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Resources and Public Realm Scrutiny Committee

Wednesday 2 September 2026 at 6.00 pm
Conference Hall - Brent Civic Centre, Engineers Way, Wembley, HA9 0FJ

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

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

Membership:

Members
Councillors:

A.Patel (Chair)
I.Ahmed
Anderson
Blackman
Burn
Chowdhury
Dar
Georgiou
Mitchell
Ryan
Want

Substitute Members
Councillors:

Labour Group:
Bajwa, Ibrahim, McLeish, De Souza and Thomas

Conservative Group:
Kansagra and Mishra

Liberal Democrats Group:
Lorber and Mulaisho

Green Group:
Alexandre and Malonga

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Notes for Members - Declarations of Interest:

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

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

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

***Disclosable Pecuniary Interests:**

(a) **Employment, etc. -** Any employment, office, trade, profession or vocation carried on for profit gain.

(b) **Sponsorship -** Any payment or other financial benefit in respect of expenses in carrying out duties as a member, or of election; including from a trade union.

(c) **Contracts -** Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one has a beneficial interest) and the council.

(d) **Land -** Any beneficial interest in land which is within the council's area.

(e) **Licences-** Any licence to occupy land in the council's area for a month or longer.

(f) **Corporate tenancies -** Any tenancy between the council and a body in which the Councillor or their partner have a beneficial interest.

(g) **Securities -** Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

****Personal Interests:**

The business relates to or affects:

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

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

(b) The interests a of a person from whom you have received gifts or hospitality of at least £50 as a member in the municipal year;

or

A decision in relation to that business might reasonably be regarded as affecting the well-being or financial position of:

- You yourself;
- a member of your family or your friend or any person with whom you have a close association or any person or body who is the subject of a registrable personal interest.

Agenda

Introductions, if appropriate.

8	**Parking Strategy**	53 - 72

This report provides an overview of parking provision, management and policy across the borough, including the effectiveness of current arrangements, the impact on residents and local areas, and the key challenges affecting parking availability and access. The report also outlines the role of Brent's parking policies and operations and approach to delivery and servicing in helping to create safer, more equitable, and better-managed streets, and explores how these policies could better support climate goals, community needs, and financial sustainability in the longer-term and includes examples of recent improvements and initiatives delivered in the borough, highlighting challenges and considerations for the new Parking Policy.

9	**Value for Money in Procurement & Contracts**	73 - 162

This report provides an overview of the arrangements in place to ensure effective and consistent contract management that maximises the value and performance from all third-party contracts. It summarises performance of the Council's strategic (platinum) contracts and includes information on three requested in-focus areas – highways, waste management and parks and environment services. It also summarises progress in delivery of the Procurement Improvement Programme, of which contract management was a core workstream.

10	**Scrutiny Progress Update - Recommendations Tracker**	163 - 194

The purpose of this report is to provide an update on the Resources and Public Realm Scrutiny Recommendations Tracker.

11 Any other urgent business

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

Date of the next meeting: Tuesday 20 October 2026

- Please remember to set your mobile phone to silent during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public. Alternatively, it will be possible to follow proceedings via the live webcast **HERE**

Brent

MINUTES OF THE RESOURCES AND PUBLIC REALM SCRUTINY COMMITTEE
Held in the Conference Hall, Brent Civic Centre on Wednesday 29 July 2026 at 6.00 pm

PRESENT: Councillor A.Patel (Chair) and Councillors I.Ahmed, Anderson, Blackman, Burn, Georgiou, Malonga, Ryan and Want.

Also Present: Councillor Dar was also present as an online participant.

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

Councillor A Patel (as Chair) welcomed members of the Scrutiny Committee to the meeting.

Apologies for absence were received from Councillor Mitchell with Councillor Malonga attending as substitute.

An absence was recorded from Councillor Chowdhury during the meeting.

2. **Declarations of interests**

There were no declarations of interest made during the meeting.

3. **Deputations (if any)**

No deputations were received at the meeting.

4. **Minutes of the previous meeting**

RESOLVED that the minutes of the previous meetings held on 24 February 2026 be approved as a correct record.

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

There were no matters arising raised at the meeting.

6. **Order of Business**

The Chair agreed to vary the order of business on the agenda to enable the Resources & Public Realm Scrutiny Committee Work Programme 2025/26 (Agenda Item 10) to be considered as the first main item of business on the agenda. The minutes therefore reflect the order in which the items were dealt with at the meeting.

7. **Resources and Public Realm Scrutiny Committee Work Programme Report**

The Committee received a report from the Deputy Director, Democratic and Corporate Governance, which presented the 2026/27 work programme for the Resources & Public Realm Scrutiny Committee.

The Chair began by reminding members that the Committee's Work Programme was a flexible and responsive document. It was noted that the work programme had been developed collaboratively with Committee members and informed by feedback and concerns raised throughout the year. The Chair confirmed that, at this stage, the Committee was content to proceed with the current iteration of the Work Programme, while remaining open to future amendments as necessary.

Having reviewed the work programme report, it was **RESOLVED** to note the Resources & Public Realm Scrutiny Committee work programme for the 2026/27 Municipal Year.

8. **Highways Maintenance Report**

Councillor Knight (Cabinet Member for Cleaner Streets, Transport & Public Realm) was invited to introduce a report providing a comprehensive review of Brent Council's highways maintenance service, including its performance, effectiveness and value for money. It was noted that the report had been provided in response to the Committee's request for a detailed assessment of the Council's approach to maintaining the borough's highway network, including carriageways, footways and associated highway assets. Members heard that the report explained how the Council balances reactive safety repairs with planned and preventative maintenance, the arrangements in place for managing and monitoring the highways maintenance contracts, and the outcomes being achieved through the Council's asset management approach. It was also noted that the report considered the condition of the highway network, investment levels, customer experience, compensation claims, and the challenges associated with managing tree root damage. It was further stated that the report had identified a number of opportunities for further improvement, including strengthening customer communication, enhancing performance reporting and benchmarking, continuing the development of the Council's Highway Asset Management Plan, and making greater use of digital technologies to support future investment decisions.

In continuing, Chris Whyte (Director Public Realm) outlined the principal challenges facing the Council's highways service and advised that a key challenge was maintaining sufficient levels of funding to enable highway works to be delivered to an appropriate standard. The need to effectively manage residents' expectations regarding the condition of the highway network and the Council's ability to respond to maintenance demands was also highlighted. It was further stated that improving communication with residents and increasing customer satisfaction remained important priorities. It was additionally noted that significant inflationary pressures continued to impact the cost of highway maintenance and improvement works, creating further financial challenges for the service. The Committee was informed that managing demand for highway maintenance represented a substantial and ongoing task for officers within the highways function. In terms of future priorities, Chris Whyte advised that continued efforts would be focused on securing investment for planned maintenance programmes, further developing the Highways Asset Management Plan to maximise its effectiveness, and exploring innovative approaches to service delivery. This included the use of AI and digital surveying technologies to improve highways outcomes and inform investment decisions. The importance of enhancing resident communications and performance reporting whilst supporting the Council's environmental objectives through carbon reduction initiatives and securing the maximum available external funding to support these ambitions was also highlighted.

Having thanked Councillor Knight and Chris Whyte for introducing the report, the Chair then moved on to invite questions and comments from the Committee in relation to the Highways Maintenance report, with the following main comments and issues discussed:

- As an initial query, the Chair sought details regarding the reasons for continued resident dissatisfaction with highway conditions despite the additional investment being made and the volume of repairs undertaken each year. In response, Chris Whyte (Director Public Realm) advised that the primary reason was that, despite the additional investment, funding levels remained insufficient to maintain the full extent of the Council's highway and footway responsibilities to the standard expected by residents. Tony Kennedy (Head of Highways Management) further added that the Council operated both planned and reactive maintenance programmes. It was explained that the additional investment had primarily supported the planned maintenance programme, enabling a greater volume of footway improvements to be undertaken. However, whilst repairs were being completed in some locations, other footways continued to deteriorate, meaning that substantially higher levels of investment would be required to achieve a sustained improvement in condition across the network. In relation to carriageways, it was advised that improvements had been delivered on a number of roads, although many complaints related to unclassified residential roads. It was also explained that greater priority was often given to main routes carrying higher traffic volumes, weights and stresses, resulting in a larger proportion of funding being directed towards maintaining those roads. In relation to reactive repairs, it was noted that reported defects often reflected the underlying condition of sections of highway requiring more significant attention.

- Supplementary queries were raised by the Chair regarding future funding arrangements once the current programme of investment had been expended. In response, Tony Kennedy (Head of Highways Management) acknowledged that securing sufficient funding remained a significant challenge. It was noted that the Council was considering the potential introduction of lane rental charging during the following year, whereby utility companies and contractors undertaking works on strategic routes would be charged for working during peak periods in order to encourage off-peak working and the more efficient completion of works, whilst generating income that could be reinvested into highway maintenance. It was further advised that opportunities to secure additional funding, including SCIL funding, would continue to be explored. In addition, consideration would be given to whether revenue generated through the parking account could be utilised to support medium priority repairs. It was further mentioned that more than 2/3 of reported defects were unable to be repaired at the time, which represented one of the most common causes of complaint from residents.

- Members sought details regarding the contract awarded to Velocity in 2024 for spray injection pothole repairs and the effectiveness of the repair method, Tony Kennedy (Head of Highways Management) advised that injection patching formed one of several maintenance techniques available to the Council. It was explained that the method had been utilised successfully over a number of years, beginning with a pilot programme delivered by Velocity, followed by subsequent contracts delivered by both Velocity and another provider. It was reported that the repairs had generally performed well and that the Council now utilised video surveys and AI technology to identify potholes and clusters of defects across the network, assisting in the development of targeted repair programmes, particularly on unclassified roads.

- When asked as a further question whether spray injection repairs were as durable as alternative methods used by other local authorities, Tony Kennedy (Head of Highways Management) explained that not all pothole repairs utilised injection patching and that the technique was also used to address cracking and other defects before they developed into larger potholes. It was noted that the principal advantage of the method was its ability to treat multiple defects along the full length of a road. It was confirmed that alternative approaches, including JCB Pothole Pro and Rhino patching, had been explored and assessed. Whilst some methods were more suitable for larger carriageway repairs, injection patching had proven effective on lighter traffic and unclassified roads. It was further stated that some injection patching repairs undertaken by the Council had remained effective for up to 6 years.

- In response to a members' queries regarding benchmarking compensation payments for pothole damage claims and the possibility of bringing highway repairs in house, Tony Kennedy (Head of Highways Management) advised that the option of bringing the highway repairs contract in house had previously been explored and that the earlier report on the matter would be provided to the Committee, following the meeting.

- Members sought clarification regarding the potential use of SCIL funding to support a long-term highway investment programme. In response, Councillor Knight (Cabinet Member for Cleaner Streets, Transport & Public Realm) advised that SCIL funding would be utilised for highway improvements where appropriate. However, the scale of the maintenance challenge was emphasised, noting that the current unallocated SCIL balance was approximately £6.2 million, compared with a priority roads backlog estimated at £44.7 million and a pavement maintenance backlog of over £310 million. Whilst SCIL funding could assist in addressing some maintenance requirements, it would not be sufficient to resolve the overall backlog.

- Following on from the previous question, members sought details regarding the level of annual investment required to reduce the maintenance backlog. In responding, Tony Kennedy (Head of Highways Management) advised that the current footway maintenance backlog for areas classified as being in poor condition was estimated at approximately £180 million. However, the cost of undertaking a comprehensive programme of full repairs to those footways was estimated to be closer to £250 million. It was explained that footway condition surveys were undertaken at 20 metre intervals, with sections classified as red, amber or green according to their condition, and noted that individual footways often contained a mixture of these classifications.

- Members then questioned the extent to which newly resurfaced roads were subsequently reopened by utility companies and the frequency with which reinstatement works failed Council inspections. In response, Tony Kennedy (Head of Highways Management) explained that utility companies were notified in advance of planned highway maintenance works and had a 3-month period within which to complete any planned works prior to resurfacing. It was advised that, following resurfacing, utility companies were generally prohibited from undertaking further works on the affected road for a period of 12 months. However, exceptions applied in cases of emergency works and new service connections, where statutory powers entitled utility companies to undertake works regardless of the restriction period. It was further advised that all utility works were subject to a 12-month defect liability period. Council inspectors undertook inspections following the completion of notified works and could require remedial action where workmanship or materials failed to meet the required standards. Any necessary corrective works during the defect period were undertaken at the utility company's expense and not at cost to the Council.

- Details were requested by members on ward-by-ward highway condition data alongside details of investment over the previous 2 years to enable the Committee to assess whether funding allocations reflected both need and equitable distribution. In response, Chris Whyte (Director Public Realm) advised that the information would be provided to the Committee, following the meeting.

- Referring to the committee report, which had detailed that only around 35% of medium priority defects could currently be funded, Tony Kennedy (Head of Highways Management) explained that available reactive maintenance funding was allocated across the full 12-month period to ensure resources remained available throughout the year. Members were advised that high priority defects represented the first call on available funding, with any remaining resources then directed towards medium priority repairs. The number of high priority defects fluctuated according to findings arising from inspections and customer reports, which in turn affected the proportion of medium priority works that could be undertaken.

- Clarification was sought regarding how long it would take to resurface the entire highway network at current funding levels and the proportion of the annual programme funded through one-off allocations rather than the base budget. In response, Tony Kennedy (Head of Highways Management) informed the Committee that the Council's asset management process considered different investment scenarios and assessed the outcomes that varying levels of investment would achieve over time and advised that this information would be provided to the Committee, following the meeting.

- In response to a question concerning the significant increase in customer reports since 2023 and whether this reflected genuine deterioration or improved reporting mechanisms, Chris Whyte (Director Public Realm) advised that the Council had introduced the Fix My Street reporting platform, which had significantly increased the volume of resident reports and customer contact received by the service.

- Members requested further information regarding the weighting applied to factors used when determining road repair priorities, including engineering judgement, councillor nominations, compensation claims and AI analysis. In response, Tony Kennedy (Head of Highways Management) advised that the primary factor remained the independent condition data collected across the network. It was explained that other factors were weighted alongside this information and that councillor nominations generally influenced prioritisation where roads had similar condition scores, enabling one road to be prioritised over another of comparable condition.

- When asked how the Council sought to prevent potholes arising through freeze thaw processes, Chris Whyte (Director Public Realm) once again referred to the injection patching programme, which enabled the early identification and treatment of small cracks and weaknesses within road surfaces before they developed into potholes. By undertaking preventative repairs at an early stage, the Council was able to strengthen vulnerable sections of carriageway and reduce future deterioration.

- Members were keen to seek details regarding how highway maintenance activity supported the Council's climate change objectives. In response, Chris Whyte (Director Public Realm) advised that there were a number of opportunities to reduce environmental impacts through the choice of materials and maintenance approaches adopted. The Council's commitment to recycling materials arising from highway and footway improvement works was highlighted. It was further noted that a greater emphasis on preventative maintenance promoted a more sustainable approach to network management by reducing the need for continual reactive repairs and the associated environmental impacts. Tony Kennedy (Head of Highways Management) further added that the Council's contractor utilised warm mix materials when undertaking repairs, which resulted in a lower carbon footprint than traditional hot mix asphalt. It was also advised that contractual targets required the recycling of materials wherever possible. Materials removed from highways and footways were processed and reused for future schemes, supporting both carbon reduction and the wider environmental objectives of the Council.

- Members questioned whether knowledge of the increased costs that had arisen would have influenced previous decisions relating to the potential insourcing of highway repairs. In response, Chris Whyte (Director Public Realm) advised that the Council was currently part way through a 7-year contract with the option to extend for a further period of up to 3 years followed by a further extension of up to 1 year. Given the need to maintain continuity of service provision, it was considered that the Council would need to begin considering whether to renew the existing contract, extend the current arrangements or pursue an alternative model. It was indicated that a future review of those options would likely be required, although no formal programme had yet been established.

- Concerns were raised regarding locations where the same potholes appeared to require repeated repairs or where multiple potholes arose in close proximity. In response, Tony Kennedy (Head of Highways Management) explained that potholes typically developed where the carriageway was already in decline and subject to ongoing stresses. As a result, whilst one pothole could be repaired, a further defect could subsequently emerge nearby. Members were advised that this issue was particularly prevalent during colder and wetter periods, when multiple defects often appeared within fatigued carriageways. Whilst preventative maintenance and planned carriageway improvements would provide a more sustainable long-term solution, these interventions required substantially greater levels of investment. It was further noted that pothole repairs were undertaken following assessment of individual defects and that, if contractors repaired every adjacent defect encountered, available maintenance budgets would be quickly exhausted.

- The Chair queried whether information existed identifying roads that had experienced a particularly high number of pothole repairs and whether this was used to support resurfacing decisions. In responding, Tony Kennedy (Head of Highways Management) confirmed that the frequency of reactive repairs formed one of the factors considered when prioritising the highway network and contributed towards the overall scoring used to determine resurfacing priorities.

- When asked by members whether information could be provided regarding the condition of footways by ward, Tony Kennedy (Head of Highways Management) confirmed that condition data was available and that a ward level breakdown of footway conditions would be provided to the Committee, following the meeting.

- Details were sought regarding how residents were updated on repairs. In response, Chris Whyte (Director Public Realm) advised that communications represented an area requiring further improvement and identified three key opportunities for improvement. Firstly, there was a need to raise awareness of the investment already made and the improvements delivered in recent years. Secondly, there was value in providing greater public understanding of the natural causes of pothole formation and the factors contributing to highway deterioration. Thirdly, it was considered that residents should be better informed regarding reporting mechanisms and should receive feedback confirming when defects they had reported had subsequently been repaired. It was emphasised that improved communication across all three areas would help manage expectations and improve public awareness of the Council's highways work.

- Members questioned whether resurfacing techniques could be improved to reduce cracking along carriageways and whether effective engagement was taking place with TfL regarding the condition of bus lanes. In response, Tony Kennedy (Head of Highways Management) advised that bus lanes remained the responsibility of the Council. It was noted that TFL had historically provided principal road maintenance funding of approximately £1 million per annum, although this funding had been frozen in 2017/18 and had largely been replaced by limited emergency funding only. It was further explained that a variety of recognised resurfacing methods existed within the industry and that it was essential that any joints created during resurfacing works were properly sealed, as such locations inevitably represented potential points of weakness within the carriageway.

- In response to a question regarding Brent's rating within the Department for Transport's Local Highway Authority Highways Maintenance Ratings 2025, Tony Kennedy (Head of Highways Management) advised that local authorities had received limited notice regarding the assessment method before ratings were published. It was explained that the Department for Transport had assessed the Council's performance based on a particular year during which preventative maintenance activity, specifically thin surface sealing, had not been undertaken because condition data and AI analysis had not identified it as a priority. It was noted that preventative maintenance had been undertaken in years before and after the period assessed and that discussions with the Department for Transport regarding the method remained ongoing, alongside a number of other local authorities. Chris Whyte (Director Public Realm) further added that the Council's understanding of the Department for Transport's expectations and assessment method had since improved. It was advised that the Council did not consider that its overall performance justified the rating received and expected future assessments to reflect a more accurate position as understanding of the requirements continued to develop.

- In considering longstanding concerns regarding the condition of infrastructure around Staples Corner Flyover and the associated roundabout, members requested an update on discussions with TfL. In addressing the concerns raised, Tony Kennedy (Head of Highways Management) advised that responsibility for the area was shared between Brent, Barnet and Transport for London. It was explained that TfL maintained its own prioritisation programme for resurfacing works and undertook to obtain an update regarding the current position of Staples Corner within that programme.

- Returning to the earlier discussion regarding communications, Councillor Knight (Cabinet Member for Cleaner Streets, Transport & Public Realm) suggested that greater use could be made of educational information, including material explaining the lifecycle of a pothole and the impact of weather conditions and water on highway deterioration. The significant achievements delivered by the service despite limited funding from TfL and wider financial constraints was also highlighted.

- Further queries were raised regarding whether the current contractual arrangements incentivised the speed and volume of repairs or the quality and durability of repairs. In response, Chris Whyte (Director Public Realm) advised that both factors formed important components of the current model. It was explained that the Council now operated a dual contractor arrangement across the borough, with one contractor undertaking reactive repairs and planned works being shared across separate north and south borough contracts. It was noted that this represented a different approach to arrangements that had existed prior to 2003 and reflected lessons learned from earlier contractual difficulties. It was considered that the current model was delivering improvements in highway condition, maintaining quality standards and benefiting from strong working relationships with both contractors.

- Highlighting concerns relating to bus lanes needing to remain safe and fit for purpose given the high levels of usage experienced on key routes across the borough, raised further questions around preventative maintenance measures for bus lanes, particularly on heavily used routes where significant stress was placed on the carriageway. Officers were requested to provide further information on this matter to the Committee, following the meeting.

In seeking to bring consideration of the item to a close, the Chair thanked officers and members for their contributions towards scrutiny of the Highways Maintenance report. As a result of the outcome of the discussion, the following information requests and suggestions for improvement identified were **AGREED**:

Recommendations to Cabinet Member:

- To review the extent to which Community Infrastructure Levy (CIL) funding is being used to support highways maintenance and improvement works and identify any further opportunities to maximise its contribution towards addressing the maintenance backlog.

- To engage with Transport for London (TfL) to explore funding opportunities and partnership arrangements to support the maintenance and improvement of bus lanes, helping to reduce pressures on the Council's highways maintenance budget.

Suggestions for Improvement:

- Develop a quarterly highways (inclusive of footways and carriageways) dashboard, with information presented at ward level where practicable. This should provide an accessible overview of network condition, including annual condition survey data, investment levels, planned and reactive maintenance activity, and key performance indicators.

- Develop and implement a communications and engagement programme to improve public understanding of pothole management and highways maintenance. This should include, but not be limited to:
  - Explaining the root causes of potholes, the factors that accelerate their deterioration, and why pothole formation remains a significant highways maintenance challenge.
  - Improving public understanding of the wider challenges associated with maintaining the highways network, including funding constraints and the factors that influence maintenance priorities.
  - Providing information on the investment being made in pothole repairs and highways maintenance, and the outcomes being achieved.
  - Promoting the channels available for residents to report potholes and other highway defects.
  - Providing greater transparency on how reported defects are assessed, prioritised and repaired.
  - Exploring opportunities to keep residents informed of progress and outcomes where they have reported a pothole or other highway defect.

Information Requests

- Provide a one-off baseline analysis of ward-by-ward highways condition and associated investment over the past two years.

- Provide a detailed briefing note on the borough's methodology for prioritising highways maintenance and investment, including the factors taken into account when determining priorities and allocating resources, supported by illustrative case studies demonstrating how the methodology is applied in practice.

- Provide an assessment of the extent to which current levels of highways investment are sufficient to maintain and improve the condition of the borough's highways, including an estimate of the time required to address the existing maintenance backlog.

- Provide a breakdown of the current highways maintenance programme, distinguishing between reactive and planned preventative maintenance, and setting out the contribution made by each funding source, including the Council's base budget, grants, CIL, Section 106 contributions, Mayoral funding, and any other external funding streams. The information should identify which elements of the programme are supported by recurring funding and which are dependent on one-off or time-limited funding sources.

- Provide an update on external partner contributions to highways maintenance and improvement programmes across the borough over the last three years, including the respective responsibilities of the Council and partner organisations, the funding and resource contributions made by each party, any outstanding commitments, and progress in delivering agreed responsibilities and contributions. The update should include a specific case study on the Staples Corner maintenance programme, setting out the respective responsibilities of the Council and external partners, funding and resource contributions, any outstanding commitments, and progress against agreed delivery timescales.

- Provide benchmarking information from comparable London boroughs on pothole management, including:
    - Average repair times.
    - Repeat repair rates.
    - Resident satisfaction levels.
    - Compensation claim volumes, compensation costs, and claim success rates.
    - Service delivery models (in-house, outsourced or hybrid).
    - Annual expenditure on pothole management services.
    - The proportion of highways maintenance expenditure allocated to reactive pothole repairs compared with planned preventative maintenance.
    - Pothole repair methodologies and intervention thresholds.

- Provide information on the assessment undertaken of insourcing in relation to the following contracts:

- O'Hara Bros. Surfacing Ltd - Highways Maintenance Contract
- GW Highways Ltd - Highway Infrastructure Contract
- Velocity UK Ltd - Injection Patching Contract

The information should include any options appraisals, business cases and/or benchmarking undertaken, together with an assessment of the potential implications of insourcing for service performance, resilience, workforce capacity, risk and value for money compared with the current outsourced arrangements.

- Provide a detailed briefing on the Council's broader approach to improving customer satisfaction in relation to highways maintenance, with a particular focus on pothole management.

- Provide information on the preventative maintenance measures currently undertaken for bus lanes to ensure they remain safe and in good condition.

- Provide details of the preventative maintenance and inspection programme for newly planted trees, including how the Council monitors and manages the risk of trees causing damage to adjacent footways and carriageways, and what measures are in place to enable early intervention before significant repairs are required.

- Provide information on carriageway and footway reinstatement works carried out by utility companies following excavations, including:
  - How often utility companies are required to return and correct works that fail Council inspections or do not meet the required standard.
  - The powers and processes available to the Council to ensure utility companies rectify substandard work and cover any associated costs.
  - Measures being taken to improve the quality of reinstatement works and minimise disruption to residents.
  - How the Council ensures that the cost of correcting poor-quality reinstatement work is met by the responsible utility company rather than the Council.

Please note, whilst the Cabinet recommendations, suggestions for improvement and information requests agreed as an outcome of each item were based on discussions and issues identified during the meeting, the final requests have been refined following the meeting to improve clarity and readability, while remaining consistent with the Committee's discussions and intended outcomes.

9. **Budget Update & Medium Term Financial Strategy**

Councillor Grahl (Deputy Leader and Cabinet Member for Finance & Resources) was invited to introduce a report providing an update on Brent’s overall financial position by examining the financial outturn position for 2025/26, the Quarter 1 financial forecast for 2026/27 and the medium-term financial outlook.

In presenting the report, members noted that the update included three reports providing a comprehensive view of Brent's financial position by explaining where the Council had come from through the 2025/26 Outturn, where it currently stood through the Quarter 1 2026/27, and where it was heading through the MTFS to enable the assessment of financial performance, the challenge of assumptions, the monitoring of savings delivery, the understanding of emerging risks and the evaluation of the sustainability of the Council's medium-term financial strategy.

Having thanked Councillor Grahl for introducing the report, the Chair then moved on to invite questions and comments from the Committee in relation to the Budget Update report, with the following main comments and issues discussed:

- As an initial point, the Chair requested an update on the delivery of thematic savings across each Directorate, based on the commitment previously made to the Scrutiny Committee in February 2026. In response, Minesh Patel (Corporate Director Finance and Resources) began by advising that Finance and Resources had an overall savings target of just under £1.5m, comprising savings within commissioning, procurement, digital transformation, efficiencies and workforce initiatives. It was reported that the principal challenge related to digital savings, not due to an inability to deliver them, but because of capacity constraints impacting the pace of implementation. It was noted that alternative efficiencies and overachievement in other areas were being utilised to mitigate potential shortfalls. Whilst remaining confident that digital savings would ultimately be delivered, it was further noted that timing represented the key risk. The potential in-year shortfall was currently estimated at approximately £90,000 against the overall target, which was considered manageable within the Directorate.

  Secondly, Rachel Crossley (Corporate Director Service Reform and Strategy) reported that Service Reform and Strategy had a savings target of approximately £2.316m. It was advised that savings proposals had initially fallen short by £705. Of the overall target, £500,000 had already been delivered and a further £1.2m remained on track for delivery. Approximately £440,000 of savings were currently rated amber, reflecting uncertainties associated with procurement exercises and digital transformation projects which still required market testing. It was further mentioned that one saving of £100,000 was currently rated red and related to fees and charging for individuals who funded their own care but chose to have their care arrangements managed by the Council. Work remained ongoing with the legal team regarding consultation requirements for the introduction of administration fees in this area. Whilst delivery remained possible, there was uncertainty regarding achievement of the full year saving.

  Thirdly, Nigel Chapman (Corporate Director Children, Young People and Community Development) advised that the Directorate's savings requirement for the year was £1.58m. It was reported that £1.16m of savings had been identified and were considered achievable. These included workforce efficiencies, particularly through reductions in agency expenditure, alongside grant related savings and reductions in tail spend. It was advised that the most challenging areas related to the digital and resident experience programmes. Whilst savings would ultimately need to be achieved within the Directorate, specific and tangible savings proposals had not yet been identified in relation to those programmes and further work with colleagues remained necessary.

  Fourthly, Gerry Ansell (Director Inclusive Regeneration and Climate Action) advised that Neighbourhood Regeneration had thematic savings totalling

£2.5m, comprising efficiencies and income maximisation measures. It was explained that these included fee increases, capitalisation opportunities and maximising external funding sources. Whilst some risks existed within the programme, arrangements were in place to offset any areas of underperformance, and it was reported that the Directorate remained on track to deliver its savings target within the financial year.

Fifthly, Chris Whyte (Director Public Realm) advised that the principal focus within Public Realm related to generating improved returns from parking services. This included exploring the commercialisation of underutilised car parking spaces, increasing the use of AI and CCTV technologies to improve enforcement compliance, and reducing reliance on pay and display machines across the borough in order to eliminate ongoing maintenance and repair costs. It was reported that these programmes remained on track. However, one area of slippage related to proposals for a lane rental scheme. It was noted that implementation had been delayed because legislation required to devolve responsibility from the Department for Transport to TfL remained subject to legal processes. As a result, implementation was now anticipated from March or April 2027 rather than during the current financial year.

Finally, Thomas Cattermole (Corporate Director Residents and Housing Services) advised that the Directorate had identified savings totalling £2.6m, all of which were currently rated green and on track for delivery. However, a £560,000 saving associated with commissioning and procurement was noted with caution, as it relied on securing additional supply through 10 year plus 1 day leases in order to reduce the use of nightly paid temporary accommodation. It was highlighted that delivery remained dependent on conditions within the temporary accommodation market.

- The Committee then sought clarification regarding the Council's reserve position and financial resilience. In response, Rav Jassar (Deputy Director Corporate and Financial Planning) advised that reserves had reduced significantly in recent years as a consequence of rising service demand, inflationary pressures and ongoing funding challenges. Whilst annual budget growth had been included to address these pressures, expenditure within temporary accommodation, adult social care and children's social care had exceeded budgetary assumptions, resulting in overspends funded from reserves. It was advised that, following the improved funding settlement and budget setting process agreed in February 2026, the Council had commenced rebuilding reserves over the medium term in order to strengthen financial resilience and address future risks. Current available reserves were estimated at approximately £20m. It was noted that the Quarter 1 forecast projected an overspend of £9.5m and, if sustained throughout the year, this would require funding from available reserves. It was acknowledged that reserve levels remained low and represented an ongoing concern.

- The Chair subsequently queried whether the existence of the Dedicated Schools Grant (DSG) deficit effectively meant that reserves had already been exhausted. In response, Minesh Patel (Corporate Director Finance and Resources) clarified the distinction between the Council's General Fund reserve and other usable reserves. It was advised that the General Fund reserve of £20m was held separately and would not ordinarily be utilised to fund overspends, instead providing protection against unforeseen emergencies and significant financial shocks. It was explained that the reserves used to support budget management and overspends were distinct from the General Fund reserve. Turning to the DSG position, members were reminded that the Government had previously introduced accounting arrangements which prevented cumulative High Needs deficits from impacting directly on local authority balance sheets. Those arrangements remained in place until April 2028. It was explained that national reforms had subsequently been developed to address the issue, with the Government committing to fund 90% of accumulated deficits, leaving local authorities to fund the remaining 10%. It was reported that provision for the Council's share had already been incorporated within the 2026/27 budget planning process. Councillor Grahl (Deputy Leader and Cabinet Member for Finance & Resources) further added that there was no statutory requirement specifying a minimum level of reserves, although many local authorities sought to maintain reserves equivalent to approximately 5% of General Fund expenditure. For Brent, this equated to approximately £20m. Referring to the DSG position, Councillor Grahl welcomed the Government's commitment to address 90% of local authority deficits and confirmed that Brent had submitted an application accordingly. It was observed that Brent had acted responsibly over a number of years to reduce its deficit; however, concern was expressed that the proposed national approach could benefit authorities that had taken less action. It was also noted that no long-term mechanism had yet been identified to prevent similar deficits from accumulating again in the future.

- In response to members' queries regarding the key decisions and strategies that had enabled Brent to remain in a comparatively strong financial position whilst many other local authorities had experienced significant financial difficulties, Minesh Patel (Corporate Director Finance and Resources) advised that a fundamental factor had been the Council's willingness to take difficult decisions over a sustained period. It was acknowledged that many of the decisions taken during the previous 10 years had not been easy and had often involved reductions in service provision alongside efficiency measures. A comparison was made between Brent's approach and that of some local authorities that had sought to avoid difficult decisions or had pursued higher risk income generation strategies, including significant commercial acquisitions. The importance of striking an appropriate balance between meeting statutory responsibilities and directing resources to priority areas whilst ensuring long-term financial stability was stressed.

- Clarification was sought by members regarding the Council's approach to homelessness prevention and the support available to individuals at risk of homelessness. In response, Thomas Cattermole (Corporate Director Residents and Housing Services) advised that the Council's immediate priority was reducing reliance on the most expensive forms of temporary accommodation, particularly nightly paid accommodation used during the initial 56-day statutory duty period. The Directorate was seeking to increase the supply of more cost-effective temporary accommodation whilst strengthening homelessness prevention and reduction activity. It was explained that the Council had commissioned a digital tool known as Xantura to assist in identifying individuals and households at risk of homelessness by drawing together information from multiple systems. It was advised that the homelessness prevention programme, led by Laurence Coaker (Director Housing Needs and Support), was focused on preventing homelessness before it occurred. It was noted that homelessness, the fear of homelessness and concerns regarding eviction represented some of the most common reasons for residents approaching Council hubs. Early intervention therefore remained critical in reducing future homelessness and associated costs. The Committee heard that staff operating from both the Turning Point Single Homelessness Service and New Horizons Families Homelessness Service worked with individuals and families at the earliest opportunity in order to prevent homelessness wherever possible. It was further explained that some residents approached the Council because they feared becoming homeless, despite not yet having received formal eviction notices, and that early engagement with landlords often enabled tenancies to be sustained. It was emphasised that preventing homelessness remained significantly preferable to responding once homelessness had occurred. It was further advised that work was also underway to review and develop the Council's Supported Housing Strategy.

- Following up, when asked how many officers were specifically employed in homelessness prevention roles, Thomas Cattermole (Corporate Director Residents and Housing Services) advised that whilst not having the exact figures available at the meeting dedicated teams operated within Single Homelessness, Families Homelessness and Tenancy Sustainment services with detailed figures to be provided following the meeting.

- Further queries were raised regarding whether homelessness prevention was sufficiently understood across the Council as a corporate issue, rather than solely a housing issue. In responding, Minesh Patel (Corporate Director Finance and Resources) advised that temporary accommodation and homelessness were recognised as whole Council issues. It was emphasised that homelessness had implications not only for housing services but also for education, children's social care, adult social care and wider public service partners. It was explained that the Council's transformation programmes aimed to ensure that any officer encountering an individual or household at risk of homelessness was able to identify and address issues at an early stage rather than waiting for the matter to escalate into a housing crisis. Thomas Cattermole (Corporate Director Residents and Housing Services) added that every Council service had a role to play in preventing homelessness and noted the significant impacts associated with homelessness for public health services, mental health services and the NHS. It was advised that new collaborative approaches with partners were already being developed within the Harlesden area.

- The Chair referred to examples of neighbouring authorities purchasing newly developed residential accommodation at discounted rates and questioned whether Brent was pursuing similar opportunities. In response, Minesh Patel (Corporate Director Finance and Resources) advised that discussions of this nature were undertaken regularly with other local authorities. However, it was noted with caution that some arrangements which initially appeared attractive did not always provide good value when considered over the longer term due to financing costs. It was emphasised that the Council sought to balance short-term opportunities with medium and long-term value for money considerations whilst continuing to explore such opportunities on a regular basis.

- Members recommended that consideration be given to developing a borough-wide register of vacant commercial premises together with clear targets to reduce long term vacancies through enterprise, community and creative uses. In addition, it was suggested that flexible or reduced rental arrangements be explored where this could help bring vacant units back into use. The Chair further highlighted the importance of ensuring robust asset disposal arrangements were in place and that Council assets were being marketed to the widest possible audience, including entrepreneurs and community organisations. In response, Minesh Patel (Corporate Director Finance and Resources) advised that both matters would be referred to the Director of Property and Assets and that a response would be provided following the meeting.

- Clarification was sought regarding downside stress testing within the Medium-Term Financial Strategy that had been undertaken for potential scenarios involving higher fuel costs, inflation, interest rates and provider costs. In response, Minesh Patel (Corporate Director Finance and Resources) advised that the Medium-Term Financial Strategy was inherently subject to changing circumstances and was therefore based upon a range of modelling assumptions. It was explained that the Council generally adopted a balanced position between best case and worst-case scenarios and that many existing contractual arrangements already contained mechanisms to manage inflationary risks. It was emphasised that assumptions were reviewed regularly and that the Medium-Term Financial Strategy was refreshed annually.

- Referring to the pattern of overspends often emerging within Adult Social Care later in the financial year, the Chair queried whether this reflected a recurring cycle within the service or was merely coincidental. In response, Rachel Crossley (Corporate Director Service Reform and Strategy) advised that a combination of factors contributed to this position with it explained that the Council had incorporated significantly more growth funding within the current budget. Whereas the previous year had included approximately £12m of growth alongside savings of just under £5m, the current year included approximately £20m of growth and savings of £2.3m. Members were advised that the main risk continued to relate to placement costs. It was also highlighted that increases in national insurance had taken place after budget assumptions had been set during the previous year and had therefore created additional pressures that had not been reflected in growth allocations.

- The Chair referred to a longstanding Scrutiny Committee request for a breakdown of revenue and expenditure associated with commissioned services and questioned whether this could be provided. In responding, Rachel Crossley (Corporate Director Service Reform and Strategy) acknowledged that procurement and contract management information had historically been an area of weakness for the Council and had been the subject of a procurement improvement programme. It was advised that improvements had since been made to contract registers and management information and any data available would be shared with the Committee, following the meeting.

- As a final query, members were keen to seek details regarding the preventative support models available to homeless individuals and those at risk of homelessness. In response, Rachel Crossley (Corporate Director Service Reform and Strategy) advised that work had been undertaken to develop services beyond traditional mental health provision, which often operated within a more eligibility driven framework under the Care Act. It was reported that a number of preventative approaches had been piloted within the Harlesden area, including greater involvement of voluntary sector organisations and community-based services. It was explained that these models had partly been developed in recognition of trust barriers that sometimes existed between residents and the Council. Confirmation was provided that further information could be shared with the Committee. Thomas Cattermole (Corporate Director Residents and Housing Services) further added that homelessness support teams were also operating within hospital settings and mental health wards to assist individuals with mental health needs in preparing for a successful return to the community and to reduce the risk of homelessness occurring following discharge.

In seeking to bring consideration of the item to a close, the Chair thanked officers and members for their contributions towards scrutiny of the Budget Update report. As a result of the outcome of the discussion, the following information requests and suggestions for improvement identified were **AGREED**:

<u>Information Requests</u>

- Provide a detailed update on delivery of the 2026/27 Budget savings programme. The response should include a <u>tabulated breakdown</u> of progress against both cross-council thematic savings and service-specific savings proposals, containing the following information:

  Cross-council thematic savings

  CC01 Commissioning & Procurement | *CC02 Digital Programme* | *CC03 Efficiency* | *CC04 Workforce* | *CC05 Income Maximisation* | *CC06 Resident Experience & Channel Shift*

  - For each thematic category listed above and each specific proposal within it:
    - The original saving target in £, the amount delivered so far, and an overall RAG rating for each proposal

  - A further breakdown for each contributing directorate to each proposal:
    - The saving committed in £, the amount delivered to date in £, and a RAG rating

  Service-specific savings

  NR01 Lane Rental Scheme | *NR02 Asset Utilisation* | *PHRS01 Reduce Subsidy Loss* | *PHRS02 Homelessness Prevention* | *PHRS03 Housing Benefits Claim Reduction*

  - For each service-specific proposal:

- The original saving target in £, the amount delivered to date in £, and a RAG rating

- Top-line summary of any slippage and mitigating actions

- Provide the delivery plans for each cross-council thematic savings category, where available *(CC01 Commissioning & Procurement* **|** *CC02 Digital Programme* **|** *CC03 Efficiency* **|** *CC04 Workforce* **|** *CC05 Income Maximisation* **|** *CC06 Resident Experience & Channel Shift).* The information should include key milestones and timelines, quantified risks and mitigations, analysis of variances and their underlying causes, and any actions being taken to support delivery of the savings programme.

Please note, whilst the information requests agreed as an outcome of each item were based on discussions and issues identified during the meeting, the final requests have been refined following the meeting to improve clarity and readability, while remaining consistent with the Committee's discussions and intended outcomes.

10. **Revitalising High streets**

Councillor Kelcher (Cabinet Member for Regeneration & Planning) was invited to introduce a report providing an assessment of the performance, effectiveness, and impact of the Council's current approach to revitalising high streets and town centres. In presenting, it was noted that the Council intended to develop a comprehensive High Streets Strategy and welcomed the opportunity for the Committee to undertake pre-scrutiny of the emerging strategy prior to its development, with a view to ensuring that it reflected the priorities and areas of focus identified by members.

Having thanked Councillor Kelcher for introducing the report, the Chair then moved on to invite questions and comments from the Committee in relation to Revitalising High Streets report, with the following main comments and issues discussed:

- As an initial query, members questioned how the emerging High Streets Strategy would address anti-social behaviour within town centres and how success would be measured. In response, Councillor Kelcher (Cabinet Member for Regeneration & Planning) advised that the strategy would seek to establish a strong vision for Brent's high streets by promoting their unique identities and encouraging more people to visit them. It was stressed that efforts to celebrate Brent's diverse offer and improve the attractiveness of town centres would have limited value if visitors continued to encounter anti-social behaviour. As a result, the strategy would incorporate measures relating to anti-social behaviour alongside wider considerations including environmental quality, parking and town centre promotion. Gerry Ansell (Director Inclusive Regeneration and Climate Action) added that anti-social behaviour was addressed through a range of Council services, including investment in CCTV and enforcement activity. It was noted that a key ambition of the strategy was to support the creation of attractive and welcoming destinations within Brent that encouraged people to spend time within town centres.

- Members sought reassurance that areas such as Stonebridge, which experienced poorer access to established town centres, would benefit from the proposed strategy. In response, David Glover (Head of Planning and Development Services) advised that significant regeneration activity was already planned across locations including Stonebridge, St Raphael's and Harlesden. It was explained that the High Streets Strategy would provide a borough-wide framework identifying strengths, challenges and opportunities before progressing to more detailed work focused on the specific needs of individual communities. It was emphasised that the Council wished to work collaboratively with residents, businesses and local communities to shape future interventions as opposed to imposing solutions upon them. Councillor Kelcher (Cabinet Member for Regeneration & Planning) added that priorities would need to be established in order to maximise the impact of available resources. The importance of improving connections between communities and high streets to increase footfall and support economic activity was highlighted. Reference was also made to the proposed £13m cycle route linking Harlesden and Wembley through Stonebridge, which was expected to support the objectives of the High Streets Strategy.

- When asked how the strategy would measure success in terms of local employment, business growth and apprenticeships, Councillor Kelcher (Cabinet Member for Regeneration & Planning) advised that the strategy was still in development and that such measures could be incorporated. Examples including the Brent Hairdressing Academy in Harlesden, which provided training and employability support, and Brent Start, which offered assistance with employment and apprenticeships, were highlighted. It was indicated that supporting skills development and local employment opportunities should continue to form part of the Council's approach.

- Members highlighted the value of community-led initiatives such as the Willesden Co-design workshop and questioned whether similar engagement would inform the strategy. In response, David Glover (Head of Planning and Development Services) confirmed that extensive engagement with residents, businesses and community groups would be essential. It was noted that the strategy would establish a framework which would subsequently be refined through more localised consultation and engagement.

- In response to a question regarding the cleanliness and attractiveness of town centres, David Glover (Head of Planning and Development Services) advised that work led by Rubina Charalambous (Economic Growth Senior Manager) had secured funding in a number of locations to address environmental quality issues. It was acknowledged that the condition of public spaces played a significant role in shaping perceptions of town centres and highlighted the importance of selecting appropriate materials and design approaches.

- Concerns were highlighted regarding the lack of a substantive revenue budget for much of the proposed work, with members' querying what contingency arrangements existed should external funding sources reduce. Clarification was also sought regarding how success was currently being measured. In response, Councillor Kelcher (Cabinet Member for Regeneration & Planning) acknowledged the importance of external funding but advised that a range of activities could continue to be progressed within existing resources, including campaigns and promotional work. It was noted that additional funding would increase the scale and impact of interventions but emphasised that opportunities would continue to be pursued, including initiatives capable of being self-funded through bidding.

At this stage in proceedings, the Committee agreed to apply the guillotine procedure under Standing Order 62(c) in order to extend the meeting by 30 minutes to allow continued consideration of the item and the remaining business on the agenda.

In continuing, Rubina Charalambous (Economic Growth Senior Manager) outlined a range of successful external funding bids secured by the Council. These included £3.1m from the GLA for the Neasden Community Partnership Programme, funding of £70,000 for the Ealing Road Creative Enterprise Zone, together with a number of NCIL funded projects and £110,000 secured through the GLA Summer Streets Programme. It was also advised that consideration was being given to alternative funding mechanisms, including the potential establishment of a Business Improvement District. In relation to monitoring and measuring performance, Rubina Charalambous advised that the Council worked closely with the GLA and had access to a range of data including footfall, dwell time and visitor spending metrics. These indicators were being utilised to assess town centre performance. The importance of strengthening local business organisations, including the Wembley Traders Association, Neasden Business Collective, Little India Trading Association and One Kilburn was also emphasised.

- When asked how closely the Council worked with One Kilburn, Paul Lewin (Spatial Planning Manager) advised that Richard Hay (Town Centre Manager) was actively involved in the partnership and that One Kilburn also received support from officers involved in community engagement and town centre management activities. Councillor Kelcher (Cabinet Member for Regeneration & Planning) additionally noted that opportunities could be explored for the Leader of the Council and the Cabinet Member for Communities, Culture and Cost of Living Support to attend One Kilburn meetings in order to strengthen engagement and support the development of local partnerships.

- Members queried references within the committee report to aspirational and non-aspirational businesses and questioned what action could be taken to encourage a transition away from non-aspirational uses, such as gambling centres and fast-food places towards more aspirational ones within town centres. In response, Councillor Kelcher (Cabinet Member for Regeneration & Planning) advised that the Council had commenced the process of preparing a new Local Plan and that town centres would form a specific area of focus within that work. It was stated that his intention was to utilise all planning powers available to the Council, including new powers announced by Government, in order to address issues associated with the proliferation of certain business uses where appropriate. David Glover (Head of Planning and Development Services) further added that Brent had been among the early authorities to introduce planning policies restricting the location of new fast food places near schools and limiting over-concentration within town centres. It was advised that similar concerns existed in relation to gambling establishments and that these issues were being considered through both planning and licensing mechanisms. David Glover further noted that a cross-Council group led by Public Health was examining ways of addressing gambling related harms and that these matters would form part of future Local Plan considerations.

- As a final point, the Chair emphasised the importance of ensuring that the emerging High Streets Strategy considered all aspects of the town centre experience, including business operation, property occupation, the visitor and resident experience, public realm improvements and lessons that could be learned from successful high streets elsewhere, in order to maximise the effectiveness of future interventions.

In seeking to bring consideration of the item to a close, the Chair thanked officers and members for their contributions towards scrutiny of the Revitalising High Streets report. As a result of the outcome of the discussion, the following information requests and suggestions for improvement identified were **AGREED**:

<u>Recommendations to Cabinet Member:</u>

- Develop and implement a coordinated, cross-council approach to the High Streets Strategy, ensuring effective alignment across relevant services and strong partnership working with key external stakeholders, including the Metropolitan Police, TfL, Trading Standards, local businesses and neighbouring boroughs, where appropriate.

- Use the High Streets Strategy as a vehicle for achieving Brent's wider economic, social and community objectives through innovative and joined-up approaches that maximise the contribution of high streets and town centres to education, skills, employment, business growth, community wellbeing and addressing homelessness.

- Embed the High Streets Strategy within Brent's wider planning, regeneration and economic development framework, including the Brent Local Plan, and establish a clear long-term vision for the vitality, viability, resilience and transformation of high streets and town centres, informing planning, regeneration and investment decisions.

- Ensure the High Streets Strategy is informed by robust evidence and meaningful, inclusive engagement with residents, businesses, community organisations and other stakeholders, including seldom-heard groups, so that its priorities and proposed interventions reflect local needs, aspirations and lived experience.

- Strengthen the role of local businesses and representative organisations in shaping and delivering the High Streets Strategy, creating effective mechanisms for collaboration, advocacy and collective action to support sustainable economic growth across Brent’s high streets and town centres.

- Set out a coordinated approach within the High Streets Strategy to tackling persistent vacancies and under-utilised premises, aligning planning, economic development, business support and enforcement functions, and identifying how the Council's powers, resources and partnerships can support their productive reuse. This should promote a diverse and sustainable mix of businesses, community organisations and social enterprises, including through the flexible repurposing of vacant premises for affordable workspace, community and cultural uses, youth provision, training and employment initiatives, and other uses that support local regeneration priorities where appropriate.

- Adopt a place-based approach through the High Streets Strategy, using robust local data and intelligence, including occupancy and vacancy rates, business mix, and opportunities for business attraction and growth, to identify the distinct needs and opportunities of Brent's high streets and town centres and inform priorities, investment and interventions.

- Ensure the High Streets Strategy is supported by clear governance arrangements, accountability mechanisms and a robust delivery plan, with measurable, centre-specific objectives and performance indicators to track progress and outcomes. This should include indicators relating to vacancy rates, footfall, business growth and survival, investment, employment, community safety, cleanliness, public realm quality and resident and business satisfaction.

- Develop a sustainable long-term funding and resourcing approach for the High Streets Strategy that maximises the use of existing Council resources and funding streams, including CIL, leverages external funding and partnerships, and reduces reliance on short-term funding to support the long-term transformation of Brent’s high streets and town centres.

- Consider the role of parking in supporting the vitality, accessibility, connectivity and attractiveness of Brent’s high streets and town centres, including an assessment of the merits and impacts of piloting free short-stay parking and other favourable parking approaches on footfall, business growth and visitor access, while balancing environmental and sustainability objectives.

- Present the draft High Streets Strategy to the Resources and Public Realm Scrutiny Committee prior to Cabinet approval, accompanied by a clear explanation of how evidence, stakeholder engagement and consultation findings have shaped its vision, priorities and delivery approach.

<u>Information Requests;</u>

- Provide data on vacant premises across the borough, broken down by high street, town centre and ward, including vacancy duration, property type, the status of vacant premises and any known barriers to bringing them back into use, where available.

Please note, whilst the Cabinet recommendations and information requests agreed as an outcome of each item were based on discussions and issues identified during the meeting, the final requests have been refined following the meeting to improve clarity and readability, while remaining consistent with the Committee's discussions and intended outcomes.

11. **Scrutiny Progress Update - Recommendations Tracker**

The Committee agreed to note the progress of any previous recommendations, suggestions for improvement, and information requests of the Committee. The Chair further noted that the recommendations tracker would be continuously monitored and reviewed, ensuring any new recommendations were considered then.

12. **Any other urgent business**

No items of urgent business were identified.

The meeting closed at 9.15 pm

COUNCILLOR ANUP PATEL
Chair

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Brent	**Resources and Public Realm Scrutiny Committee** 2 September 2026
	Report from the Deputy Director, Democratic and Corporate Governance

Resources and Public Realm Scrutiny Committee Work Programme 2026/27

Wards Affected:	All
Key or Non-Key Decision:	Not Applicable
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	One Appendix A: Resources and Public Realm Scrutiny Committee Work Programme 2026-27
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Jason Sigba, Strategy Lead – Scrutiny, Democratic & Corporate Governance 0208 937 2036 Jason.Sigba@brent.gov.uk Amira Nassr, Deputy Director, Democratic & Corporate Governance, Finance & Resources 020 8937 5436 Amira.Nassr@brent.gov.uk

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 outlines the items which the Resources and Public Realm Scrutiny Committee will consider during the municipal year.

3.2.2. It is intended to be a flexible, living document that can adapt and change according to the needs of the Committee. The following amendments set out in this report reflect this approach:

- An additional agenda item has been included for the 2 September 2026 meeting to consider the call-in of the decision by Councillor Promise Knight, Cabinet Member for Cleaner Streets, Transport and Public Realm, to approve a contract variation relating to the Integrated Street Cleansing, Waste Collection and Winter Maintenance Service provided by Veolia Environmental Services (UK) Limited, in accordance with Paragraph 13 of Part 3 of the Constitution.

All changes are highlighted in red in Appendix A.

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.

<u>Report sign off:</u>

Amira Nassr
Deputy Director, Democratic and Corporate Governance

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Appendix A

Resources and Public Realm Scrutiny Committee Work Programme 2026/27

Wednesday 29 July 2026

Agenda Item	Cabinet Members/Non-Executive Members	Corporate Directors	External Organisations/Participants
Committee Work Programme 2026/27	Cllr Anup Patel, Chair of Resources and Public Realm Committee	Minesh Patel, Corporate Director – Finance and Resources	
Budget 2026/27: Medium Term Financial Outlook and In-Year Monitoring Update (Q1)	Cllr Gwen Grahl, Deputy Leader and Cabinet Member for Finance and Resources	Minesh Patel, Corporate Director – Finance and Resources	
Highways Maintenance	Cllr Promise Knight, Cabinet Member for Cleaner Streets, Transport and Public Realm	Jehan Weerasinghe, Corporate Director – Neighbourhoods and Regeneration	
Revitalising High Streets and Town Centres	Cllr Matt Kelcher, Cabinet Member for Regeneration and Planning	Jehan Weerasinghe, Corporate Director – Neighbourhoods and Regeneration	

Wednesday 02 September 2026

Agenda Item	Cabinet Members/Non-Executive Members	Corporate Directors	External Organisations/Participants
Call-in: Decision to vary the contract for the Integrated Street Cleansing, Waste Collection & Winter	Cllr Promise Knight, Cabinet Member for Cleaner Streets, Transport and Public Realm	Jehan Weerasinghe, Corporate Director – Neighbourhoods and Regeneration	

Maintenance Service with Veolia Environmental Services (UK) Ltd			
Parking	Cllr Promise Knight, Cabinet Member for Cleaner Streets, Transport and Public Realm	Jehan Weerasinghe, Corporate Director – Neighbourhoods and Regeneration	
Value for Money in Procurement and Contracts	Cllr Muhammed Butt, Leader of Brent Council and Cabinet Member for Adult Social Care	Rachel Crossley, Corporate Director – Service Reform and Strategy	

Tuesday 20 October 2026

Agenda Item	Cabinet Members/Non-Executive Members	Corporate Directors	External Organisations/Participants
Budget 2026/27: In-Year Monitoring Update (Q2)	Cllr Gwen Grahl, Deputy Leader and Cabinet Member for Finance and Resources	Minesh Patel, Corporate Director – Finance and Resources	
Council Tax Collection and Recovery	Cllr Tina Amadi, Cabinet Member for Communities, Culture and Cost-of-Living Support Cllr Gwen Grahl, Deputy Leader and Cabinet Member for Finance and Resources	Tom Cattermole, Corporate Director – Residents and Housing Services Minesh Patel, Corporate Director – Finance and Resources	
Climate Resilience and Infrastructure (with a focus on Flooding Risk Management)	Cllr Jake Rubin, Cabinet Member for Children's Services, Employment and Climate Action Cllr Promise Knight, Cabinet Member for Cleaner Streets, Transport and Public Realm	Jehan Weerasinghe, Corporate Director – Neighbourhoods and Regeneration	TBC

Tuesday 26 January 2027

Agenda Item	Cabinet Members/Non-Executive Members	Corporate Directors	External Organisations/Participants
Complaints Annual Report 2025/26	Cllr Gwen Grahl, Deputy Leader and Cabinet Member for Finance and Resources	Minesh Patel, Corporate Director – Finance and Resources	
ASB in Brent	Cllr Liz Dixon, Cabinet Member for Community Safety and Public Health	Nigel Chapman, Corporate Director – Children, Young People and Community Development	TBC
Borough of Sanctuary: Support for Migrant Communities	Cllr Tina Amadi, Cabinet Member for Communities, Culture and Cost-of-Living Support Cllr Jake Rubin, Cabinet Member for Children's Services, Employment and Climate Action	Nigel Chapman, Corporate Director – Children, Young People and Community Development	TBC

Monday 01 March 2027

Agenda Item	Cabinet Members/Non-Executive Members	Corporate Directors	External Organisations/Participants
Budget 2026/27: In-Year Monitoring Update (Q3)	Cllr Gwen Grahl, Deputy Leader and Cabinet Member for Finance and Resources	Minesh Patel, Corporate Director – Finance and Resources	
Safer Brent Partnership Report 2026	Cllr Liz Dixon, Cabinet Member for Community Safety and Public Health	Minesh Patel, Corporate Director – Finance and Resources	TBC

Employment and Skills	Cllr Jake Rubin, Cabinet Member for Children's Services, Employment and Climate Action Cllr Matt Kelcher, Cabinet Member for Regeneration and Planning	Nigel Chapman, Corporate Director – Children, Young People and Community Development Jehan Weerasinghe, Corporate Director – Neighbourhoods and Regeneration	

Tuesday 27 April 2027

Agenda Item	Cabinet Members/Non-Executive Members	Corporate Directors	External Organisations/Participants
Regeneration in Brent: Strategy, Delivery and Community Impact	Cllr Matt Kelcher, Cabinet Member for Regeneration and Planning	Jehan Weerasinghe, Corporate Director – Neighbourhoods and Regeneration	
Waste Management and Enforcement	Cllr Promise Knight, Cabinet Member for Cleaner Streets, Transport and Public Realm	Jehan Weerasinghe, Corporate Director – Neighbourhoods and Regeneration	
Review of Community Infrastructure in Brent	Cllr Muhammed Butt, Leader of Brent Council and Cabinet Member for Adult Social Care Cllr Matt Kelcher, Cabinet Member for Regeneration and Planning	Jehan Weerasinghe, Corporate Director – Neighbourhoods and Regeneration	

Brent	**Resources and Public Realm Scrutiny Committee** 2 September 2026
	Report from the Deputy Director Democratic & Corporate Governance

Call-in: Individual Cabinet Member Decision to vary the contract for Integrated Street Cleansing, Waste Collection and Winter Maintenance Service with Veolia

Wards Affected:	All Wards
Key or Non-Key Decision:	Not applicable
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	Three: Appendix 1: Individual Cabinet Member Decision Report to vary the contract for Integrated Street Cleansing, Waste Collection and Winter Maintenance Service with Veolia Appendix 2: Call-In Form Appendix 3: Call-In Protocol
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	James Kinsella, Governance & Scrutiny Manager Tel: 020 8937 2063 Email: james.kinsella@brent.gov.uk

1.0 Executive Summary

1.1 This report provides details on a call-in which has been received, under Standing Order 14, relating to an individual Cabinet Member decision taken by the Cabinet Member for Cleaner Streets, Transport & Public Realm to vary the contract for Integrated Street Cleansing, Waste Collection and Winter Maintenance Service with Veolia.

1.2 The call-in has been accepted as valid and therefore needs to be considered by the relevant Scrutiny Committee (in this case Resources & Public Realm) with this report providing details on the decision which has been called-in for review, reasons and alternative action being sought as a result and procedure for dealing with the call-in.

2.0 Recommendation(s)

2.1 That the Committee considers the call-in and agrees to one of the following outcomes:

2.1.1 The Committee does not wish to refer the matter back to the decision maker or to the Cabinet Member for Cleaner Streets, Transport & Public Realm for reconsideration, at which point the decision is deemed to be confirmed and takes effect immediately following the call-in meeting; or

2.1.2 The Committee decides to ask the Cabinet Member for Cleaner Streets, Transport & Public Realm to reconsider the decisions made, in light of any observations of the Committee; or

2.1.3 Having had regard to the advice of the Director of Law or Corporate Director of Finance & Resources, the Committee considers the decision is contrary to the Council's Budget or Policy Framework, at which point it refers the matter to the next practicable meeting of the Council, subject to the provisions of Standing Orders.

3.0 Detail

Contribution to Borough Plan Priorities & Strategic Context

3.1 As detailed within the report on which the called-in decision was based (attached as Appendix 1) the proposed contract variation has been identified as supporting several of the priorities and outcomes set out in Brent's Borough Plan, particularly the strategic priority of a 'Cleaner, Greener Future' which focuses on maintaining clean streets, reducing environmental nuisance, and improving public spaces.

3.2 The contract variation has also been identified as increasing the Council's capacity to maintain cleaner streets and public spaces whilst minimising disruption through night-time cleansing and waste collection and in creating a safe borough by helping tackle environmental crime, fly-tipping, littering, and poor environmental conditions that negatively impact residents' perception of safety and wellbeing. These have been identified as additional outcomes contributing towards 'Thriving Communities' and 'A Healthier Brent' by creating cleaner and subsequently healthier public spaces as well as fostering community pride.

3.3 The call-in procedure is also recognised as a key element of the Council's governance arrangements in terms of not only supporting effective and efficient decision making but also in providing an opportunity to hold the executive to account, enhancing the Council's activity and delivery of all strategic priorities within the Borough Plan.

Background

3.4 Under the Council's Individual Cabinet Member Scheme of Delegation (Part 3 – Constitution) the Cabinet Member for Cleaner Streets, Transport & Public Realm approved a variation to the contract for Integrated Street Cleansing, Waste Collection and Winter Maintenance Service with Veolia on 6 August 2026. This decision was subsequently published on 12 August 2026 with the report on which the decision was based attached as Appendix 1 to this report.

3.5 The decision taken by the Cabinet Member was as follows:

Having consulted with the Leader:

(1) To approve the variation of the contract for Integrated Street Cleansing, Waste Collection and Winter Maintenance Service with Veolia Environmental Services (UK) Limited to undertake additional works at the cost of £1,540,000 for a period of 12 months as set out below:

(a) To include the provision of two small mechanical street sweepers to address street cleansing;

(b) To widen the scope of the contract to include 5 additional litter pickers in each Brent Connect area to cover town centres and high streets cleaning;

(c) To widen the scope of contract to include nighttime street cleansing and waste collection;

(d) To widen the scope to include a dedicated Persistent Organic Pollutants (PoPS) waste collection 7 days a week;

(e) To widen the scope to include waste collection from unregistered land;

(f) To widen the scope to include a weekend rapid response street cleaning crew; and

(g) To widen the scope to trial an additional resource of a vehicle and two crew members for our Brent Housing Estates.

3.6 The above decision has subsequently been called-in by six members of the Council (comprised of members from two different political groups), with details of the call-in, including the reasons and alternative action being sought, attached as Appendix 2 to this report.

3.7 Under the call-In procedure, the relevant Scrutiny Committee (in this case Resources & Public Realm) is now required to consider the call-in and decide on the relevant outcome. The procedure for dealing with the call-in and the conduct of the Scrutiny Committee meeting is attached at Appendix 3 of this report, for reference.

4.0 Stakeholder and ward member consultation and engagement

4.1 None specifically applicable to this covering report. The members who have submitted the call-in as well as Lead Cabinet Member have been consulted and advised of the arrangements for consideration of the call-in.

5.0 Financial Considerations

5.1 There are no direct financial considerations arising from this covering report. The financial considerations relating to the called-in decision have been detailed within the report on which the decision taken by the Cabinet Member for Cleaner Streets, Transport & Public Realm (attached as Appendix 2) was based.

6.0 Legal Considerations

6.1 There are no direct legal considerations arising from this covering report. The procedure for dealing with the call-in and options available to the Resources & Public Realm Scrutiny Committee have been set out in Appendix 3 of the report with the legal considerations relating to the called-in decisions having been detailed within the report on which the decision taken by the Cabinet Member for Cleaner Streets, Transport & Public Realm (attached as Appendix 2) was based.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

7.1 There are no direct Equity, Diversity & Inclusion considerations arising from this covering report.

8.0 Climate Change and Environmental Considerations

8.1 There are no direct climate change and environmental considerations arising from this covering report.

9.0 Communication Considerations

9.1 There are no direct communication considerations arising from this covering report.

Report sign off:
Amira Nassr Deputy Director Democratic and Corporate Governance

Brent	**Decision of Cabinet Member for Cleaner Streets, Transport and Public Realm**	
	Report from the Corporate Director, Neighbourhood and Regeneration	

Authority to vary contract for Integrated Street Cleansing, Waste Collection & Winter Maintenance Service with Veolia Environmental Services (UK) Ltd

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	N/A
Background Papers[1]:	N/A
Contact Officer(s): (Name, Title, Contact Details)	Rashmi Agarwal, Head of Service Development & Contracts Performance 020 8937 2514 rashmi.agarwal@brent.gov.uk

1.0 Executive Summary

1.1 This report requests individual Cabinet Member approval to vary a contract in respect of Integrated Street Cleansing, Waste Collection and Winter Maintenance Service with Veolia Environmental Services (UK) Limited in accordance with paragraph 13 of Part 3 of the Constitution. The report summarises the reasons for the request to vary.

2.0 Recommendation(s)

That the Cabinet Member for Cleaner Streets, Transport and Public Ream, having consulted with the Leader:

2.1 Approves the variation of the contract for Integrated Street Cleansing, Waste Collection and Winter Maintenance Service with Veolia Environmental Services (UK) Limited to undertake additional works at the cost of £1,540,000 for a period of 12 months as set out below:

(a) To include the provision of two small mechanical street sweepers to address street cleansing;

(b) To widen the scope of the contract to include 5 additional litter pickers in each Brent Connect area to cover town centres and high streets cleaning;

(c) To widen the scope of contract to include nighttime street cleansing and waste collection;

(d) To widen the scope to include a dedicated Persistent Organic Pollutants (PoPS) waste collection 7 days a week;

(e) To widen the scope to include waste collection from unregistered land;

(f) To widen the scope to include a weekend rapid response street cleaning crew; and

(g) To widen the scope to trial an additional resource of a vehicle and two crew members for our Brent Housing Estates.

3.0 Detail

3.1 **Contribution to Borough Plan Priorities and Strategic Context**

3.1.1 The proposed contract variation supports several of the priorities and outcomes set out in Brent's Borough Plan, particularly the strategic priority of a 'Cleaner, Greener Future' which focuses on maintaining clean streets, reducing environmental nuisance, and improving public spaces. The contract variation will increase the Council's capacity to maintain cleaner streets and public spaces whilst minimising disruption through night-time cleansing and waste collection.

3.1.2 The variations also support the Borough Plan outcome of creating a safe borough by helping tackle environmental crime, fly-tipping, littering, and poor environmental conditions that negatively impact residents' perception of safety and wellbeing.

3.1.3 In addition, the proposals contribute to the Borough Plans priorities of 'Thriving Communities' and 'A Healthier Brent' by creating cleaner and subsequently healthier public spaces as well as fostering community pride.

3.2 Background

3.2.1 The Council entered into a contract for Integrated Street Cleansing, Waste Collection and Winter Maintenance Service with Veolia Environmental Service (UK) Limited on 5 April 2023 (the "Contract").

3.2.2 Officers consider that the contract should be varied and have entered into discussions with Veolia Environmental Services (UK) Limited (the "Contractor") to vary the Contract as follows:

(a) To include the provision of two small mechanical street sweepers to address street cleansing
Following recent funding from NCIL, mechanical sweepers were trialled for additional street cleaning, and they have been key in keeping Brent's side roads

and residential roads clean and have made a huge difference to the look and feel of the public realm.

(b) To widen the scope of the contract to include 5 additional litter pickers in each Brent Connect area to cover town centres and high streets cleaning

Litter pickers were another feature trialled recently. This brought in a significant change in the borough cleanliness. Litter pickers are important as they pick up surface litter that would be missed, as many roads are swept once a month even with rapid response crew help. This proposal of extra litter pickers operating on weekdays and weekends to cover from Friday- Tuesday, will help deal with extra pressure and demands generated over the weekends.

(c) To widen the scope of contract to include nighttime street cleaning and waste collection

Brent currently has a trial in place for nighttime street cleaning/waste collection. This overnight service from 9.00pm till 6.00am has improved the look and feel of our town centres in terms of overnight dumped waste. The borough looks much cleaner in the morning and the morning collection crew are able to complete their rounds efficiently and on time. The service feels that this initiative will immensely help towards maintaining a cleaner borough.

(d) To widen the scope to include a dedicated Persistent Organic Pollutants (PoPS) waste collection 7 days a week

In 2024, PoPS legislation came into effect and PoPS could not be mixed with other waste and necessitated a separate arrangement for PoPs collection. Due to the urgency and limited time period to put arrangements in place, a rapid response crew from Wembley North was re-directed to collect PoPs instead without incurring additional costs to the Council. The PoPs collection has worked so far but this has had an impact in street cleansing standards in the North of Wembley. Therefore, the service will benefit from having a separate collection crew and brining the Wembley North crew back to meet the core contract requirement.

(e) To widen the scope to include waste collection from unregistered land

The NCIL project funding for waste on private land clearance has helped neighbourhood managers to get ad hoc cleaning done on parts of land that gets neglected and becomes an issue for ASB or a hot spot for dumping waste. If these ad hoc services are agreed and arranged with Veolia then it will help neighbourhood managers to keep on top without it turning into a big problem requiring huge resources for clearance.

(f) To widen the scope to include a weekend rapid response street cleansing crew

In the current contract there are no pick-up crews collecting from residential areas during weekends. Due to the high volume of waste and fly-tip events occurring over the weekend period, this results in delayed responses and backlogs that significantly impact service delivery and Monday operations. The accumulation of waste over two days creates operational challenges and increases the workload for weekday crews. The introduction of two morning shift pick-up crews to collect from residential areas, with one crew covering the South and one crew covering the North of the Borough will help keep our streets clean. The shift will operate from 07:00 until 13:30.

(g) To widen the scope to trial an additional resource of a vehicle and two crew members for our Brent Housing Estates

There is a requirement for a dedicated service to support Brent's housing estates in the collection of Fly-tipped and excess waste. Due to the high volume of this type of waste on our estates, the existing in-house service is unable to cope. Officers have worked with Veolia to come up with a solution which would cover these services on 15 of our estates which needs additional service. This service will consists of 1 x 26t tonne RCV and 1 x Caged vehicle (Rapid Response) and a supervisor. The RCV will be used to collect Fly-tips (non POPS) and excess waste. The Caged vehicle will be used to clear POPS items as well as provide a rapid response element which can be quickly dispatched to attended to priority jobs. The supervisor is needed to co-ordinate the teams and act as a direct contact between Brent Council and the crews. The service is proposed to run for a trial of 12 months, Monday – Friday during normal working hours.

3.2.3 There has been extensive discussion with the contractors on the service requirement and the improvement it will bring to the borough. Quotes received were discussed, clarified. Each recommendation contains the 12 months estimated costs as listed below and are based on the hourly rates provided in the contract. Following the 12 months period, viability of projects and improvements made will be assessed and a longer-term plan for individual projects will be discussed with senior members and finance to establish budgets and additional contract expenditure.

(a) To include the provision of two small mechanical street sweeper to address street cleansing -£150k

(b) To widen the scope of the contract to include 5 additional litter pickers in each Brent Connect area to cover town centres and high streets cleansing- £250k.

(c) To widen the scope of contract to include Nighttime Street cleansing and waste collection- £120k.

(d) To widen the scope to include a dedicated Persistent Organic Pollutants (PoPS) waste collection 7 days a week -£180k.

(e) To widen the scope to include waste collection from unregistered land-£150k.

(f) To widen the scope to include a weekend rapid response street cleansing crew- £140k.

(g) To widen the scope to trial an additional resource of a vehicle and two crew members for our Brent Housing Estates -£550k,

3.2.4 The Contract contains express provision permitting variation. The Contractor has confirmed its agreement to the proposed variation.

3.2.5 Under section 3(b) of the table at paragraph 9.5 of Part 3 of the Constitution, Corporate Directors may only vary contracts and agreements provided that:

(a) The extension, variation, renegotiation, novation or assignment would not be in breach of the Procurement Legislation.

(b) The extension, variation, renegotiation, novation or assignment does not substantially alter the terms and conditions of the contract.

(c) There is sufficient existing budgetary provision.

(d) Provided that in the case of any variation (other than an extension):

(i) the total value of the variation is less than £1m; and
(ii) if the total value of the variation (and any previous variations agreed under this provision) is more than £50k it is not more than 50% of the original contract value (calculated over the life of the contract including any extensions or possible extensions and adjusted in accordance with any price review mechanism provided for in the contract).

(e) The relevant cabinet member shall be consulted prior to a decision within (d) (i) or (ii) above and may request that the decision instead be referred to them.

3.2.6 In respect of paragraph 3.2.5 (a) the variation is made under the Contract's express review provisions and Regulation 72(1)(a) PCR 2015 and is not in breach of the Procurement Legislation; (b) it does not substantially alter the terms and conditions or the overall nature of the Contract, which remains a contract for integrated street cleansing, waste collection and winter maintenance; (c) sufficient budgetary provision exists (paragraph 5.2); and (d) the total value of the variation (£1.5m) is £1m or more.

3.2.7 For the reasons detailed in paragraphs 3.2.6 the Corporate Director does not have delegated powers to agree the variation but pursuant to paragraph 13 of Part 3 of the Constitution, the Cabinet Member for Cleaner Street, Transport and Public Realm, having consulted with the Leader has delegated powers to:

a) Agree contract extension, variation or termination where the decision is excluded from officer delegated powers because:
   (i) in the case of any variation (other than an extension):
   - the total value of the variation is £1 million or more; and
   - the total value of the variation is more than £50k and is more than 50% of the original contract value (calculated over the life of the contract including any extensions or possible extensions and adjusted in accordance with any price review mechanism provided for in the contract)

b) Agree of other contract extensions, variations or terminations where the Cabinet Member requests that a decision be referred to them pursuant to Part 3 paragraph 9.5.

3.2.8 Subject to consultation with the Leader, the Cabinet Member for Cleaner Street, Transport and Public Realm has delegated powers to agree the proposed variation.

4.0 Stakeholder and ward member consultation and engagement

4.1 Given some of the projects have already been approved by members recently as part of NCIL projects, it has not been considered necessary to consult with the Ward Member or other stakeholders. But the lead member has been consulted and has approved the proposals.

5.0 Financial Considerations

5.1 The total value of the Contract is £274m. The estimated value of the proposed variation for 12 months is £1.54m including VAT based on quotes received for carrying out services which will include recruitment of temporary staff, equipment and machinery. A breakdown of this total is shown in section 3.2.3.

5.2 The cost of this variation of the Contract will be funded from £3m growth awarded to Public Realm as part of the budget setting process. This was awarded as an investment in Public Realm and Street Cleansing to deliver clearer and more visible improvements in cleanliness across the Borough.

6.0 Legal Implications

6.1 Officers recommend the variation of the Contract as set out in paragraphs 3.2.1- 3.2.3

6.2 The value of the original contract is such that it is subject to full application of the Public Contract Regulation 2015 (PCR 2015).

6.3 The Contract contains express provision permitting the Client to vary the Services. There are clear, precise and unequivocal review clauses within Regulation 72(1)(a) PCR 2015. The variations do not alter the overall nature of the Contract, and their value (approximately 0.6% of the £244m contract value) does not approach the thresholds in Regulation 72. The Council may therefore vary the Contract without a new procurement procedure in reliance on Regulation 72(1)(a).

6.4 As set out in paragraph 3.2.7, pursuant to paragraph 13 of Part 3 of the Constitution, the Cabinet Member for Cleaner Streets, Transport and Public Realm, subject to consultation with the Leader, has delegated powers to agree the proposed variation.

6.5 Any further variations required after the 12 month period must be considered in line with the Council's Standing Orders and procurement regulations.

6.6 This is a Key Decision for the purposes of paragraph 27 of Part 2 of the Constitution. In accordance with paragraph 30 of Part 2, the decision may not be taken unless it has been included in the Forward Plan, with not less than 28 clear days' notice of the intended decision having been given.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

7.1 Pursuant to s149 Equality Act 2010 (the "Public Sector Equality Duty"), the Council must, in the exercise of its functions, have due regard to the need to:

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

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

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

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

7.5 The proposals in this report have been subject to screening and officers believe that there are no adverse equality implications.

8.0 Climate Change and Environmental Considerations

8.1 The dedicated Persistent Organic Pollutants waste collection service helps the Council manage hazardous waste safely and in compliance with environmental regulations. This will reduce the risk of pollutants entering the environment. The inclusion of waste collection from unregistered land will also help address accumulations of waste that can negatively impact neurodiversity and public health.

8.2 Whilst the additional cleansing and collection services may result in some associated carbon emissions, these impacts are expected to be outweighed by the environmental benefits that come from improved waste management, cleaner public spaces, faster responses to environmental incidents, and reduced levels of littering.

9.0 Human Resources/Property Considerations (if appropriate)

9.1 This service is currently provided by an external contractor and there are no implications for Council staff arising from varying the contract.

10.0 Communication Considerations

10.1 A detailed campaign plan and delivery timetable will be developed in collaboration with the Communications Team and integrated into the Council's wider environmental communications programme.

10.2 Communications activity will align with the Council's "Don't Mess with Brent" campaign and focus on the tangible improvements residents will experience because of the variation.

Report sign off:

Jehan Weerasinghe
Corporate Director Neighbourhood & Regeneration

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CALL-IN FORM

For the Attention of: Deputy Director Democratic & Corporate Governance

From: Councillor Paul Lorber

Date: 18 August 2026

Decision:

Authority to vary the contract for Integrated Street Cleaning, Waste Collection and Winter Maintenance Service with Veolia Environmental Services (UK) Limited

Date of decision: 6 August 2026 (published 12 August 2026)

Five non-cabinet members making request, which must include representatives from more than one political group (Note: all five members do not have to be listed on or sign the same form):

	Name of councillor	**Signature** *(only required if submitted in hard copy)*
1	Paul Lorber (Liberal Democrats)	
2	Daniel Brown ((Liberal Democrats)	
3	Anton Georgiou (Liberal Democrats)	
4	Fiona Mulaisho (Liberal Democrats)	
5	Krishna Chauhan (Liberal Democrats)	
6	Keith Perrin (Green)	

Please provide below an explanation as to why you are calling in the decision and if you are calling in all or part of the decision:

(Note: according to the Protocol On Call-in (Part 5 of the Constitution), call-in requests will not be considered valid if they:

- *are used as a means of gaining information/understanding or discussing general concerns with Members and officers,*
- *duplicate a call-in on the same issue within the previous six months,*
- *are based on reasons already discussed by the relevant Scrutiny Committee prior to the decision being made,*
- *concern a decision of the Cabinet referring a matter to Full Council for consideration.*
- *concern operational management decisions, or*
- *are otherwise considered by the Chief Executive to be frivolous, vexatious or clearly outside the call-in provisions.)*

The contract should not be varied at this stage, before Members of the Council and the Scrutiny Committee have had a full opportunity to review the operation and performance of the existing contract and to recommend improvements in response to concerns raised by local residents. This is particularly important given that the report states that no consultation has taken place with ward Councillors, other than the newly appointed Lead Member.

Comments from residents, together with Councillors' own observations, indicate that many streets across Brent remain dirty and that the current approach of "intelligence-led cleaning" is not delivering the standard of service that local people deserve.

There is also a significant concern that too much litter and waste is ending up in landfill, while too little is being recycled, with Brent lagging behind comparable authorities.

Additional funding should therefore not be added to the existing contract until its current performance has been properly reviewed, its failings and shortcomings identified, and potential improvements fully considered.

Please provide below an outline alternative course of action to the decision being called in:

That the decision be referred back to the Cabinet Member for reconsideration on the basis that prior to any additional funding or changes to the contract being agreed, Members should have a full opportunity to scrutinise the existing service, consider the concerns raised by residents and councillors, assess its current performance against the specific term of the contract and determine what improvements are required.

Areas that should be reviewed include:

1. Frequency of cleaning: Review the frequency of cleaning in shopping areas and on the side roads serving those areas.
2. Sweeping standards: Ensure that the service provides genuine mechanical or manual sweeping where required, rather than relying primarily on litter picking.
3. Waste collection and pick-up arrangements: Review how waste found on streets is dealt with. This should clarify whether contractors only collect waste that has been specifically ordered or reported, whether they are expected to collect waste they encounter during their rounds, and how both reported and unreported fly-tipping or dumped waste is addressed.
4. Unregistered land: Set out clearly the process for collecting waste from unregistered land. The Council should also explain how the register of unregistered land will be maintained, documented and made available for inspection.
5. Housing Revenue Account: Confirm that item (g) in the original decision will be charged to the Housing Revenue Account and not the General Fund.
6. Night-time cleaning: Fully review and, where appropriate, extend the areas receiving night-time cleaning.
7. Jet washing: Review the frequency of pavement jet washing in busy areas, with a view to carrying it out more regularly rather than concentrating activity immediately before local elections.
8. Financial implications: Fully review the financial implications for both the 2026/27 and 2027/28 financial years, including the allocation of costs between the General Fund and the Housing Revenue Account.

It is clear that the current service does not meet the clear specification in our contract including for example keeping street litter bins clean, for littler bins not to be over flowing and treating weeds on pavements as litter. The prime objective should therefore be to

ensure that any variation to the contract, and any additional expenditure associated with it, delivers real, measurable and visible improvements in the cleanliness of streets and public areas across Brent.

Please return this form to a representative of the Deputy Director Democratic & Corporate Governance, by email (from your individual email address) james.kinsella@brent.gov.uk or in hard copy (with signatures) to the Governance Team on the 4th floor, Brent Civic Centre.

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PROTOCOL ON CALL-IN

1. INTRODUCTION

1.1 The basic premise of call-in is that it is a failsafe mechanism enabling non executive Councillors to make the Cabinet, Cabinet Committee, Cabinet Member or an officer making a key decision, re-consider a particular decision if it is of major concern or in Members' eyes profoundly flawed.

1.2 The statutory guidance on call-in states that there needs to be an appropriate balance between effectively holding the executive to account, being able to question decisions prior to them being implemented and allowing effective, efficient decision making. It also balances the need to make the process accessible and the need to ensure that call-in procedures are not abused or used to delay or slow down the decision making process.

1.3 As call-in can inevitably result in a delay to the implementation of decisions it should not be used for party political purposes to seek to further discuss a decision that some members do not agree with. Equally, the rights of non executive members to call-in a decision and exercise their right to question the decision, the decision maker and consider alternative options needs to be respected.

1.4 This protocol is designed to provide a locally agreed framework within which call-in can operate, a clear set of criteria against which an otherwise valid call-in request can be judged and a format for the effective conduct of the meeting considering the call in.

2. WHAT IS A CALL-IN?

2.1 A decision made by the council's Cabinet or a Cabinet committee, or a key decision by an officer, can be called in for review before it is implemented. Decisions can be called in by five non-executive members representing more than one political group or by the Scrutiny Committee. If a Cabinet decision is called-in, that decision cannot normally be implemented until it has been considered by a scrutiny committee. An urgency procedure is in place in Standing Orders for any decision that cannot afford to be delayed.

2.2 The Scrutiny Committee is required to meet within 15 working days of the date on which a call-in is accepted as valid. The Committee may decide to refer the matter back to the Cabinet or other decision maker, along with the reasons why the Committee thinks it should be reconsidered. The Cabinet or other decision maker will then decide whether to implement the original decision or review the decision based on the views of the Scrutiny Committee. Alternatively the Committee can decide that the matter should not be referred back to the Cabinet or other decision maker in which case the original decision will be implemented.

3. THE CALL-IN PROCESS

3.1 A call in request must be submitted in accordance with the requirements of Standing Order 14 within 5 days of the relevant decision being made or in the case of a key decision made by officers within 5 days of the date on which the record of the decision is made publicly available in accordance with the Access to Information Rules. When submitting the call in request members must either complete the call-in form available [LINK]) or include in their written request all the information required by the form. In particular this includes:

- an explanation as to why they are calling in the decision and if they are calling in all or part of the decision(s).

- an outline of the suggested alternative course of action.

3.2 When a call-in request is submitted to the Deputy Director of Democratic Services which meets the requirements of Standing Order 14(b)((i) – iv) the Deputy Director of Democratic Services will refer it to the Chief Executive, who, in consultation with the Deputy Director Democratic Services (the council's designated Scrutiny Officer) and the Corporate Director of Law & Governance, will decide whether or not an otherwise valid call-in conforms with the following requirements of this protocol. The call-in request will be assessed against the following criteria:

- Is the call-in process being used as a means of gaining information / understanding or discussing general concerns with Members and officers? If this could be achieved through the general overview and scrutiny process or by talking to the relevant officer or lead member informally the call-in will not be valid,

- Does the call-in duplicate a recent call-in on the same issue? If the call-in duplicates another call-in made within the previous 6 months it will not be valid,

- Have the reasons for calling in the decision already been discussed by the Scrutiny Committee? If the reasons for calling in the decision have been discussed by the Scrutiny Committee prior to the decision being made the call-in will not be valid,

- Call-in of a decision of the Cabinet referring a matter to Full Council for consideration will not be valid,

- Call in of operational management decisions taken by officers will not be valid

- If the call in request is considered by the Chief Executive to be frivolous, vexatious or clearly outside the call-in provisions it may be deemed invalid.

Prior to deciding the validity the Corporate Director of Law & Governance and the Deputy Director Democratic Services may seek clarification from the members concerned.

4. THE CONDUCT OF THE CALL-IN MEETING

4.1 Scrutiny Committees are official committees of the council and meet in public.

4.2 The purpose of a call-in meeting is for non-executive members to examine and consider the decision made by the Cabinet, Cabinet Committee, or officers (in respect of key decisions) and for members of the committee to make suggestions and recommendations they consider appropriate to the decision maker. The Scrutiny Committee meeting provides an opportunity for members to seek clarification of the methodology used in enabling a decision to be made, as well as explore work undertaken by officers culminating in the matter coming before the decision maker .

4.3 The relevant Cabinet Portfolio Holder and Chief Officer (or his/her representative) will be invited to attend the scrutiny committee meeting to explain the reasons for the decision, respond to the issues raised in the call-in request and answer questions at the meeting.

4.4 It is the chair of the scrutiny committee's responsibility to manage the meeting effectively by applying standing orders, maintaining good discipline and fostering a culture of respect. All contributions to the meeting should go through the chair and the chair should ensure that no purely personal disagreements or comments are allowed to continue.

4.5 To ensure that the meeting is effective the procedure at the meeting (subject to the Chair's discretion) shall be as follows:

(a) The chair will ask a representative of the members who called in the decision to set out the reasons for the call in for up to 5 minutes. In the event that different members have identified different reasons the chair may in their discretion as more than one member to speak in which case the available time shall be shared equally between the members.

(b) The chair will consider whether to permit any member of the public who has made a request to address the meeting to do so, the rules relating to members of the public addressing a meeting as set out in Standing Orders apply. Members of the public can be allowed to speak for 2 minutes. If a number of requests to speak have been received then the chair should seek to limit the number of contributions to avoid hearing the same points repeated and should seek advice from the Deputy Director Democratic Services about how this should be managed.

(c) All of the members of the public who it has been agreed will address the meeting will be heard prior to the lead member and any relevant officers being asked to respond to the issues raised by the call-in.

(d) The lead member shall then be invited to respond to the issues raised in the call in.

(e) The chair will then invite members of the committee to question the lead member and officers and discuss the issues. Members who are not members of the committee but wish to ask a question can be invited to do so.

(f) Having considered the call-in invite members of the committee are required to come to one of the following conclusions:

- That the matter should be referred back to the decision maker for reconsideration with reasons for its request and what the committee wants the decision maker to do.

- That it does not object to the decision and the decision can be implemented.

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Brent	**Resources and Public Realm Scrutiny Committee** 2 September 2026
	Report from the Corporate Director Neighbourhoods & Regeneration
	Lead Member – Cabinet Member for Cleaner Streets, Transport & Public Realm (Councillor Promise Knight)

Parking Provision & Policy Review

Wards Affected:	All
Key or Non-Key Decision:	Not Applicable
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	None
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Sandor Fazekas, Head of Healthy Streets & Parking 020 8937 5113 Email: Sandor.Fazekas@brent.gov.uk Anthony Vartanian, Parking Policy Manager 020 8937 2985 Anthony.Vartanian@brent.gov.uk

1.0 Executive Summary

1.1 This report provides an overview of parking provision, management and policy across the borough, including the effectiveness of current arrangements, the impact on residents and local areas, and the key challenges affecting parking availability and access.

1.2 It explains the role of Brent's parking policies and operations and approach to delivery and servicing in helping to create safer, more equitable, and better-managed streets, and explores how these policies could better support climate goals, community needs, and financial sustainability in the longer-term.

1.3 It contains information on current council policies, operations and practices around parking and deliveries/servicing and highlights examples of recent improvements and initiatives delivered in the borough, highlighting challenges and considerations for the new Parking Policy.

1.4 The report should be considered alongside the need for the development of any new Parking Policy, including any associated parking charges, permit fees and pricing mechanisms, to be undertaken with due regard to the Council's statutory powers and duties and in accordance with current legislation and relevant guidance. Any proposed policy measures and charging structures will therefore need to be lawful, transparent, proportionate and supported by appropriate evidence, while balancing the needs of residents, businesses and visitors with the Council's wider transport, environmental, equality and financial objectives. The new policy will provide a framework for designing and implementing future parking and pricing mechanisms that remain compliant with the legislative framework while allowing sufficient flexibility to respond to changing travel patterns, community needs and wider borough priorities.

2.0 Recommendation(s)

2.1 That the Resources and Public Realm Scrutiny Committee note:

(i) The wide range of council parking and delivery/servicing policies, operations, and practices already in place and the significant role these play in helping to create safer, more equitable, and better-managed streets in Brent.

(ii) Examples of recent parking and delivery/servicing initiatives delivered in the borough.

(iii) Operational and performance data, emerging parking pressures and future considerations in providing efficient and effective parking services in the borough.

(iv) The various policy opportunities that exist for optimising parking and delivery/servicing policies and practices to better support climate goals, community needs, and financial sustainability in the longer-term - including examples of innovation and best practice from elsewhere.

3.0 Detail

Contribution to Borough Plan Priorities & Strategic Context

3.1 A well-planned and managed kerbside plays a pivotal role in the delivery of the Council’s various transport, placemaking and environmental aims. Table 3.1 below details the parking and delivery/servicing policies, operations and practices already in place and highlights the important role these are playing in helping to create safer, more equitable, and better-managed streets.

Table 3.1: Brent parking and delivery/servicing policies, operations and practices for creating safer, more equitable, and better-managed streets.

Policies/ Operations	Priorities/Commitments
Borough Plan 2023–27	The Borough Plan sets out the longer-term vision for Brent and how it will build on the borough's position as a focus for growth and ensure this change benefits its resident. Among the issues identified in the Plan is the need for a more joined-up, sustainable transport network if the borough's growth, environmental and health and well-being ambitions are to be met.
Local Plan 2019–2041	The Local Plan is the key strategic planning document used to shape growth in the borough. It sets out the Council's requirements for new homes, jobs, transport and other supporting infrastructure to be delivered in the borough over the next 15-years. The Plan is predicated on achieving good growth concentrated in accessible areas that better delivers shared prosperity. Detailed policies and guidance on parking is contained within the plan.
Growth Area Masterplans and Supplementary Planning Documents (SPDs)	Growth Area Masterplans set out detailed strategies as to how regeneration and development can manage and improve transport, including managing parking and deliveries/servicing, including through the use of s106 and CIL contributions. Relevant documents include: • The Staples Corner Growth Area Masterplan and Design Code Supplementary Planning Document (SPD), includes street-focused design codes that establish specific principles for all existing and planned streets within the Growth Area. • Neasden Stations Growth Area Masterplan Supplementary Planning Document • Church End Growth Area Masterplan Supplementary Planning Document • South Kilburn Supplementary Planning Document • Sustainable Environment and Development Supplementary Planning Document
Neighbourhood Plans	There are currently three designated neighbourhood forums in Brent. These are Harlesden, Kilburn and Sudbury. Harlesden and Sudbury have neighbourhood plans adopted by Brent Council. These plans form part of the Brent Local Plan, and the policies contained within them are then used in the determination of planning applications.
Climate & Ecological Emergency Strategy 2021-2030	The strategy responds to the climate and ecological emergency declared by the Council in 2019 and proposes prioritising five main areas to cut Brent's carbon emissions by 2030 – Consumption, resources

	and waste; Transport; Homes and buildings; Nature and green spaces; and Supporting communities. The Plan highlights that improving the sustainability of our transport and infrastructure is key to helping resolve the climate emergency. It will also make Brent a healthier and safer borough, both in the short and long term. Key priorities include: • Supporting and encouraging active travel – in particular, increased uptake of cycling and walking; • Moving away from petrol and diesel vehicles – in particular promoting the use of zero emission vehicles; • Encouraging public transport – including accelerating delivery of planned public transport improvements within the borough. • Major developments required to deliver green spaces and infrastructure. • Protecting nature, biodiversity and enhancing green spaces
Long Term Transport Strategy Review 2022	The strategy outlines the shared priorities for delivering significant improvements to the transport system in Brent to 2041, including tackling long-standing issues around congestion and poor air quality; and to address wider issues around growing health and social inequalities and climate change. Key aims of the plan include to reduce significantly the number of journeys made by private vehicles, particularly for shorter journeys, and to bring about greater use of more active, efficient and greener modes of transport, and to make our streets and neighbourhoods safer, greener and more equitable.
Active Travel Implementation Plan 2024-2029	The Plan outlines the measures and interventions that the Council and its partners are committed to delivering over the next five years with the overarching aim of improving conditions for active travel in the borough and to enable more people to walk, wheel or cycle. The plan aims to address the barriers to active travel by making our streets safer and more inclusive for walking, wheeling and cycling; improving the quality and visibility of our pedestrian and cycle infrastructure; and equipping our communities with the confidence and means to walk, wheel and cycle. This, in turn, will enable us to create more sustainable, healthier and better-connected places where people aspire to live and work.
Parking Policy 2020	The Parking Policy 2020 provides the strategic foundation for the council's parking policies and

	operational practice. It draws together existing policy with the aim of establishing a firm foundation for future policy development. The strategy also provides a framework to guide Brent's parking management activities in a way that builds on and improves existing arrangements and addresses longer term challenges. Among the key priorities include: • To improve the safety of all road users. • To provide affordable parking spaces in appropriate locations to promote and serve the needs of the local economy. • To assist in providing a choice of travel mode and enable motorists to switch from unnecessary car journeys, to reduce traffic congestion, carbon emissions and pollution. • To promote carbon reduction and improve air quality by encouraging the use of vehicles with lower emissions. • To support local businesses by facilitating effective loading and unloading provisions. • To achieve a regular turnover of available parking space in shopping and commercial areas, to maximise business activity and promote economic growth. • To assist the flow of traffic and reduce congestion. • To enable residents to park near their homes. • To facilitate visitor parking, especially by those visiting residents with personal care needs. • To assist disabled people with their parking needs and enhance their access to shops and key amenities. • To prioritise parking controls to support the needs of residents and businesses over event traffic.
Air Quality Action Plan 2023-2027	The plan sets out what the Council will do to improve air quality in Brent up to 2027 and describes how it will act to reduce pollution from a range of sources, acknowledging the impact of poor air quality on health. Recognising that road transport is the main source of air pollution in London, the Plan identifies a range of priority actions, including: • Providing infrastructure to support walking and cycling; • Installing Ultra-Low Emission Vehicle infrastructure; • Discouraging unnecessary engine idling; and • Reducing emissions from deliveries to local businesses and residents and from council fleets.
Electric Vehicle Charging Infrastructure Plan	The Electric Vehicle Charging Infrastructure Plan (EVCIP) sets out a strategy for deployment of Electric Vehicle Charge Points (EVCPs) in the borough out to 2041. It identifies the charging demand from Brent residents out to 2041, calculates the number of

	chargers required to service this demand and provides guidance on suitable areas for deployment of three categories of public EVCP: Residential, Opportunity and En-route charge points. Brent Council EVCIP_Final Report_O
Inclusive Growth Strategy 2019–2040	The strategy outlines the range of actions needed to meet the challenges and seize the opportunities of growth in Brent, with the aim of ensuring that everyone has the ability to participate and share in the benefits it brings. The strategy highlights that to accommodate growth, meet environmental requirements, and align with national and local policies in London, Brent must consider current capacity of existing transport, digital, water, energy and green infrastructure, projected future demands, and the likely impacts of future policy changes. Key interventions include: • Supporting a modal shift to more active forms of travel by taking steps to enhance road safety and decrease road congestion and pollution; • Utilising and developing the use of green space to deliver environmental benefits and meet targets; • Supporting places where residents are spending time to ensure they are designed and run in a way which promotes good health outcomes; • Making high streets a gathering place for social interaction and cultural exchange.
Parking Annual Report	The annual parking report summarises the Council's parking and traffic enforcement activities for the past year. Parking Service Annual Report | Brent Council

3.2 The Council's parking policies also sit within the context of the Council's overall transport policies. These are set out in the Council's 2015-2035 Long Term Transport Strategy (LTTS).

3.3 An effective parking management strategy is an important tool that contributes towards achieving the Council's wider transport, economic and planning policy objectives. Well thought out parking policies and effective enforcement can influence travel patterns, sustain the local economy, balance competing demands for road space, relieve congestion and contribute to sustainable outcomes.

3.4 Brent now has the highest sustainable mode share of any Outer London borough at 68.7%, and also the highest proportion of households without a car, at 51.7%. Source – Brent – Healthy Streets Scorecard

3.5 The parking strategy aims to achieve a balance between the needs of residents to park, access local employment and local retail and service providers, and the need to reduce trips by cars throughout the borough.

3.6 Work will commence from Autumn 2026 in reviewing the current Parking Policy, [parking-policy-2020-v5.pdf,] This will also take a forward view on how vehicles will be used in the future, considering autonomous vehicles for both passengers and goods deliveries as an example.

3.7 The effective management of our kerbside space is key to creating healthier, more resilient, and more inclusive streets and neighbourhoods. However, space at the kerbside is often dominated by parked vehicles, despite around half of Brent households not owning a private vehicle (Census 2021). The Parking Policy recognises the importance of effective kerbside management and how this can support the Councils objectives. Prioritising parking does not align with the Council's sustainable transport, placemaking and environmental aims and a more balanced approach that recognises a greater diversity of uses is needed.

3.8 This report details the Council parking and delivery/servicing policies, operations, and practices already in place and highlights the important role these are playing in helping to create safer, more equitable, and better-managed streets in the borough. It outlines the opportunities that exist for optimising these policies and practices to better support our climate goals, community needs, and financial sustainability in the longer-term.

4.0 Background

4.1 Following a competitive tender process on 4 July 2023, RingGo were awarded the pay by phone and cashless permit solutions provider contract (for 4 years) and Marston Holdings (NSL) Ltd were awarded the contract to deliver the parking enforcement services to Brent Council (for 5 years, with an option to extend annually for a further 5 years).

4.2 The new contract facilitated increasingly effective parking enforcement with a new deployment plan to ensure consistent deployment of Civil Enforcement Officers (CEO) across the borough, particularly at key locations where parking compliance is low and working into the late evening along busy high streets.

4.3 NSL introduced a provision of accommodation with a centralised CEO base and a base at the car pound in the borough driving effective and efficient deployment to maximise coverage and improve attendance to locations following reports of illegally parked vehicles through the enforcement call centre. NSL also introduced an electric fleet of enforcement vehicles, e-mopeds, and e-cycles as well as new CEO equipment.

4.4 NSL Contracted Parking Services include on-street parking enforcement by Civil Enforcement Officers (CEOs); administration of parking permits, CCTV camera enforcement; Pay & Display machine maintenance and cash collections, cashless parking & electronic payments, removals, and car pound.

4.5 The Council's Healthy Streets and Parking Service is responsible for the contract management and notice processing functions associated with the delivery of the parking service. The Parking Team oversees a range of operational and contractual services, including parking and traffic enforcement undertaken by NSL/Marston, cashless parking and payment services provided through RingGo, and the installation and maintenance of CCTV enforcement infrastructure by DSSL. Penalty Charge Notice (PCN) processing is supported by Taranto Systems, while the Council's internal Notice Processing Team is responsible for the consideration of PCN challenges and representations, appeals to the adjudicator, and debt recovery processes.

4.6 The contract for Cashless On-street Parking, Parking Permits and Parking and Traffic Enforcement Systems are currently being procured with new contracts to commence on 4 July 2027.

Parking Management

4.7 Over the years, the Council has introduced a number of measures to manage the high demand for kerbside parking space. Parking in most of the south-eastern part of the borough, and Wembley town centre, is managed through **Controlled Parking Zones (CPZ)**. Some other parts of the borough also have residential parking controls; these typically cover areas near high street locations and/or tube and railway stations (where there may be a demand for parking from commuters). CPZs reserve on street parking for residents, businesses and their visitors.

4.8 The Council manages 43 Controlled Parking Zones across the borough, serving 56,000 households which cover approximately 35% of the borough, with the Wembley Stadium Protective Parking Scheme (WSPPS) covering a further 35%. Approximately 30% of the borough does not have area wide parking controls and approximately another 25% of the borough is in the WPPS but not in a CPZ. CPZ operational days and times vary between zones to meet local demands. The borough has approximately 504 kilometres of road network. The existing zones have various operational hours and days, although around half operate Mon-Fri and half Monday- to Sat. Controlled Parking Zones | Brent Council

4.9 The council consults on new CPZ's when there is evidence of on-street parking pressures and community support through petitions. This is to enable the most effective use of our resources before development and formally consulting on schemes: Please refer to 'Have your say' at the following link Controlled Parking Zones | Brent Council

4.10 There is currently an annual programme in progress to introduce new CPZ's, including in Alperton. These are introduced subject to consideration of the outcome of the public consultation and statutory consultation required for Traffic Management Orders, the legal process to enable enforcement.

4.11 The Council also receives over 150 requests each year for short sections of yellow lines which are also introduced subject to the outcome public and statutory consultation.

4.12 In areas of parking control, residents can purchase a range of **parking permits** which enable the permit holder to park on-street. The most common types of permits are for residents, residents' visitors, and businesses. Permits are priced according to vehicle emissions and the number of vehicles in a household. In 2018, the service established a simplified three band tier, (previously seven bands), increased the surcharge on second and third permits, as well introducing a diesel surcharge and formally linking the cost of the visitors permit to the London Bus fare. [Parking permit costs | Brent Council.]

4.13 At the commencement of the new financial year, parking permit charges and other parking charges are increased in line with the rate of inflation based on the January Retail Price Index (RPI) published in February by the Office for National Statistics. This is pursuant to the decisions of the Council's Executive of 19 September 2012 to approve automatic annual RPI increases for residential permit prices from April 2013.

Permit issuance figures: the table below provides details of permits issued in 2024/2025. Total revenue from the sale of all permits was approximately £4.8m which is used to cover the cost of the parking enforcement operations.

Brent Permits 2024-25	12 Month total
Residential	27483
Visitor Household	2912
Event Day Resident	4796
Event Day Visitor	1730
Event Day Business	80
Event Place of Worship	58
Business	313
Business Address	225
Business (LP Zone)	29
Housing Estate	446
Housing Estate Disabled	11
Visitor Temple	4
E W Visitor 18:30 - 21:00	103

4.14 **The Essential User Permit (EUP)** scheme was implemented to help charitable and public sector organisations to provide essential care and services in controlled parking zones, as well as council staff that need to visit locations in the borough. The scheme was introduced in 2003 and updated in 2019, following a review of the provision and consultation with stakeholders. In 2024-2025, 1,080 EUP's were issued.

4.15 **The Wembley Stadium Event Day Protective Parking Scheme** defines an event day zone where special parking restrictions are operational on all major event days at Wembley Stadium. Restrictions operate between 8am and midnight on main roads to the stadium, and generally between 10am and midnight elsewhere.

4.16 Applicants for an event day resident permit will have their residential status checked in the same way as others. Maximum number of permits that can be purchased per eligible household is three, a flat rate charge is made to contribute to the administrative costs, and the permit is then valid for three years.

4.17 Whilst most permits issued are now digital, to support residents that receive regular visitors, particularly elderly residents who may also need informal care or for those who may not be able to access mainstream or digital services, we retained the paper based annual visitor permit. Annual visitor household parking permit | Brent Council. This paper permit can be handed to any visiting carer, visitor, family members, friends and tradesperson on arrival and returned when they leave.

4.18 The service has a dedicated debt recovery officer to manage and administer warrants for unpaid charges, liaison with the enforcement agents, monitoring of agent's performance and allocation of warrants. We are working with four enforcement agents; OneSource, Newlyns, CDER and Marstons. Debt recovery has seen a year-on-year improvement and in 2024/25, £1.45m was recovered compared to £1m the previous year and recovery for 2026/27 is forecast at £2.1m.

Parking Enforcement

4.19 The Council enforces parking and traffic regulations through its contractor, NSL, using a combination of Civil Enforcement Officers (CEOs) who patrol the streets and the use of CCTV camera technology. CEOs also use e-mopeds, e-bikes and e-cars which enable rapid deployed to attend urgent enforcement issues.

4.20 As well as managing and enforcing Controlled Parking Zones (CPZs), local parking schemes and pay and display parking, the Council also enforces other traffic and parking contraventions, this includes:

School Keep Clear Enforcement (zig-zag lines outside of school entrances) which are monitored by the Council using a combination of CEOs, mobile CCTV enforcement vehicles and re-mountable CCTV cameras. Our aim is to maintain and improve road safety outside schools;

Yellow Line Enforcement, introduced to promote safety, assist buses and aid effective movement of traffic with the aim to prioritise enforcement on the borough's busiest roads. (All double yellow lines within Brent operate seven days a week, including bank holidays. There is no requirement for signs to accompany double yellow restrictions.

Footway Enforcement, this causes particular problems for visually impaired people, wheelchair users, and people with prams or buggies. If the footway is not exempt to permit parking, then the paving is likely to crack and cause a trip hazard for all pedestrians.

4.21 CCTV is used to enforce Bus Lane and Moving Traffic Contraventions (MTC), and parking restrictions at bus stops and on School Keep Clear zig zag markings or School Street Restricted zones. Enforcement signs are displayed to alert motorists to active CCTV enforcement and to encourage compliance with local restrictions.

4.22 **Bus Lane and bus stop** parking are enforced as the Council encourages more sustainable forms of transport, this plays an important role in ensuring the free movement of buses along the borough's road network in order to secure faster journey times and reduce potential traffic accidents. **Moving Traffic Contraventions**. Blocking yellow box junctions, making prohibited turns, ignoring no-entry signs, illegal U turns, and driving the wrong way in a one-way road, are all examples of moving traffic violations actively enforced by CCTV. Such restrictions are in place to ease congestion on the borough's roads and improve road safety. **Yellow box junctions** are highly visible to motorists and have crossed diagonal lines painted on the road. As the markings are clearly visible on the road, there is no requirement for warning signs to be installed.

4.23 Additional sites for camera enforcement were identified following a survey of priority bus lane locations across the borough. This was done to understand non-compliance and the impact on bus reliability and speed, which has a significant bearing on bus route efficiency. It is important to prioritise the fast and reliable movement of buses. This supports the aim of encouraging sustainable travel as set out in the Council's Long Term Transport Strategy.

4.24 Following an analysis of the survey results, additional unattended camera systems were installed in 2024-25 to provide consistent and reliable enforcement at key locations. A similar survey was also undertaken at school locations and the results of the survey used to identify Schools where safety of children is a concern. The School Streets zones are only operational during the school term time. Further details, including locations, can be found at the following link. School Streets programme | Brent Council

Performance

4.25 In 2024-2025, 319,361 PCNs were issued, with the breakdown listed below:

Year	Bus Lane (CCTV)	Moving (CCTV)	PCN (CEO)
2024-2025	10,130	142,020	167,211

In 2025-2026, 324,697 PCNs were issued, with the breakdown listed below:

Year	Bus Lane (CCTV)	Moving (CCTV)	PCN (CEO)

2025-2026	10,757	133,855	180,085

4.26 To support residents of the brough, the parking service offers residents the ability to directly report vehicles that are parked unlawfully or obstructing access to driveway, a disabled parking bay or on the footway. A PCN cannot be issued retrospectively and must be observed by a CEO before a PCN is issued. Residents can therefore make an enforcement request between the hours of 8am to 9:30pm on any day where a CEO will be despatched to the location. Average response times from calls made to a CEO at location is approximately 20mins.

The service received around 20,000 requests from residents in 2024-25.

4.27 Initiatives such as joint operations with the Police, Neighbourhood managers and parking enforcement have taken place at key locations to tackle illegal parking on footways by food delivery motorcycles, detection of fraudulent Blue Badges and challenging enforcement locations including town centres.

4.28 There are issues with residents selling off street parking spaces during Wembley Stadium events online, and sometimes permits, causing parking and traffic congestion. The enforcement team patrols areas where this is reported and will issue PCNs where there is evidence of permit misuse and consider further action such as restricting permit sales.

4.29 There have been significant improvements in recent years with an enforcement plan developed for each Wembley Stadium, an increase in enforcement officers and a minimum of three tow trucks available for removals.

5.0 Data and insights

Parking Revenue*:*

5.1 The service has 5 revenue streams, generating income for the FY 2024-2025

- on-street parking (pay and display) £4.9m,
- off-street (car parks) £0.420m,
- all permits £5.2m,
- suspensions £2.9m.
- PCNs are only issued to vehicles believed to contravene parking or moving traffic contraventions.

5.2 The Councils owns and operates 10 car parks across the borough with a combined total of 614 parking spaces. There are currently around 342 Pay and display machines located across the borough near shops and businesses. The general principle underpinning on-street pay and display parking is to provide a quick turn-over of spaces, allowing easy access for motorists who wish to make short visits to shop or conduct business. Car parks | Brent Council

5.3 Pricing policy seeks to ensure that there is a regular turnover of parking spaces. Motorists pay a uniform set of charges across the borough; 20p for up to 15 minutes; and then £1 for 30 minutes, £2 for one hour, £4 for 2 hours, £6 for 3 hours, £8 for 4 hours. For motorists that pay for parking by cash, there is a 50 pence supplement.

5.4 PCN charges are set by London Councils who also provide guidance on enforcement practices and the statutory framework for considering parking challenges and appeals. Parking and traffic charges in London | London Councils – Home

5.5 In 2024-25, the service generated a net surplus of £19,778m.

5.6 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. This complies with Section 55(4).

Of the £19,778m net surplus on the parking account, £13,591,684 has been allocated to meet the cost of concessionary fares: The London 'Freedom Pass'. This represents the total apportionment cost to the council for offering this service to residents of Brent in 2024-25.

The remaining £6,186,778 of the net surplus, after funding concessionary fares, has been reinvested in Highway Improvements.

Customer Satisfaction:

5.7 Customer satisfaction is key to the delivery of parking services. With a growing move to online and self-service parking account management services, we continue to make enhancements to the online booking system and to online PCN process. More information is now available online with simple and intuitive navigation.

5.8 Whilst we do not undertake customer satisfaction surveys, the last borough wide parking consultation engaged with residents in 2018, collecting both qualitative and quantitative responses to proposals, where over 3,330 responses were received, which helped shape the Parking Policy 2020.

5.9 All proposed changes to parking are subject to both public and statutory consultation from yellow lines to CPZ's. When the service reviews the current Parking Policy, residents and stakeholders will once again be consulted on proposed changes.

Current Parking and Traffic Enforcement Operations and recent improvements.

5.10 The contracts continue to perform well with a partnership approach focussing on improving efficiencies and the customer experience. A list of service improvements delivered over the past year, or in the process of being completed, are listed below:

- New enforcement plan introduced targeting areas where contraventions are frequently taking place (reviewed monthly). We also target persistent evaders and blue badge misuse, town centres and late enforcement.

- Wembley Event Day enforcement plans tailored to specific events.

- Another 6 e-bikes to improve coverage and response times have been delivered to improve coverage and response times, we now have a fleet of 8 e-bikes which has improved response times and performance. Arrangements can now be made for Civil Enforcement officers to attend locations where illegal parking is reported within around 20 minutes of receiving a request.

- Postal PCNs have been introduced to enable PCNs to be issued where vehicles drive away before the PCN can be served or motorists prevent the enforcement officer from serving. This will be used at ‘difficult to enforce’ locations, including town centres and near schools to improve compliance.

- We continue to focus on improvements to CCTV enforcement with new and replacement CCTV cameras and systems to improve efficiency and effectiveness.

- A new chatbot has recently been introduced on the councils parking webpages which will help support residents with their parking enquiries and with statutory process.

- New virtual residents Blue Badge introduced to help reduce theft and misuse in CPZ residents' bays. There has been a low uptake and further publicity is planned.

- New School Streets Digital Permit introduced via RingGo to make it easier for residents to apply for the [no charge] exemption.

- On going improvements and the expansion of CCTV camera enforcement for moving traffic contraventions, including new hardware and software and modernisation of the CCTV control room at the Civic Centre.

- Map based digital Traffic Management Orders (TMOs) will be introduced in the autumn 2026. This will help streamline the legal process for introducing restrictions, improving efficiency and providing a public interface where restrictions can be viewed on a map. As part of this digitisation project, a borough wide survey was completed to capture information on road markings, parking spaces, signage, and restrictions etc. for improved asset management.

- A pilot scheme is being progressed using technology and Automated Number Plate recognition to improve the efficiency in enforcing CPZs.

- A study into the introduction of introducing Red Routes on main borough roads that are challenging to enforce is under consideration.

5.11 In 2025, Brent Parking Services, in partnership with NSL, won an award following a submission to the British Parking Association (BPA) Parking in Action Awards in recognition of the work undertaken by frontline parking enforcement teams across the borough. The submission provided an opportunity to showcase the collaborative work undertaken by Brent and NSL to support effective parking enforcement and contribute to safer and better-managed streets across the borough. It also demonstrated the Council's commitment to working with its enforcement partner to address persistent and problematic parking behaviour while supporting the wider objectives of the Council's parking service.

5.12 The focus on efficiencies and improving customer satisfaction with has resulted in significant year on year growth and increased revenue in recent years.

6.0 Future opportunities

6.1 Motorcycles are considered efficient users of road and parking space and, in general, produce less carbon and pollutant emissions than most other motor vehicles as well as being a cheap and convenient means of personal transport. Motorcycles currently can park for free as it was not practical previously to introduce paper-based permits as they could not safely be affixed. With a move to digital permits, opportunities exist to introduce resident motorcycle permits and paid for on-street parking for motorcycles.

6.2 Opportunities exist to review the parking tariffs for on-street (pay and display) and off-street (car parks), which was last conducted 2018. With approximately 93% of parking sessions booked through RingGo, opportunities exist to introduce an emissions-based parking tariff, similar to that used for resident permits. Some local authorities are even introducing or considering differentiated on-street parking charges for electric vehicles to ensure a fair contribution to the costs of maintaining parking infrastructure.

6.3 Underutilised Car Parks. Opportunities exist to collaborate with private companies providing locations of car parking spaces to direct motorist to off-street council owned parking spaces to help reduce traffic congestion, particularly in Wembley on event days, and increase revenue.

6.4 Pay and Display Machine rationalisation. The option to pay for parking sessions using mobile technology and a debit/credit card has been available in Brent since 2009. The service is provided by RingGo and is available in all of the council’s car parks and on-street pay and display bays. Parking via RingGo in Brent is 50p cheaper than making a cash payment, reflecting savings passed to motorists from the reduced cost of cash collections, ticket printing and machine maintenance. In 2018, 71% of transactions were cashless with 29%

paying by cash. In 2024, this had reached 93% cashless payments. This provides an opportunity to the reduce the number of pay and display machines that will result in significant savings from both machine maintenance and the collection / banking of cash, reducing the risk of theft from machines and the risk associated with the collection and movement of cash.

6.5 Freight and servicing – investigate the use of pre-booked loading/unloading facilities to improve efficiency, reduce emissions and pollution in town centres.

7.0 Parking Policy Review

7.1 The Parking Policy review planned for the autumn of 2026 will provide an opportunity to apply best practice and will include the following:

- Review of the emissions-based permit charge banding to further encourage the uptake of greener vehicles.
- Review permit types and the numbers made available including business, school, and essential user permits.
- Consider differential charges for electric vehicles based on size or weight (recently introduced by Westminster City Council)
- Introduce permits for moped and motorcycles
- Review of the charges applied for other parking products and services such as suspensions.
- Review the criteria and process for the provision of standard and personalised disabled parking bays in the borough.
- Consider the impact of car free developments and the process for introducing developer funded parking controls to mitigate their impact.
- Parking controls on Housing Estates, changes to current arrangements and the process for future schemes.
- Consider changes to the current resident led approach to introducing new CPZs or reviewing existing CPZs, or the Wembley Protective Parking scheme.

7.2 While cars will remain a part of London's transportation landscape, their role is expected to diminish with the future of cars being shaped by a combination of technological advancements, environmental policies, urban planning initiatives with more sustainable and efficient mobility solutions. This wider approach will need to see increased investment in Public Transport and cycling infrastructure, to provide viable alternatives to car use. Integration of smart traffic management systems, using data and AI to optimise traffic flow and promotion of shared mobility solutions such as car-sharing and ride-hailing services to reduce the number of private vehicles on the road.

8.0 Stakeholder and ward member consultation and engagement

8.1 Stakeholders and ward members will be engaged as part of the development of the proposals arising from the Parking Policy Review. Appropriate consultation and engagement will be undertaken with relevant statutory and non-statutory stakeholders, alongside engagement with ward members where relevant.

8.2 The nature and extent of consultation will be proportionate to the proposals being developed and will provide an opportunity for stakeholders and ward members to contribute views and raise matters for consideration before any proposals are finalised.

8.3 Any proposed changes to parking products, permit arrangements, parking charges or pricing mechanisms will be subject to appropriate consideration of the Council's governance and consultation requirements. Depending on the nature and scale of the proposed changes, this may include an informal borough-wide consultation with residents and other relevant stakeholders and, where required, consideration and approval by Cabinet.

8.4 In addition, any changes requiring amendments to the Council's Traffic Management Orders or other statutory provisions will be subject to the applicable statutory consultation and legal processes. This may include the preparation and publication of statutory notices, consideration of representations received, and the making or amendment of the relevant legal orders. All proposals will therefore be developed and implemented in accordance with the Council's constitutional requirements and the relevant statutory and legal framework.

9.0 Financial Considerations

9.1 The service is in the process of finalising the 2025-2026 Annual Parking Report. This is a yearly report produced by the service to provide information about how its parking service has operated during the previous financial year.

The provisional figures for 2025-26, show the parking account recorded a net surplus of circa £23m.

9.2 The focus on efficiencies and improving customer satisfaction with has resulted in significant year on year growth and increased revenue in recent years: In 2021/22 we issued 182,600 PCNs, resulting in an £11.6m net surplus, by 2024/25 we issued 319,365 PCNs resulting in an £19.778m net surplus.

9.3 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 services, The Freedom Pass scheme, which provides free travel to older and eligible disabled residents on almost all London’s public transport.

9.4 The cost of concessionary fares for 2024/25 was £13.591m, with the remaining balance reinvested in highway improvements and other permitted uses.

The cost of concessionary fares for 2025-2026 increased to £15.203m

Between 2015 and 2022, the net surplus on the parking accounting was wholly used to contribute towards the total cost of the freedom pass. In 2023, the net surplus on the account covered the whole cost of concessionary fares and resulted in an additional balance that contributed to Highways improvements.

9.5 There are no financial implications arising from this report.

10.0 Legal Considerations

10.1 The Council's parking policies must comply with the law (particularly the Traffic Management Act 2004); and must have regard to the Secretary of State's Statutory Guidance to Local Authorities on the Civil Enforcement of Parking Contraventions.

Traffic Management Act 2004

Road Traffic Regulation Act 1984

Statutory guidance for local authorities in England on civil enforcement of parking contraventions - GOV.UK

10.2 There are no legal implications arising from this report.

11.0 Equity, Diversity & Inclusion (EDI) Considerations

11.1 There are no EDI implications as a result of this report.

11.2 The new Parking Policy will be subject to EDI considerations.

12.0 Climate Change and Environmental Considerations

12.1 Effective parking and traffic management improves road safety, reduces congestion and supports sustainable travel such as the use of public transport along with walking and cycling, therefore reducing transport related emissions and contributing to the objectives of the councils Climate & Ecological Emergency Strategy.

Related document(s) for reference

Parking Policy 2020 and Annual Parking Reports 2022-2025

Report sign off:

Jehan Weerasinghe
Corporate Director Neighbourhoods & Regeneration

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Brent	**Resources and Public Realm Scrutiny Committee** 2 September 2026
	Report from the Corporate Director, Service Reform and Strategy
	Lead Member - Leader of Council & Cabinet Member for Adult Social Care (Councillor Muhammed Butt)

Value for Money in Procurement and Contracts

Wards Affected:	All
Key or Non-Key Decision:	Not Applicable
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	Four: Appendix 1: Contract Management Framework Appendix 2: Strategic (Platinum) Contracts Summary Reports Appendix 3: Grounds Maintenance Summary Report Appendix 4: Procurement Strategy 2026-2031
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Melissa Sage, Head of Procurement, Strategic Commissioning, Capacity Building & Engagement 020 8937 3207 Melissa.Sage@brent.gov.uk Rhodri Rowlands, Director of Strategic Commissioning, Capacity Building & Engagement 020 8937 1738 Rhodri.Rowlands@brent.gov.uk

1.0 Executive Summary

1.1 This report provides an overview of the arrangements in place to ensure effective and consistent contract management that maximises the value and performance from all third-party contracts. It summarises performance of the Council's strategic (platinum) contracts and includes information on three requested in-focus areas – highways, waste management and parks and environment services. It also summarises progress in delivery of the

Procurement Improvement Programme, of which contract management was a core workstream.

1.2 The aim is to equip the Committee with key information and strategic insight needed to scrutinise procurement and contract management arrangements across the Council, enabling members to assess how effectively key services are being delivered through contracted provision and identify opportunities to strengthen performance, accountability and value for money.

2.0 Recommendation(s)

2.1 Note the report and appendices.

2.2 Consider and comment on the information in the report.

3.0 Contribution to Borough Plan Priorities & Strategic Context

3.1 The council spends approximately £659m per year on goods, services and works on many of our essential services, so it is crucial that everyone, at any level of the council, is proactive with contract management.

3.2 Robust contract management is everyone's responsibility; we must safeguard valuable public money and ensure we get the most out of every pound for the benefit of our residents.

3.3 Effective contract management is a cornerstone of our Procurement Strategy – and we want all external contracts to deliver what the council expects, ensuring we maximise the value and performance from all our third-party contracts.

3.4 Delivery from contracted suppliers is key in fulfilling the priorities and commitments outlined in the council's Corporate Plan as well as the Procurement Strategy. The value lost through poorly managed contracts is money that could be invested in services or be a saving that does not need to be found.

3.5 So, by ensuring we have strong contract management we will improve value for money, maximise Social Value and community benefits, improve resilience and oversight of risks, and drive innovation through continuous dialogue with our supplier base.

3.6 The Procurement Improvement Programme, of which strengthening contract management has been a key workstream, also supports delivery of the Brent Borough Plan 2023 – 2027. It aligns strongly with three of the priorities in the Borough Plan: Prosperity and Stability; A Cleaner, Greener Future; and Thriving Communities and reflects the Borough Plan's commitment that sustainability is central to the growth of the borough and local economy.

3.7 The Council participated in the LGA's Corporate Peer Challenge in January 2025, which provide the following feedback/recommendations around procurement:

“Commissioning, procurement and contract management are key areas for development. The peer team identified a cautious approach, with low appetite for risk and limited innovation in procurement practices. To address these challenges, there is a need to foster greater professional curiosity and innovation within procurement and commissioning, ensuring that the Council takes a more strategic, market-aware and forward-thinking approach. There remains a significant opportunity for the Council to secure greater levels of social value and drive efficiencies through commissioning [and contract management] - an increasingly important factor given the Council’s growing financial pressures.”

3.8 The Procurement Improvement Programme responds to this feedback as well as to the findings of the Procurement Peer Review (April 2025).

3.9 The Council’s new Procurement Strategy (developed as a core part of the PIP) is consistent with the Council’s broader commitments to change the way that it delivers public services, so that they deliver the most value for residents and support them to live their best lives. It is also consistent with the Council’s commitment to work more closely with partners to deliver good outcomes for residents and communities.

3.10 Improvement activity related to contract management has been coordinated through the contract management workstream in the procurement improvement programme.

4.0 Contract Management Overview

4.1 The Council spends approximately £659m each year on third party contracts. Procurement and contract management are therefore key enablers to delivering our corporate priorities and to ensuring maximum value for Brent and its residents and partners from its supply chain.

4.2 Contract management ensures external spend delivers what the Council expects. Effective contract management improves value for money, realises Social Value and community benefits, reduces risk, and encourages suppliers to innovate in response to local needs.

4.3 This supports the Council to achieve its broader, strategic goals. Our contract management decisions will be based on robust data, to strengthen supplier relationships and to support SMEs (Small and Medium Enterprises) and VCFSE (Voluntary, Community, Faith and Social Enterprises) organisations with proportionate requirements

<u>Contract Management Framework</u>

4.4 The Council’s contract management approach is set out in the Contract Management Framework (Appendix 1). A completely revised and refreshed Contract Management Framework has been developed and was launched in April 2026 in response to recommendations from the Procurement Review.

4.5 The Contract Management Framework introduces four priorities for good contract management:

1	Value for Money	Achieve value for money for residents, community wealth building, drive environmentally sustainable outcomes, deliver social value benefits and support for the local economy.
2	Manage Resources	The management of contracts to be proportionate to their level of risk/criticality, their impact on communities and their value.
3	Proactive and planned	For contract management to be professional, proactive and well planned To address the full scope of risks, incorporating health and safety, developing supplier relationships and responding to changes to create added benefits.
4	Drive Capabilities	To promote the right skills and capabilities in contract management, and to create a culture of continuous learning, improvement and innovation supported by training and sharing of best practices.

4.6 The Contract Management Framework outlines the approach contract managers must take when leading contracts across the council and provides clear guidance and best practice tools and templates to help them to do this and create consistency across the council.

4.7 The framework aims to be scalable and flexible acknowledging there may be a need for different approaches within services and that each contract has unique requirements. It is the duty of services to manage their contracts to ensure they deliver to the standards required.

4.8 The framework follows the full commissioning and contract management lifecycle from contract handover to preparing for re-procurement. The framework aims to support contract officers through each stage and should be consulted ahead of any key activity. The framework is for every type and size of project.

4.9 There are some core, central practices and principles outlined in the framework that all officers must follow:

- Enable robust management of contracts across the council, specifically focused on taking an optimum approach, clear roles and responsibilities and contract governance
- Ensure contracts deliver maximum value for money and benefits
- Ensure consistency across the council so that contractors can expect the same level of accountability and contact from any service
- Provide support to officers who manage contracts and hold relationships with third-party suppliers
- Provide guidance on managing contracts proportionate to the level of spend, risk and impacts on residents

- Outline a set of standards and best practice activity to ensure an appropriate approach to managing contracts that meets local and national policy expectations
- Provide a series of tools and templates to support these aims
- Supporting the council to be safe within its governance and decision-making process, and compliant with contract law.

5.0 Strategic Contracts

Current strategic (platinum) contracts

5.1 The Procurement review recommended that the Council adopt a new contract segmentation process more aligned with best practice, such as a three or four-tiered model - Platinum, Gold, Silver and Bronze and that the Council's list of strategic (major) contracts is re-assessed as part of the Procurement Improvement Programme.

5.2 As part of the Contract Management Framework, all contracts are categorised into segments – either Platinum, Gold, Silver and Bronze.

5.3 Strategic Contracts are defined as those tiered as "Platinum" following the segmentation of over ninety contracts. The segmentation process is based on a combination of each contract's value, strategic importance and risk to the council. Each Directorate Leadership Team oversaw the process to agreed which of their contracts would be so categorised.

5.4 The current strategic (platinum) contacts are:

Service Provided	Supplier(s)	Directorate
Highways Maintenance	O'Hara Bros Surfacing Ltd GW Highways Ltd	Neighbourhoods & Regeneration
Waste Management (collection, recycling)	Veolia	Neighbourhoods & Regeneration
PFIs for Housing	Hillside Housing Trust Brent Co-Efficient	Residents & Housing
PFIs non-Housing - JFS - Willesden Leisure Centre	 KSSL Linteum (Willesden) Ltd	Children, Young People & Community Development Service Reform & Strategy
Housing Repairs	Wates, Mears, Greyline	Residents & Housing
Homecare	Several lead providers	Service Reform & Strategy
Community Equipment	Provide Equipment Hub	Service Reform & Strategy
Temporary Accommodation for homeless households	Notting Hill Genesis	Residents & Housing
Single Homeless Prevention Service	Pan London SHPS/Bridges	Residents & Housing
Parking enforcement	NSL	Neighbourhoods & Regeneration
Speech and Language Therapy (SALT)	CLCH	Children, Young People & Community Development

6.0 Performance of Major Contracts

6.1 A fundamental requirement of contract management is to monitor the performance of a contract. Tiering through the segmentation exercise or as defined in the contract documentation will determine how often reports need to be received. Further information is set out in the contract management framework (Appendix 1).

6.2 In parallel with the review of strategic contracts, a new reporting format was developed to enable more consistent and visible scrutiny of the performance of strategic contracts and provide a clear and consistent template for contract managers to use.

6.3 Strategic contracts are subject to six monthly review and reported to the Assurance Board. The first strategic contracts review report using the new format was presented to the Commissioning, Procurement and Contract Management Board to ensure cross-council consideration and then to the Brent Assurance Board on 1 June 2026.

6.4 A summary of the Platinum contracts is attached at Appendix 2. This gives a single-page summary of each of these key contracts, identifying key areas for each contract together with potential risks, issues, mitigations, KPIs and how each contract is performing currently.

6.5 The next six month review will take place in October and November. This will be the second running of the review and officers will continue to identify learning and opportunities to further strengthen the reporting process.

7.0 In-depth review of selected contracts

7.1 Members have requested specific focus on the following contracts:

- Highways maintenance services
- Waste management services
- Parks and environmental services (grounds maintenance)

7.2 Contract review summaries for these areas are included in Appendix 2 and 3.

7.3 The Resources and Public Realm Scrutiny Committee was presented with a comprehensive review of Brent Council's highways maintenance service, including its performance, effectiveness and value for money at its meeting on 29th July 2026. That report responded to the Committee's request for a detailed assessment of the Council's approach to maintaining the borough's highway network, including carriageways, footways and associated highway assets. The strategic contracts review for highways maintenance services included in this report compliments that report.

7.4 The main contract for parks and environmental services (grounds maintenance) is not currently classified as a strategic contract. However, a summary report has been produced to ensure members have the same information as that provided for the strategic (platinum) contracts. This is included as Appendix 3.

8.0 Governance, Oversight and Accountability

8.1 The Council's Contract Management Framework sets out a consistent, proportionate and best practice approach for managing supplier performance across all contracts, regardless of size or complexity.

8.2 Additional key roles and arrangements include:

- Assurance Board: receives six monthly reports on Strategic (Platinum) Contracts
- The Commissioning, Procurement and Contract Management Assurance Board (CPCMAB) provides a scrutiny, challenge and assurance role in relation to commissioning, procurement and contract management. CPCAMB has oversight of the Council's Procurement Strategy and all associated policies including the Social Value Policy, ensuring delivery of commitments, value for money, long term innovation and legacy to achieve increased local spend and a greater contribution to tackling inequality. It also acts as the oversight body for contract management and the strategic contracts review reports are presented to the Board six monthly
- Strategic Contract Management Risk – progress on actions to address the risks of ineffective contract management are reported to Audit Committee and Brent Assurance Board
- The Council's auditor provides a view on procurement, VFM and contracts in its annual audit report
- The Director Strategic Commissioning, Capacity Building and Engagement is the senior responsible officer for contract management with the Head of Procurement providing cross-council leadership and management
- The Lead Cabinet Member (Leader and Cabinet Member for Adult Social Care) is briefed on Procurement in lead member briefings fortnightly
- Procurement Strategy: Contract management is a cornerstone of the strategy recognising the role effective contract management plays in ensuring external spend delivers what the Council expects
- Contract Management Community of Practice: an officer cross-council forum led by the Director Strategic Commissioning, Capacity Building and Engagement to target ongoing contract management improvements, share best practice, tools, resources and identify training and development needs
- The Council is part of the London Procurement Network and is taking an increasingly proactive role as we aim to work with other councils to secure training resources and establish effective tools and guidance to build officer capacity and ensure effective contract management practice

Accountabilities and responsibilities

8.3 The Procurement Review recommended that roles and responsibilities between Procurement, service areas and other support services be clarified and understood. A RACI (Responsible, Accountable, Consulted, Informed) matrix has been developed which defines roles and responsibilities for specific activities and stages involving procurement and commissioning. The RACI includes contract management as a key stage and supports the Contract Management Framework

Additional controls and oversight

8.4 Brent Auditors Annual Report (AAR) provides further assurance and validation of the council's approach through procurement and contract management to improving economy, efficiency and effectiveness.

8.5 The Council's auditor carried out a focused review of key VFM and procurement controls. The 2024/25 AAR included the commentary and judgements below. This is reflective of the progress made in responding to the Procurement Review recommendations through the Procurement Improvement Programme.

8.6 Since then, as noted elsewhere in this report, significant additional progress has been made in the areas of new strategy design and implementation (Procurement Strategy 2026-2031 and Social Value Statements); the contracts register (new central contracts platform has been procured and is currently being implemented), contract segmentation and contract management (new contract segmentation model piloted and adopted with revised strategic (platinum) contracts in place and first performance review period complete.

Improving economy, efficiency and effectiveness – commentary on arrangements (3)

We considered how the Council:	Commentary on arrangements	Rating
commissions or procures services, assessing whether it is realising the expected benefits	The Council is currently in the process of implementing a wide-reaching procurement improvement plan (PIP) in 5 stages covering a two-year period. The first two stages, 'Establishment' and 'Stabilisation' are largely complete, and management is now working in what it has defined as Stages 3 and 4, namely the' Improvement' and 'Embedding' phases of the plan, set to run for a period of up to 24 months. It is recognised that the procurement department is evolving to a more strategic delivery function within the Council while it implements a whole raft of new control processes and arrangements. With this in mind, we adapted our scope of work to reflect that the Council was in the process of this major reconfiguration and, rather than reviewing compliance with the Procurement Regulations 2025 in their entirety, we focused on 13 key VFM and procurement controls. These key controls were focused on key policies, management oversight, new control processes , monitoring arrangements and risk management. For 8 of the 13 areas we reviewed we recorded compliance – this was expected as many of these were associated with the 'Establishment' and 'Stabilsation' arrangements planned for the first 4-6 months of the PIP. There were five areas – new strategy design and implementation, risk management, the contracts register, contract segmentation and contract management/KPIs that are still work in progress with full implementation not scheduled until Apri 2026. Each of these areas are under active development and have been covered previously by recommendations that have filtered through to the PIP, so they are not repeated here.	A

Grant Thornton insight

Procurement fraud prevention controls linked to Economic Crime and Corporate Transparency Act (ECCTA) 2023 fraud risk consideration – The creation of new controls and an enhancement of existing controls within procurement are a direct consequence of aligning the procurement strategy and procurement code of practice to the Procurement Act 2023 and its associated 2025 regulations. In other councils, procurement fraud has been identified as a key risk with regards to the ECCTA 2023 legislation. Key fraud prevention controls identified within procurement as part of its current reassessment of risk could be used to populate an ECCTA-based enterprise level fraud risk assessment and in doing so provide evidence of 'appropriate fraud prevention procedures' in line with the requirements of the new Act. Currently at Brent the consideration of procurement risk is project focused but management is in the process of developing of an 'overall' procurement specific risk register which when completed will feed into a directorate register. It is advisable that an ECCTA readiness/implementation is review carried out at an appropriate time, with consideration of enterprise fraud risk.

9.0 Procurement Improvement Programme

9.1 The Council commissioned an independent peer review of Procurement in 2025. The report and recommendations were issued in April 2025. A key recommendation was to establish a Procurement Improvement Programme (PIP) to drive change which included a workstream on Contract Management. All contract management improvement activity has been coordinated through the improvement programme over the past 12 months.

9.2 The Procurement Improvement Programme has now transitioned to business as usual delivery. A summary of progress on contract management and overall achievements through the programme is set out below, together with the key priorities for further development and improvement. Previous updates on the Procurement Improvement Programme have been provided to the Committee on 4th November 2025 and to Audit and Standards Committee on 24th March 2025 and 23rd July 2025.

<u>Contract Management</u>

9.3 Significant progress has been made in resetting and rebuilding the foundations for more consistent, effective and robust contract management through the Procurement Improvement Programme:

- Over 90 Council contracts have been reviewed and "segmented" into tiers to determine the most effective level of contract management using a best practice 'contract tiering model' from Local Partnerships. This pilot approach is now being further expanded to other contracts. The highest risk/highest profile contracts – deemed Platinum – are to be reported to the Council's Assurance Board on a 6 monthly basis.
- Brokered a training and support offer through Local Partnerships that includes 16 days consultancy and development support aligned to contract management (free of charge)
- Accepted onto national Contract Management Pioneer Programme (CMPP) providing accredited training routes for contract management
- Practitioner training on contract management is being provided for 19 contract managers funded by the Cabinet Office, a substantial investment in contract management capability in the organisation. The Pioneer Programme is currently in progress.
- A new, more robust contract register is currently being implemented to better manage contracts and improve visibility of expiring contracts. The first phase of contract uploading is in progress. This will ultimately integrate with the procurement tendering platform and include contract management capability, to provide a single source of all procurement tendering and contract management information across the Council
- A new Contract Management Framework has been developed to replace the old and out-dated version and bring it into line with the new Procurement Strategy, Improvement Programme and better support the Council's overall contract management approach – this was launched on 20th April 2026.
- The Contract Management Framework has been developed to bring a refreshed and more robust approach to contract management for Brent,

replacing the old contract management policy with an updated and more consistent model. The goal of the framework is to standardise contract management across the council, providing better structure, governance and guidance for managers to ensure that they are better equipped to manage their contract(s). It clearly sets out the expectations we have, and highlights the tools and support that is in place. This will enable greater assurance that contracts are being robustly managed and that there are clear lines of accountability

- A new Contract Management Community of Practice has been established – this brings officers together to oversee and maintain continuous improvement in contract management and will agree changes and improvements to the Contract Management Framework post launch held in April 2026. It will also contribute to creating and maintaining a culture of high standards, officer confidence, and delivery against organisational objectives

Procurement Improvement Programme – overall summary

9.4 The PIP has delivered substantial improvements and changes in a short timeframe:

- Recruitment of fully qualified professionals into all vacancies in the Procurement team, including the permanent appointment of a new Head of Procurement – establishing the foundation for the development of procurement as a high performing centre of excellence at the heart of the council
- No permanent staff appointed since the programme started have left, providing a level of staff stability and consistency not seen for several years. This is a substantial improvement which services areas have acknowledged
- The model of Category Managers aligned to Directorates and acting as Business Partners will be further embedded through 2026/27
- Creation of a new and updated Procurement Strategy, covering 2026 – 2031
- Review and refreshing of a new Social Value Statement, covering 2026 – 2031
- Updated and refreshed intranet page for Procurement, to provide a clear single source of information for all procurement activity for officers across all directorates
- Creation of Directorate Procurement Groups, to facilitate information sharing and best practice between procurement officers and the wider directorates. Information and best practice is able to flow both ways and the groups provide a forum for more strategic matters to be discussed
- Full review of all procurement tools, templates and processes, using best practice from a range of sources, to ensure that these are fully compliant with the Procurement Act 2023, and are able to take advantage of all of the potential flexibilities offered by this Act, whilst still considering lower spend tenders and the requirement to have a simpler set of documents for this

- £202k income through accelerated delivery and improved performance of Fast Track Payment initiative – double the income earned in the previous year
- A responsibilities matrix (RACI) covering the full commissioning, procurement and contract management lifecycle developed and widely consulted upon across directorates and support services

Procurement Improvement Programme – further development and improvement priorities

9.5 The PIP has delivered substantial improvements and changes in a short timeframe. The overarching priority remains to ensure these improvements are embedded. With the arrival of many new Procurement officers into the team, Brent has been able to take advantage of best practice from new officers coming from a range of industries and to use this to start to further develop a culture of continuous improvement and best practice:

- Continue to establish the procurement service as a centre of excellence and enabler of strategic change, service delivery and transformation
- Embed strong, consistent procurement, contract management and commercial practice across the organisation, utilising the improvements made and continuing to build capacity and capability
- Continue to develop contract management capabilities to ensure that contracts are effectively managed throughout their lifecycle with clear accountability for performance, risk, quality, financial stewardship and outcomes
- Produce an Annual Procurement and Social Value Impact Report to identify, track and showcase the positive impact of procurement and social value on supporting better outcomes for Brent
- Publish an annual procurement pipeline report aligned to commissioning and transformation priorities
- Create and improve the use of procurement and commissioning data and insights to enhance evidence based decision-making
- Continue to develop an innovative, enabling and proportionate procurement culture across the organisation that balances compliance, commerciality and service delivery

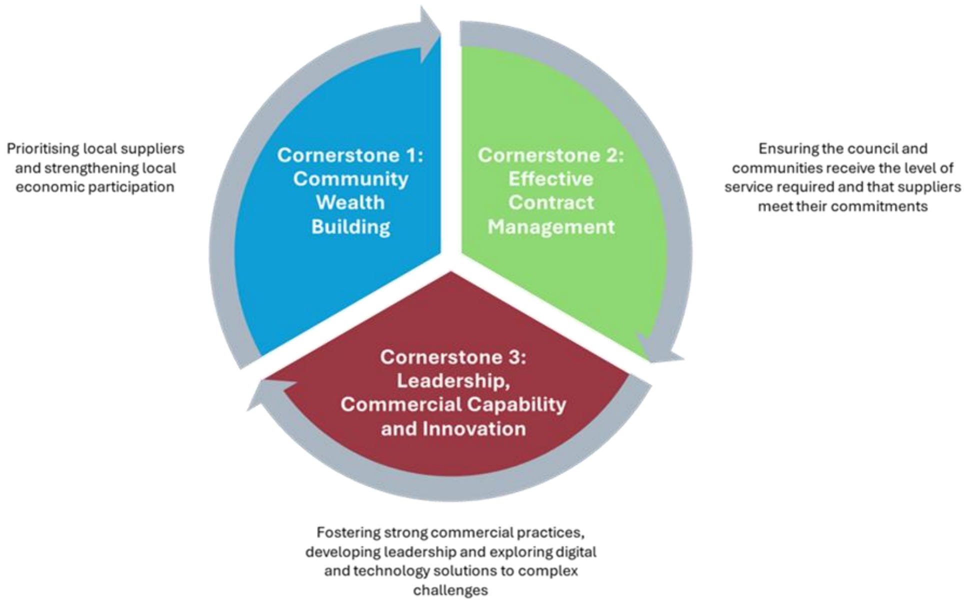
10.0 Wider Strategic Context

10.1 The Council's Procurement Strategy 2026 – 2031 (Appendix 4) sets out Brent's guiding principles and priorities for our procurement activity, and how we will use our spending power to deliver value for Brent.

10.2 It is underpinned by a focus on place, people and commercial capability to enable a fairer, more equal and environmentally sustainable Brent. It is about ensuring that every pound Brent Council spends delivers maximum benefits for its residents and communities and supports a vibrant and inclusive local economy. It is also focused on ensuring that the services Brent Council delivers are high-quality and innovative.

10.3 Our overarching vision is that innovative and high-quality procurement supports Brent Council to create opportunity, tackle inequality, drive sustainability and deliver value and good outcomes for residents.

10.4 The Strategy is grounded in the principle of Social Value and links closely with the Council's Social Value Statement. The Strategy is also underpinned by a commitment to Community Wealth Building (CWB), which is a people-centred approach to local economic and social change, which increases the flow of wealth to local communities. Procurement is one of the key levers that can generate jobs, opportunity and wealth for local people.



10.5 The Cornerstones of the Strategy support the overall National Procurement Strategy themes, and together these align to reinforce how the Council's local priorities and actions support overall national expectations.

10.6 Together with the new Contract Management Framework, a new commercially focussed procurement team and increased transparency and focus on KPIs as a result of the Procurement Act 2023 changes,

NPS Theme / Strategy Cornerstone	Community Wealth Building	Effective Contract Management	Leadership and Commercial Capability
Leadership	Encourages organisational commitment to local economic development and fair work	Ensures accountable, performance-driven contract oversight	Strengthens procurement leadership, governance, and professional capability
Behaving Commercially	Supports development of strong, resilient local markets and supply chains	Drives performance, risk management, and value delivery	Embeds commercial acumen, market insight, and structured decision-making
Community Benefits / Social Value	Delivers local jobs, supports local suppliers, and builds local wealth as part of Social Value delivery	Monitors Social Value delivery through contract management	Embeds Social Value in evaluation, contract management, and performance improvement
Supporting Local Economies	Directly aligned with CWB principles of local supply chain strengthening and inclusive growth	Ensures commitments to local benefit are delivered	Uses commercial insight and leadership to commission for place-based outcomes

11.0 Stakeholder and ward member consultation and engagement

11.1 The Lead Member has been engaged on the report. The frameworks, tools and resources outlined in this report have been widely communicated and co-developed with extensive input from officers across the Council. Previous updates on the Procurement Improvement Programme have been provided to the Committee on 4th November 2025 and to Audit and Standards Committee on 24th March 2025 and 23rd July 2025.

12.0 Financial Considerations

12.1 The Procurement Improvement Programme and the Procurement Strategy 2026-2030 supports the Council's delivery of savings and securing best value from third party spend. Resourcing implications will be kept under review. The Procurement Strategy commits to new training, systems, governance structures and data improvements. These upfront investments can be contained within existing budgets. In the medium term, these measures, including contract management improvements, should help result in savings and cost avoidance for the Council through tighter supplier performance management and greater control of risk and scope creep.

13.0 Legal Considerations

13.1 The Procurement Improvement Programme supports the Council in meeting its legal and regulatory obligations relating to procurement, contract management and Best Value. The Council must comply with the Procurement Act 2023 and associated regulations, together with other applicable legislation and statutory guidance, including the Local Government Act 1999 and statutory Best Value guidance, the Equality Act 2010 and, where applicable, the Public Services (Social Value) Act 2012.

13.2 The Public Contracts Regulations 2015 (PCR) continue to apply to procurements commenced and contracts awarded under the previous procurement regime in accordance with the applicable transitional and saving arrangements. Accordingly, the Council must ensure that the legal regime applicable to each procurement and contract is identified and applied appropriately.

13.3 The Council's Contracts and Governance Team plays an important role in supporting the Council's legal compliance, governance and effective management of contractual risk. The Team provides specialist legal and contractual advice, supports officers in the interpretation and application of relevant procurement and contract requirements, and assists with the management of contractual issues, risks, disputes, variations, extensions and other significant contractual decisions. Its involvement, alongside Procurement, commissioning and service colleagues, provides an important layer of legal and governance assurance throughout the contract lifecycle. Effective engagement with the Contracts and Governance Team at appropriate stages of the contract lifecycle is therefore an important component of the Council's overall contract management and governance arrangements, particularly in relation to high-value, high-risk or strategically significant contracts.

13.4 The Contract Management Framework, together with the associated governance, monitoring and reporting arrangements, is intended to support compliance with these requirements and to strengthen the Council's arrangements for contract performance, transparency, risk management and accountability. This includes supporting the Council to meet applicable statutory requirements for the publication and reporting of contract and performance information under the relevant procurement regime.

13.5 The Procurement Improvement Programme support's the Council's compliance with the Procurement Act 2023 and Best Value obligations. The Procurement Strategy must comply with, and be delivered in accordance with, all applicable UK legislation and guidance, including the Procurement Act 2023, the Public Contract Regulations 2015, the Public Services (Social Value) Act 2012 and the Equality Act 2010. Adhering to a robust, best practice contract management practice ensures readiness for the more stringent performance publication requirements.

14.0 Equity, Diversity & Inclusion (EDI) Considerations

14.1 The Public Sector Equality Duty, as set out in section 149 of the Equality Act 2010, requires the Council, when exercising its functions, to have "due regard" to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, to advance equality of opportunity and foster good relations between those who have a "protected characteristic" and those who do not share that protected characteristic. The protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. The Council also internally recognises care experience and socio-economic status as protected characteristics.

14.2 The strategic intent of the Procurement Strategy strengthens the Council's commitment to EDI, with the explicit purpose of using procurement to support the local economy and increase local employment, skills and learning opportunities. This will strengthen local communities and help to tackle inequality in Brent. One of the key actions of the new Strategy is to increase contractor collaboration on tackling poverty and inequality.

14.3 Suppliers for Platinum, Gold, and Silver contracts will be required to complete Modern Slavery and EDI due diligence. Non-compliance will constitute a material breach of contract, emphasising the Council's commitment to ensuring that contractors uphold these commitments in practice.

15.0 Climate Change and Environmental Considerations

15.1 The Council is committed to adopting a sustainable approach for all products and services it procures and to harness its purchasing power to help tackle climate change holistically, in alignment with the key themes within the Borough's Climate and Ecological Emergency Strategy.

15.2 The Council has adopted a stand-alone Procurement Sustainability Policy, which underpins this approach. It also utilises the West London Sustainable Procurement Charter as a mandatory section for all suppliers to complete as part of major procurements. The new Procurement Strategy developed as part of the Procurement Improvement Programme references the significance of environmental sustainability within the new cornerstones, including contract management and underpinning principles.

15.3 The new contract management system, coupled with the Contract Management Framework helps enable the Council to monitor zero-carbon and wider environmental KPIs through our procurements and contracts.

16.0 Human Resources/Property Considerations (if appropriate)

16.1 Not applicable.

17.0 Communication Considerations

17.1 Communications input has been central to the Procurement Improvement Programme and improvement work in respect of contract management. This has included a complete refresh of the Council's Intranet website pages for Procurement – making key information, resources, guidance and tools more accessible for officers across the Councils.

<u>Report sign off:</u>

Rachel Crossley
Corporate Director, Service Reform and Strategy

Contract Management Framework

(April 2026)

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Contract Management Framework

Foreword by Kim Wright, Chief Executive

The council spends approximately £659m[1] per year on goods, services and works on many of our essential services, so it is crucial that everyone, at any level of the council, is proactive with contract management. Robust contract management is everyone's responsibility; we must safeguard valuable public money and ensure we get the most out of every pound for the benefit of our residents.

Effective Contract Management is a cornerstone of our Procurement Strategy – and we want all external contracts to deliver what the council expects, ensuring we maximise the value and performance from all our third-party contracts.

Delivery from contracted suppliers is key in fulfilling the priorities and commitments outlined in the council's Corporate Plan as well as the Procurement Strategy. The value lost through poorly managed contracts is money that could be invested in services or be a saving that does not need to be found. So, by ensuring we have strong contract management we will improve value for money, maximise Social Value and community benefits, improve resilience and oversight of risks, and drive innovation through continuous dialogue with our supplier base.

We will continue to work as one council, collaborating through a community of practice to develop and share best practices and to drive consistent delivery across the council based on this Framework. We want to develop skills and capabilities to raise the profile and professionalism of contract management across the council and this Contract Management Framework explains how staff should manage contracts effectively and provides the tools to do so. I look forward to seeing the benefits that will come out of working to this Framework for our staff, the Council and, crucially, our residents.

[1] For FY 2024-25 £659m of addressable spend from a total expenditure of £1,106m. £447m is classed as non-addressable spend that cannot be influenced, negotiated, or controlled through sourcing strategies. This is typically fixed, mandatory, or internal costs such as taxes, payments to individuals, regulatory fees.

1. Introduction

1.1 What is Contract Management and why is it important

The council uses external suppliers for the delivery of goods, services and works for a number of reason: to exploit expertise, access to resources, and achieve economies of scale.

"At a basic level, good contract management is about attention to detail. It means understanding what the contract contains, who has responsibility for managing it, and whether performance, costs, and any agreed savings initiatives are on track"

The central premise of contract management is to ensure external spend is well managed and the council receives what is expected from that spend. Good contract management improves the likelihood of achieving value for money, realising community benefits (for example through social value) and reducing risks.

Contracts inherently carry several types of risk for the council.

- **Financial risk** arises when a supplier fails to deliver, leading to wasted or lost public money.
- **Reputational risk** cannot be delegated; even when poor performance is the supplier's fault, it is ultimately the council's reputation that is damaged in the eyes of residents and partners.
- **Political risk** arises when failures in contracted services can lead to political disruption, with residents seeking explanations from councillors and councillors placing pressure on senior leaders to resolve issues.
- **Regulatory risk** arises when the council's statutory obligations are affected through a contract.

Without robust contract management, the council becomes significantly more vulnerable to these risks, all of which can have serious consequences for the organisation and the communities it serves. This Framework supersedes the previous Contract Management Policy (last updated March 2023).

1.2 Corporate Priorities

Externally provided services play a significant role in achieving our Corporate Priorities as set out in the Borough Plan. Our contractors deliver some of our vital services which can mean the difference between providing high quality service to our residents, or significant failings.

The five priority areas are:

- Prosperity & Stability in Brent
- A Cleaner, Greener Future
- Thriving Communities
- The Best Start in Life
- A Healthier Brent

1.3 The purpose of this framework

This Contract Management Framework outlines the approach contract managers must take when leading contracts across the council and provides guidance, tools and templates to help them to do this.

The framework aims to be scalable and flexible acknowledging there may be a need for different approaches within services and that each contract has unique requirements. It is the duty of services to manage their contracts to ensure they deliver to the standards required. The framework provides guidance and tools to support contract managers and to create consistency across the council. There are some core, central practices and principles outlined in this framework that all officers must follow.

The framework aims to:

- Enable robust management of contracts across the council, specifically focused on taking an optimum approach, clear roles and responsibilities and contract governance
- Ensure contracts deliver maximum value for money and benefits
- Ensure consistency across the council so that contractors can expect the same level of accountability and contact from any service
- Provide support to officers who manage contracts and hold relationships with third-party suppliers
- Provide guidance on managing contracts proportionate to the level of spend, risk and impacts on residents
- Outline a set of standards and best practice activity to ensure an appropriate approach to managing contracts that meets local and national policy expectations
- Provide a series of tools and templates to support these aims
- Supporting the council to be safe within its governance and decision-making process, and compliant with contract law.

1.4 When to use this framework

This framework follows the commissioning and contract management lifecycle from contract handover to preparing for re-procurement. The framework can support you through each stage and should be consulted ahead of any key activity. This framework is for every type and size of project.

Contract management is not a linear process, therefore it is recognised that stages might need to be repeated (e.g. contract change or extensions) and different steps taken at different points depending on the scale of a contract. Further details on the contract management lifecycle can be found in Section 5 of this framework.

2. The Four Priorities of Contract Management

Brent's priorities for good contract management are:

1 Value for Money	Achieve value for money for residents, community wealth building, drive environmentally sustainable outcomes, deliver social value benefits and support for the local economy.
2 Manage Resources	The management of contracts to be proportionate to their level of risk/criticality, their impact on communities and their value.
3 Proactive and planned	For contract management to be professional, proactive and well planned To address the full scope of risks, incorporating health and safety, developing supplier relationships and responding to changes to create added benefits.
4 Drive Capabilities	To promote the right skills and capabilities in contract management, and to create a culture of continuous learning, improvement and innovation supported by training and sharing of best practices.

To deliver these principles effectively, a set of complementary standards is expected of anyone managing a contract or involved in its delivery. These standards provide a consistent framework to ensure outcomes are achieved based on the following:

Standard 1: Ensure the contracts are understood by all those involved in their management.
This includes making sure that suitable resources are identified and appointed before award of contract, with an effective transition from procurement to contract management.

Standard 2: Be clear about accountability, roles and responsibilities.
Make sure contract ownership, management processes and governance mechanisms are clear with defined roles and responsibilities at appropriate levels of seniority.

Standard 3: Establish and utilise robust governance arrangements to manage risk and facilitate strategic oversight.
Compliance with national regulations and council requirements, supported with robust decision-making that is well-documented.

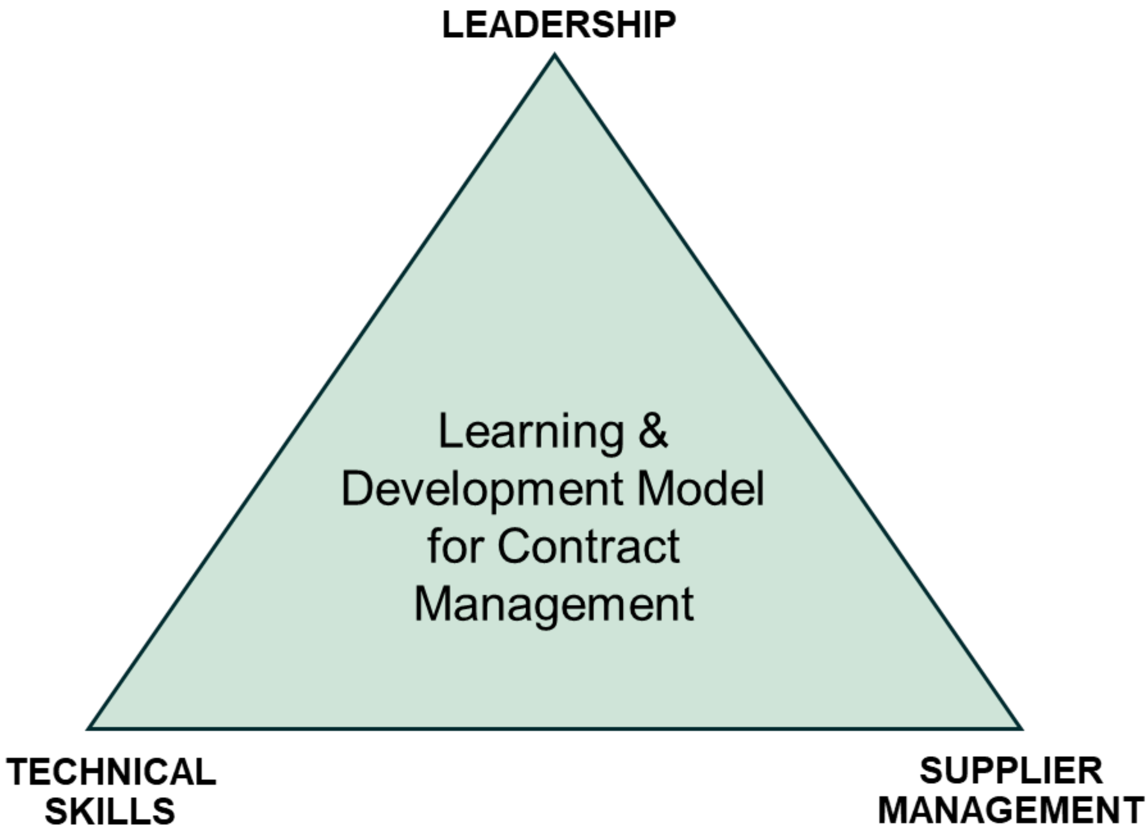
Standard 4: Drive added value through the contract.
Deliver strong value for money for residents, drive community wealth building and environmentally sustainable outcomes.

Standard 5: Be proactive and well planned when managing contracts.
To include addressing risk, incorporating health and safety, developing supplier relationships and responding to change to create added advantage.

Standard 6: To create a culture of continuous learning in contract management.
To drive improvement through collaboration, knowledge sharing, and the provision of up-to-date training.

3. Support and Learning

Contract managers need to possess, demonstrate and develop in themselves and others the following range of behaviours covering technical contract management skills, category knowledge associated with the contract and effective leadership. These essential skills and behaviours are captured in the model below:



A range of training and support is available to support robustly managing contracts, including:

Mandatory Foundation Training	For Silver, Gold and Platinum contracts, all contract managers must complete the Foundations Training, provided on-line and free of charge by the Government Commercial College. You can register here: https://www.govcommercialcollege.co.uk/course/view.php?id=3
The Contract Management Playbook	Comprehensive government guidance on the effective management of contract, providing contract managers with guidelines, rules and principles that will help them to avoid the most common errors observed in managing contracts, and optimise the benefits that can be realised through effective contract management. The Contract Management Playbook - GOV.UK
Procurement Intranet Page	The Procurement Site provides comprehensive guidance, templates and processes for contract managers, based around this Framework.

Contract Management Community of Practice	A regular forum for any/all contract managers that meets monthly/quarterly. Its aim is to facilitate peer support and explore best practice amongst contract managers.
Peer Support	Peer Support and advice is available from members of the community of practice.
Negotiation, Leadership and "Soft" Skills	The HR L&D team has developed a range of learning opportunities to support these requirements. The current L&D offer is available on the L&D website and the via this link. Internally provisioned training includes the following: • Dealing with Difficult People / courageous conversations Challenging and Questioning • Risk Management Negotiation Skills / Influencing & Persuading skills - Manager's Inductions includes a procurement module The following learning interventions can be sourced from many providers in the market and will enhance contract management • Understanding Supplier Behaviour (external provision) • Market / Category Knowledge (peer support and external provision)

4. Segmentation: being proportionate in Contract Management

It is essential that a contract is managed in the right way - there isn't a one size fits all approach. The segmentation tool has been created to quickly form an assessment of the type and risk level of a contract. The score will determine a proportionate level of management, governance and reporting.

The tool considers several factors including:

- **The financial value and commercial complexity:** The higher the value the more financial risk to the council
- **Impact of the service**: The importance of the service in meeting the needs of residents, particularly the most vulnerable, or to the operation of the council as a whole.
- **The maturity of the supply market** in terms of the availability of alternative suppliers and the ease of resourcing.
- **The level of risk:** Other risks associated with the contract include health and safety, reputational impacts, data and cyber security, and the market dynamic and volatility.

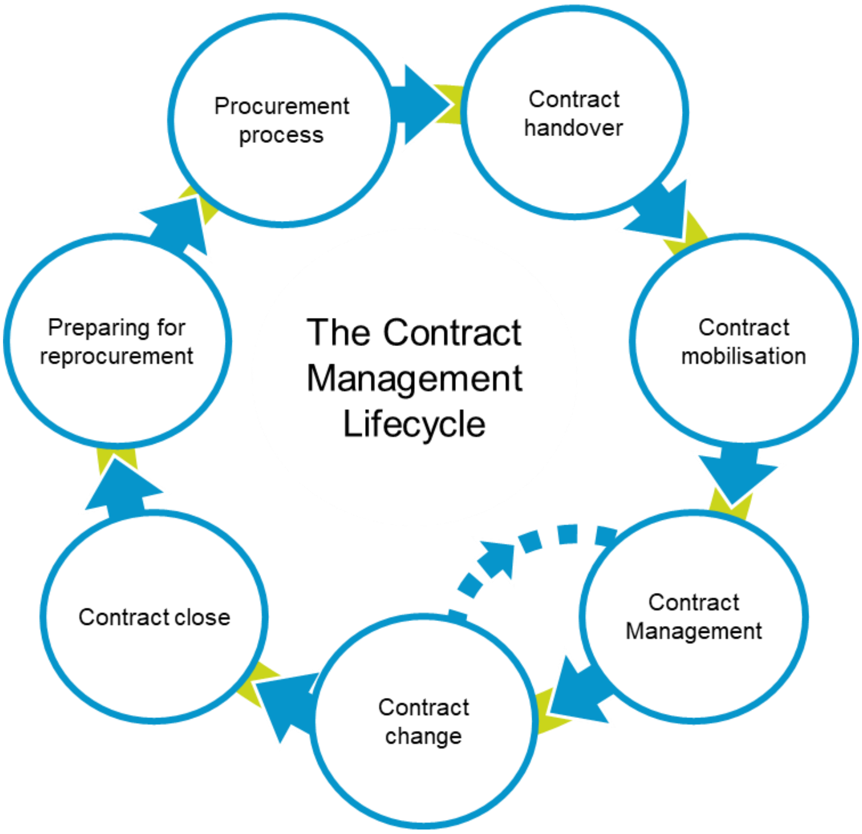
To determine the appropriate approach to managing a contract, you must measure these risks and impacts through the council's **Segmentation Tool**, that assesses and **Tiers** contracts into platinum (also termed Strategic), gold, silver or bronze – these are outlined below and will determine the level of management, reporting and scrutiny needed.

Platinum	A small number (between 10 and 20) of the highest risk contracts which either place the council at the greatest financial risk if they were to fail or place the greatest risk in terms of service delivery. ▪ Typically, the council spends several million pounds per year with the supplier ▪ The council could not operate effectively to deliver services across the organisation without the contract
Gold	Contracts have the ability to place the council at financial risk if they were to fail, and have a significant impact on service delivery: ▪ Typically the council spends more than £5m per year with the supplier, although many gold contracts are lower value, and some silver contracts may be over this value ▪ The council is reliant on the contract for delivery of a strategic priority ▪ The council is reliant on the contract for delivery of a key public service
Silver	Silver contracts place the council at less financial risk and whilst important for service delivery are not critical to the delivery of important services to the public ▪ Typically contracts are worth more than £500k ▪ The contract could put at risk the council's ability to deliver public services
Bronze	Other contracts do not have a significant impact on the council's day-to-day operations. ▪ Typically the contract is worth less than £500k ▪ The contract is unlikely to put public service delivery at risk

The segmentation/tiering assessment must take place at these stages to ensure the proportional management and governance is correct:

1. Prior to a procurement starting, so it is clear from the outset how a contract will be managed
2. At the end of the procurement as part of the handover to the contract manager.
3. Periodically through the life of the contract and specifically at any change that alters the value or nature of the contract.

5. The Contract Management Lifecycle step by step



The contract management lifecycle shows the different stages of managing a contract and is a helpful tool to allow you to track the status of a contract and to plan your next activity.

The following is a summary of activity aligned to each stage in the contract management lifecycle with reference to the tools and templates available to support you. These templates should act as the minimum standard - they can be adapted or alternative versions used at the discretion of the contract manager. This is designed to assist you in properly managing your contract(s) and should be followed (in line with the outcomes of the segmentation exercise).

Contract Handover

	Activity	Tools and templates
Contract Handover	If not already in place confirm the contract manager, SRO and project team if relevant. Refer to Appendix 1.	See role descriptions
	Detailed briefing from the procurement team to the contract manager outlining key aspects of the requirements (including agreed KPIs, evaluation outcomes, risk allocation and mobilisation requirement)	Contract Handover Plan Template
	Re-run segmentation process to confirm the level of management and assurance required	Segmentation Tool
	Set up a new supplier with purchase order based on the payment mechanism. Establish a payment flow chart to ensure continuity of payment in the CM's absence	

	Procurement publish Contract Detail Notice and if required the contract (when over £5m in value)	Central Digital Platform

Contract Mobilisation

	Activity	Tools and templates
Contract Mobisation	Hold internal mobilisation meeting and populate plan for mobilisation	
	Hold kick-off meeting with the supplier, and schedule on-going contract monitoring meeting	Contract Kick-off Meeting Agenda Template
	Conclude TUPE arrangements if necessary, and finalise other supplier mobilisation arrangements	
	Produce the Contract Management Plan and Contract Summary including Exit Plan.	Contract Management Plan Templates Contract Summary Template
	Conduct stakeholder mapping and produce a communication plan	Stakeholder Engagement and Communication Tool
	Work with supplier to create a risk register and update council/directorate risk registers as appropriate	RAID
	Arrange for contract to be signed by all parties prior to contract commencement	
	Ensure contract details are entered onto the council's central contract register	Contract Register
	Raise Purchase Order for supplier and set up relevant call-off / CPA arrangements	
	Establish Business Continuity Plan to address mitigation in the event of contract failure and a succession plan to address ongoing contract maintenance should key personnel leave the authority	Business Continuity Plan

Contract Management

	Activity	Tools and templates
Contract Management	Hold supplier monitoring meetings along with day-to-day management of the contract, monitor delivery of agreed actions	Contract Management Meeting Agenda Template RAID
	Receive and assess performance reports and pay the supplier based on their delivery	KPI & Contract Monitoring Templates
	Collaborate with supplier on improvement if performance is not as expected	Supplier Improvement Plan Template
	Conduct self-assessment reviews and support any audit on the contract	Light Touch Review Template

		Self Evaluation Template Deep Dive Conversation Template
	From the Council's Gateway Process[2] undertake • Gateway 3 – Mid-Term Contract Review This contract review is completed for Gold and Platinum contracts with a minimum value of £2m that have approximately 50% of their term remaining excluding extensions. The report is to ensure: • That contracts identified as Strategic (Platinum) or Gold from the segmentation tool are performing against agreed requirements That best value is being delivered before the Council considers proceeding with any extension.	Gateway Report Templates
	Regularly conduct compliance and finance checks on supplier and review other relevant sources of information (e.g. CQC ratings). Seek information that indicates changing circumstances in the market or with the supplier so appropriate questions or actions can take place.	
	▪ Report through governance on the contract's performance – heightened if Platinum contract	Platinum Report Template
	Keep up to date the following documentation: ▪ Contract Management Plan ▪ Risk Register ▪ Business Continuity Plans ▪ Communication and Engagement Plan Exit Plan	
	Publish Contract Performance Notice for contracts over £5m	Central Digital Platform

Contract Change

	Activity	Tools and templates
Contract Change	Assess a change request from the supplier if within agreed tolerances	
	Consider if a change is needed by the council to improve the service offer	
	Draft a change notice for internal approval through the correct level of decision making	Contract Change Notice Template
	Request authority to vary or extend the contract from the Director/Corporate Director or Cabinet Member in accordance with the council's Standing Orders.	
	Issue contract variation or early termination, and prepare for re-procurement if necessary	

[2] The Council's Gateway Process has the following milestones:
Gateway 0 is the business case Gateway 1 is authority to tender
Gateway 2 is the authority to award Gateway 3 is mid contract review
Gateway 4 is the review is of future options at the end of the contract

	Record change on the change log and inform stakeholders – could be variations or extensions	Change/Variation log Template
	Publish Contract Change Notice or Below Threshold Modification	Central Digital Platform
	Update the contracts register relating to the change	Contracts Register

Contract Close

	Activity	Tools and templates
Contract Change	From the Council's Gateway Process undertake • Gateway 4 – End of contract re-commissioning plan This review applies to all Strategic (Platinum) and Gold contracts: • That will shortly expire or are subject to consideration of extension, or • Where a re-procurement exercise or other future delivery arrangement are being considered. (e.g. part of a shared service / insourced) • To determine what improved value can be delivered when the contract completes its current term.	
	Review and implement exit arrangements including serving supplier notice – typically between 6-18 months prior to end or as determined by contract notices	Exit Plan Templates
	Appoint an exit manager if different from the contract manager	
	Implement the contract decommissioning arrangements including data management, asset transfer, intellectual property etc.	
	Communicate end of contract to stakeholders and replacement arrangement or relevant next steps.	
	Conduct lessons learnt, involving supplier and contribute to options for re-procurement	
	Contract close report on achieved outcomes contributing the corporate/community plan	

Preparing for Re-procurement

	Activity	Tools and templates
Preparing for Re-procurement	Review the needs and design of the contracted service to determine future method of delivery. Explore all options, available budgets and changes to the market since previous review.	Re-commissioning Guidance
	Engage with the market to match service need to potential provision by the supplier	
	Conduct options assessment as part of the business case including insourcing, routes to market and ceasing the service	
	Create a specification	

	Procurement agreed through governance, including production of Equality Impact Assessment	
	A re-procurement plan produced working with the procurement team	
	Include the procurement on the contracts pipeline	
	Publish Preliminary Market Engagement Notice and Tender Notice	Central Digital Platform
	Review the needs and design of the contracted service to determine future method of delivery. Explore all options, available budgets and changes to the market since previous review.	

Procurement Act Required Notices

There are a number of notices which need to completed on the government's central digital platform. Procurement will support services to publish these notices.

Contract Award Notice: Information to the market before a contract is awarded and only once the tenderers have been provided with an assessment summary.

Contract Details Notice: Once a contract is signed, this notice must be published within 30 days of contract execution or 120 days if the contract is 'Light Touch'. In addition, where the contract has a value exceeding £5 million, a copy of the contract must also be published with the notice (commercially sensitive information can be withheld).

Below-Threshold Contract Details Notice: This must be published following the award of 'notifiable' below-threshold contracts in the same way as the Contract Details Notice for above-threshold procurements. The notice must be published as soon as reasonably practicable after the contract has been entered into. Please advise Procurement if you have a Below-Threshold Contract Details Notice which needs to be published, and they will do this. If you aren't sure what the thresholds are, you can refer to the Procurement of Contracts flow charts.

Contract Change Notice: Before changing an existing contract the council must publish a Contract Change Notice. The only exception is where the change is a "below threshold modification" which is a change which either increases or decreases the value of the contract by 10% or less (in the case of goods or services), or 15% or less (in the case of works) or increases of decreases the term of the contract by 10% of the maximum duration of the originally awarded contract.

Payments Compliance Notice: Every six months, the council must publish a notice setting out details of compliance with the requirement to pay suppliers within 30 days of receipt of invoice or, if later, within 30 days of the payment due date specified on the invoice. This needs to include the average number of days it takes to make payments.

Contract Performance Notice: Where a contract value is estimated to exceed £5 million, the council must include at least three KPIs within the contract and monitor the supplier's performance against these. Details of the supplier's performance under these KPIs must be published at least annually in accordance with ascribed ratings of Good, Approaching Target, Requires Improvement, Inadequate and Other. Where the supplier has breached the contract, the council must publish details of that breach and details of whether the contract was partially terminated, a settlement reached, or damages awarded as a result. Where the breach has resulted in a full termination of the contract, this would require a Contract Termination Notice instead.

Contract Termination Notice: Within 30 days of a contract expiring or terminating for any reason, an authority must publish a Contract Termination Notice. This must include details of the contract and the reasons for its termination (including certain details if termination arose from details of any breach of contract), the date of the termination and its estimated value.

6. Roles and Responsibilities

The best results are achieved when service experts work together with procurement professionals to manage the contract and have clear agreed processes and procedures in place. There are various parties involved in managing a contract, all of whom must play their part in ensuring successful contract delivery with a range of roles and responsibilities.

Appendix A states the primary responsibility of the different roles in contract management.

The RACI (responsibilities matrix) model defines the level of ownership, roles and responsibilities for a project and for specific activities. Its use will drive and maintain clarity and a consistent approach to managing contracts. The RACI uses the following definitions:

- **Responsible (R)** – the person/people who undertake the defined role or activity. There may often be more than one role that is responsible.
- **Accountable (A)** – the single role or function held accountable to ensure the activity is delivered. They may not necessarily undertake the activity
- **Consulted (C)** – those whose view are sought and provide input as part of an activity
- **Informed (I)** – those who are informed of the outcome and not involved or consulted in the process

Services may wish to customise the corporate RACI to add greater details for the different roles within their service areas.

The RACI covers the full lifecycle of the procurement and contract management process. Phases 3-5 of the RACI are relevant for contract management:

- Phase 3: contract mobilisation from post procurement to go live
- Phase 4: contract management specific to a particular contract
- Phase 5: general contract management activities unrelated to a specific contract

7. Monitoring Performance and Supplier Relations

7.1 Monitoring Performance

A fundamental requirement of contract management is to monitor the performance of a contract. Tiering through the segmentation exercise or as defined in the contract documentation will determine how often reports need to be received.

The following best practise approach and guidance will assist with monitoring performance:

- Set clear reporting expectations from the start, including KPIs established during the procurement phase and a reporting timetable.

- Require performance reports in the agreed format and on time (e.g. 7 days in advance); delays may indicate issues.
- Agree upfront whether to use council or supplier templates—whichever best meets the council's reporting needs.
- The council sets the terms of reference for monitoring meetings and takes a lead in setting the agendas, chairing the meetings and taking notes
- Keep an action log to record and monitor what is expected of the supplier and the council and in what time scales
- Ensure the right people attend monitoring meetings—those with authority to progress decisions—whilst avoiding senior management involvement as they may be needed as part of the escalation of disputes

7.2 Key Performance Indicators

The Procurement Act 2023 places a strong emphasis on key performance indicators (KPIs) which will be published for contracts that exceed £5m.

The below ratings are a good practise way of categorising KPI performance:

Rating	Description
Good	Performance is meeting or exceeding KPIs
Approaching target	Performance is close to meeting KPIs
Requires improvement	Performance is below KPIs
Inadequate	Performance is significantly below KPIs
Other	Performance cannot be described as good, approaching target, requires improvement or inadequate

Managing KPIs is essential to effective contract management. They provide an objective and clear basis for measuring delivery against commitments made during procurement, identifying underperformance, and recognising areas where suppliers are meeting or exceeding expectations. When KPIs are clear, measurable and baselined, they offer an efficient way to assess performance, support constructive challenge, and celebrate success. They can also inform discussions where contract terms or deliverables may need to be revised.

7.3 Monitoring your supplier

Monitoring a contractor's organisation as a whole is an essential part of managing the contracts. Assessing a supplier's financial standing and their compliance against legal or council requirements helps to identify potential issues. Areas to monitor include:

- **Risk:** create and regularly review a risk register with mitigating actions and escalate to the council's directorate or corporate risk registers as required.
- **Financial:** checking the supplier's financial stability through credit checks.
- **Continuity planning**: there are two aspects to continuity in the context of contract management:
    i. the supplier should have a continuity plan to outline mitigation of scenarios that could impact delivery;

ii. Brent's Business Continuity plan should state what actions would be taken should the supplier fail to or be unable to continue delivering the contracted services.

- **Health and safety:** the supplier is responsible for the services it delivers and to meet expected health and safety standards. The supplier needs to keep a record of incidents, including near misses to learn from. These should be reported to the council, and the council should reserve the right to audit that information.
- **Equality impact assessments (EIA):** EIAs should be completed as part of the service design and governance prior to starting a procurement. They should be revised at key points in the contract to ensure the right measures are in place to address negative impacts on people with protected characteristics and the wider community. For more information about EIA requirements, please contact equality@brent.gov.uk and refer to the EIA Guidance.

7.4 Monitoring Social Value

Social Value (SV) is built into the procurement process for suppliers to provide additional value when a contract is awarded at a certain value (please refer to the Social Value Statement and accompanying Guidance for more details). SV should be measurable along with KPIs and have equal status as something the supplier has committed to deliver.

Advice and support in understanding and/or applying social value principles is available from the SV Thematic Leads – officers with expertise in a thematic area. The leads and their respective themes are set out in the SV Guidance.

Thematic leads are there to:

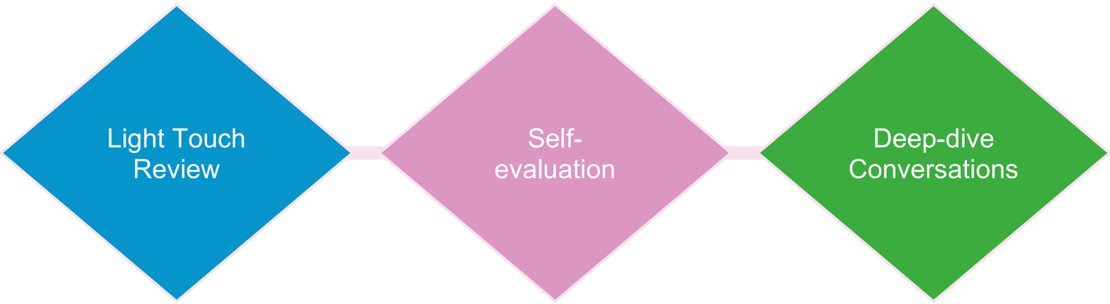
1. Provide advice on SV application and any updates/changes required to the work to reflect changing council or social priorities or external factors.

2. Provide advice on **specific themes** to council staff involved in new procurements or in managing contracts, on the application of the SV outcomes and measures – citing good examples and practices.

3. Provide **thematic** advice to suppliers on submitting SV responses and the delivery of SV through the course of the contracts.

7.5 Self-Assessments

Self-assessments are an effective way of reviewing the status of a contract and proactively taking corrective action. There are three levels of self-assessment and templates exist to support these.



- **Light touch review:** a check that key components of contract management are being implemented.
- **Self-Evaluation:** assesses whether the requirements of contract management are being sufficiently met and the information can form the basis of an audit or deep-dive assessment.
- **Deep-Dive:** a two-way conversation to explore how the management of the contract can be improved, and an opportunity to gather and share good practice as a key part of council wide learning. This involves the contract manager, the SRO and/or project team running through a check list of questions with the contract management assurance officer.

7.6 Strategic supplier relationships management

The relationship between contract manager and supplier is important. A positive and proactive relationship can enable early identification and rectification of issues, support innovation and improvement and strengthen the management of risks. Although we don't share objectives with suppliers, we do need aligned expectations and a strong professional relationship. This creates space for constructive challenge—essential when holding suppliers to account.

A strategic supplier will often be tiered as a platinum or gold contract and fit into the following categories, often meeting all three profiles:

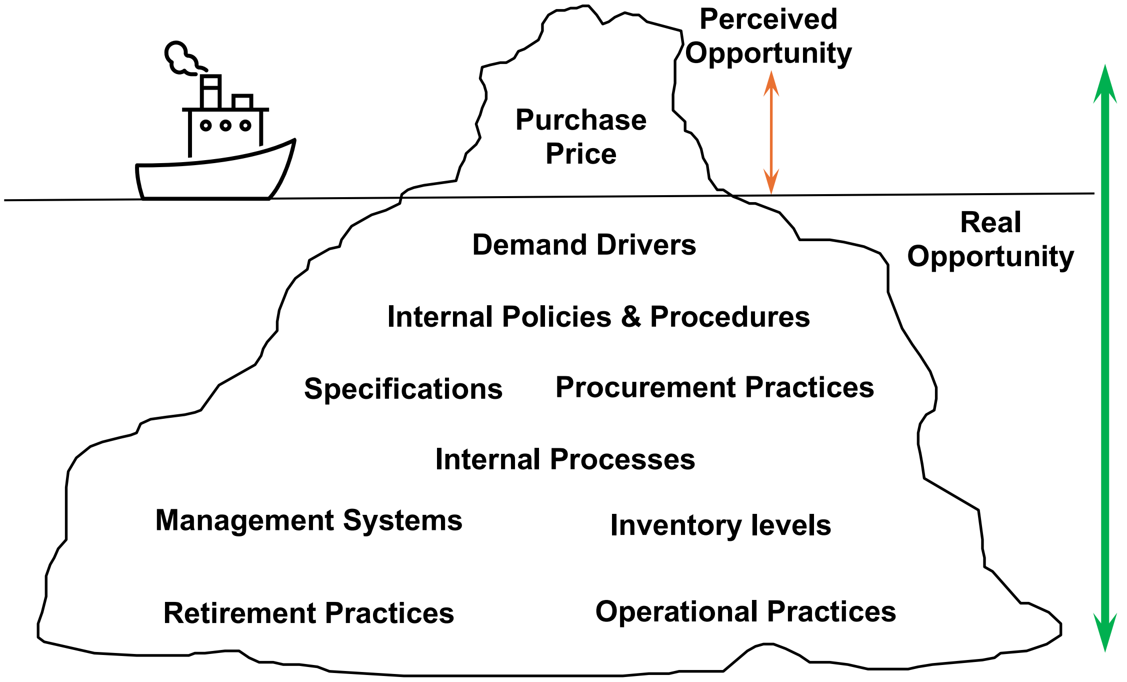
Strategic Supplier		
Several high value contacts operating across the council	Vital to the strategic operation of the council	High risk, value and reputational risk

The approach with these suppliers is to:

- Collaborate with colleagues across the council to identify opportunities for joint contract management and shared assessment
- Consider whether future procurements can be structured into lots to reduce supplier dependency, rather than relying on a single procurement approach
- Pay particular attention to the supplier's financial standing, undertaking regular reviews and using a range of methods to assess ongoing viability
- Ensure that social value commitments are not duplicated across contracts, and monitor delivery through regular (e.g. monthly) performance meetings
- Hold cross-contract meetings with the supplier to explore opportunities for innovation, efficiency, and service rationalisation.
- Engage with other public bodies and industry groups to benchmark performance, best practise and identify common areas of difficulty or success

7.7 Continuous Improvement and Savings opportunities

The council should continually work with suppliers to seek savings, efficiencies and improvements from all the contracts. This objective should be established at the outset and form the basis of regular review meetings. When identifying opportunities to deliver additional value the price paid (purchase price) is often a starting point but is only the tip of the iceberg, as illustrated below:



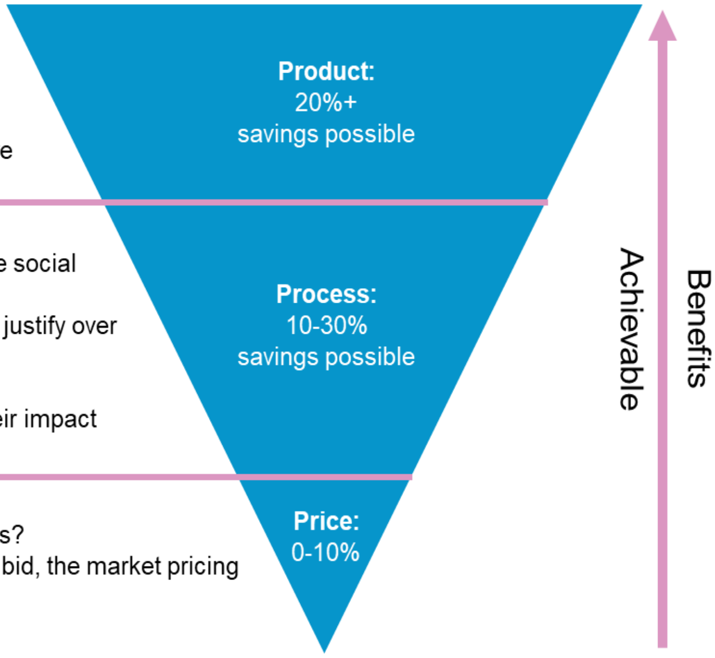
The process should be collaborative to gain maximum benefits, and a model such as the "3P" approach can be effective in identifying all the visible and hidden areas of cost that can be addressed to reduce waste and costs for both parties:

- Product: this looks, for example, at the specification and standards, how demand can be managed, and whether council policies inadvertently increase costs
- Process: examines how both parties processes and ways of working can change to save time/money and take a total cost of ownership approach to contract
- Price: looks at tactical opportunities for savings through, for example, the impact of increased demand, market price changes and payment terms.

a. Review the Specification: Is it over specified or can statutory minimum apply?
b. Demand management: Reduce/simplify variety or use less of the service
c. Policy: Can we change what we ask the supplier to do – are some things unnecessary

a. Alignment and synergies with other services
b. What council processes inadvertently add cost (e.g. ensure social value is a benefit and not a cost burden)
c. Robust cost and contract management plans – review and justify over and underspends
d. Govern the contract differently to make efficiencies
e. Ensure we have the right performance indicators – with their impact supporting savings.

a. Additional demand the marginal costs/volume pricing
b. Are supplier's charges directly in line with the contract terms?
c. Renegotiate pricing based on changes in demand from the bid, the market pricing and other commercial factors
d. Review payment terms.



8. Change and Assurance

8.1 The change process

Contracts often require changes or variations whether driven by the supplier or instigated by the council to respond to service needs. The management of contracts requires responsiveness and flexibility on both sides, with a willingness to adapt the terms of the contract to reflect changing circumstances.

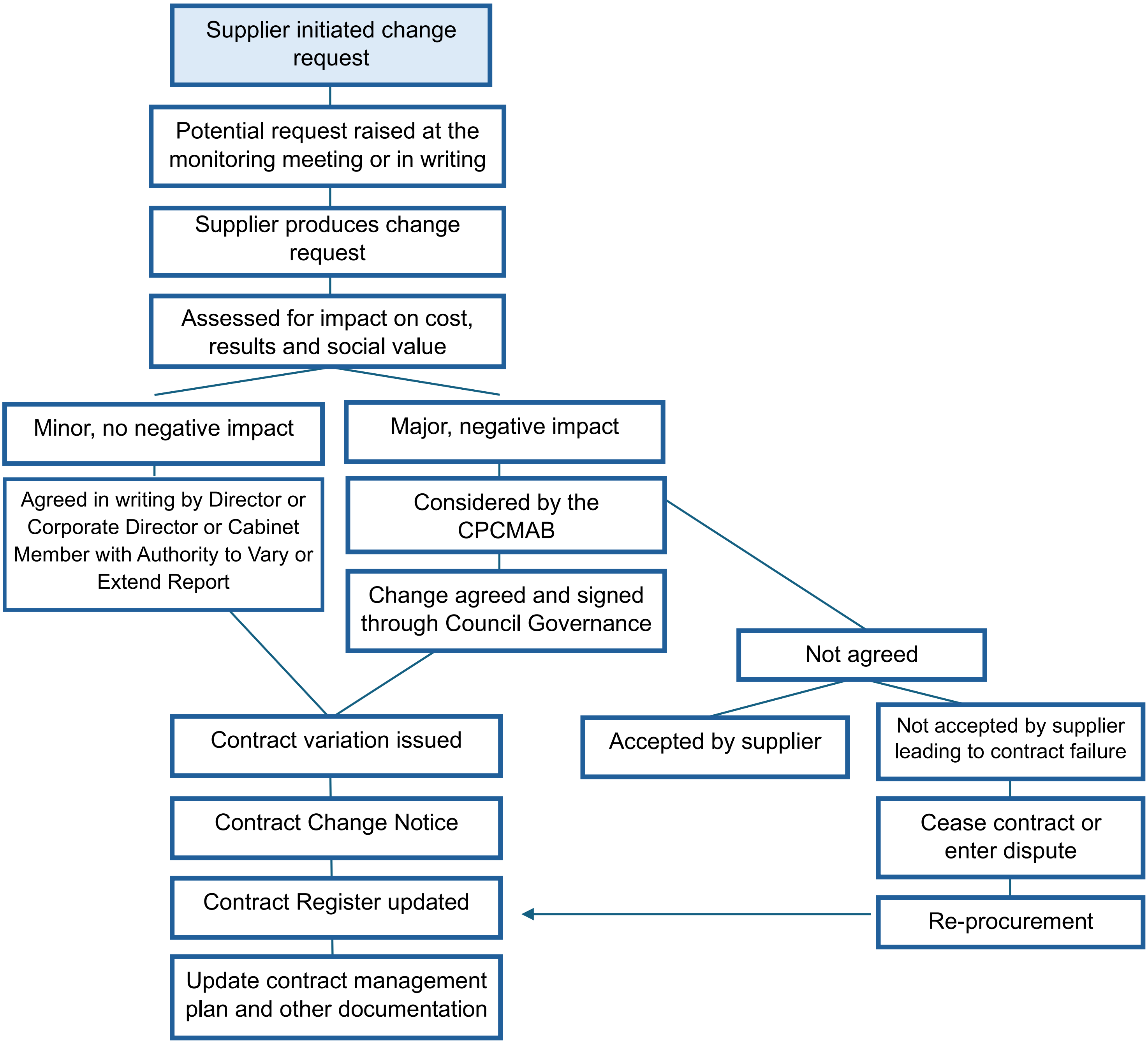
Common reasons for change are as follows:

In response to legislation	Changes to customer or service needs or demand	Opportunities of new technologies
External factors e.g. supply change costs	Creating a cost savings	Changes in how the services are being delivered
Addressing an emergency	Mitgating a risk or continuity requirement	Health and Safety issue, including a near miss

There are a number of legal parameters in which a contract can be change, these can be found here: Guidance: Contract Modifications (HTML) - GOV.UK.

Type of change which might occur		
Variations to scope or value of contract	Extensions permitted beyond term	Early termination, including for poor performance

The following process steps apply when a change is presented by the supplier[3]:



Service request to change a contract:

A reasonable request can be made by the service to alter the contract. The supplier will usually need to agree any changes, depending on the wording in the contract and within the legal parameters.

[3] Commissioning, Procurement and Contract Management Assurance Board (CPCMAB)

Contract managers should consult Legal Services to confirm if any proposed variation is allowed under the contract and relevant council rules and procurement laws. If agreed by the supplier and Legal Services, the variation needs to be formally authorised using the Change Request Business Case by a Director, Corporate Director, or Cabinet Member in line with the [Council Scheme of Delegations](#) . A contract variation should then be issued, plus a change notice (if required) and the contracts register updated.

If the supplier wishes to negotiate anything in exchange for the change then this must be considered in light of any negative impact on the council and included in the Change Request Business Case.

8.2 Disputes

Disagreements and disputes arise during the life of a contract, for example, from a different interpretation of a contract provision such as a performance level, an unclear item in the terms and conditions or practice becoming the norm when it shouldn't.

It is important that any potential dispute is recognised early and addressed quickly. Disagreements which are minor in nature should be resolved swiftly at contract manager level. Correspondence and records on any potential dispute or disagreement should be saved in an obvious place to support any future issues, even if successfully dealt with. However, it is important to get a second view, raising concerns with the project board, the SRO and informing Legal Services early. There are often specific provisions in the contract that can be used to assist the council in a dispute – if unsure reach out to the project board or Legal Services.

If a resolution is not forthcoming, the contract will likely include a dispute resolution and escalation process which detail a number of mechanisms to reach an agreement. In consultation and advice with legal colleagues, these mechanisms should be followed and well documented in case of future legal challenge so that the council can demonstrate its reasonableness.

8.3 Internal assurance

It is important that the council knows how well it is managing its contracts across the council. This will help provide assurance and identify where improvements can be made.

The primary responsibility for gaining assurance for contracts and addressing any issues rests with the directorate leadership team. If a contract is designated as Platinum, as defined in section 4, then a greater level of assurance is required:

- A 6-monthly report on each Platinum using the attached template is submitted to the Commissioning, Procurement and Contract Management Assurance Board (CPCMAB).
- This report is then submitted to the council's Assurance Board.

Dependant on the assurance provided, the report may progress to CMT or the Audit Committee, at the discretion of the of Assurance Board, The Procurement Strategy Cornerstone 2 on ***Effective Contract Management*** has a set of actions to be delivered over the term of the Strategy. It is each contract manager's responsibility to fully support and comply with this.

Appendix A- Key roles in contract management

The following is a list of key roles in contract management and their responsibilities:

The Contract Manager

A contract manager ensures the supplier delivers the contract, managing change when needed and reports on the contract's progress. The role of managing a contract may be a small part of a person's role, the skills and competencies required to effective management contracts are essential.

Primarily, the contract manager is responsible for:

1. **Contract creation and negotiation:** designing the specification when involved in the procurement of a contract
2. **Contract delivery:** oversee the execution of contracts, ensuring that suppliers fulfil their contractual obligations and coordinate with various departments (e.g. legal, finance, procurement) to ensure smooth contract implementation and following the change management process set out in the contract.
3. **Performance monitoring:** monitor the performance of the supplier, ensuring that timelines, deliverables, and standards are met, ensuring appropriate action is taken when suppliers fail to meet targets
4. **Reporting:** regular reporting on the status of contracts, including any issues, performance metrics, or financial implications
5. **Payments:** authorising payments aligned to performance, ensuring the invoices are correct against the agreement and paid in accordance with the payment mechanism
6. **Risk management:** identify potential risks and set actions that mitigate those risks
7. **Dispute resolution:** where possible resolve disputes to minimise impact to the council, escalating those disputes if needed and handle breaches including working with the legal service on a course of action
8. **Compliance and regulatory adherence:** ensure BOTH the council and supplier are meeting the statutory requirements and financial compliance/checks
9. **Project management and documentation:** manage the day-to-day operation of the contract, organise the project board, ensure all contract-related documentation is organised, easily accessible, and up-to-date including notes, records and minutes
10. **Record keeping:** ensure contracts are signed prior to commencement and that updated contract documents and amendments are retained in the required contract storage system
11. **Contract renewal and termination:** initiate the evaluation of future delivery options for the service including if still needed, in-sourcing or continued delivery through a contract
12. **Continuous improvement:** continually seek to maximise the outcomes of the contract and to improve value for money, including taking pre-emptive actions through horizon scanning along with recording lessons learnt from the contract.
13. **Stakeholder communication and relationship management:** assess stakeholders and the corresponding types of engagement; whilst maintaining positive relationships with parties involved in the contract, ensuring open communication, collaboration and transparency.

The Senior Responsible Officer (SRO)

An SRO should be appointed for each gold and platinum contract. They will not be involved in the day-to-day activity of the contract but play a pivotal role in providing support to the contract manager in resolving issues and guiding implementation. Their primary responsibilities are:

1. **Strategic oversight and decision making:** ensures that the contract aligns with the council's strategic objectives and long-term vision; makes higher level decisions that cannot be resolved by the contract manager
2. **Accountability and responsibility:** ultimately accountable for the delivery of the contract, overseeing the work of the contract manager to ensure implementation is on-track, and compliance with the requirements in the Contract Management Framework
3. **Resource allocation:** assesses the resources needed to deliver the contract, appointing the contract manager with the right skills and experience, and addressing resource barriers to delivery
4. **Governance and reporting:** establishes and maintains appropriate governance structure to oversee the contract management process, including chairing the project board and reporting to the assurance board
5. **Management and support:** manages the contract manager through line or matrix management, providing support and advising when needed, as well as assessing/addressing the performance and compliance of the contract manager
6. **Lead on dispute resolution:** takes a lead on resolving or escalating disputes with suppliers, working with senior management and legal services on a course of action
7. **Wider organisational learning:** involved in lessons learnt to inform wider learning of contract management when fulfilling the legal and corporate priorities of the council.

Key Corporate Colleagues

There are a range of colleagues in corporate services that will support with contract management – these are generally:

- **Legal:** advise on terms and conditions, creating and initiating contracts and involved in escalated disputes, agree contract modifications or variations
- **Finance:** due diligence/financial checks, arranging payments, assessing savings and cost modelling
- **Procurement:** manages the procurement process to the point of issuing the contract and handover to the contract manager; support contract notices and ensures replacement contracts are on the pipeline. The procurement team can continue to be a point of advice in terms of contract change and re-procurement and are involved in options appraisals towards the end of the contract life
- **Data management:** at specification and contract management the team will provide advice and guidance on handling data and document retention
- **Governance and performance:** receives information on the contract's progress for further reporting giving guidance on what is needed.
- **Social value thematic leads:** provide advice, promoting good practise and to help embed social value within services. They are experts on their thematic area.
- **Climate Emergency**
- **Equalities**

Senior Managers

The Senior Leadership Team do not need to be involved in the day-to-day operation of the contract – that will be delegated to the contract manager and secondly to the SRO. They should receive reports on the progress on and relevant issues with the contract, be aware of risks through the directorate and corporate risk registers, and view any formal governance reports. They will provide a cross-organisation approach to resolve barriers to delivery and when absolutely necessary be involved in dispute resolution (as outlined in individual contracts).

They will also work with the political leadership to set the policy and priorities of the council that will inform the approach to contract management and procurement policy.

Typically, Senior Leadership Team involvement in contract management will be through the directorate leadership teams and the Commissioning, Procurement and Contract Management Assurance Board.

Brent

Appendix B – Contract Management Tier Requirements

After you have segmented your contract and achieved a score these are the resulting requirements for management of the council's contracts.

	Platinum	Gold	Silver	Bronze	Implementation timings where not already in place for an existing contract
Pre contract start date					
Designate a Contract Manager	✓	✓	✓	✓	Immediate for all contracts.
Use the **segmentation tool** to categorise the contract based on financial level, risk and impact	✓	✓	✓	✓	By December 2026 for all contracts.
Read the Council's **Contract Management Framework** to become familiar with the requirements and expectations	✓	✓	✓	✓	Immediate for all contracts.
The contract manager must undertake the **Contract Management Foundation training course**	✓	✓	✓		By December 2026
Ensure a **Senior Responsible Officer** (SRO) is identified for the contract	✓	✓	✓		By October 2026
Assemble a **project team** to support the progress of the contract for its life, ensuring sufficient skills and capacity is in place	✓	✓			Platinum - Immediate Gold- by December 2026.
Ensure full contract details are entered on the **Council's contract register**	✓	✓	✓	✓	Immediate for all contracts.
Complete a **contract summary form** (short form) for review annually	✓	✓	✓	✓	Immediate for all contracts.
Prepare a **Contract Management Plan** including: Agreed monitoring arrangements; Governance requirements; Milestones and tasks; Payment schedule; Escalations process for concerns; and Exit arrangements. This should be supported by a RACI specific for each contract for all parties.	✓	✓	✓		Platinum- Immediate Gold- Immediate Silver- By April 2027
Establish a **Risk Register or Risks Actions Issues Decisions (RAID) log** Populate the Council's risk register where relevant.	✓	✓	✓	✓	Platinum- Now Gold - December 2026 Silver & Bronze - April 2027
Prepare a Council **Business Continuity Plan** (BCP)	✓	✓	✓	✓	Platinum- Immediate Gold- Immediate Silver & Bronze- April 2027

	Platinum	Gold	Silver	Bronze	Implementation timings where not already in place for an existing contract
Produce a **Stakeholder Engagement and Communication Plan**	✓	✓			Platinum- December 2026 Gold- December 2026
Produce a **contract performance tracker** to record and monitor deliverables including KPIs and social value requirements.	✓	✓	✓	✓	Platinum- Immediate Gold- Immediate Silver & Bronze- December 2026
Set a **calendar of supplier meetings**- agree the schedule of meetings, terms of reference and standing items.	✓	✓	✓	✓	Immediate for all contracts.

Ongoing contract management requirements					
Receive **regular reports on performance** from suppliers to inform payments – ensuring delivery is on track and accurate before authorising invoices	✓	✓	✓	✓	Immediate for all contracts.
Receive monitoring reports and conduct a **performance meeting** every quarter (at minimum) to ensure the contract is on track, including social value results, receiving reports at least 7 days in advance of the meeting.	✓	✓	✓		Platinum- Immediate Gold- Immediate Silver- Immediate
Receive monitoring reports and conduct a **performance meeting** every six months (at minimum) to ensure the contract is on track, including social value results.				✓	Bronze- Immediate
Complete **platinum report for the Assurance Board** every 6 months	✓				Platinum - in line with reporting timetable.
Report contract progress and performance as required via directorate reports	✓	✓	✓	✓	Immediate for all contracts.
Conduct a self evaluation and deep-dive review **annually**	✓				Platinum- Immediate
Conduct a self evaluation and deep-dive review **every 2 years**		✓	✓		Gold- Immediate Silver- Immediate
Conduct a self evaluation and deep-dive review **as the market requires**				✓	Bronze- Immediate
Conduct financial/business checks **annually or as the market requires**	✓	✓	✓	✓	Immediate for all contracts.
Network across the council and with other local authorities where the supplier has multiple contracts - to share knowledge, approach and practices	✓	✓			Platinum & Gold Mid 2027

	Platinum	Gold	Silver	Bronze	Implementation timings where not already in place for an existing contract
Ensure **contract changes/variations are recorded and stored.** Ensure all variations including waivers are in accordance with Council's scheme of delegation and appropriate sign off is given.	✓	✓	✓	✓	Immediate for all contracts.
Review and update the **Contract Management Plan** at least every six months	✓	✓			Platinum- Immediate Gold- Immediate
Review and update the **Contract Management Plan** annually			✓		Silver- By April 2027
Prepare an improvement plan where a contract is failing before a formal change or termination	✓	✓	✓	✓	Immediate for all contracts.
Escalate **failed performance i**n line with contract governance, taking corrective and correct action	✓	✓	✓	✓	Immediate for all contracts.
Lessons learnt captured no less than every 2 years, generated with the supplier and internal stakeholders	✓	✓			Platinum- December 2026 Gold- December 2026
Expiry and re-commissioning planning - 2 years out	✓	✓			Immediate for all contracts.
Expiry and re-commissioning planning - 18 months out			✓	✓	Immediate for all contracts.
Prepare a suitable **high level exit/de-mobilisation plan,** covering: Succession/handover for data, property, TUPE, etc.	✓	✓			Immediate for all contracts.

Appendix 2: Strategic (Platinum) Contracts Summary Reports

Service Provided	Supplier(s)	Directorate
Highways Maintenance	**O'Hara Bros Surfacing Ltd** **GW Highways Ltd**	**Neighbourhoods & Regeneration**
Waste Management (collection, recycling)	**Veolia**	**Neighbourhoods & Regeneration**
PFIs for Housing	Hillside Housing Trust Brent Co-Efficient	Residents & Housing
PFIs non-Housing - JFS - Willesden Leisure Centre	 KSSL Linteum (Willesden) Ltd	Children, Young People & Community Development (CYPCD) Service Reform & Strategy
Housing Repairs	Wates, Mears, Greyline	Residents & Housing Services
Homecare	Several lead providers	Service Reform & Strategy
Community Equipment	Provide Equipment Hub	Service Reform & Strategy
Temporary Accommodation for homeless households	Notting Hill Genesis	Residents & Housing Services
Single Homeless Prevention Service	Pan London SHPS/Bridges	Residents & Housing Services
Parking enforcement	NSL (Marston Holdings Ltd)	Neighbourhoods & Regeneration
Speech and Language Therapy (SALT)	Central London Community Health Care NHS Trust (Known as CLCH)	CYPCD

Contract Name:	**Highways Term Maintenance Contracts**		
Scope of services:	Reactive highways maintenance; cyclical and reactive gully cleansing; planned highways maintenance and highways schemes.		
No. of suppliers: **Supplier names:**	2 Lot 1 - O'Hara Bros Surfacing Ltd Lot 2 - GW Highways Ltd		
Start Date:	1st April 2023	**End Date (+ extns)**	31st March 2030 (+1+1+1 years)
Value of contract(s):	Lot 1 - estimated value c £4.3m per year, or circa £43m over 10 years Lot 2 - estimated value c £3.7m per year, or circa £37m over 10 years (Both excluding inflation indexation).	**Annual spend – Actual**	Lot 1 2023/24 - £5,257,292.24 2024/25 - £6,227,068.33 Lot 2 2023/24 - £4,192,570.62 2024/25 - £7,509,720.90
Directorate:	Neighbourhoods & Regeneration	**Service:**	Highways Management
Contract Manager	Robert Barten		

Performance of contract (overview)	Performance is measured via 12 Primary Performance Indicators and 5 Secondary Performance Indicators, covering the range of services. With a few minor exceptions, performance has generally been in the "Green" for both contractors over the course of the two Lots so far.		
Top 3 KPIs & score:	Lot 1 – % high priority defects repaired on time 100%	Lot 1 - Delivery of Gully Cleaning to Programme 100%	Lots 1 & 2 – % actual spend against profiled spend - both > or =100%
Social Value – top priorities	The contract prioritises delivering measurable environmental improvements (tree planting, biodiversity, carbon reduction and cleaner vehicles), alongside strong social value governance, local employment, skills and apprenticeships. It also commits to community wellbeing through volunteering, mental health and equality training, education outreach, and sustained support for local charities and disadvantaged groups.		
Segmentation score	64	**Segmentation outcome**	Platinum
Reason contract is Platinum	Delivers on a statutory duty and critical services to vulnerable people, including regulatory control. Very challenging and costly to replace the contractor or insource the service if the supplier fails at short notice. A longer-term contract but straightforward delivery, with 'industry standard' type KPIs, perhaps using standard form e.g. Minor Works JCT. One dominant supply chain though may include several subcontractors; can be cross council and/or a joint partnership arrangement but with well-formed networks; repeat contract ie has been done before. Perceived to be very important to local residents. High levels of H&S considerations, with risk to life or serious injury.		
Key contract risks		**Risk mitigations**	
1. Supply Chain & Material Shortages		Long-lead procurement planning, multiple suppliers, and stockpiling critical materials.	
2. Workforce Availability and Skills Gaps		Invest in apprenticeships, training, local recruitment drives, and retention incentives.	
3. Traffic Disruption and Public Safety Issues		Robust traffic management plans, real-time communication with the public, and scheduled works during off-peak periods.	
4. Budget Pressures and Cost Inflation		Regular cost forecasting, contingency budgets,	
Issues for escalation or for noting			
• None			
Opportunities for improvement, change or savings			
• Data lead analysis of gully cleansing frequencies, leading to more targeted use of resources			
Retain as Platinum?	Yes		
Date of report:	19/01/2026	**Report author:**	Jonathan Westell

Contract Name:	**Integrated Street Cleansing, Waste Collection and Winter Maintenance Services Contract**
Scope of services:	To provide street cleansing, waste collection and winter maintenance services across the borough of Brent.
No. of suppliers:	1 Veolia (ES) UK LTD

<table>
<tr><td>Supplier names:</td><td colspan="3"></td></tr>
<tr><td>Start Date:</td><td>1st April 2023</td><td>End Date (+ extns)</td><td>31st March 2031 (2039)</td></tr>
<tr><td>Value of contract(s):</td><td>Approx. £162m (£274m)</td><td>Annual spend – Actual</td><td>£20,313,272</td></tr>
<tr><td>Directorate:</td><td>Public Realm</td><td>Service:</td><td>Public Realm</td></tr>
<tr><td>Contract Manager</td><td colspan="3">Raj Chavda</td></tr>
<tr><td>Performance of contract (overview)</td><td colspan="3">The contract is working well, and feedback is positive and has been since its implementation in 2023. Brent now has a long-established working relationship with Veolia which benefits from a single team mentality and close partnership working.

Current street scene concerns relate much more to the prolific levels of littering and fly-tipping across Brent, and the underlying causes and behaviours, than the performance of this particular contractor that is tasked with cleansing and responding to environmental problems.

Of particular note, are very low levels of missed bin collections, excellent recovery times for any bins that are missed, very solid cleansing inspection scores and good recovery times for streets below standard.

To extend new, helpful and successful operations that were funded through NCIL in 2025/26, the council has now committed additional funding for the Veolia contract for a limited period to create new resource to sustain these improvements. Collaborative partnership working with Veolia enables the service to explore new and emerging technological solutions, different working methods and other innovations to reduce waste, fly-tipping and bring improvement in our recycling rates.</td></tr>
<tr><td>Top 3 KPIs & score:</td><td>Missed waste collections per 100,000

Target: 60
(No more than)

Score for 2025-26:

45 / 100,000 missed.</td><td>% of Missed Collections events recovered within SLA target

Target: 95%

Score for 2025-26:

100%</td><td>NI195- Street Cleanliness standards

% of streets deemed to be below standard on inspection, lower is better

<table>
<tr><th>Measure</th><th>25-26 Performance</th><th>Target</th><th>Variance to Target</th></tr>
<tr><td>Litter</td><td>2.76%</td><td>9.00%</td><td>-6.24%</td></tr>
<tr><td>Detritus</td><td>4.86%</td><td>11.00%</td><td>-6.14%</td></tr>
<tr><td>Graffiti</td><td>0.33%</td><td>6.00%</td><td>-5.67%</td></tr>
<tr><td>Fly-posting</td><td>0.44%</td><td>2.00%</td><td>-1.56%</td></tr>
<tr><td>Weeds</td><td>3.09%</td><td>N/A</td><td>N/A</td></tr>
</table>
Additionally, the % of these Streets Below Grade that are then remedied within the SLA
Target of 95%

Score for 2025-26: 100%</td></tr>
<tr><td>Social Value – top priorities</td><td colspan="3">Apprenticeship, local employment, grant funding to communities
Veolia have a social value grant which is available for all residents and council officers to apply to get funding for community led projects. The total value of</td></tr>
</table>

<table>
<tr><td></td><td colspan="3">grant funding given to community groups by Veolia during the first three years of contract is approximately, £40k</td></tr>
<tr><td>Segmentation score</td><td>58</td><td>Segmentation outcome</td><td>Platinum</td></tr>
<tr><td>Reason contract is Platinum</td><td colspan="3">Long term, high value, high reputation, impact with high member and resident interest. Delivers on a statutory duty and provides critical everyday services to all residents and businesses. Very challenging and costly to replace the contractor or insource the service if the supplier fails at short notice. Perceived to be very important to residents. High levels of H&S considerations in delivery of services.</td></tr>
<tr><td colspan="4"></td></tr>
<tr><td colspan="2">Key contract risks</td><td colspan="2">Risk mitigations</td></tr>
<tr><td colspan="2">1. Service Failure / Underperformance
Missed collections, street cleanliness standards</td><td colspan="2">Robust KPIs, clear escalation processes, regular communications through contract governance meetings, quick resolution through closer working with the contractor and Neighbourhood Managers</td></tr>
<tr><td colspan="2">2. Workforce & Industrial
Recruitment issues with drivers, industrial action</td><td colspan="2">Hire more permanent staff (Less reliance on agencies), Have a robust Business Continuity Plan in place.</td></tr>
<tr><td colspan="2">3. Lack of Flexibility / contract can’t quickly adapt to new legislation, housing growth, service redesign, or waste policy shifts (e.g. mandatory food waste collection)</td><td colspan="2">Closer working relationships, planning ahead, well-designed change control, benchmarking, project review points, break clauses if required</td></tr>
<tr><td colspan="4">Issues for escalation or for noting</td></tr>
<tr><td colspan="4">Nothing at present to escalate or report</td></tr>
<tr><td colspan="4">Opportunities for improvement, change or savings</td></tr>
<tr><td colspan="4">We are constantly trying to improve performance with better monitoring and reporting. Veolia have been keen to work with the Council in rectifying performance issues and introducing new incentives to improve the service.

Additional funding is agreed for 2026/27 to supplement existing operations, by providing more resource at weekends, in housing estates, and other areas where more frequent visits would be beneficial.

There is little benefit in reducing service costs if the challenge is to make streets cleaner.

In terms of opportunities for additional spend, funding is provided and the following are proposed as new contract variations for implementation this year -

i. To include the provision of two small mechanical street sweeper to address street cleansing

ii. To widen the scope of the contract to include 5 additional litter pickers in each Brent Connect area to cover town centres and high streets cleaning

iii. To widen the scope of contract to include nighttime street cleansing and waste collection

iv. To widen the scope to include a dedicated Persistent Organic Pollutants (PoPS) waste collection 7 days a week</td></tr>
</table>

v. To widen the scope to include waste collection from unregistered land vi. To widen the scope to include a weekend rapid response street cleaning crew vii. To widen the scope to trial additional resources of a vehicle and two crew members for our Brent Housing Estates			
Retain as Platinum?	Yes		
Date of report:	14/08/2026	**Report author:**	Rashmi Agarwal

Contract Name:	**Hillside PPP (or Stonebridge PFI)**		
Scope of services:	Design Build Finance and Operate. Housing management, repairs and lifecycle		
No. of suppliers: **Supplier names:**	Hillside Housing Trust and/or Hyde Housing Group. FM, repairs and Housing management is provided by Hyde.		
Start Date:	1st April 2004	**End Date (+ extns)**	31st March 2037 [no extns possible]
Value of contract(s):	Average rents income £2.75m p.a	**Annual spend – Actual**	Average payments £2.4m p.a
Directorate:	Housing & Residents	**Service:**	Strategic Housing Partnerships, Engagement
Contract Manager	Janie Chesterton - Head of PFI (Technical Adviser)		
Performance of contract (overview)	This scheme is for 346 properties on the Stonebridge estate where the residents in these properties elected to stay as Brent tenants. Brent entered into a 30 year contract with Hyde for the management of those properties. Upon expiry they will return to LBB. In recent years there has been a renewed focus on strong contract management. Additional specialist resource at LBB has been instrumental in pushing Hyde towards a better service for residents, however comprehensive monitoring reports in accordance with the contract have not been provided for some time. This is being challenged by officers. Recent actions: - Condition survey - Reminders as to contract requirements eg. estate local office availability - Estate walkabouts and production of action plans after resident meetings - Scrutiny and contract review - Socialisation of the contract, increased awareness at LBB		
Top 3 KPIs & score:	There are a number of performance standards that need to be met otherwise deductions are applied to the monthly unitary payment. These include compliance with the Decent Home Standard; rent collection rates;	In line with most PFI arrangements the onus is on the SPV to report its performance to the Council, as client. Other criteria are also monitored as they are contained within the specification eg. rent	

	responsive repairs service meets certain target resolution times depending on the issue being presented; voids turnaround.	arrears recovery. Unavailability risk lies with the SPV, in line with usual PFI practice.	
Social Value – top priorities	N/A as contract predates requirement for Social Value		
Segmentation score	Not assessed yet	**Segmentation outcome**	Platinum
Reason contract is Platinum	Value and risk profile		

Key contract risks	**Risk mitigations**
1. Hyde denying access to data/information in their bid to seek commercial advantage/deflect scrutiny.	External legal advice sought. Corporate directors are closely involved with strategy.
2. Concern of lack of knowledge as to stock condition, tenant wellbeing	Steps being taken e.g. door knocking and survey by external firm to ascertain conditions of PPP properties
Issues for escalation or for noting	
• As residents are Brent secure tenants it is important to require information relating to our responsibilities as landlord/Regulator responsibilities and pursue this in a robust and proactive manner	
• Relationship with Hyde is tense	
Opportunities for improvement, change or savings	
• Information required. When available further updates can be provided	

Retain as Platinum?	Yes given value and risk		
Date of report:	11/02/2026	**Report author:**	Janie Chesterton

Contract Name:	**Non-HRA Housing PFI**		
Scope of services:	Design Build Finance and Operate. Housing management, repairs and lifecycle		
No. of suppliers: **Supplier names:**	Brent Co-Efficient (SPV) is a wholly owned subsidiary of Hyde Housing Group. FM and repairs are provided by Ian Williams as sub-contractor to BCE. Housing management is provided by Hyde as sub-contractor to BCE.		
Start Date:	19th December 2008	**End Date (+ extns)**	18th December 2028 (no extns possible)
Value of contract(s):	Average rents income £0.5m p.m	**Annual spend – Actual**	Average payments £1.2m p.m but government credits partially offset
Directorate:	Housing & Residents	**Service:**	Strategic Housing Partnerships, Engagement
Contract Manager	Janie Chesterton - Head of PFI (Technical Adviser)		
Performance of contract (overview)	This scheme is for 384 properties located across the borough. For 364 properties LBB nominates into the units but the nominees become Hyde tenants on either temporary accommodation, affordable or discount market rent tenure. The scheme also contains 20 supported living units at Tudor Gardens (Welsh Harp) and at John Wilson House (Brondesbury Park) which are managed by LBB.		

<table>
<tr><td></td><td colspan="4">In recent years there has been a renewed focus on strong contract management of this high value contract. Independent external reviews and additional specialist resource at LBB have been instrumental in pushing Hyde and BCE towards a better service to residents.
Recent improvements:
- Controls exerted on rent setting
- Plans for tenancy conversions from TA to more secure tenancies; improving unit utilisation to minimise underoccupancy
- Faster re-letting of voids
- Face to face appointments offer for residents at the Hillside Hub
- Full time Income Officer to manage the portfolio and maximise income
- Socialisation of the contract, increased awareness at LBB</td></tr>
<tr><td>Top 3 KPIs & score:</td><td>There are a number of performance standards that need to be met otherwise deductions are applied to the monthly unitary payment. These include compliance with void turnarounds; rent collection rates; a responsive repairs service which meets certain target resolution times depending on the issue being presented.</td><td colspan="2">In line with most PFI arrangements the onus is on the SPV to report its performance to the Council, as client. Other criteria are also monitored as they are contained within the specification eg. rent arrears recovery. Deductions are made where performance falls below the required standard eg. £814 in Jan 2026. Unavailability risk lies with the SPV, in line with usual PFI practice.</td><td></td></tr>
<tr><td>Social Value – top priorities</td><td colspan="4">N/A as contract predates requirement for Social Value</td></tr>
<tr><td>Segmentation score</td><td>Not assessed yet</td><td colspan="2">Segmentation outcome</td><td>Platinum</td></tr>
<tr><td>Reason contract is Platinum</td><td colspan="4">Value and risk profile</td></tr>
<tr><td colspan="5"></td></tr>
<tr><td colspan="2">Key contract risks</td><td colspan="3">Risk mitigations</td></tr>
<tr><td colspan="2">1. Widening deficit due to arrears, gap between rents received and rents that can be levied</td><td colspan="3">LBB now do the rent setting. Proactive management and monitoring of arrears and income provides visibility of any shortfall</td></tr>
<tr><td colspan="2">2. Hyde restricting access to data/information in bid to seek commercial advantage/deflect scrutiny</td><td colspan="3">Early requests for information aimed to mitigate risk of non-performance. Improved supply of information on lifecycle, building safety but still work to be done on HRBs and medium risk blocks (NB. Hyde are the Accountable Person). Remedial works needed and work required to c.50% of portfolio. Slow to commence but</td></tr>
</table>

	pressure consistently applied for updates and proactive comms with residents.
3. Complex commercial calculations needed at expiry	Specialist valuer advice will be sought in good time, including for dry runs to scenario test
4. Risk of losing noms rights to units	Baseline of 158 permitted but 364 properties so risk that available units will decrease over time (post expiry).
Issues for escalation or for noting	
• Voids generally utilised for TA households to reduce financial pressures but is under review	
• Relationship with Hyde on other PPP scheme is tense and impact may spill over onto this scheme despite best efforts of LBB officers to avid conflation. Senior governance channels have been suspended as a result but LBB seeking to resurrect	
Opportunities for improvement, change or savings	
• Robust contract management has resulted in better controls and costs avoided/income in 2024-5 of c.£250k. Gap between income and spend is being contained and will reduce over remainder of contract term. Robust management is being used to resist value leakage which was a concern during rent freezes in 2019/20 onwards given the way in which the rent security works to Hyde.	
• Improved monitoring and scrutiny of the FM service by the Council has led to improved responsiveness and data collection. Opportunity to do same with housing management service	
Retain as Platinum?	Yes given value and risk and with expiry in <3 years.

Date of report:	11/02/2026	**Report author:**	Janie Chesterton

Contract Name:	**JFS School – PFI**		
Scope of services:	Design, Build, Operate and Maintain a ~2,000 pupil Secondary School		
No. of suppliers: **Supplier names:**	1 Kenton School Services Limited (KSSL) (an SPV managed by Semperian, an investment company) Compass provide the services to KSSL		
Start Date:	January 2001	**End Date (+ extns)**	31st August 2027
Value of contract(s):		**Annual spend – Actual**	c.£6m p.a (15/85 split between LBB and JFS). Calculated via a financial model.
Directorate:	CYPCD	**Service:**	
Contract Manager	Neil Martin (LBB) LBB SRO Shirley Parks Graeme Pocock (JFS)		
Performance of contract (overview)	Contract is managed by school governing body with minimal involvement of LBB. Historically this has suited the parties until school requires something from LBB (resource, approvals, etc.) Poor relationship between school and SPV – recent dispute resolution processes re security costs reflects this. SPV not great at managing building works and quality of such. Recent expiry healthchecks from HMT as well as additional resource at LBB has enabled a new tone to be set between LBB and JFS but also including the SPV. This has led to joint, focussed monthly meetings on planning how best to manage the expiry of the contract in 2027 and reduce risk for the school and LBB. Janie Chesterton & Neil Martin both attend expiry meetings. Note: this contract is a very early PFI so expiry clauses and mechanisms relatively weak with no standard industry drafting and a lack of detail. To		

<table>
<tr><td></td><td colspan="4">mitigate this LBB and JFS have jointly appointed project management resource to manage the expiry process.</td></tr>
<tr><td>Top 3 KPIs & score:</td><td>Building lifecycle & maintenance to agreed standards. Generally seen as broadly compliant but being discussed in relation to independent expiry survey findings.</td><td colspan="2">Cleaning, waste disposal & security</td><td>Information Technology (ICT) (subject to a pending variation requested by JFS)</td></tr>
<tr><td>Social Value – top priorities</td><td colspan="4">N/A as contract predates requirement for Social Value</td></tr>
<tr><td>Segmentation score</td><td colspan="2">Not yet assessed</td><td>Segmentation outcome</td><td></td></tr>
<tr><td>Reason contract is Platinum</td><td colspan="4">Value and risk profile</td></tr>
<tr><td colspan="5"></td></tr>
<tr><td colspan="2">Key contract risks</td><td colspan="3">Risk mitigations</td></tr>
<tr><td colspan="2">1. Expiry – building handed over in poor condition / SPV appetite to complete required works to building. Early PFI so provisions in contract are poorly worded</td><td colspan="3">Survey commissioned and completed
Provisions in contract
DfE high level discussions with SPV provider
Project Management resource in place to manage expiry process</td></tr>
<tr><td colspan="2">2. Expiry – lack of engagement from SPV in process</td><td colspan="3">Provisions in contract
DfE high level discussions with SPV provider
Project Management resource in place to manage expiry process</td></tr>
<tr><td colspan="2">3. Dispute Resolutions between school and SPV for BAU due to poor relationships</td><td colspan="3">Costs of dispute resolution process
Improving relationship between school and SPV
New senior manager appointed by SPV</td></tr>
<tr><td colspan="2">4. Increased costs to LBB to assist JFS in operating contract</td><td colspan="3">Investigate use of PFI reserve LBB holds
School to seek ways to be more efficient until expiry</td></tr>
<tr><td colspan="5">Issues for escalation or for noting</td></tr>
<tr><td colspan="5">• JFS claiming PFI is too expensive and they require additional financial support from LBB. They are aware of our PFI reserves and have made recent requests to access it</td></tr>
<tr><td colspan="5">• Anticipate that post-expiry, there will be issues to resolve, specifically building condition and potential requests from the school for assistance from LBB</td></tr>
<tr><td colspan="5">Opportunities for improvement, change or savings</td></tr>
<tr><td colspan="5">• Potential Deed of Variation to remove ICT provision from contract and for school to deliver. Savings to be confirmed</td></tr>
<tr><td>Retain as Platinum?</td><td colspan="4">Yes

As a PFI which expires in 18 months there will be significant work to be carried out with a potential burden on LBB (resources and finances)</td></tr>
<tr><td>Date of report:</td><td colspan="2">11/02/2026</td><td>Report authors:</td><td>Neil Martin/Janie Chesterton</td></tr>
</table>

Contract Name:	**Willesden Sports Centre PFI** (now called **Willesden Leisure Centre)**
Scope of services:	Design Build Finance and Operate.

	Leisure management, repairs and lifecycle		
No. of suppliers: Supplier names:	Linteum (Willesden) Ltd (SPV) is a wholly owned subsidiary of Abrdn Asset Management. Facilities Management and repairs are provided by EMCOR as sub-contractor to Linteum. Leisure management is provided by 1Life to Linteum, they are part of the Parkwood Leisure group.		
Start Date:	1st November 2006	**End Date (+ extns)**	31st October 2031 (no extns possible)
Value of contract(s):	Average income pa varies but is on an upward trajectory after pandemic	**Annual spend – Actual**	Average payments £3.5m p.a but government PFI credits (revenue support) partially offset
Directorate:	Service Reform & Strategy	**Service:**	Public Health & Leisure
Contract Manager	Rez Cameron is the Leisure Officer with day to day management. Janie Chesterton Head of PFI (Technical Adviser) is the Local Authority Representative under the contract. Ruth du Plessis, Director of Public Health & Leisure is SRO and Eugene Minogue is the Interim Head of Leisure.		
Performance of contract (overview)	This scheme is for a wet and dry sports facility at Willesden. It is a PFI funded scheme with the asset having a capital value of £16.7m. There are over 200,000 visits per quarter and GP referrals and memberships are increasing Year on Year. In recent months there has been a renewed focus on strong contract management of this high value contract. Independent external reviews and additional specialist resource at LBB have been instrumental in clarifying the situation pushing towards better oversight of the service being provided. Recent improvements: - Peer Review carried out in 2024 resulting in improved governance, oversight by Capital Programme Board for proposed changes and updates - Independent review being undertaken by Max Associates of the facility, contracting and future opportunities - Incorporation into Strategic Outcomes Planning (SOPM) strategy work being undertaken across the leisure and play facilities - Renewed attendance at Principals Meetings and annual meetings by senior and finance staff to provide better oversight, challenge and support - PV panels have been installed to benefit all parties and contribute to net zero/carbon reduction - PFI Project meetings are held bi-monthly with cross council representation to review and action performance, contract management, risks and escalations - Socialisation of the contract, increased awareness at LBB including briefings to portfolio and Finance holders		
Top 3 KPIs & score:	There are a number of performance standards that need to be met otherwise deductions are applied to the monthly unitary payment. These include cleaning;	Other criteria are also monitored eg. GP referrals; number of memberships; lifecycle delivery. If any space within the facility cannot be	

	customer feedback; key sports delivered. All are being delivered at 95% or above.	used then this would lead to deductions as was applied in December 2025 due to pool, hoist and lift failures. Unavailability risk lies with the SPV, in line with usual PFI practice.	
Social Value – top priorities	N/A as contract predates requirement for Social Value		
Segmentation score	Not assessed yet	**Segmentation outcome**	Platinum
Reason contract is Platinum	Value and risk profile		
Key contract risks		**Risk mitigations**	
1. If contract management not robust and sustained then risk that client oversight is insufficient and value leakage occurs		Additional resource e.g. Head of Leisure post agreed (interim currently in place). PFI Project Team meetings now in place to draw in different services to support the contract management. LA rep appointed to provide clarity as to required authority. Responsibility matrix being worked on by officers to ensure visibility and no gaps	
2. Business Continuity planning by SPV, Risk Register and use of the Lifecycle Fund not fully developed and shared with LBB		Work ongoing to address with SPV and sub-contractors	
3. Preparation for expiry needs to pick up pace as c.5 years to hand back to LBB		FOC advice being offered by NISTA, SOPM work also will contribute to this	
Issues for escalation or for noting			
• Preparation for the first expiry health check from HMT needs to commence, this is expected in the near future. Support from NISTA is available, discussions have commenced and should be utilised before the check takes place.			
• Relationships with sub-contractor and investor remain constructive. A recent annual check-in with DCMS and NISTA was useful and positive in tone.			
Opportunities for improvement, change or savings			
• Robust contract management could result in better income as well as better controls and costs. This is being worked on to discuss what is feasible. Profit share payments are being chased. We are also reviewing the facilities on the site and looking if there are ways to further increase the number of memberships • We have recently installed electronic booking system to improve efficiency and be more sustainable • Improved monitoring and scrutiny of the service and a revised reporting format should leave to more informed decision making.			
Retain as Platinum?	Yes given value and risk and with expiry in c.5 years.		
Date of report:	12/02/2026	**Report author:**	Janie Chesterton/Ruth du Plessis

Contract Name:	**Responsive Repairs, Voids and Planned works**
Scope of services:	To deliver responsive repairs voids and planned works to council owned housing stock

No. of suppliers: Supplier names:	Wates WPS		
Start Date:	June 2025	**End Date (+ extns)**	June 2030 +3+2
Value of contract(s):	C £100m	**Annual spend – Actual**	C £10m
Directorate:	Housing Services	**Service:**	Property
Contract Manager	Gary Dynan		
Performance of contract (overview)	New contract. Good performance on Responsive and voids, work has slowed on planned and disrepair is below par		
Top 3 KPIs & score:	Jobs completed within Target	Appointments made and kept	First time fix
Social Value – top priorities	Not decided yet		
Segmentation score	58	**Segmentation outcome**	Platinum
Reason contract is Platinum	Value		

Key contract risks	**Risk mitigations**
1. Disrepair backlog persists due to limited surveying capacity and reliance on a single SME contractor.	• Introduction of Technical Officers to support surveyors • Contractor-led post inspections with QA controls • Ultimatum issued to Tier 1 contractors to deliver disrepair works
2. Poor historic data quality and reliance on manual trackers limits assurance over performance, costs and value for money.	• Weekly system cleansing • Improved performance reporting • Ongoing data validation and process redesign
3. Rising costs in voids and major works driven by backlog clearance, compliance requirements and inflationary pressures.	• Close monitoring of spend trends • Improved cost reporting and capitalisation controls • Value-for-money challenge through contract management
4. Reputational risk arising from service disruption, complaints or delays in repairs, disrepair or voids.	• Improved resident communication • Faster escalation of high-risk cases • Regular Cabinet and senior management oversight

Issues for escalation or for noting

- Disrepair needs a renewed focus

Opportunities for improvement, change or savings

- Not identified yet

Retain as Platinum?	Yes due to Value and reputation risk		
Date of report:	17/02/2026	**Report author:**	Gary Mitchell
Contract Name:	**Home Care**		
Scope of services:	Homecare services support people to live independently and safely at home, typically due to age, illness, disability, or recovery from hospital treatment.		
No. of suppliers: Supplier names:	Lead provider Home care contract		
Start Date:	February 2020	**End Date (+ extns)**	February 2025, (contract 3+1+1)

Value of contract(s):	£105m	**Annual spend – Actual**	Approximately 21m
Directorate:	Service Reform and Strategy	**Service:**	Commissioning and Market management
Contract Manager	Edwin Mensah		
Performance of contract (overview)	Contract is operating well, our lead providers meeting their contractual obligation regarding capacity and quality. They continue to ensure that we keep people in their homes for longer		
Top 3 KPIs & score:	Number of hours contact time compared to care plan. **Target = 90%**	Number of overall packages of care started by the Provider within 24 hours **Target = 95%**	Number of staff receiving no less than 6 formal supervisions per year **Target =100%**
Social Value – top priorities	Training opportunities for residents Voluntary work in community projects Contribution towards sustainable tree planting in public places		
Segmentation score	57	**Segmentation outcome**	Platinum
Reason contract is Platinum	Whilst we have capacity due to the reach, cost and impact of home care, the risk to the individual the contract is Platinum		

Key contract risks	**Risk mitigations**
1. Capacity and choice of service	Home care Framework
2. Quality of service	Training for providers, engagement with Providers
3. Sponsorship scheme	Home care Framework
4. LLW increase	Fixed annual uplifts
Issues for escalation or for noting	
•	
Opportunities for improvement, change or savings	
•	

Retain as Platinum?	Yes, associated risks and borough importance		
Date of report:	11/02/2026	**Report author:**	Edwin Mensah

Contract Name:	**Community Equipment**		
Scope of services:	This is to support statutory provision of community equipment to maintain and some of our must most vulnerable residents both children and adults in the community.		
No. of suppliers: **Supplier names:**	1 supplier Provide Equipment Hub		
Start Date:	October 2025	**End Date (+ extns)**	October 2028
Value of contract(s):	11.7M	**Annual spend – Actual**	Due to the issues with previous provider we are not clear on contract value
Directorate:	Service Reform and Strategy	**Service:**	Commissioning and Market Management
Contract Manager	Edwin Mensah		
Performance of contract (overview)	We have recent (oct 25) commissioned Community Equipment contract in partnership with 7 other boroughs after the collapse of NRS who the previous community equipment provider for the London Consortium		

Top 3 KPIs & score:	increase the delivery levels of Equipment each month **3-5% based on demand**	Maximise recycling levels. Annual recycling target £6.9m across partnership (15% portion)	Due to the data quality following the change of supplier, the KPI's for community equipment will be reviewed at the end of the first year.
Social Value – top priorities	Due to the urgency nature of this contract award we did not include explicit SV however providers model relied heavily on local recruitment and recycling equipment which covers our SV commitments		
Segmentation score	65	**Segmentation outcome**	Platinum
Reason contract is Platinum	This contract is critical to the Council, the NHS, and our residents, and it fulfils a statutory requirement. The service it provides is essential for supporting timely hospital discharge and enabling vulnerable people to maintain their independence while living at home		

Key contract risks	**Risk mitigations**
1. Data and insights	We have set minimal KPIs which will be reviewed in year 2 once we have data from this contract
2. Forecast Costs	Open book accounting
3. Equipment costs	Will be reviewed quarterly
4. Special equipment	Work with partners to share items and use our buying power

Issues for escalation or for noting

- Where cost of the contract increases and is higher than forecast we will need to notify senior management in health and social care

Opportunities for improvement, change or savings

- Equipment recycling
- Prescriber behaviour change- do people allocating equipment need it, then are they benefiting from it

Retain as Platinum?	Yes - risk to client group is high capacity in the sector is low		
Date of report:	11/02/2026	**Report author:**	Edwin Mensah

Contract Name:	**Housing Association Leasing Scheme (HALS)**		
Scope of services:	Provision of temporary accommodation (TA) for homeless households		
No. of suppliers: Supplier names:	**Notting Hill Genesis**		
Start Date:	1st August 2025	**End Date (+ extns)**	31st July 2028 + 1 + 1 (to 31st July 2030)
Value of contract(s):	£6.6M	**Annual spend – Actual**	
Directorate:	Residents and Housing Services	**Service:**	Housing Needs Service
Contract Manager	Saleema Nuraney		
Performance of contract (overview)	A quarterly Performance Report is submitted by the supplier and quarterly performance review meetings are held. Contract is performing well in terms of management of current portfolio however due to market conditions and the temporary accommodation rent levels, the provider is struggling to acquire new stock.		

Top 3 KPIs & score:	Acquisitions per month = 5 properties Score = 1 property	% of emergency repairs completed on time Target = 100% Score = 100%	% of properties with valid gas safe Target = 100% Score = 99.96%
Social Value – top priorities	Best start in Life – A minimum of one community engagement event annually in the contract period, focusing on delivering improved housing outcomes in the community Thriving Communities – hold an event annually for the community to promote active bidding on Locata. The purpose of the event is to explain alternative housing options available and encourage participants to engage with the process of bidding on Locata Prosperity and Stability – A minimum of two apprentices and/or new sustainable jobs and/or new jobs to be created by your organisation for Brent residents because of this contract		
Segmentation score	63-68	**Segmentation outcome**	Platinum
Reason contract is Platinum	High value, long term contract, funded from revenue. High degree of financial, reputational or performance risk to the council due to lack of suppliers available to ensure continuity of service for homeless household to whom we owe a statutory duty.		
Key contract risks		**Risk mitigations**	
1. Complaints from residents		Monthly operational meetings	
Issues for escalation or for noting			
• None – for noting			
Opportunities for improvement, change or savings			
• Support residents to take a more proactive role in improving their housing circumstances through employment support.			
Retain as Platinum?	Yes – as above		
Date of report:	09/02/2026	**Report author:**	Saleema Nuraney

Contract Name:	**Single Homeless Prevention Service**		
Scope of services:	Outcomes based contract to relieve and prevent homelessness for single people and couples without children, with low to medium support needs as well as working in the longer term to sustain them in accommodation.		
No. of suppliers: **Supplier names:**	**Pan London Single Homelessness Prevention Service Limited (Bridges)**		
Start Date:	1st November 2023	**End Date (+ extns)**	31st October 2027
Value of contract(s):	£2.1M	**Annual spend – Actual**	
Directorate:	Residents and Housing Services	**Service:**	Housing Needs Service
Contract Manager	Zorba Emelonye		
Performance of contract (overview)	A monthly Performance Report is submitted by the service and quarterly performance review meetings are held		
Top 3 KPIs & score:	Number of referrals accepted and Personal Housing Plans (PHP) completed.	Number of housing outcomes Target = 57 Score for February = 46	Number of tenancy sustainment Target = 24 Score for February = 25

	Target = 63 Score for February = 65		
Social Value – top priorities	Best start in Life – 2 events per years focusing on educating people around their housing need, affordability and sustainment. Thriving Communities – a minimum of 2 new apprenticeships and/or new jobs to be created for Brent residents Prosperity and Stability – monetary donation to foodbank Cleaner, Greener Future – 3 different activities per year to reduce landfill and increase recycling		
Segmentation score	66	**Segmentation outcome**	Platinum
Reason contract is Platinum	High value, long term contract, funded from revenue. High degree of financial, reputational or performance risk to the council due to lack of suppliers available to ensure continuity of service for single homeless people.		
Key contract risks		**Risk mitigations**	
1. Outcomes not being achieved		Monthly operational meetings	
Issues for escalation or for noting			
• None - for noting			
Opportunities for improvement, change or savings			
• New project to assist with move on from supported accommodation			
Retain as Platinum?	Yes – as above		
Date of report:	09/02/2026	**Report author:**	Saleema Nuraney

Contract Name:	**Parking and Traffic Civil Enforcement**		
Scope of services:	On-streets and CCTV parking and traffic enforcement operations, special enforcement (event days) removal services and car pound, pay and display machine maintenance and cash collections, parking bays suspensions, print and post, back-office permit support and processing. IT system management.		
No. of suppliers: **Supplier names:**	NSL (Marston Holdings Ltd)		
Start Date:	4 July 2023	**End Date (+ extns)**	3 July 2028 (+5 years extended annually)
Value of contract(s):	Estimated circa £4.47m per year, or circa £44.54m over the 10 year duration of the contract (excluding CPI indexation and LLW increases).	**Annual spend – Actual**	2023-24 - £4.150m 2024/25 - £5.952m NB: 2023-24 based on 03/07/23 to 31/03/24 where previously Serco were the contract provider.
Directorate:	Neighbourhoods & Regeneration	**Service:**	Healthy Streets & Parking
Contract Manager	Sandor Fazekas / Babashide Oshide		
Performance of contract (overview)	The British Parking Association (BPA) model contract (with some minor amendments to meet Brent requirements and condition). The contract has a strong focus on partnership working, continuous improvement and customer satisfaction. Improvements have included, revised		

	enforcement plans with increased resources targeting hot spots and persistent evaders, the introduction of 8 e-bikes to improve response times, improved CCTV enforcement operations and event day enforcement plans. This has resulted in significantly improved outputs: 2023/24 180,173 PCNs issued, £21.9m income with £12.7m surplus, 2023/24 250,678 PCNs issued, £27.4m income, £15.99m surplus, 2024/25 319,365 PCNs issued, £39.6m income (including debt provisions), £19.78 surplus. The contract continues to perform well, and similar outputs expected this year. Performance is monitored using 18 KPIs and monthly reports are provided. All KPIs consistently scoring 100%.		
Top 3 KPIs & score:	KPI 1 – Penalty Charge Notice Errors 100%	KPI 2 – Monthly Deployment plan 100%	KPI 3 – Daily Civil Enforcement Officer Deployment 100%
Social Value – top priorities	Local Employment – Brent Residents form 90% of workforce and recruitment focus on local residents Continued Learning and Development – apprenticeship courses and IIP. Carbon Reduction - Green fleet with e-mopeds, e-bikes and reduced travel from 2 bases Tree Planting – annual contribution to tree planting programme		
Segmentation score	71	**Segmentation outcome**	Platinum
Reason contract is Platinum	The council has a statutory duty to enforce parking and traffic regulations under legislation. Effective parking management is critical for road safety and for traffic in the borough and supports the local economy. The service is high profile and effects residents, businesses and motorists visiting the borough with significant reputational impact. The contract involves the use of IT systems and processing data.		

Key contract risks	**Risk mitigations**
1. Provision of trained staff to deliver services	Robust training and progression opportunities, recruitment processes and use of agency staff or secondments from other contracts
2. Supply chain issues (print and post / cash collections)	NSL are one of the largest service providers and have contract arrangements in place with various suppliers.
3. Data and Cyber security	NSL use IT systems from suppliers that that are under direct contract with the council meet the councils' standards
Issues for escalation or for noting	
• None	
Opportunities for improvement, change or savings	
• Pay and Display Machine reduction and maintenance / cash collection savings – project in progress.	

Retain as Platinum?	Yes/No and reasoning		
Date of report:	09/09/2026	**Report author:**	Sandor Fazekas

Contract Name:	**Speech and Language Therapy**

Scope of services:	Provision of Speech and Language		
No. of suppliers: **Supplier names:**	Central London Community Health Care NHS Trust (Known as CLCH)		
Start Date:	1st April 2025	**End Date (+ extns)**	31st March 2028 (31st March 2029)
Value of contract(s):	£8,537,196m	**Annual spend – Actual**	Circa: Yr1, £1,508,189, Yr2 £1,553,435, Yr3£1,684,939, Yr4 £1,822,936, Yr5 £1,967,697 Inclusive of year-on-year Cap Increase
Directorate:	CYPCD	**Service:**	Inclusion
Contract Manager	John Dunning / Yasin Patel		
Performance of contract (overview)	Performance based on supplier meeting the activity cap targets. Activity cap for 25/26 is 1035; Supplier already have additional 50 (over the cap) referrals/provision intervention as of 1st December 2025.		
Top 3 KPIs & score:	Number of children receiving an intervention as specified in Section F of an EHC Plan to meet the statutory responsibility to provide the level of therapy specified in Section F of an EHC Plan In borough Out of borough. 100% reporting compliant. Monitoring is based on supplier meeting the contractual activity targets.	Number of sessions cancelled by provider, parent. 5% target. Last 3 quarters; Cancellation rate by parent has been 10%. Cancellation by provider 0%	Number of discharges who no longer need the service. Notification sent to SENAS within 4 weeks of discharge. Analysis of Information. 100% reporting compliant.
Social Value – top priorities	NHS CLCH have extensive voluntary and community programme and promote recruitment opportunities across Brent and Central/West London.		
Segmentation score	62	**Segmentation outcome**	Gold – upgraded to Platinum
Reason contract is Platinum	Increasing demand for therapies as part of Statutory SEND EHCP processes. Uncertainty and impact of national policy changes – SEND White Paper expected at end of February 2026. Brent is currently maintaining 4163 EHCPs which is an increase of 9.6% from December 2024. Brent currently issues circa 35 new ECHP's each month.		
Key contract risks		**Risk mitigations**	

<table>
<tr><td colspan="2">1. Supplier unable to manage existing demand within current capacity and contract envelope.</td><td colspan="2">Negotiating a contract variation to meet significate demand for SALT Therapies. The overspill is currently being managed through spot purchasing, to ensure the local authority is meeting it statutory obligations/duties.

Currently it is estimated there will a 15-20% increase year on year for SALT therapies.

If the local authority is not able to meet it statutory responsibility. There is a risk of an increase in SEND tribunals, risk of Judicial Reviews, increase in parent and carer complaints, reputational risk to LA.</td></tr>
<tr><td colspan="2">2. Supplier experiencing recruitment difficulties and NHS unable to use bank / agency staff.</td><td colspan="2">Supplier has a recruitment plan to onboard new SALT therapists. They also manage other therapy contracts for other local authorities within the North-West London Region.

There is a wider national recruitment challenge nationally, regionally and locally for qualified therapists.</td></tr>
<tr><td colspan="4">Issues for escalation or for noting</td></tr>
<tr><td colspan="4">• Awaiting response from CLCH re: Offer of contract variation, this to allow the local authority to meet the increasing demands outlined in Risk Mitigation section.</td></tr>
<tr><td colspan="4">• Budget pressures on High Needs Block</td></tr>
<tr><td colspan="4">Opportunities for improvement, change or savings</td></tr>
<tr><td colspan="4">• Negotiating contract variation to address up to 25% growth increase anticipated over the next 2 and half years this is based on the current volume of EHCP’s being issued.</td></tr>
<tr><td colspan="4">• Shift spot purchased activity with commercial supplies to this contract via a contract variation should bring average unit cost down from contact intervention.</td></tr>
<tr><td>Retain as Platinum?</td><td colspan="3">Yes - Uncertain growth demand having impact on supplier resourcing and Council’s statutory duties and legal compliance.</td></tr>
<tr><td>Date of report:</td><td>12/02/2025</td><td>Report author:</td><td>John Dunning/Yasin Patel</td></tr>
</table>

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Appendix 3: Grounds Maintenance Summary Report

Contract Name:	Grounds Maintenance Services		
Scope of services:	To provide grounds maintenance services for all parks and open spaces, all allotments sites, all highways verges and shrub beds and all open grass and shrub areas surrounding Brent Housing Management (BHM) estates.		
No. of suppliers: **Supplier names:**	1 Krinkels UK		
Start Date:	1st August 2023	**End Date (+ extns)**	31st July 2031 (2039)
Value of contract(s):	Approx £16.8m (£33.6m)	**Annual spend – Actual**	£2.5m
Directorate:	Public Realm	**Service:**	Public Realm
Contract Manager	Raj Chavda		
Performance of contract (overview)	The contract is generally working well for our parks, open spaces and highways verges. The contractor has achieved the most London in Bloom awards for our parks in the last two years and the first Green Flag awards in the last 13 years. There are now four parks with a Green Flag, one Community Green Flag and 11 Gold or Silver Gilt London in Bloom awards received in 2025. Verges are cut every 5 weeks from March to October, and a schedule is published online for residents. However, concerns persist in relation to maintaining this verge cutting schedule, and also in emptying the full borough-wide network of litter bins in parks as per the expected schedule. In addition, contract performance in our BHM Estates does require improvement. Work is now ongoing between the Council and the contractor to look at areas where further work is needed and at how both parties can work together to bring in service improvements particularly on our estates.		
Top 3 KPIs & score:	% Grass cut on schedule Target:90% Score for 2025-2026:71.2%	No Litterbin is full or overflows Target: 100% Score for 2025-26: 65.5%	Total number of repairs carried out on sports pitches. This measure is contextual and based on the number of reports received from residents Score: March 2026- **26** reports received and completed
Social Value – top priorities	The creation of a community space in Roundwood Park Bowling Green, local recruitment, apprenticeships and a social value lead who works with community groups.		
Segmentation score	43	**Segmentation outcome**	Silver-operational
Reason contract is silver	Long term, non-statutory, part of council's commitment to the Borough and administration plan e.g. Green Neighbourhoods. Very challenging and costly to replace the contractor or insource the service if the supplier fails at short notice. Perceived to be very important to local residents. H&S considerations are an essential part of the contract.		

Key contract risks	Risk mitigations
1. Service Failure / Underperformance Health and safety hazards, quality standards	Robust KPIs, clear escalation processes, Regular communications through contract governance meetings, quick resolution through closer working with the contractor and all council officers.
2. Workforce & Industrial Recruitment issues	Hire more permanent staff (Less reliance on agencies), Have a robust Business Continuity Plan in place.
3. Housing growth, weather conditions, seasonal fluctuations leading to increased demands during summer period	Closer working relationships, planning ahead, well-designed change control, equipment and staff readiness to adapt to weather conditions project review points, break clauses if required for under performance

Issues for escalation or for noting

Grounds maintenance standards in our Brent Housing Estates requires review and improvement. Service delivery quality, scheduling of tasks and resources is currently being reviewed with the Contractors. A performance plan is in place for the next 12 weeks.

Opportunities for improvement, change or savings

- We are constantly improving performance with better monitoring and reporting and the creation of a monitoring dashboard has happened this year.
- Krinkels are keen to work with the Council in rectifying performance issues in our estates and have properly engaged with the improvement programme we have put in place.
- In addition, further litter picking resource has been agreed for this summer period in our parks, and also additional staff have been applied to our housing estates.

Retain as Silver?	Yes		
Date of report:	14 August 2026	**Report author:**	Rashmi Agarwal/Kelly Eaton

Procurement Strategy
2026 – 2031

Brent

Foreword

In Brent, we're lucky to have a vibrant and diverse local economy, with many small, medium and large organisations and individuals choosing to do business here. We're also lucky to have a large and diverse number of community and voluntary sector organisations working hard every day to improve the lives of Brent's residents. Despite that, there are challenges. We have higher than average unemployment, barriers to progression, and low median wages. The cost-of-living crisis continues to be a significant challenge for many of our residents.

In this context, it's more important than ever that the impacts of economic activity in Brent are felt locally. We need to make sure that economic activity is improving the prosperity and wellbeing of our residents and supporting them to live their best lives.

Brent Council has significant spending power. We spend approximately £659m annually across a wide supplier base (with 78 of those suppliers being locally based) on a range of goods, services and works.

Despite that, the Council is operating in a challenging financial context. Like all local authorities across the UK, we're having to do more with less. The costs of providing essential services to residents are increasing, while our residents are feeling the pinch every time they receive another bill. All of this means we need to think carefully about how we're procuring goods, services and works.

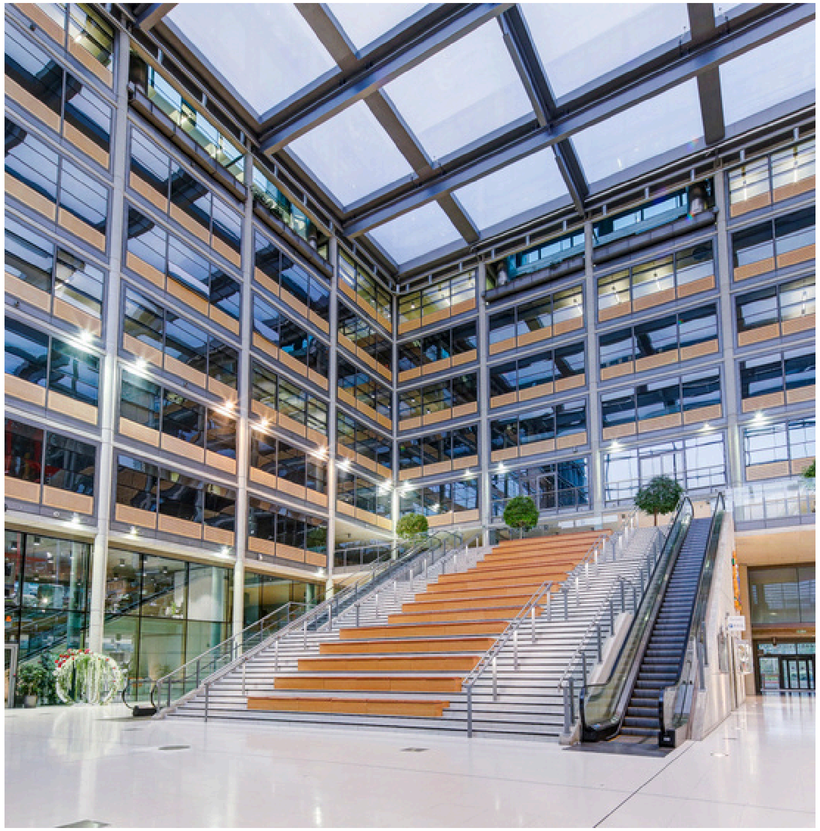
We need to make sure that the goods, services and works we procure offer value for money, and wherever possible, save us money. We also need to ensure that the money we spend supports our local businesses to thrive and grow, enables good businesses to win contracts and avoids creating barriers to smaller businesses. We want our spend to support the creation and retention of local jobs and enable us to deliver good social and environmental outcomes. We also need to make sure that we manage our contracts robustly to receive all the benefits our suppliers have committed to deliver.

We will take a proportionate and tailored approach to delivering the Strategy. We will set high standards and work flexibly so that in partnership with our supply chain we focus on the areas and opportunities that make the biggest impact for our residents. This Strategy sets out how we'll do this. It is every member of staff's responsibility to deliver on this Strategy.

By following a One Council approach we can draw on the depth of resources, data and insights available across the organisation to support its delivery.

Executive Summary

This Procurement Strategy sets out Brent's guiding principles and priorities for our procurement activity, and how we will use our spending power to deliver value for Brent.



It is underpinned by a focus on place, people and commercial capability to enable a fairer, more equal and environmentally sustainable Brent. It is about ensuring that every pound Brent Council spends delivers maximum benefits for its residents and communities and supports a vibrant and inclusive local economy.

It is also focused on ensuring that the services Brent Council delivers are high-quality and innovative.

Our overarching vision is that innovative and high-quality procurement supports Brent Council to create opportunity, tackle inequality, drive sustainability and deliver value and good outcomes for residents.

The Strategy is grounded in the principle of Social Value and links closely with the Council's Social Value Statement. The Strategy is also underpinned by a commitment to Community Wealth Building (CWB), which is a people-centred approach to local economic and social change, which increases the flow of wealth to local communities. Procurement is one of the key levers that can generate jobs, opportunity and wealth for local people.

Our Vision

Taking into account the context Brent Council is operating in, the Council's vision for procurement is:

We will harness innovative and high-quality procurement to create opportunity, tackle inequality, drive sustainability and deliver the best possible value for Brent's communities.

To meet the needs of Brent's diverse communities, and the challenges facing them head on, it is important that we first design the right services, procure them in an effective and compliant way, and then ensure contractual commitments are fully met. This requires us to be innovative, to optimise value for money and identify opportunities for savings wherever possible – so every pound is spent wisely and we deliver value for money for our communities.

We will ensure that we use the Procurement Act 2023 to its best advantage, taking the time to carry out appropriate market engagement and other research to ensure that each project is fully considered and delivered in a timely manner.

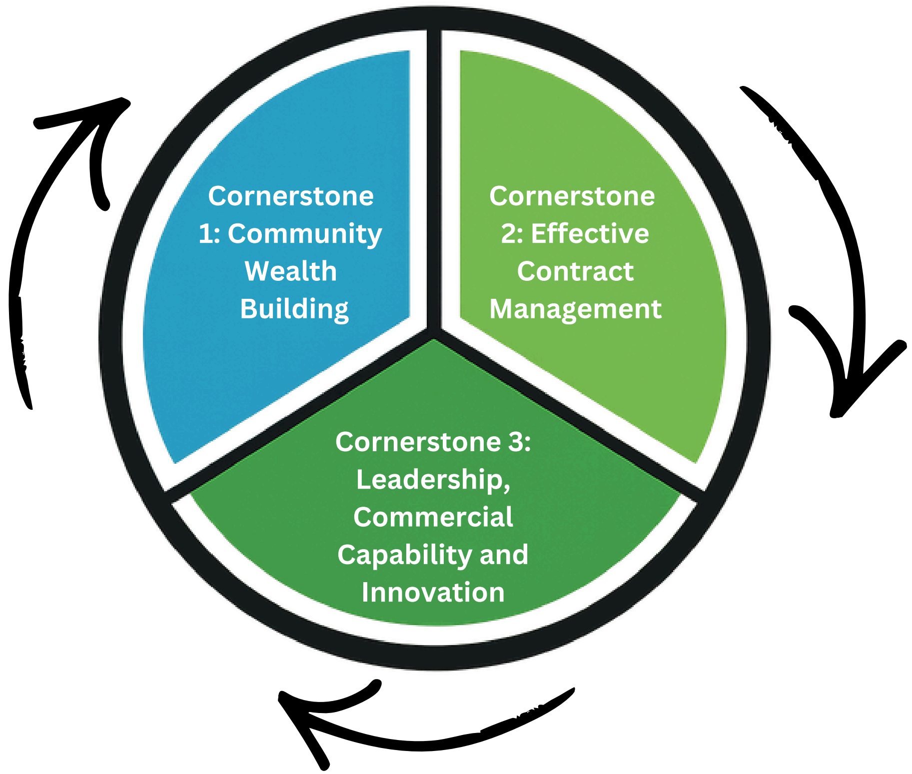
In addition, we will ensure that procurement fosters and supports a successful, mixed and thriving local economy and voluntary sector in Brent that addresses local priorities. In turn, this will help to deliver broader social, economic and environmental benefits to Brent's residents.

Purposeful commissioning, sound governance and decisions aligned to strong commercial capability will enable and foster a culture of continuous improvement.

The Strategy's Cornerstones

The Strategy has three cornerstones, which will help us to deliver on our vision: Prioritising local suppliers and strengthening local economic participation. Under each of these cornerstones is a series of actions and priorities which will support the Council to use procurement to drive change, innovation, improvement and better outcomes for residents and the local economy.

Prioritising local suppliers and strengthening local economic participation



Ensuring the council and communities receive the level of service required and that suppliers meet their commitments

Fostering strong commercial practices, developing leadership and exploring digital and technology solutions to complex challenges

Context

The Council spends approximately £659m annually across a wide supplier base on purchased goods, services and works.

This expenditure supports the delivery of statutory and essential services to meet the needs of Brent's diverse communities, such as keeping streets clean, providing care and support for our most vulnerable, and building new affordable housing for residents. In 2025/26, Brent procured goods, services and works from over 2,300 suppliers. Around 25% of those suppliers are locally based.

It is important that Brent Council uses this spending power to deliver the best possible services for residents, and to deliver broader social value to its communities. It's also important that the Council thinks about how it can increase its local supplier base, to ensure that wealth is generated and stays within Brent. This Strategy provides the overall direction for how the Council will do this.

Alignment with the Borough Plan 2023 - 2027

This Strategy aligns with three of the priorities set out in Brent's Borough Plan 2023 – 2027: prosperity and stability, a cleaner, greener future, and thriving communities. It reflects commitments to ensuring that sustainability is central to the growth of the borough and local economy.

The Strategy also reflects the Council's broader commitments to changing how we're delivering services to residents to help everyone live their best lives. It reflects the Council's focus on ensuring that public services make the biggest difference with every pound spent, and our commitment to working collaboratively with partners.

Alignment with Procurement Improvement Programme

In 2025, Brent Council commissioned an independent review of its approach to procurement to identify strengths and areas for improvement.

Off the back of that review, a comprehensive Procurement Improvement Programme (PIP) has been developed, to implement the review's recommendations. The PIP is comprised of five workstreams:

- Staff development, culture and capability
- Strategy and policy
- Directorate engagement, governance and compliance
- Contract management
- Procurement Operational Excellence

This Strategy forms part of the Council's work under workstream 2 – Strategy and Policy – and is intended to provide the overarching, strategic direction that guides ongoing improvement activity under each of the PIP's five workstreams.

Alignment with the National Procurement Strategy

The National Procurement Strategy (NPS) is based around four key themes. The table below maps each cornerstone of Brent's Procurement Strategy against the key themes in the NPS to show alignment and reinforce how Brent's local priorities and actions support national expectations.

NPS Theme / Strategy Cornerstone	Community Wealth Building	Effective Contract Management	Leadership and Commercial Capability
Leadership	Encourages organisational commitment to local economic development and fair work	Ensures accountable, performance-driven contract oversight	Strengthens procurement leadership, governance, and professional capability
Behaving Commercially	Supports development of strong, resilient local markets and supply chains	Drives performance, risk management, and value delivery	Embeds commercial acumen, market insight, and structured decision-making
Community Benefits / Social Value	Delivers local jobs, supports local suppliers, and builds local wealth as part of Social Value delivery	Monitors Social Value delivery through contract management	Embeds Social Value in evaluation, contract management, and performance improvement
Supporting Local Economies	Directly aligned with CWB principles of local supply chain strengthening and inclusive growth	Ensures commitments to local benefit are delivered	Uses commercial insight and leadership to commission for place-based outcomes

Underpinning Principles: Social Value, Community Wealth Building and Environmental Sustainability

Social Value

Social Value refers to the additional economic, social, and environmental benefits that procurement can create beyond the core function of procuring goods, services, or works, such as creating fair employment, reducing carbon emissions, strengthening local supply chains, and supporting community wellbeing.

Embedding Social Value throughout procurement ensures that every pound spent maximises positive outcomes for Brent's diverse residents and communities.

Across each cornerstone of this Strategy, Social Value will be a core evaluation and monitoring requirement. The organisation will set clear Social Value priorities aligned with local needs; manage contracts to ensure accountability for delivery of commitments throughout the contract lifecycle; and report regularly on Social Value achievements and the community impact. This Procurement Strategy sits alongside and is informed by the Council's Social Value Statement.

Community Wealth Building

Community Wealth Building is a people-centred approach to economic development that keeps wealth within local communities. It is focused on increasing local economic participation, strengthening local supply chains and ensuring fair employment and responsible business practices. Procurement is one of the key levers that can generate jobs, opportunity and wealth for local people.

Environmental Sustainability

Brent Council is committed to ensuring that its procurement activity supports positive environmental sustainability outcomes, such as mitigating carbon emissions, building resilience to the impacts of climate change, reducing waste, improving air quality, promoting biodiversity and enhancing green space.

Improving environmental sustainability throughout our supply chain is an essential component of our commitment to reduce our environmental impact and lead by example.

Cornerstone 1: Community Wealth Building

Our intent

Community Wealth Building, and delivering broader social value, is at the heart of our approach to procurement. We will look to increase local economic participation, strengthen local supply chains, and ensure fair employment and business practices. We will leverage, tailor and facilitate social value contributions made by contractors to help alleviate the impacts of the 'cost of living' crisis for Brent residents.

We will use procurement to support local economic resilience and keep public spending circulating within the local economy to increase local employment, skills and learning opportunities. We will find ways to support local suppliers to do business with us.

We will strengthen relationships to work in partnership with local suppliers, SMEs, VCSE organisations, and social enterprises to strengthen local communities and tackle inequality in Brent.
We will encourage fair work, inclusive employment practices, and green business activities.

This cornerstone of the Strategy will be tailored over time to ensure alignment with the Council's evolving approach to community wealth building.

Key Actions

To deliver on our intent we will:

1.1 Publish annually, via Cabinet, a rolling 3-year procurement forward pipeline and maintain a live contract register, to support supplier visibility and early market engagement.

1.2 Increase opportunities for local suppliers, SMEs and VCSEs through early market engagement and simplified procurement processes. This will include holding regular, local Meet the Buyer days to increase awareness of tendering opportunities and support participation.

1.3. Break large contracts into accessible lots where appropriate.

1.4. Pay 95% of valid SME and VCSE organisation invoices within 30 calendar days to improve financial stability for local SMEs and VCSE organisations, and publish monthly performance data to demonstrate transparency and reliability.

1.5. Adopt the “Freepay” approach for qualifying organisations to support the cashflow of local SMEs.

1.6. Adopt a credible Social Value measurement framework and apply a minimum 10% Social Value weighting for all medium and high-value procurements to ensure consistent, community-focused outcomes.

1.7. Require suppliers to work to the Council’s Good Work Standard and explore further options for building on and strengthening employment protections, which could be achieved through mechanisms such as a Fair Work Charter. We will continue to require all suppliers to adopt the London Living Wage.

1.8. Increase contractor collaboration on tackling poverty and inequality in Brent.

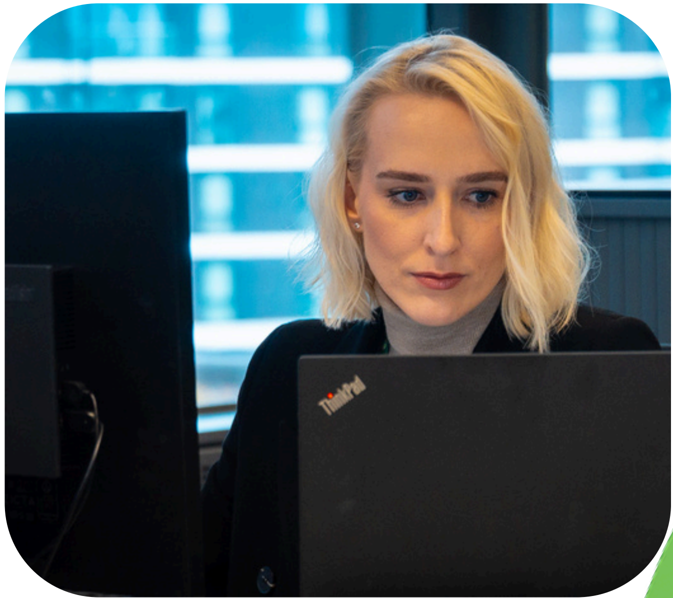
1.9. Deliver – directly or by suppliers – at least four digital procurement training sessions per year for SMEs and VCSE organisations.

Cornerstone 2: Effective Contract Management

Contract management ensures external spend delivers what the Council expects. Effective contract management improves value for money, realises Social Value and community benefits, reduces risk, and encourages suppliers to innovate in response to local needs.

Our intent

Through strong contract management we will maximise Social Value, improve resilience and oversight of risks, and drive innovation through continuous dialogue with our supplier base. This will support the Council to achieve its broader, strategic goals.



Our contract management decisions will be based on robust data, to strengthen supplier relationships and to support SMEs and VCSE organisations with proportionate requirements.

Key Actions

To deliver on our intent we will:

2.1. Segment contracts (over £100k value) to ensure they are resourced and managed effectively and appropriately as per their risk and value.

2.2. Implement quarterly supplier performance scorecards for all Platinum and Gold suppliers. Suppliers scoring below expected thresholds for two consecutive quarters will be required to have an improvement plan within 30 days.

2.3. Track KPIs of all Platinum and Gold contracts, including clear, measurable Social Value delivery targets, aligned with Brent's priorities by 2027.

2.4. Carry out robust risk assessments of major contracts, issuing regular six-monthly executive reports for Platinum contracts.

2.5. Adopt a one-council approach to monitoring delivery of suppliers' performance to ensure their commitments translate into measurable community and commercial benefits. This could include aligning contractual and s106 commitments and developing an approach to strategic relationship management.

2.6. Ensure timely decisions on whether to extend contracts with adequate consideration of alternative options, appropriate consultation and engagement.

2.7 .Enhance the skills and capabilities of contract managers across the Council through ongoing training.

2.8. Improve the management of contract and spend data so that performance and spend reporting is easier, clearer and more reliable.

2.9. Support suppliers to deliver goods and services in low carbon and environmentally sustainable ways, consistent with Brent's procurement sustainability policy commitments.

2.10. Develop and deliver initiatives to support supplier development in the SME and VCSE sectors.

Cornerstone 3: Leadership, Commercial Capability and Innovation

Leadership, Commercial Capability and Innovation is about strengthening the procurement function and our approach to procurement so that it operates strategically, delivers value for money, and adopts innovative and compliant approaches that are aligned with national best practice.

It is about building strong leadership with skilled commercial professionals, embedding robust governance processes, and engaging early with insight-led, innovative and digital solutions across the organisation. This isn't just about improving the Council's procurement teams – improvements in commercial capability will be driven across the whole organisation.

Our intent

We will strengthen our leadership and commercial capability across the organisation by building a confident, skilled and commercially astute procurement and commissioning workforce. As part of this, we will release strategic capacity within our procurement teams, by devolving more power to commissioners and services – particularly for low value/low risk requirements.

We will enhance organisational governance, transparency and accountability in procurement and contract management. We will ensure strong compliance with national standards, digital platforms and evolving legislative requirements.

We will embed social value, ethical practice and environmental responsibilities in our commercial decision-making.
We will promote innovation, market insight and forward planning to drive better outcomes and improved value for money.

Key Actions

To deliver on our intent we will:

3.1 Ensure that all staff involved in procurement and commissioning receive accredited commercial training every two years, to develop their technical procurement skillset, leadership capabilities and category knowledge.

3.2. Transition to a centralised Contracts Register by Q2 2026/27, improve data use to inform procurement insights and deliver training to improve procurement efficiency and data-driven decision-making.

3.3 .Strengthen procurement governance frameworks, delegated authority processes and decision-making assurance.

3.4. Deliver continual annual improvement in value for money through stronger commercial practices.

3.5. Ensure all suppliers of Platinum, Gold and Silver contracts complete Modern Slavery, EDI and human rights due diligence prior to contract award. Non-compliance will be considered a material breach of contract. This ensures procurement reflects national and community expectations around fairness, equality, and ethical practice.

3.6. Carry out full options appraisals for all major procurements in our three-year procurement pipeline to ensure we deliver the right outcomes for our residents. We will aim to optimise affordability and value for money, ensure the delivery of high-quality services, and secure the delivery of community benefits. When analysing the procurement pipeline, and considering new opportunities to procure goods and services, we will explore the potential to deliver services differently and in ways that will drive social value outcomes.

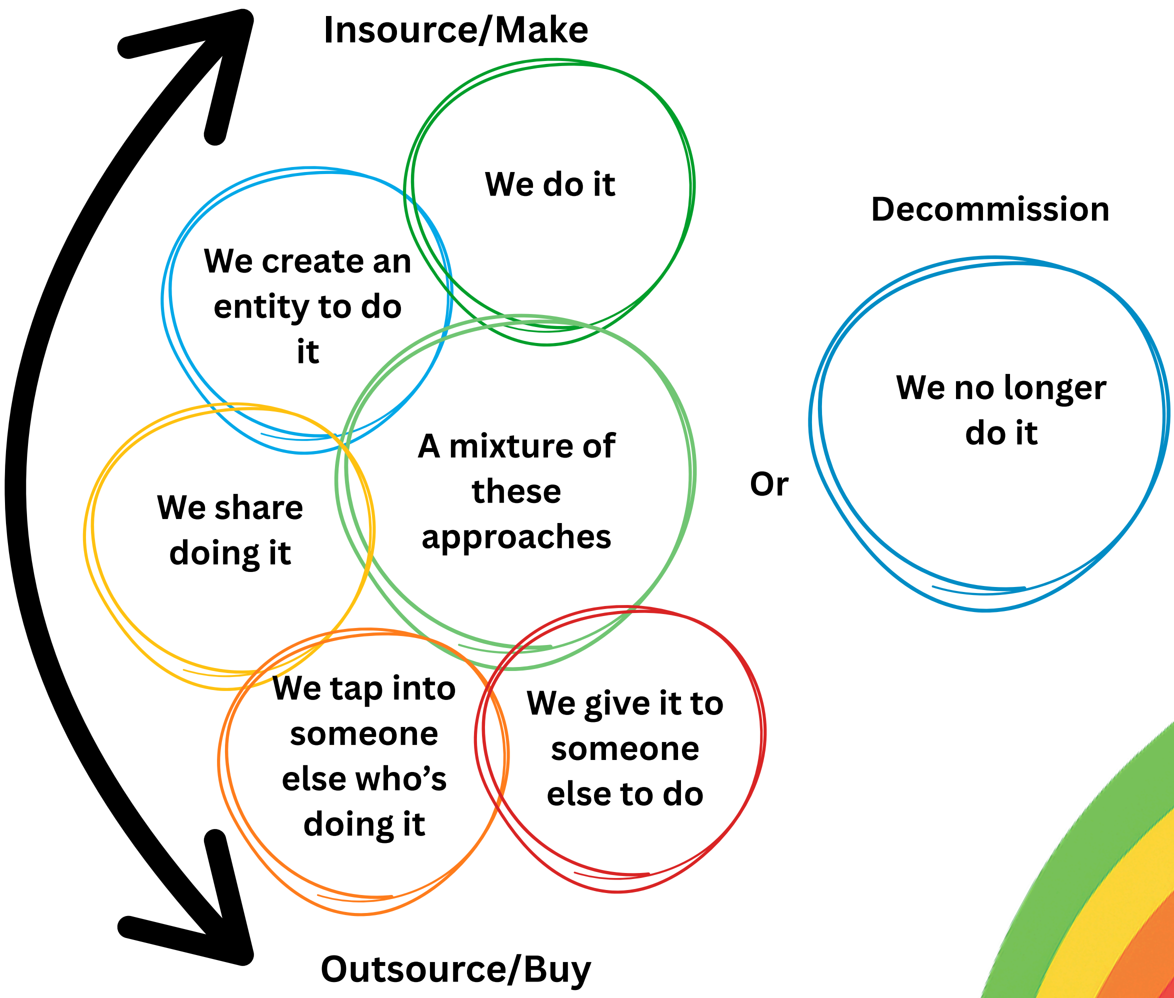
There are many potential service delivery options that fall into the following broad categories:

Driven by the procurement pipeline, the Council's approach is:

1. To initially evaluate the option of in-house delivery

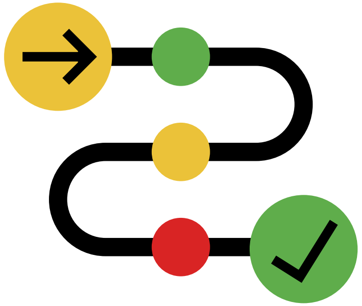
2. If this is not viable, then explore the capacity within the VCSE sector and joint commissioning with other public bodies as delivery options.

3. If this is not viable, then explore more broadly within the private sector.



Operational Implementation

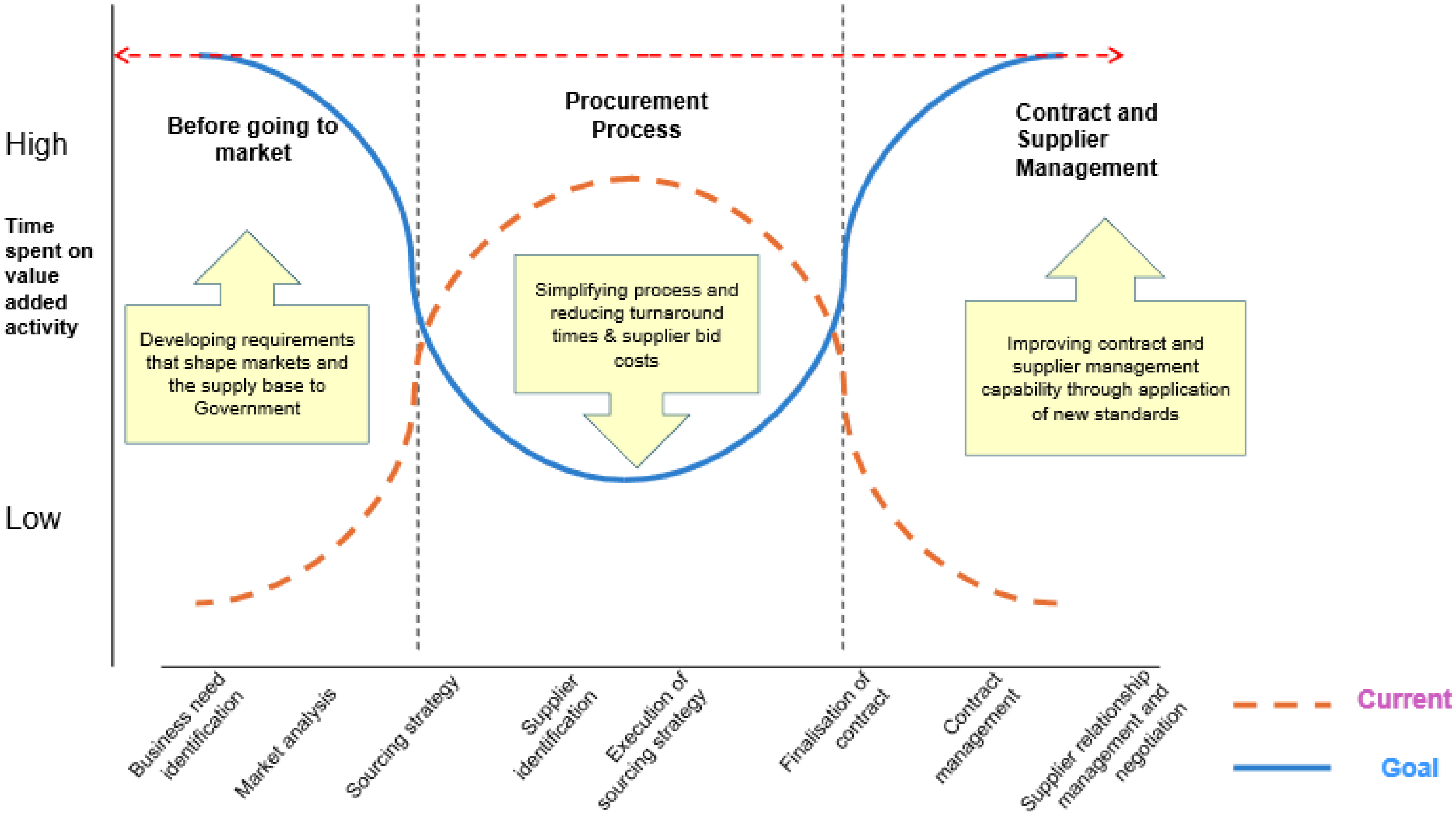
We will embed this Strategy throughout the commissioning and procurement cycle to provide the greatest impact possible, while ensuring that our suppliers are clear about their role and prepared to make any necessary improvements.



The improvements arising from the Procurement Improvement Programme provide a sound basis to establish and grow enduring relationships to ensure delivery of community benefits and value for money. These include:

- Directorate Procurement Groups to advocate for and lead change within services
- A contract management community of practice to drive continuous improvement and share best practice
- A programme of ongoing learning and development for staff involved in procurement and managing contracts
- Increased focus in pre- and post-procurement activities to focus where value creation or the risks of value loss are greatest, as depicted in the following diagrams.

Future Focus for Procurement Activities



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Broadening Procurement's Offer

Pre-Procurement Support

- Actively manage procurement / contract pipeline & its internal/ external communication via Business Partners
- Provide market intelligence where required to inform requirements & viability (options appraisals)
- Provide commercial expertise to support specifications, risk management, pricing models etc.
- Provide improved management reporting of performance data

Strategic Sourcing

- Identify appropriate routes to market to best meet project objectives
- Ensure process is compliant with national and council regulations
- Ensure supports Council priorities: delivering value for money, social value, sustainability
- Track forecast and delivered benefits (savings, social value, others).

Contract & Supplier Management

- Support contract management to be effective through helping to develop necessary skills.
- Work with contract managers to identify and deliver savings and improvements.
- Support contract managers on managing risks for key contract – including development of contingency plans.

Streamlines Governance

- Procurement won't source low value procurements unless complexity and risks are especially high.
- Will provide support via training and systems and assurance to ensure compliance.

Procurement adds little value in sourcing low value items. Adding more parties can lengthen timelines.

Removing requirement to engage with Procurement for low value items will allow the service to focus on more strategic items.

What this strategy means for...

Brent Residents

- Exposure to a wider range of job opportunities.
- An increase in the number of jobs available to Brent residents.
- Better protection of your employment rights.
- More opportunity to start a sustainable business in Brent.
- A cleaner, greener borough.

Suppliers

- A better understanding of the goods and services Brent is looking to procure – so you can plan more effectively.
- A closer and more strategic working relationship with the Council.
- More support from the Council to embed Social Value across your business.
- Stronger monitoring of contract performance.

Brent Council Staff

- More opportunities to get involved in procurement and manage relationships with suppliers.
- More training and development opportunities.
- Stronger use of data and digital solutions to support good outcomes.
- More opportunities to innovate and work with community-based partners.

SME's and VCSE organisations

- More opportunities to provide goods and services to the Council.
- Increased opportunities to connect with the Council and understand its needs.
- More support from the Council to embed social value across your organisation.
- Easier ways of doing business with the Council.

Monitoring and measuring success

The Council is committed to monitoring its progress on this strategy – and reporting on that transparently.

An Annual Procurement Outcome Report will summarise the previous year's achievements. This will be published in the first quarter of each financial year.

A range of Procurement KPIs will be implemented to track the Council's performance and drive improvements. These may cover:

- Addressable Council Spend with SMEs, VCSEs and local suppliers within the Borough of Brent and the West London Alliance area.
- Contracts are segmented and managed to the required standard.
- Delivery of savings through procurement and contract management, including though Fasttrack.
- Positive environmental sustainability outcomes delivered through procurement.
- Sustaining and building upon the improvements from the Procurement Improvement Programme.

The Council's Commissioning, Procurement, Contract Management and Assurance Board (CPCMAB) will monitor progress on delivering the Strategy.

Delivery of this strategy will also contribute towards wider Brent corporate and borough plan objectives and outcomes. It will also demonstrate how we are contributing the national procurement strategy themes.

Brent

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Agenda Item 10

Brent	**Resources and Public Realm Scrutiny Committee** 2 September 2026
	Report from the Deputy Director, Democratic and Corporate Governance
Scrutiny Progress Update - Recommendations Tracker	

Wards Affected:	All
Key or Non-Key Decision:	Not Applicable
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	One Appendix A : Scrutiny Recommendations Tracker
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Jason Sigba, Strategy Lead – Scrutiny, Democratic & Corporate Governance 0208 937 2036 Jason.Sigba@brent.gov.uk Amira Nassr, Deputy Director, Democratic & Corporate Governance, Finance & Resources 020 8937 5436 Amira.Nassr@brent.gov.uk

1.0 Executive Summary

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

2.0 Recommendation(s)

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

3.0 Detail

3.1 Contribution to Borough Plan Priorities & Strategic Context

3.1.1 Borough Plan 2023-2027 – all strategic priorities.

3.2 Background

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

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

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

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

4.0 Procedure for Recommendations from Scrutiny Committees

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

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

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

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

5.0 Stakeholder and ward member consultation and engagement

5.1 None for the purposes of this report.

6.0 Financial Considerations

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

7.0 Legal Considerations

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

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

(a) consider the report or recommendations,

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

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

8.0 Equity, Diversity & Inclusion (EDI) Considerations

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

9.0 Climate Change and Environmental Considerations

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

10.0 Communication Considerations

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

<u>Report sign off:</u>

Amira Nassr
Deputy Director, Democratic and Corporate Governance

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Resources and Public Realm Scrutiny Committee (RPRSC)
Recommendations Tracker 2025/26

The Recommendations Tracker is a standing item on committee agendas, and documents the progress of scrutiny recommendations, suggestions for improvement, and information requests made by the Resources and Public Realm Scrutiny Committee at its public meetings and as part of task and finish group reviews. Scrutiny recommendations, suggestions for improvement, and information requests will not be removed from the tracker until full responses have been provided to the committee by either the Cabinet, Full Council, council departments, and/or external partners.

Recommendations to Cabinet

Subject	Scrutiny Recommendation	Cabinet Member, Lead Officer, and Department	Executive Response
21 Jan 2026 – **Budget Scrutiny Task Group Findings**	Where reasonable, ensure that detailed delivery plans for all thematic savings categories are developed and sighted to scrutiny at the earliest opportunity, including clear timelines, quantified risks, and mitigation measures, to reduce the risk of in-year slippage and unplanned service impacts.	Cabinet Minesh Patel – Corporate Director, Finance & Resources	**Response received on 07/04/26:** We will share scrutiny delivery plans for each thematic savings category, including timelines, quantified risks and mitigations. **Delivery plans to be included in the Quarter 2 Financial Forecast 2026/27 Report for the 20 October meeting and beyond to address this recommendation.*
	Commit to regular in-year reporting to scrutiny on the delivery of savings, particularly where proposals were not fully developed at the time of budget approval, to enable early identification of under-delivery and corrective action.	Cabinet Minesh Patel – Corporate Director, Finance & Resources	**Response received on 07/04/26:** We will commit to regular in-year reporting to scrutiny on the delivery of savings, particularly where proposals were necessarily under development at budget approval. **Table breakdown to be included in the Quarter 2 Financial Forecast 2026/27 Report for the 20 October meeting and subsequent reports to address this recommendation.*

	Strengthen financial forecasting in high-demand services, particularly Housing, Adult Social Care and Children's Services, to better reflect demand growth and reduce recurring reliance on reserves to manage overspends	Cabinet Minesh Patel – Corporate Director, Finance & Resources	**Response received on 07/04/26:** Accepted. We will strengthen financial forecasting in Housing, Adult Social Care and Children's Services to better reflect demand growth and reduce recurring reliance on reserves to manage overspends. This will include improved demand modelling and tighter integration with the Medium-Term Financial Strategy assumptions. **Updated response due by close of play on 7 October 2026, reflecting current and ongoing work in this area.*
	Sustain and embed the enhanced debt recovery approach beyond March 2026, while maintaining a policy that makes a clear distinction between those unwilling and those unable to pay.	Cabinet Minesh Patel – Corporate Director, Finance & Resources	**Response received on 07/04/26:** Accepted. We will sustain and embed the enhanced debt recovery approach beyond March 2026, maintaining a clear distinction between those unwilling to pay and those unable to pay, underpinned by an ethical framework. We will continue to focus effort where it is most effective, building on the targeted improvement plan approach. **Updated response due by close of play on 7 October 2026, setting out current and ongoing work in this area.*
29 July 2026 – **Highways Maintenance**	Review the extent to which Community Infrastructure Levy (CIL) funding is being used to support highways maintenance and improvement works, and identify any further opportunities to maximise its contribution towards addressing the maintenance backlog.	Cllr Promise Knight – Cabinet Member for Cleaner Streets, Transport and Public Realm Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration	*Response due by close of play on 7 October 2026.*
	Engage with Transport for London (TfL) to explore funding opportunities and partnership arrangements to	Cllr Promise Knight – Cabinet Member for Cleaner	*Response due by close of play on 7 October 2026.*

	support the maintenance and improvement of bus lanes, helping to reduce pressures on the Council's highways maintenance budget.	Streets, Transport and Public Realm Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration	
29 July 2026 – **Revitalising High Streets and Town Centres**	Develop and implement a coordinated, cross-council approach to the High Streets Strategy, ensuring effective alignment across relevant services and strong partnership working with key external stakeholders, including the Metropolitan Police, TfL, Trading Standards, local businesses and neighbouring boroughs, where appropriate.	Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration	*Response due by close of play on 7 October 2026.*
	Use the High Streets Strategy as a vehicle for achieving Brent's wider economic, social and community objectives through innovative and joined-up approaches that maximise the contribution of high streets and town centres to education, skills, employment, business growth, community wellbeing and addressing homelessness.	Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration	*Response due by close of play on 7 October 2026.*
	Embed the High Streets Strategy within Brent's wider planning, regeneration and economic development framework, including the Brent Local Plan, and establish a clear long-term vision for the vitality, viability, resilience and transformation of high streets and town centres, informing planning, regeneration and investment decisions.	Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration	*Response due by close of play on 7 October 2026.*
	Ensure the High Streets Strategy is informed by robust evidence and meaningful, inclusive engagement with residents, businesses, community organisations and other stakeholders, including seldom-heard groups, so that its priorities and proposed interventions reflect local needs, aspirations and lived experience.	Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning Jehan Weerasinghe, Corporate Director,	*Response due by close of play on 7 October 2026.*

	Neighbourhoods & Regeneration	
Strengthen the role of local businesses and representative organisations in shaping and delivering the High Streets Strategy, creating effective mechanisms for collaboration, advocacy and collective action to support sustainable economic growth across Brent's high streets and town centres.	Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration	*Response due by close of play on 7 October 2026.*
Set out a coordinated approach within the High Streets Strategy to tackling persistent vacancies and under-utilised premises, aligning planning, economic development, business support and enforcement functions, and identifying how the Council's powers, resources and partnerships can support their productive reuse. This should promote a diverse and sustainable mix of businesses, community organisations and social enterprises, including through the flexible repurposing of vacant premises for affordable workspace, community and cultural uses, youth provision, training and employment initiatives, and other uses that support local regeneration priorities where appropriate.	Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration	*Response due by close of play on 7 October 2026.*
Adopt a place-based approach through the High Streets Strategy, using robust local data and intelligence, including occupancy and vacancy rates, business mix, and opportunities for business attraction and growth, to identify the distinct needs and opportunities of Brent's high streets and town centres and inform priorities, investment and interventions.	Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration	*Response due by close of play on 7 October 2026.*
Ensure the High Streets Strategy is supported by clear governance arrangements, accountability mechanisms and a robust delivery plan, with measurable, centre-specific objectives and performance indicators to track progress and outcomes. This should include indicators relating to vacancy rates, footfall, business growth and	Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning Jehan Weerasinghe, Corporate Director,	*Response due by close of play on 7 October 2026.*

	survival, investment, employment, community safety, cleanliness, public realm quality and resident and business satisfaction.	Neighbourhoods & Regeneration	
	Develop a sustainable long-term funding and resourcing approach for the High Streets Strategy that maximises the use of existing Council resources and funding streams, including CIL, leverages external funding and partnerships, and reduces reliance on short-term funding to support the long-term transformation of Brent's high streets and town centres.	Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration	*Response due by close of play on 7 October 2026.*
	Consider the role of parking in supporting the vitality, accessibility, connectivity and attractiveness of Brent's high streets and town centres, including an assessment of the merits and impacts of piloting free short-stay parking and other favourable parking approaches on footfall, business growth and visitor access, while balancing environmental and sustainability objectives.	Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration	*Response due by close of play on 7 October 2026.*
	Present the draft High Streets Strategy to the Resources and Public Realm Scrutiny Committee prior to Cabinet approval, accompanied by a clear explanation of how evidence, stakeholder engagement and consultation findings have shaped its vision, priorities and delivery approach.	Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration	*Response due by close of play on 7 October 2026.*

Suggestions for improvement from RPRSC to Council departments/partners

Meeting date and agenda item	Suggestion for improvement	Council Department/External Partner	Response / Status
25 Feb 2025 - **Commissioning, Procurement, Community Wealth-Building, and Social Value**	Revise the official council report template to include dedicated sections for Community Wealth Building and Social Value Considerations, ensuring these factors are assessed and reported in all council reports where relevant.	Amira Nassr– Deputy Director, Democratic & Corporate Governance, Finance & Resources	**Response received on 11/06/2025:** This will be revisited in April 2026 once the procurement and social value policies have been formally adopted. **Updated response received on 07/07/2026:** The Council's Procurement Strategy and Social Value statement are now adopted. Both bring community wealth and social value to the forefront of all procurements, with due consideration given to social value commitments that are relevant to contracts and local priorities. It is proposed to track and monitor the new arrangements for 12 months. The annual social impact report will then provide progress and evidence and consider whether adding a section to official reports would bring any further added value. **Updated response to follow.*
23 April 2025 – **Build Quality in Brent**	Conduct a survey to identify which council-owned buildings may fall within the scope of the Building Safety Act 2022 and/or the Defective Premises Act 1972 in relation to relevant defects, and assess whether there is potential for legal recourse.	~~Tanveer Ghani – Director, Property & Assets, Neighbourhoods & Regeneration~~ Karim Pabani – Director, Property & Assets, Neighbourhoods & Regeneration	**Response received on 07/07/25:** Officers have identified two projects (Housing and Education) that may fall within the scope of the Building Safety Act 2022 and/or the Defective Premises Act 1972. Work is being undertaken to assess if/where they may be potential for legal recourse. ~~A further update will be provided by 9 January 2026.~~ **Updated response received on 08/12/25:** A further update will be provided by 19 March 2026. **Updated response received on 19/03/26:**

			Officers have identified two projects, the expansion of Uxendon Manor Primary School and Granville New Homes that may fall within the scope of the Building Safety Act 2022 and/or the Defective Premises Act 1972. Officers are currently undertaking the necessary preparatory work to assess if/where there is potential for legal recourse on both projects and subject to these findings, the Council will decide if legal proceedings can be initiated. A follow up report will also be presented at Resources and Public Realm Scrutiny Committee in 26/27 to discuss the latest position, subject to any matters being protected by legal privilege. **Updated response received on 02/06/26:** A follow up report is proposed to be presented at Resources and Public Realm Scrutiny Committee in September 2026 to discuss the latest position, subject to any matters being protected by legal privilege. **Updated response to follow.*
	Undertake a sampling review to assess design changes from the planning stage through to practical completion, and determine whether these changes have impacted build quality.	~~Tanveer Ghani – Director, Property & Assets, Neighbourhoods & Regeneration~~ Karim Pabani – Director, Property & Assets, Neighbourhoods & Regeneration	**Response received on 07/07/25:** Officers propose to undertake a sampling of three projects, one from each the following areas: • Education • Housing • Regeneration ~~A further update will be provided by 9 January 2026.~~ **Updated response received on 08/12/25:** A further update will be provided by 19 March 2026. **Updated response received on 19/03/26:** Officers have identified 3 projects across the Education, Housing and Regeneration areas and a follow up report will be presented to Resources and

			Public Realm Scrutiny Committee in 26/27 to discuss its findings with Members. **Updated response received on 02/06/26:** A follow up report is proposed to be presented at Resources and Public Realm Scrutiny Committee in September 2026 to discuss the latest position, subject to any matters being protected by legal privilege. **Updated response to follow.*
4 November 2025 – **Social Value: Draft Policy and Whole-Council Approach**	Submit an annual report on the forthcoming Social Value Policy for ongoing scrutiny, presenting detailed evidence of social value commitments made and outcomes achieved.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	**Response received on 17/07/26:** The first annual report is planned for March / April 2027 to enable progress and impact over the 2026/27 financial year. **Updated response to follow.*
4 November 2025 – **Procurement Improvement Programme and Emerging Procurement Strategy**	Continue strengthening support for SMEs by reducing barriers and streamlining council procurement processes, ensuring easier access to contracts and opportunities.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	**Response received on 02/04/26:** The Procurement Strategy 2026-2030 sets clear intent to reduce barriers and strengthen support for SMEs. Examples of actions being taken include: • Reviewing procurement documents etc involved in the tendering process to ensure that SMEs / smaller organisations aren't put off by the admin of tendering – e.g. making sure that only essential /relevant information is being asked for • Increase opportunities for local suppliers, SMEs and VCSEs through early market engagement and simplified procurement processes. This will include holding regular, local Meet the Buyer days to increase awareness of tendering opportunities and support participation. • Break large contracts into accessible lots where appropriate. • Pay 95% of valid SME and VCSE organisation invoices within 30 calendar days to improve financial stability for local SMEs and VCSE

			organisations, and publish monthly performance data to demonstrate transparency and reliability. • Adopt the “Freepay” approach for qualifying organisations to support the cashflow of local SMEs. • Ensuring information on how and where Brent publishes its tenders is clearly visible online on Brent's website, and the process of how a supplier can get involved is clear • A procurement Key Performance Indicator (KPI) on tracking and monitoring on e.g. No of SME tendering / being awarded contract • Recognising inherent social value in respect of social value requirements e.g. being a local SME • Hosted a workshop for local SMEs and VCSE in March 2026 to introduce the Procurement Strategy and provide further opportunity to hear from SME’s and VCSEs about barriers they face and what good bids for work look like • Business Forum to Meet Buyers event held in March 2026 **Additional response received on 17/07/26:** The annual Procurement and Social Value Report are planned for March / April 2027 to demonstrate and report on progress and impact over the 2026/27 financial year. **Updated response to follow.*
21 Jan 2026 – **Anti-Social Behaviour (ASB) in Brent**	Subject to evaluation of impact and value for money, explore and pursue all appropriate funding options, including Neighbourhood Community Infrastructure Levy (NCIL), where available, to sustain out-of-hours ASB enforcement activity beyond the initial 12-month NCIL-funded pilot period.	Kibibi Octave – Director, Community Development, Children, Young People & Community Development	**Response received on 19/03/26:** Budget planning proposals have been submitted to the Corporate Director for Community Development, Children, Young People & Community Development to look at opportunities to fund the patrol Team beyond 12 months, subject to a detailed impact evaluation on the effectiveness of service delivery over the existing contract. **Updated response received on 20/07/26:** NCIL patrols have filled a critical gap by gathering soft intelligence on the increasing levels of ASB and crime outside normal office hours and during weekends. This intelligence has enabled the ASB Localities Team to respond effectively by liaising with local Safer Neighbourhood Teams (SNTs) to conduct

			joint patrols, working with housing providers on tenancy enforcement actions, and referring vulnerable individuals to Adult Social Care for appropriate support and intervention. The NCIL funded patrol team contract ends in January 2027. The process for the next NCIL round has yet to be determined, but all will be informed once confirmation is received that another 'internal officer' round will open. Alternative funding sources will be considered by the service to enable continuation if possible. **Updated response to follow.*
24 Feb 2026 – **Fly Tipping & Littering**	Where feasible, improve coordination between Housing, Public Realm teams and relevant partner organisations to provide a more joined-up cleansing and waste-management service across the borough, addressing inconsistencies caused by administrative boundaries/separate arrangements between estates and nearby streets.	Chris Whyte – Director, Public Realm, Neighbourhoods & Regeneration	**Response received on 24/03/26:** FixMyStreet (FMS) has the capability to integrate the FMS platform to allow residents to report external housing –related issues – such as damaged communal doors, unclean communal areas and other environment – related concerns. This integration can be connected directly with the relevant internal system to create an automated end – to – end workflow ensuring that reports can be captured, assigned and resolved efficiently. Similarly to how Fly-Tips are reported. There are cost implications to bring in added services on to the system and can be explored as part of new tender. **Updated response to follow.*
	Ensure the FixMyStreet and Bulky Waste retendering processes include clear, measurable social-value requirements that directly support the Council's environmental sustainability priorities, underpinned by a robust monitoring framework.	Chris Whyte – Director, Public Realm, Neighbourhoods & Regeneration	**Response received on 24/03/26:** Request noted and will be incorporated in the new procurement process for FixMyStreet. The Bulky Waste contract is procured and maintained by West London Waste Authority (WLWA) on behalf of six other west London waste local authorities. There is a commitment of social value incorporated in the new contract starting from 1 May 2026. Details on how that relate to each local authority will be enquired and explored. **Updated response to follow.*

	As part of the forthcoming retender of the FixMyStreet contract, explore options to improve the user experience. This should include assessing: • the feasibility of the system automatically signposting users to the correct responsible department/organisation where a report cannot proceed, rather than the current practice of closing reports that fall outside the contractor's remit (e.g. Housing Association land or Highways); • whether improvements to GPS and location-accuracy functions could be incorporated under new contract arrangements to reduce incorrect land identification and unnecessary report closures; and • the potential for the system to identify and record the stages at which users abandon report submissions, so that the Council can analyse barriers to engagement and improve the reporting journey	Chris Whyte – Director, Public Realm, Neighbourhoods & Regeneration	**Response received on 24/03/26:** The closure of reports is currently being reviewed with our contractor, Veolia and improvements are under way. GPS location accuracy function is already available within the current FixMyStreet portal. We will explore the option of further improvement in the new contract and revisit land identification option. GPS discrepancies are primarily attributable to inconsistent connectivity across the borough. In addition, instances of incorrect land identification often arise where polygon boundaries—for example, between highways and parks—intersect or are closely aligned, which may lead to confusion for residents. To mitigate these issues, a comprehensive review of the existing polygon data will be required to ensure accuracy and alignment with operational needs. This will help reduce errors and improve data reliability moving forward. Abandonment of reports at specific stages is something that cannot be reported in the current contract. We will explore this request in the new tender. Currently we are able to confirm what category they were reporting on, however we are unable to view the details of this report. • The numbers we can provide are of non- confirmed reports; where residents do not confirm their email address to validate the report. • Users could have resubmitted their report, successfully. • The overall number of unconfirmed reports (1403), is very small compared to amount confirmed (84,873) Regarding the feasibility of the system automatically signposting users, unfortunately the system would not be able to automatically signpost users to the correct responsible department or organisation in cases where a report falls outside the contractor's remit. To achieve this, a defined internal process would be required whereby such reports are routed to an appropriate internal team to for review. This team would then assess the submission and redirect the report to the correct department or external organisation. We would be happy to explore this further to assess potential opportunities to streamline or partially automate elements of the workflow where feasible.

			*Updated response to follow.
	Undertake a feasibility assessment (including a cost-benefit analysis) of alternative charging approaches for bulky-waste collections, including the potential implications of offering a free service or a tiered charging model based on the number and/or sizes of items for collection.	Chris Whyte – Director, Public Realm, Neighbourhoods & Regeneration	**Response received on 24/03/26:** We are committed to a timetable that is led and driven by WLWA and other participating boroughs, and we cannot be certain there is any link between service costs and fly-tipping, and we can be sure that any free service would increase waiting times beyond what is tolerable for customers and so might be a fresh cause of illegal dumping. We seek only to provide a service that is accessible, offers reasonable concessions, is fair in comparison with neighbours, and which can be relied upon to offer a prompt clearance. A free or tiered service would be feasible depending on new resource being made available sufficiently to cover increased costs and to maintain service levels without a problematic waiting time. Barriers such as costs, operational resource availability, collection timeframes, booking systems, disposal volumes will need to be considered. *Updated response to follow.*
24 Feb 2026 - **Quarter 3 Financial Forecast 2025/26**	Explore business investment and grant funding opportunities to help mitigate pressures on the Housing Revenue Account (HRA), including costs linked to building safety and decarbonisation programmes such as retrofitting.	Spencer Randolph – Director, Housing Services, Residents & Housing Services	**Response received on 27/03/26:** We have bid for £300k Pride in place funding and are awaiting a decision on whether successful. We are recruiting to a social value manager who will hold our contractor to account in terms of getting more out of our contracts in terms of social value. There is no spend to save option but we are considering if there is scope to create for a fixed period a post where their role is to secure grant funding. Housing is not actively pursuing retrofitting opportunities as the HRA budget cannot currently support the match-funding element of grant applications. Housing is looking at the possibility of focusing service provider social value initiatives on retrofitting measures rather than on less specific initiatives. *Updated response to follow.*

29 July 2026 – **Highways Maintenance**	Develop a quarterly highways (inclusive of footways and carriageways) dashboard, with information presented at ward level where practicable. This should provide an accessible overview of network condition, including annual condition survey data, investment levels, planned and reactive maintenance activity, and key performance indicators.	Chris Whyte– Director, Public Realm, Neighbourhoods & Regeneration	*Response due by close of play on 7 October 2026.*
	Develop and implement a communications and engagement programme to improve public understanding of pothole management and highways maintenance. This should include, but not be limited to: • Explaining the root causes of potholes, the factors that accelerate their deterioration, and why pothole formation remains a significant highways maintenance challenge. • Improving public understanding of the wider challenges associated with maintaining the highways network, including funding constraints and the factors that influence maintenance priorities. • Providing information on the investment being made in pothole repairs and highways	Chris Whyte– Director, Public Realm, Neighbourhoods & Regeneration	*Response due by close of play on 7 October 2026.*

	maintenance, and the outcomes being achieved. • Promoting the channels available for residents to report potholes and other highway defects. • Providing greater transparency on how reported defects are assessed, prioritised and repaired. • Exploring opportunities to keep residents informed of progress and outcomes where they have reported a pothole or other highway defect.		

Information requests from RPRSC to Council departments/partners

Meeting date and agenda item	Information request	Council Department/External Partner	Response / Status
25 Feb 2025 - **Commissioning, Procurement, Community Wealth-Building, and Social Value**	Provide a detailed breakdown of commissioned services income received over the last three years, categorised by organisation type.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	**Response received on 02/04/26:** This information is not available in a form to meet the information request as it stands and requires further clarification. **Additional response received on 17/07/26:** The Council is currently implementing a new Contracts Management System which will provide the potential for reporting on income generated as a result of commissioned services e.g. parking. If the Committee is seeking information about these types of services and contracts i.e. Concession Contracts, then the feasibility of this will be considered following the new system implementation. **Updated response to follow.*
	Provide a detailed breakdown of funding allocated to externally commissioned services, distinguishing between organisation types—private companies (SMEs and large enterprises/corporations), Voluntary and Community Sector (VCS) organisations, and social enterprises—while also indicating whether each organisation is local or non-local.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	**Response received on 02/04/26:** The council commissioned Centre for Local Economic Strategies (CLES) to review its approach to community wealth building and to carry out an analysis of spending to inform the Procurement Strategy 2026-2030. We are also implementing a new IT system for contract management to strengthen spend analysis. A summary of the CLES spend analysis is set out below: 71.6% (£589.8m) of total spend was spent with private sector suppliers, 18.6% (£153m) was spent with public sector suppliers and 3.8% (£31.4m) was spent with third sector suppliers. 7.6% of the total private sector spend was spent with suppliers based within Brent. 33.8% was spent with suppliers from within the wider North West London region. 50.8% was spent within the wider London ITL1 region.

In terms of spend with micro, SMEs, 30.1% of total private sector spend was spent with micro and small business and 23.3% was spent with medium size businesses. In total therefore, 53.4% of total private sector spend was spent with SME businesses. 34.6% was spent with large businesses.

Local Procurement spend

7.6% of the total private sector spend was with locally based suppliers (if ‘local’ is defined as being within the Brent local authority area).

However, in a London context, spend within the North West London geography is a more reasonable comparator. Brent LA spent 33.8% of total spend with private sector suppliers located within North West London. Across the ITL1 region of London, Brent spends 50.8% of its private sector spend with suppliers located in this geography.

Comparatively, on average according to Tussell’s Local Procurement Report in 2024 43% of local authority total spend was spent within the region 2. This would suggest that Brent is spending more regionally than the average local authority, though it should be noted that this 43% figure is total spend, not only total private sector spend.

However, across some sectors Brent has high levels of local procurement including, the education sector where 47.4% of private sector spend is spent with local suppliers and public administration where 45.5% of private sector spend is spent with local suppliers. Within these sectors Brent demonstrates its ability to procure locally.

SME procurement spend

Brent overall performs well in terms of procuring from micro, small and medium size businesses. With 23.3% of total private sector spend being spent with medium size private sector suppliers and 30.1% of total private sector spend spent with micro and small businesses. In total therefore, over half (53.4%) of total private sector spend is spent with SME suppliers. With only 34.6% of total private sector spend spent with large size supplier enterprises.

			To provide some comparative insight to this, across all Local Authorities in 2024, Tussell found that 23% of total Local Authority spend was spent directly with SMEs. However, it should be noted that this figure includes all spend by local authorities, not just the spend with the private sector. If this only included the total spend with the private sector this figure would likely be higher. Though it would be unlikely that it would surpass the 53.4% total private sector spent with SME suppliers that can be seen in Brent. *Updated response to follow.*
23 April 2025 – **Build Quality in Brent**	Share examples that demonstrate how feedback on build quality issues has led to tangible improvements in design and processes, helping to enhance build quality in subsequent projects or schemes.	~~Tanveer Ghani – Director, Property & Assets, Neighbourhoods & Regeneration~~ Karim Pabani – Director, Property & Assets, Neighbourhoods & Regeneration	**Response received on 07/07/25:** Officers will collate examples from different schemes where we have either self-delivered or acquired from the open market and share with the Committee to demonstrate how feedback / lessons learned have been incorporated into future projects/schemes. ~~A further update will be provided by 9 January 2026.~~ **Updated response received on 08/12/25:** A further update will be provided by 19 March 2026. **Updated response received on 19/03/26:** Officers have compiled a list of some of the lessons learned and will ensure feedback is incorporated into future projects/schemes. A follow up report will also be presented to Resources and Public Realm Scrutiny Committee in 26/27 to discuss its findings with Members. **Updated response received on 02/06/26:** A follow up report is proposed to be presented at Resources and Public Realm Scrutiny Committee in September 2026 to discuss the latest position, subject to any matters being protected by legal privilege. *Updated response to follow.*

4 November 2025 – **VCSE in Brent**	Provide an overview of all VCS-commissioned services across the council, including details on scope, objectives, key outcomes, funding levels, contract duration, and how these services align with Borough Plan priorities.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	**Response received on 02/04/26:** The Council's Embrace Change Programme includes a workstream focused on developing the VCSE sector in Brent which aims to achieve a thriving, well-resourced and sustainable VCSE sector that delivers better outcomes and helps local groups grow and thrive, so they can better support people they work with. The first priority has been to review and develop a future capacity building support offer that meets the needs of the VCSE sector. The next priority is to carry out a strategic analysis of current commissioned spend across VCSE services to identify opportunities for considering alternative delivery models, consolidating services and to ensure spend meets community needs. This work will be undertaken through the Capacity and Capability Building Programme Board between April 2026 and September 2026, with a view to informing a programme of VCSE commissioning aligned to borough and service priorities. For example, one of the identified priorities will be on provision of information, advice and guidance. **Additional response provided on 17/07/26:** The information requested is being collated and presented in a format that makes the information accessible. This will be available at the end of August 2026.
	Provide a detailed overview of VCS grant programmes, focusing on grant operations and outcomes. This should include eligibility criteria, key dates (such as application windows, decision timelines, and funding start/end dates), a summary of awards over the past three years, and the time taken to disburse funds to recipient organisations, highlighting any significant delays.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	**Response received on 02/04/26:** The Council is finalising proposals to bring together community grants under a consolidated grant model. Consolidating community grants that are feasible to combine will allow us to streamline the process and make it easier to manage the application process, payments, accessibility for residents and VCSE organisations and monitoring and reporting. And enable better tracking and reporting on delivery. The information requested is extensive. We are in the process of reviewing this as part of the community grants review, and while not yet complete, a snapshot is provided below. The following section summarises key 2024/25 (unless otherwise stated) VCSE and community grant funding initiatives: • **Neighbourhood CIL Grants** – £1.5 million across five Brent Connects areas. £8m for projects across the borough being

			delivered by the Council – Investing in Brent Programme approved for delivery in 2025/26. • **Love Where You Live** – £66,000 awarded to 130 local projects. New partnership with Wembley Stadium Foundation (WSF) in 2025 brings new £420k investment in community grants for benefit of Brent - £100k awarded to 35 local projects in September 2025 • **Brent Health Matters** – £433,000 awarded to 46 projects tackling health inequalities. • **Together Towards Net Zero** – £254,000 across four rounds supporting environmental action. • **Community Chest Fund** – £45,000 awarded to seven grassroots groups in 2025. • **Edward Harvist**- From 2023 awarded £367,756.07 to 76 organisations. • **Equality, Diversity and Inclusion Grant -** £30,000 available and is being launched in 2025 Other grant funding examples (not exhaustive) include: • **Holiday Activities & Food Programme** - £1m allocated to Brent in 2023-2024.Allocations based on the number of children eligible for benefits-related free school meals in each local authority area. • **Brent Resident Support Fund:** £5,562,444.56 with 4,075 grant applications approved. This funding aims to assist Brent residents facing financial hardship by providing support for essentials such as food, energy, water, and other household necessities. • **Homes for Ukraine** - £350,000 awarded to 5 organisations providing support in areas such as mental health, housing, e-visa and employment • **UK Shared Prosperity Fund -** £140,000 awarded to 2 organisations for employment support and disabilities employment support focusing on SEND

			• **London Crime Prevention Fund** - £500,00 (3 yrs) for Exploitation & Vulnerability Panels, Independent Domestic Violence Advisors, Brent Triage, Perpetrator Domestic Abuse Programme, Knife Crime Awareness Programme **Youth Justice** - £2m awarded to 5 VCSE capital projects **Updated response to follow.*
24 Feb 2026 – **Complaints Analysis Report 2024/25**	Provide further details on the Residents' Complaints Group, including: • when it was established and its purpose; • its terms of reference (ToR); • current activity and planned future work; and • an estimated timeframe for reporting back to the Resources and Public Realm Committee on the impact of its work.	Spencer Randolph – Director, Housing Services, Residents & Housing Services	**Response received on 27/03/26:** To ensure the Housing Complaints Handling Review continues to be driven by resident insight and achieve better outcomes for residents, we are proposing to set up a resident group who we can work with to consult on and co-design service improvements. The group met for the first time in December 2025, a meeting which updated the residents on the current position with complaints performance and the findings of the review. The next meeting is on 24th March 2026 where the ToR will be agreed. The activities are focused on the complaints handling process itself, as opposed to the common issues being raised in complaints relating to the wider service (although any feedback will be noted and passed on to teams). Improving how we are listening to and acting on dissatisfaction is an essential element of rebuilding trust with our residents. To note: this group focus is specifically relating to complaints handling by housing management, as it relates to our landlord services for Brent Council tenants and leaseholders. The group will run for approximately one year, and work through the full resident complaints journey in chronological order, with additional opportunities to co-design and influence policy, staff training and communications. Residents who attend will be reimbursed for their time through vouchers, as per our agreed housing resident engagement approach. The proposed forward plan for the group is as follows, but will be a regular item on the agenda to ensure the attendees feel it is valuable and interesting: Session 1 – Housing complaints performance and review findings

			Session 2 – Co-designing the Housing Compensation Policy & how we are recognising a complaint in dissatisfaction Session 3 – Reporting a and acknowledgement of a complaint Session 4 – Investigating your complaint and keeping you informed Session 5 – Complaint response letters and escalation Session 6 - TBC The group will report its work back into the Housing Management Advisory Board on a 6-month basis, for oversight on meeting our regulatory duties and championing the resident experience in our service improvement. The outcomes can be shared as part of a wider Housing Management resident engagement outcomes report for the Committee. **Updated response received on 21/07/26:** The complaints group has yet to reconvene. Attendance to the December 2025 meeting was lower than was hoped and the engagement team is reviewing the approach being taken to ensure as much value is gained from resident engagement in this area as possible (and exploring additional recruitment options for the group). There is no TOR to share as of yet. **Updated response to follow.*
29 July 2026 – **Highways Maintenance**	Provide a one-off baseline analysis of ward-by-ward highways condition and associated investment over the past two years.	Chris Whyte– Director, Public Realm, Neighbourhoods & Regeneration	*Response due by close of play on 7 October 2026.*
	Provide a detailed briefing note on the borough's methodology for prioritising highways maintenance and investment, including the factors taken into account when determining priorities and allocating resources, supported by illustrative case studies demonstrating how the methodology is applied in practice.	Chris Whyte– Director, Public Realm, Neighbourhoods & Regeneration	*Response due by close of play on 7 October 2026.*

	Provide an assessment of the extent to which current levels of highways investment are sufficient to maintain and improve the condition of the borough's highways, including an estimate of the time required to address the existing maintenance backlog.	Chris Whyte– Director, Public Realm, Neighbourhoods & Regeneration	*Response due by close of play on 7 October 2026.*
	Provide a breakdown of the current highways maintenance programme, distinguishing between reactive and planned preventative maintenance, and setting out the contribution made by each funding source, including the Council's base budget, grants, CIL, Section 106 contributions, Mayoral funding, and any other external funding streams. The information should identify which elements of the programme are supported by recurring funding and which are dependent on one-off or time-limited funding sources.	Chris Whyte– Director, Public Realm, Neighbourhoods & Regeneration	*Response due by close of play on 7 October 2026.*
	Provide an update on external partner contributions to highways maintenance and improvement programmes across the borough over the last three years, including the respective responsibilities of the Council and partner organisations, the funding and resource contributions made by each party, any outstanding commitments, and progress in delivering agreed responsibilities and contributions. The update should include a specific case study on the Staples Corner	Chris Whyte– Director, Public Realm, Neighbourhoods & Regeneration	*Response due by close of play on 7 October 2026.*

	maintenance programme, setting out the respective responsibilities of the Council and external partners, funding and resource contributions, any outstanding commitments, and progress against agreed delivery timescales.		
	Provide benchmarking information from comparable London boroughs on pothole management, including: • Average repair times. • Repeat repair rates. • Resident satisfaction levels. • Compensation claim volumes, compensation costs, and claim success rates. • Service delivery models (in-house, outsourced or hybrid). • Annual expenditure on pothole management services. • The proportion of highways maintenance expenditure allocated to reactive pothole repairs compared with planned preventative maintenance. • Pothole repair methodologies and intervention thresholds.	Chris Whyte– Director, Public Realm, Neighbourhoods & Regeneration	*Response due by close of play on 7 October 2026.*
	Provide information on the assessment undertaken of insourcing in relation to the following contracts:	Chris Whyte– Director, Public Realm, Neighbourhoods & Regeneration	*Response due by close of play on 7 October 2026.*

	• O'Hara Bros. Surfacing Ltd - Highways Maintenance Contract • GW Highways Ltd - Highway Infrastructure Contract • Velocity UK Ltd - Injection Patching Contract The information should include any options appraisals, business cases and/or benchmarking undertaken, together with an assessment of the potential implications of insourcing for service performance, resilience, workforce capacity, risk and value for money compared with the current outsourced arrangements.		
	Provide a detailed briefing on the Council's broader approach to improving customer satisfaction in relation to highways maintenance, with a particular focus on pothole management.	Chris Whyte– Director, Public Realm, Neighbourhoods & Regeneration	*Response due by close of play on 7 October 2026.*
	Provide information on the preventative maintenance measures currently undertaken for bus lanes to ensure they remain safe and in good condition.	Chris Whyte– Director, Public Realm, Neighbourhoods & Regeneration	*Response due by close of play on 7 October 2026.*
	Provide details of the preventative maintenance and inspection programme for newly planted trees, including how the Council monitors and manages the risk of trees causing damage to adjacent	Chris Whyte– Director, Public Realm, Neighbourhoods & Regeneration	*Response due by close of play on 7 October 2026.*

	footways and carriageways, and what measures are in place to enable early intervention before significant repairs are required.		
	Provide information on carriageway and footway reinstatement works carried out by utility companies following excavations, including: • How often utility companies are required to return and correct works that fail Council inspections or do not meet the required standard. • The powers and processes available to the Council to ensure utility companies rectify substandard work and cover any associated costs. • Measures being taken to improve the quality of reinstatement works and minimise disruption to residents. • How the Council ensures that the cost of correcting poor-quality reinstatement work is met by the responsible utility company rather than the Council.	Chris Whyte– Director, Public Realm, Neighbourhoods & Regeneration	*Response due by close of play on 7 October 2026.*

29 July 2026 – **Budget Update: Quarter 1 Financial Forecast 2026/27 and Medium Term Financial Outlook**	Provide a detailed Q1 update on delivery of the 2026/27 Budget savings programme. The response should include a tabulated breakdown of progress against both cross-council thematic savings and service-specific savings proposals, containing the following information: **Cross-council thematic savings** *CC01 Commissioning & Procurement | CC02 Digital Programme | CC03 Efficiency | CC04 Workforce | CC05 Income Maximisation | CC06 Resident Experience & Channel Shift* • For each thematic category listed above and each specific proposal within it: ○ The original saving target in £, the amount delivered so far, and an overall RAG rating for each proposal • A further breakdown for each contributing directorate to each proposal: ○ The saving committed in £, the amount delivered to date in £, and a RAG rating **Service-specific savings**	Rav Jassar– Deputy Director, Corporate & Financial Planning, Finance & Resources	*Table breakdown to be included in the Quarter 2 Financial Forecast 2026/27 Report for the 20 October meeting and subsequent reports.*

	NR01 Lane Rental Scheme | NR02 Asset Utilisation | PHRS01 Reduce Subsidy Loss | PHRS02 Homelessness Prevention | PHRS03 Housing Benefits Claim Reduction • For each service-specific proposal: ○ The original saving target in £, the amount delivered to date in £, and a RAG rating • Top-line summary of any slippage and mitigating actions		
	Provide the delivery plans for each cross-council thematic savings category, where available *(CC01 Commissioning & Procurement | CC02 Digital Programme | CC03 Efficiency | CC04 Workforce | CC05 Income Maximisation | CC06 Resident Experience & Channel Shift).* The information should include key milestones and timelines, quantified risks and mitigations, analysis of variances and their underlying causes, and any actions being taken to support delivery of the savings programme.	Rav Jassar– Deputy Director, Corporate & Financial Planning, Finance & Resources	*Delivery plans to be included in the Quarter 2 Financial Forecast 2026/27 Report for the 20 October meeting and beyond.*

29 July 2026 – **Revitalising High Streets and Town Centres**	Provide data on vacant premises across the borough, broken down by high street, town centre and ward, including vacancy duration, property type, the status of vacant premises and any known barriers to bringing them back into use, where available.	Chris Whyte– Director, Public Realm, Neighbourhoods & Regeneration	*Response due by close of play on 7 October 2026.*