establish a devolved climate advisory forum led by community organisations/residents to provide feedback on the Council’s climate initiatives and to monitor progress on the delivery of the Brent Climate & Ecological Emergency Strategy 2021-2030.	Oliver Myers – Head of Environment Strategy and Climate Change, Partnerships, Housing, & Residents Services	<p><b>Response received on 10/04/24:</b></p> <p>The Council does not have the capacity or resources to establish and support such a devolved climate advisory forum. This has been discussed with the Leader and Lead Member.</p> <p>We will however continue to keep residents informed and engaged on our climate action work through our existing communication and engagement channels.</p>
	<p>Update the Brent Climate Action Data Dashboard to include:</p> <ul style="list-style-type: none"> <li>• Comparable benchmarking for Theme 4 Nature and Green Space</li> <li>• Identify additional data points that illustrate a more complete picture than a comparison between Inner and Outer London</li> <li>• Healthy Streets Scorecard measures, such as the number of 20mph zones</li> <li>• The number of schools meeting EPC targets</li> </ul>	Oliver Myers – Head of Environment Strategy and Climate Change, Partnerships, Housing, & Residents Services	<p><b>Response received on 10/04/24:</b></p> <p>We have checked and there is no further benchmarking data available at present for the Nature &amp; Green Space theme.</p> <p>It is not clear what additional information is being requested in place of comparisons between Inner and Outer London and for what measures. Officers would be willing to explore this request on receipt of further clarification or requests for additional monitoring on specific areas of the strategy.</p> <p>All Healthy Streets Scorecard data is available on the Healthy Streets <a href="#">scorecard website</a> which enables borough comparison. It is considered too lengthy to include all these measures in our Climate Action Data Dashboard, but we will include the Scorecard weblink in future iterations of our Dashboard so that it can be accessed in full.</p> <p>Most schools do not have an EPC rating. However, all schools should have a Display Energy Certificate and we will explore obtaining information on these and whether benchmarking with other authorities are possible for our next iteration of the Dashboard.</p>
	Explore whether the current controlled parking zones (CPZs) are assisting the Council to achieve its climate commitments, and if not, explore whether an expansion to the zones could in fact help achieve these goals.	Chris Whyte – Director, Public Realm, Neighbourhoods & Regeneration	<p><b>Response received on 05/04/24:</b></p> <p>Parking management is an important tool that contributes towards achieving the Council’s wider transport, economic and planning policy objectives, including the Brent Long Term Transport Strategy, Air Quality Action Plan, and Climate and Ecological Emergency Strategy. Parking policies and effective enforcement can influence travel patterns, sustain the local economy, balance competing</p>

			<p>demands for road space, relieve congestion and contribute to sustainable outcomes.</p> <p>The purpose of CPZs is to protect parking for residents, businesses and their visitors through providing permit holder parking in the area. They also provide an opportunity to improve safety through regulating parking through introducing yellow lines in the area. CPZs were first introduced in the 1990's initially focusing on areas near stations to prevent commuter parking and encourage sustainable travel.</p> <p>New CPZ's are introduced where there is evidence of on-street parking pressure and of support from the local community, usually from a petition. This approach is to ensure the efficient use of resources in developing schemes for public consultation, the results of which are considered in the decision whether or not to implement a scheme.</p>
	<p>Explore whether an expansion to the CPZs in the borough is likely to result in additional income that could be used to fund freedom passes.</p>	<p>Chris Whyte – Director, Public Realm, Neighbourhoods &amp; Regeneration</p>	<p><b>Response received on 05/04/24:</b></p> <p>Local Authorities cannot legally introduce parking controls for the purpose of income generation. Parking controls must only be introduced to improve parking management. Where CPZs are introduced, the Council will receive additional income from the sale of permits, and also from the issuing of penalty charge notices for parking contraventions. However, there may also be increases in costs for enforcement.</p> <p>The use of any surplus in the parking account is governed by Section 55 of the Road Traffic Regulation Act 1984. The legislation specifies how the surplus may be used. The Council has designated the surplus to meet the cost of public passenger transport (freedom passes). Information is provided in the Annual Parking reports published on the Councils website: <a href="https://www.brent.gov.uk/parking-roads-and-travel/parking/parking-service-annual-report">https://www.brent.gov.uk/parking-roads-and-travel/parking/parking-service-annual-report</a></p> <p>For 2022/23 the total cost Concessionary Fares / Freedom passes was £10.096m which was fully funded from parking account income. We have been advised by London Councils that for 2023/24 the cost of Concessionary Fares / Freedom passes will be £10.53m, this will again be fully covered from parking account income. Although we have been advised that the cost of Freedom</p>

			<p>Passes for 2024/25 will increase to £14.15m, with operational efficiencies introduced with the new Parking Services contracts, it is envisaged that this will be covered by the parking surplus.</p>
	<p>Explore ways to reduce the timeframes of implementing CPZs in the borough.</p>	<p>Chris Whyte – Director, Public Realm, Neighbourhoods &amp; Regeneration</p>	<p><b>Response received on 05/04/24:</b></p> <p>The process for the development and introduction of CPZ schemes involves many stages; scheme approval, site investigations, preliminary design, public consultation and exhibitions, consultation analysis, scheme approval, detailed design, cost estimates, programming and delivery of works. There is also a prescribed legal process for the making of Traffic Management Orders which involves advertising of legal notices and consideration of objections, which can take a few months to complete.</p> <p>If the CPZ is being funded by a development, there is also the need to secure the funding from the developer in accordance with the terms of the S106 agreement.</p> <p>Officers always endeavour to complete the process expeditiously.</p>
	<p>Review parking charges and, if possible, introduce variable charging that accounts for the size, weight and emissions of vehicles to encourage sustainable travel.</p>	<p>Chris Whyte – Director, Public Realm, Neighbourhoods &amp; Regeneration</p>	<p><b>Response received on 05/04/24:</b></p> <p>The Council introduced emission-based parking permit charges around 2012, with 7 emission bands and this was later simplified in 2016 to 3 emission bands. Details of current emission based charges are available on our website: <a href="https://www.brent.gov.uk/parking-roads-and-travel/parking/parking-permits/parking-permit-costs">https://www.brent.gov.uk/parking-roads-and-travel/parking/parking-permits/parking-permit-costs</a></p> <p>In April 2019, the Council increased charges for second and third permits and also introduced a diesel surcharge of £50 per annum, increasing to £75 per annum in April 2020 and £100 per annum from 2021. These charges were introduced to support the Air Quality Action plan to reduce air pollution to encourage vehicle owners to switch to less polluting vehicles, given the health risks caused by air pollution from vehicles with diesel engines.</p> <p>Following the establishment of the new Parking Services contracts introduced in July 2023, officers will be reviewing the Parking Policy in 2024/25 and this</p>

			will include consideration of alternative parking permit tariffs to support strategic objectives.
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**Information requests from RPRSC to Council departments/partners**

Meeting date and agenda item	Information requests	Council Department/External Partner	Responses / Status
19 July 2023– <b>Shared Service Performance &amp; Cyber Security</b>	Provide further detail on how the Council is ensuring third party suppliers are adhering to Brent's cyber security strategy and requirements. This should be inclusive of the findings from the third-party supplier survey currently underway.	Madeleine Leathley – Head of Digital Transformation, Partnerships, Housing, & Residents Services	<p><del>Initial response received on 24/08/23:</del></p> <p><del>We have developed a third party assurance framework and security board who will oversee deployment and actions coming out of the framework, an assessment report will be shared with the Committee in six months' time.</del></p> <p><b>Updated response received on 15/01/24:</b></p> <p>A data gathering and analysis for 3rd party supplier assurance is underway. This activity includes all suppliers receiving a Data Protection Impact assessment to review and complete. Information Governance then evaluates the response in collaboration with Shared Technology Services to assess and agree cyber resilience.</p> <p>As part of phase 1 of this programme we have prioritised 44 of the tier 1 and 2 applications that are hosted outside of Brent Network and/or are a hybrid solution. The reason for this is that any applications hosted by us (around 83 applications) is covered by Brent's cyber security framework and measures. Out of the 44 suppliers a detailed assessment has been completed for 20. There were no risks identified for them and a few of the suppliers require the processing agreement to be reviewed by legal. This is now underway.</p> <p>We have also contacted 63 tier 3 suppliers to complete the assessment framework. This activity is due to be concluded by Jan/Feb and a final report with the outcome and next steps will be shared by March 24.</p>




			<p><b>Additional response received on 12/04/2024:</b></p> <p>A data gathering and analysis for approx. 80 3rd party suppliers assurance was completed in March 2024. This activity includes all suppliers receiving a Data Protection Security Assessment to review and complete on the OneTrust portal. The Information Governance team (LBB IG) then evaluates the response in collaboration with Shared Technology Services (STS) to assess and agree cyber resilience.</p> <ul style="list-style-type: none"> <li>• As part of this programme we have contacted and created assessments for almost 80 tier 1, 2 and 3 applications/ suppliers</li> <li>• Out of those 80, a detailed assessment has been completed fully for 51</li> <li>• Of the remaining, most of which are in progress (started but not submitted and completed), of which it's important to note that there are NO Tier 1 suppliers, there were no risks identified for them</li> <li>• A few of the suppliers require the processing agreement to be reviewed by legal</li> <li>• Of those remaining, LBB IG have supported and liaised with the relevant service areas and have identified that the pending sections in the assessment require completion by the external supplier</li> <li>• LBB IG are going to report to CMT the service areas/ teams/ departments which have not yet fully completed the assessments</li> </ul>
<p>6 Sept 2023– <b>Planning Enforcement</b></p>	<p>Provide a breakdown of: 1. Planning breach complaints by ward and; 2. Types of breaches that have received enforcement notices by ward</p>	<p>Gerry Ansell – Director, Inclusive Regeneration &amp; Employment, Neighbourhoods &amp; Regeneration</p>	<p><b>Response received on 24/10/23:</b></p> <p><del>Need to await for new software to be installed. This is scheduled for April 2024.</del></p> <p><b>Updated response received on 11/04/24:</b></p> <p>There has been a delay on the implementation of the new software. Testing is now not going to take place until June 2024 and go live is unlikely to take place until Autumn 2024. Therefore we will not be in a position to produce this information until February 2025.</p>

24 Jan 2024 – <b>Safer Brent Partnership Annual report 2022-23</b>	The timeframe for implementing the response at Wembley Stadium and Wembley Arena to support the victims of sexual violence.	Kibibi Octave – Director, Communities & Partnerships, Partnerships, Housing, & Residents Services	<p><b>Response received on 15/02/24:</b></p> <p>A meeting was held with the Football Association (FA), the Police and the Community Safety Team in November 23 to discuss better supporting victims of sexual violence. One of the key initiatives was to train Wembley Stadium stewards to better understand the behaviours associated with sexual violence.</p> <p>The department is awaiting a follow up meeting from the FA to develop the initiatives and timeline for completion (likely to be June 2024).</p>
27 Feb 2024– <b>Draft Property Strategy</b>	Provide information regarding the number of i4B and first wave (commercial/non-housing) voids.	Emily-Rae Baines – Head of Affordable Housing & Partnerships, Neighbourhoods & Regeneration	<p><b>Response received on 11/04/2024:</b></p> <p>First Wave Housing owns one void commercial property; address details have been shared privately with members. This information is confidential on the basis that of exemption section 31 of the Freedom of Information Act 2000 applies. The Council does not provide addresses/details of empty commercial properties in the public domain as it considers disclosing this information would make them a target of crime. Pursuant to Section 31(1)(a) of the Freedom of Information Act 2000 (FOI Act), public authorities are not obliged to release information that would be likely to prejudice the functions of law enforcement—namely the prevention and detection of crime. The release of this type of information where buildings are situated would increase the potential for buildings to be targeted by squatters, buildings to be targeted by criminals or terrorists’ intent on hiding or depositing proceeds of crime or terrorist materials, premises to be identified as short-term hiding places by criminals or terrorists, premises to be targeted by vandals or street artists. Taking into account the public interest test, there is no over-riding public interest in releasing this information as disclosure of the information would be likely to prejudice the prevention of crime by enabling or encouraging the commission of offences.</p> <p>Officers in the Strategic Housing service are working with Property Team colleagues to engage with organisations and explore options for re-letting the property. There are no void commercial properties in the i4B portfolio.</p>

<p>27 Feb 2024– <b>Climate &amp; Ecological Emergency Strategy Update (Winter 2024)</b></p>	<p>Provide detail on the Council's pension fund investments in water companies (if any), and information on whether these investments are worthwhile.</p>	<p>Rav Jassar – Deputy Director of Finance, Finance &amp; Resources</p>	<p><b>Response received on 09/04/2024:</b></p> <p>The Brent Pension Fund Sub-committee has chosen to invest on the basis of best practice and external expert advice received from our advisors on strategic asset allocation and investment manager selection. This is supported by the London CIV.</p> <p>The Brent Pension Fund has not invested directly in water companies in England. Water companies in Scotland and Northern Ireland are in public ownership. Welsh water does not have any shareholders as a not-for-profit company.</p> <p>Most water companies in England are not publicly listed companies. They are private companies owned by private investors, infrastructure fund managers or pension schemes. None of Brent Pension Fund's investment managers are invested in private water companies in England. 2 English water companies (Severn Trent and United Utilities Group) are listed on the London Stock Exchange and are part of the FTSE100.</p> <p>The Brent Pension Fund is invested in passive or tracker funds which holds equal shares in all of the companies in, for example, the FTSE100, a practice encouraged by government due to the low fees paid to investment managers.</p>
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 <p><b>Brent</b></p>	<p align="center"><b>Resources and Public Realm Scrutiny Committee</b> 23 April 2024</p>
	<p align="center"><b>Report from the Deputy Director, Democratic Services</b></p>
<p align="center"><b>Resources and Public Realm Scrutiny Committee Work Programme 2023/24</b></p>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Not Applicable
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>List of Appendices:</b>	One: Appendix A – Committee Work Programme 2023/24
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	<p>Jason Sigba Strategy Lead – Scrutiny, Democratic Services <a href="mailto:Jason.Sigba@brent.gov.uk">Jason.Sigba@brent.gov.uk</a> 020 8937 2036</p> <p>Amira Nassr Deputy Director, Democratic Services <a href="mailto:Amira.Nassr@brent.gov.uk">Amira.Nassr@brent.gov.uk</a> 020 8937 5436</p>

## 1.0 Executive Summary

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

## 2.0 Recommendation(s)

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

## 3.0 Detail

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

3.1.1 Borough Plan 2023-2027 – all strategic priorities.

### **3.2 Background**

3.2.1 The work programme sets out the items which the Resources and Public Realm Scrutiny Committee will consider during the municipal year.

3.2.2 The work programme of a scrutiny committee is intended to be a flexible, living document that can adapt and change according to the needs of a committee. The changes set out in this report are reflective of this.

3.2.3 The agenda of the 23 April 2024 meeting has been updated to remove the 'Budget 2023/24 Update' item.

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

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

### **5.0 Financial Considerations**

5.1 There are no financial considerations arising from this report. However, budget and financial implications are addressed in the 'Financial Considerations' section of any reports to the Committee, requested as part of its work programme.

### **6.0 Legal Considerations**

6.1 There are no legal considerations arising from this report. However, legal implications are addressed in the 'Legal Considerations' section of any reports to the Committee, requested as part of its work programme.

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

7.1 There are no EDI considerations for the purposes of this report. However, EDI implications are addressed in the 'EDI Considerations' section of any reports to the Committee, requested as part of its work programme.

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

8.1 There are no climate change and environmental considerations for the purposes of this report. However, climate change and environmental implications are addressed in the 'Climate Change and Environmental Considerations' section of any reports to the Committee, requested as part of its work programme.

### **9.0 Communication Considerations**

9.1 There are no communication considerations for the purposes of this report. However, communication implications are addressed in the 'Communication Considerations' section of any reports to the Committee, requested as part of its work programme.

**Report sign off:**

***Amira Nassr***

Deputy Director, Democratic Services

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## Appendix A

### Resources and Public Realm Scrutiny Committee Work Programme 2023-2024

#### 19 July 2023

Agenda Item	Cabinet Member/Non-Executive Member	Chief Executive/Corporate Director	External Organisations
Committee Work Programme 2023/24	Cllr Muhammed Butt, Leader of the Council	Kim Wright, Chief Executive Zahur Khan, Corporate Director – Communities and Regeneration	
Budget 2023/24 Update	Cllr Mili Patel, Deputy Leader and Cabinet Member for Finance, Resources and Reform	Minesh Patel, Corporate Director – Finance and Resources	
IT Shared Services and Cyber Security	Cllr Mili Patel, Deputy Leader and Cabinet Member for Finance, Resources and Reform	Minesh Patel, Corporate Director – Finance and Resources	

#### 6 September 2023

Agenda Item	Cabinet Member/Non-Executive Member	Chief Executive/Corporate Director	External Organisations
Establishment of Budget Scrutiny Task Group	Cllr Rita Conneely, Chair of Resources and Public Realm Committee	Zahur Khan, Corporate Director – Communities and Regeneration	
Planning Enforcement	Cllr Harbi Farah, Cabinet Member for Safer Communities and Public Protection	Zahur Khan, Corporate Director – Communities and Regeneration	
Community Engagement Framework	Cllr Fleur Donnelly-Jackson, Cabinet Member for Customers, Communities, and Culture	Zahur Khan, Corporate Director – Communities and Regeneration	

**7 November 2023**

<b>Agenda Item</b>	<b>Cabinet Member/Non-Executive Member</b>	<b>Chief Executive/Corporate Director</b>	<b>External Organisations</b>
Complaints Annual Report 2022/23	Cllr Shama Tatler, Deputy Leader and Cabinet Member for Finance, Resources and Reform and Cabinet Member for Regeneration, Planning and Growth	Debra Norman, Corporate Director – Governance	
Budget 2023/24 Update: Q2 Financial Report	Cllr Shama Tatler, Deputy Leader and Cabinet Member for Finance, Resources and Reform and Cabinet Member for Regeneration, Planning and Growth	Minesh Patel, Corporate Director – Finance and Resources	

**24 January 2024**

<b>Agenda Item</b>	<b>Cabinet Member/Non-Executive Member</b>	<b>Chief Executive/Corporate Director</b>	<b>External Organisations</b>
Budget Scrutiny Task Group Findings	Cllr Rita Conneely, Chair of Resources and Public Realm Committee	Alice Lester, Corporate Director – Communities and Regeneration	
Safer Brent Partnership Annual Report 2022-23	Cllr Harbi Farah, Cabinet Member for Safer Communities and Public Protection	Alice Lester, Corporate Director – Communities and Regeneration	Will Lexton-Jones, Detective Superintendent - Brent Neighbourhoods, Metropolitan Police

27 February 2024

Agenda Item	Cabinet Member/Non-Executive Member	Chief Executive/Corporate Director	External Organisations
Draft Property Strategy/Asset Review Findings	Cllr Shama Tatler, Deputy Leader and Cabinet Member for Finance, Resources and Reform and Cabinet Member for Regeneration, Planning and Growth	Minesh Patel, Corporate Director – Finance and Resources	
Climate Action	Cllr Krupa Sheth, Cabinet Member for Environment, Infrastructure and Climate Action	Peter Gadsdon, Corporate Director – Resident Services	

23 April 2024

Agenda Item	Cabinet Member/Non-Executive Member	Chief Executive/Corporate Director	External Organisations
Contracts Mobilisation (Redefining Local Services (RLS) Contracts - Year 1)	Cllr Krupa Sheth, Cabinet Member for Environment, Infrastructure and Climate Action	Alice Lester, Corporate Director – Neighbourhoods and Regeneration	
Regeneration in Brent	Cllr Shama Tatler, Cabinet Member for Regeneration, Planning and Growth	Alice Lester, Corporate Director – Neighbourhoods and Regeneration	

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