

Appendix A

Resources and Public Realm Scrutiny Committee (RPRSC) Recommendations Tracker 2024/25

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.

Suggestions for improvement from RPRSC to Council departments/partners

Meeting date and agenda item	Suggestion for improvement	Council Department/External Partner	Response / Status
27 Feb 2024 – Draft Property Strategy	Upon completion, sight the Committee on the draft Corporate Social Benefits Assessment Methodology for feedback.	Tanveer Ghani – Director, Property & Assets, Finance & Resources Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<p>Response received on 12/04/24:</p> <p>The council is currently reviewing its social value approach at an organisational level and the property strategy will fit into the wider organisational approach to community wealth building and social value. This ensures consistency and enables the property strategy to align with broader council objectives. The development of the assessment methodology itself falls outside of the Property and Assets Team's direct remit, consequently, at this stage we do not have immediate access to the specific details of the methodology. However, once the approach becomes clearer, we will get back in contact with further information about who can consider the recommendation.</p> <p>Updated response received on 01/11/2024:</p> <p>A review of the council's social value approach is now in progression and linked into the strategic change programme. This includes a review of the council's current Social Value Policy and a refresh of the council's priorities for social value contributions to ensure they maximise the opportunity to align supplier contributions to areas of most impact. Additional enabling areas of work are also being developed including a social value charter and redesign of the council's social value method statement. This will include specific consideration of property and assets with link to this strategy. Opportunities are</p>

			<p>also being identified through which pilot activity can be implemented to test application of social value in respect of property and assets. For example, this maybe through consideration of rent incentivisation schemes. A working group linked to the Change Programme will provide ongoing oversight.</p> <p><i>Awaiting further response.</i></p>
	Upon completion, publish the final Corporate Social Benefits Assessment Methodology for the benefit of residents, businesses, and community organisations.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<i>Awaiting response.</i>
28 Jan 2025 - Safer Brent Partnership (SBP) Annual Report 2024	Develop an effective Communication and Engagement Plan for community safety projects that ensures consistent messaging about available support, promotes varied communication methods, and strengthens engagement practices with local communities.	Kibibi Octave – Director, Community Development, Children, Young People & Resident Community Development	<i>Forward Plan circulated to committee by email on 08/07/2025.</i>
	Explore alternative solutions, such as employment pathways, partnership initiatives, and funding opportunities for both the council, and voluntary and community sector groups, to more effectively address the health, social, and rehabilitative needs of older, high-risk offenders.	Kibibi Octave – Director, Community Development, Children, Young People & Resident Community Development	<p>Response received on 14/04/25:</p> <p>Brent Employment Services Team ran a successful pilot, Bright Futures, in 2019-20 commissioned with the Forward Trust which had some success in tackling the complex support needs of this group. It was funded by the Department for Work and Pensions (DWP). Following that no funding has been available to repeat the provision, though there is a template/model for delivery and evaluation learnings from the previous programme should funding be made available. Officers will explore the recommendation with the DWP District Operations Manager at meeting on 28 April 2025 and report back to the committee.</p> <p>Updated response received on 10/06/25:</p> <p>There are currently 2 rehabilitation and employment support programmes in Brent funded by the DWP to support ex-offenders. These are with PLIAS resettlement and Not Going Back. In addition, there is the programme –</p>

			Working Chance which specifically focuses on supporting woman with convictions into employment. The Brent Works team already work in partnership with PLIAS and we will further build relations with the other organisations to ensure Brent residents can have clear referral pathways for specialist support to support the needs of older and high risk offenders.
25 Feb 2025 - Commissioning, Procurement, Community Wealth-Building, and Social Value	Engage residents in understanding community wealth building and social value, highlighting their key roles in council activities, particularly in procurement and commissioning.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<i>Awaiting response.</i>
	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.
	Explore how credit unions and the promotion of their services can be embedded within Community Wealth Building initiatives to strengthen financial inclusion, enhance local economic resilience, and provide greater support for residents.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<i>Awaiting response.</i>
	Develop a robust, systematic approach to reviewing service contracts that enables transparent, evidence-based decisions on preferred forms of delivery (e.g., in-house, outsourced, or hybrid), guided by defined criteria, detailed cost-benefit analysis, and internal capability assessments.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<i>Awaiting response.</i>
	Promote and support the long-term sustainability of voluntary and	Rhodri Rowlands –	<i>Awaiting response.</i>

	charity sector (VCS) organisations in the council's revised commissioning and procurement frameworks, where legally permissible. This should include a focus on removing and/or reducing barriers to VCS organisations participating in council tender activities.	Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	
	Subject to risk analysis, explore additional joint procurement opportunities with neighbouring boroughs to leverage collective buying power, share best practices, and support local suppliers across multiple boroughs.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<i>Awaiting response.</i>
	Continue to adopt and embed across all procurement and social value activity sustainability commitments, including fair trade and efforts to combat climate change.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<i>Awaiting response.</i>
	Explore including clauses in all future procurement tenders requiring suppliers to demonstrate proactive steps to ensure transparency, compliance, and accountability in operations. This should include a commitment to respecting and upholding workers' rights to join trade unions, where applicable.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<i>Awaiting response.</i>
	Where legally permissible, acknowledge and incorporate external financial contributions secured by VCS organisations that	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building &	<i>Awaiting response.</i>

	are linked to the tender into procurement evaluations, ensuring these funds are recognised as part of social value and community wealth building.	Engagement, Service Reform & Strategy	
	Explore integrating factors such as organisations whose staff pay council tax and those paying business rates within the borough into the social value and community wealth building criteria for procurement evaluations, where legally permissible.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<i>Awaiting response.</i>
	Where practicable, ensure procurement contracts include tailored social value commitments, encouraging bidders to shift from ‘in-kind agreements’ to direct investments in existing or planned council-led initiatives that deliver tangible benefits to local communities.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<i>Awaiting response.</i>
	Strengthen collaboration between suppliers and Brent Works and Employment Services Team to actively facilitate the targeted recruitment of local and underrepresented residents into job opportunities created through procurement.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy Kibibi Octave – Director, Community Development, Children, Young People & Community Development	<i>Awaiting response.</i>
	Develop a publicly accessible contract performance dashboard to track and report on key metrics,	Rhodri Rowlands – Director, Strategic Commissioning,	<i>Awaiting response.</i>

	including social value commitments, ensuring transparency and clear accountability for contract outcomes.	Capacity Building & Engagement, Service Reform & Strategy	
23 April 2025 – Build Quality in Brent	Where appropriate, encourage contractors for council build projects/schemes to use Brent's building control services.	Tanveer Ghani – Director, Property & Assets, Neighbourhoods & Regeneration	Response received on 07/07/25: Council officers ensure that contractors invited to bid for Council-build projects secure a quote from Brent's Building Control for Building Control Services as part of their tender submission.
	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	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.
	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	Response received on 07/07/25: Officers propose to undertake a sampling of three projects, one from each the following areas: <ul style="list-style-type: none">• Education• Housing• Regeneration A further update will be provided by 9 January 2026.
	Where appropriate, engage with Waste and Recycling colleagues and relevant contractors (e.g. Veolia) during the design phase of upcoming council-led projects/schemes to ensure that requirements—such as adequate bin storage—are incorporated into the design specifications and	Tanveer Ghani – Director, Property & Assets, Neighbourhoods & Regeneration	Response received on 07/07/25: Brent's Employers Requirements for new-build housing schemes will be updated to incorporate the learning from previous schemes to avoid such issues from re-occurring.

	included in the standard sign-off process.		
23 April 2025 – Complaints Annual Report 2023/24	Explore arrangements with third-party providers that enable the council to recover costs incurred from compensation paid out as a result of complaints related to their services	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<i>Response to be provided by 8 August 2025.</i>
	Representatives from Wates and senior officers from Residents and Housing Services attend the committee meeting on 16 July 2025 to address questions related to the Housing Management Complaints Annual Report 2023/24.	Amira Nassr – Deputy Director, Democratic & Corporate Governance, Finance & Resources Spencer Randolph – Director, Property & Assets, Neighbourhoods & Regeneration	Response received on 30/04/25: Wates and council officers will attend committee meeting on 16 July 2025.

Information requests from RPRSC to Council departments/partners

Meeting date and agenda item	Information requests	Council Department/External Partner	Responses / Status
4 Sept 2024 – Delivery of Affordable Housing by i4B Holdings Ltd and	Provide Asset Management Strategy upon completion.	Alice Lester – Corporate Director, Neighbourhoods & Regeneration Sadie East – Director, Communications, Insight & Innovation,	Response received on 07/10/24: This will be presented to the i4B/FWH Board meeting on Thursday 28 th November and, dependent on any feedback from directors and further work required, will be available to share with the committee in December 2024. Updated response received on 14/02/25:

First Wave Housing Ltd (FWH)		Service Reform & Strategy	<p>The draft strategy was presented at the December i4B/FWH Board meeting. The Board have requested more detailed financial analysis which is to be implemented into the business plan. The strategy is expected to return to the Board in February/ March 2025 for approval.</p> <p>Updated response received on 15/04/25:</p> <p>The draft strategy was presented at the December i4B/FWH Board meeting. The Board has requested more detailed financial analysis. The strategy is expected to return to the Board in early summer 2025 for approval.</p> <p><i>Awaiting further response.</i></p>
	Provide a breakdown of the expected costs associated with enhancing energy performance and retrofitting the i4B/First Wave Housing stock.	<p>Alice Lester – Corporate Director, Neighbourhoods & Regeneration</p> <p>Sadie East – Director, Communications, Insight & Innovation, Service Reform & Strategy</p>	<p>Response received on 07/10/24:</p> <p>This information will be included in the asset management strategy, which will be presented to the i4B/FWH Board meeting on Thursday 28th November and, dependent on any feedback from directors and further work required, will be available to share with the committee in December 2024.</p> <p>Updated response received on 14/02/25:</p> <p>The draft strategy was presented at the December i4B/FWH Board meeting. The Board have requested more detailed financial analysis which is to be implemented into the business plan. The strategy is expected to return to the Board in February/ March 2025 for approval.</p> <p>Updated response received on 15/04/25:</p> <p>The draft strategy was presented at the December i4B/FWH Board meeting. The Board has requested more detailed financial analysis. The strategy is expected to return to the Board in early summer 2025 for approval.</p> <p><i>Awaiting further response.</i></p>

5 Nov 2024 - Quarter 2 Financial Forecast 2024/25	Submit a progress report in six months on the efforts of the 'Supported Exempt Accommodation' Working Group, highlighting ongoing and completed projects, as well as the associated impacts, including cost benefits to the council.	Laurence Coaker – Director, Housing Needs & Support, Resident & Housing Services	<i>Report circulated to committee by email on 08/06/25.</i>
	Provide an update in six months on the implementation of the Supported Housing (Regulatory Oversight) Act 2023, highlighting its impact in enhancing quality standards and achieving cost savings in Supported Exempt Accommodation.	Laurence Coaker – Director, Housing Needs & Support, Resident & Housing Services	<i>Report circulated to committee by email on 08/06/25.</i>
	Provide a progress update in six months on the debt recovery improvement initiatives and strategies in place to enhance collection rates across all debt types. This update should include a detailed overview of Council Tax collection, and an assessment of the Council Tax Support Scheme reduction, including an evaluation of the effectiveness of measures to mitigate the impact on affected residents.	Ravinder Jassar – Deputy Director, Corporate & Financial Planning, Finance & Resources	<i>Progress update circulated to committee by email on 08/07/2025.</i>
28 Jan 2024 - Safer Brent Partnership Annual	Provide a copy of the Safer Brent Community Safety Action Plan 2024-2026.	Kibibi Octave – Director, Community Development, Children, Young People & Resident Community Development	<i>Action Plan circulated to committee by email on 09/06/25.</i>

Report 2024	Provide comprehensive data on the effectiveness of closure orders in reducing anti-social behaviour and crime.	Kibibi Octave – Director, Community Development, Children, Young People & Resident Community Development	<i>Response circulated to committee by email on 09/06/25.</i>
25 Feb 2025 – Quarter 3 Financial Forecast 2024/25	Provide a detailed breakdown of business rates income received over the last three years, categorised by organisation type.	Ravinder Jassar – Deputy Director, Corporate & Financial Planning, Finance & Resources	<i>Response circulated to committee by email on 08/06/25.</i>
	Provide a detailed breakdown of compensation payments made, categorised by claim type, along with the associated legal fees incurred over the past five years.	Darren Armstrong – Deputy Director, Organisational Assurance & Resilience, Finance & Resources	<i>Awaiting response.</i>
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	<i>Awaiting response.</i>
	Provide a detailed breakdown of funding allocated to externally commissioned services, distinguishing between organisation types—private companies (small and medium-sized enterprises (SMEs) and large enterprises/corporations), 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	<i>Awaiting response.</i>

	Provide details, including examples, of how the council supports local SMEs in its procurement process.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<i>Awaiting response.</i>
25 Feb 2025 – Emerging Employment Strategy 2025-2030	Provide an update on the Roy Smith House initiative after its reopening, measuring its effectiveness in addressing the challenges outlined in the Stonebridge Outcome Based Review (OBR) and reviewing the outcomes of the council's Market Rent Reduction Framework.	Sadie East – Director, Communications, Insight & Innovation, Service Reform & Strategy	<p>Response received on 14/04/25:</p> <p>The commercial unit at Roy Smith House is part of the test of the council's new Market Rent Reduction Framework, which is designed to allow local voluntary and community sector (VCS) organisations to have a reduced rent for council assets where they can demonstrate delivery of significant community value from their proposed use of the asset.</p> <p>Three bids were received for Roy Smith House from VCS organisations and were evaluated in March 2025. All bidders have been notified of the outcome of their bids and the comparative merits of their bid in comparison to the highest scoring bid.</p> <p>Officers are due to meet with the highest scoring bidder later this month to understand their proposal in more detail and discuss/agree heads of terms for a new lease.</p> <p>The organisation with the highest scoring bid demonstrated a proven track record of delivering community value and positive outcomes for residents, including opportunities to build confidence, skills and become more employable.</p> <p>Pending the outcome of negotiations, agreed deliverables will be included as a Schedule in the lease to be monitored by the lead service.</p>

			<p>The commercial unit at Roy Smith House is currently empty and in need of fit-out works. A procurement exercise to appoint a provider to complete the fit-out works is currently live. The works are anticipated to complete in Summer 2025, which is the earliest the highest scoring bidder would be able to move in to the unit and begin delivering their proposed service.</p> <p><i>Awaiting further response.</i></p>
	Share data on the number and types of roles secured through training at the Green Skills Centre, facilitated by the partnership between the Council and the College of North West London.	Kibibi Octave – Director, Community Development, Children, Young People & Resident Community Development	<p>Response received on 14/04/25:</p> <p>We have asked the college for a response and await a return on this data.</p> <p><i>Awaiting further response.</i></p>
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	<p>Response received on 07/07/25:</p> <p>Officers will collate examples from different schemes where we have either self-delivered or acquired from the open market and share with RPRSC to demonstrate how feedback / lessons learned have been incorporated into future projects/schemes.</p> <p>A further update will be provided by 9 January 2026.</p>