

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.	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>Updated response received on 13/08/2025:</p> <p>A significant redraft of the Social Value Policy which adopts a more modern approach is well underway. The approach is seeking to blend a traditional quantitative view of measures and targets with a longer term collaborative development of community wealth building.</p> <p>It is intended to share a draft of the new Policy ahead of the planned meeting in November, to then discuss with the Committee with the new Policy becoming effective from April 2026.</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	<p>Updated response received on 13/08/2025:</p> <p>A significant redraft of the Social Value Policy which adopts a more modern approach is well underway. The approach is seeking to blend a traditional quantitative view of measures and targets with a longer term collaborative development of community wealth building.</p> <p>It is intended to share a draft of the new Policy ahead of the planned meeting in November, to then discuss with the Committee with the new Policy becoming effective from April 2026.</p>
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	<p>Response received on 13/08/2025:</p> <p>Two related initiatives are underway to support resident engagement and understanding of Community Wealth Building and Social Value:</p> <ul style="list-style-type: none"> • The Council recently agreed a contract to launch Match My Project. This is intended to broker suppliers' commitments and capacity to deliver Social Value with the needs of local residents, community and voluntary groups who will be engaged as part of the process. • Wider consultation of the development of the new Social Value Policy (as outlined above) will take place Autumn 2025. <p>A key aim is to facilitate greater community involvement in shaping priorities and promoting the contribution community wealth building and social value can</p>

			have in addressing community needs, ensuring the best possible value for money for Brent, supporting local businesses and job creation, tackling inequalities and helping communities thrive. Understanding community needs and priorities and developing commissioning and procurement so that it better addresses these by using approaches like community engagement, market shaping and co-production is being supported by development of a commissioning framework and the procurement improvement programme.
	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	<p>Response received on 11/06/2025:</p> <p>This will be revisited in April 2026 once the procurement and social value policies have been formally adopted.</p>
	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	<p>Response received on 13/08/2025:</p> <p>This can be considered and if viable included as part of the role out of the Match My Project initiative, referenced above.</p> <p>The Council is also seeking advice from Centre for Local Economic Strategies (CLES) – a leading voice on community wealth building to inform this.</p>
	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	<p>Response received on 13/08/2025:</p> <p>As part of the general approach to re-commissioning of services towards the latter part of a contract term, full consideration should be given to the following:</p> <ul style="list-style-type: none"> • Stage 1: what are the future needs/demands for the particular service; what can the Council afford and what other organisations (public, private or voluntary) are already operating in or delivering services in this area. The approach is evidence based and looks at prevailing good practices in other organisations. • Once the above is established then Stage 2 can consider all the viable service delivery options such as in-house, outsourced, shared delivery etc. Criteria to evaluate these options are established as part of the process and usually include a) overarching principles such as how the service would best meet needs or align to the council priorities/plans; b) specific criteria

			<p>for each service and c) detailed financial modelling of each short listed option.</p> <ul style="list-style-type: none"> The outcome of these determinations inform decisions on future contracts. Members would typically be consulted as part of the process and any decision should have the non-sensitive information in the public domain. <p>The Council already has some toolkits to support this approach and as part of the Procurement Improvement programme launched in summer 2020, one of the workstreams (Procurement Operational Excellence) will review this.</p>
	Promote and support the long-term sustainability of voluntary and 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.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<p>Response received on 13/08/2025:</p> <p>The Council has commenced drafting a new Procurement and Commissioning Strategy which following consultation it is intended will be live from April 2026. This will consider how best to engage with the VCS sector as well as local organisations and where possible lowering barriers for entry for both groups. The new Strategy fits within the Procurement Improvement Programme.</p> <p>A procurement plan has also been adopted which sets out expected procurement activity between April 2025 and October 2026. The plan will support opportunities / procurements with the potential for local VCS provision. This will be supported by renewed focus on market shaping through commissioning which will promote and support local VCS and other local provision by removing or mitigating barriers to participation.</p> <p>The Council is also working closely with VCS partners to review the capacity building support required to enable a more resilient and sustainable VCS sector that is better able to participate in council tender activities.</p> <p>And a review of community grants and funding is in progress that will explore ways to optimise and streamline council funding mechanisms so that funding can be accessed and provided where it can realise greatest impact in the VCS.</p>
	Subject to risk analysis, explore additional joint procurement opportunities with neighbouring boroughs to leverage collective buying power, share best practices, and support local	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<p>Response received on 13/08/2025:</p> <p>Joint procurement with neighbouring authorities is one of the service delivery options referenced in the response above and should always be considered in relevant areas.</p>

	suppliers across multiple boroughs.		<p>It should be noted that the benefits arising from increased economies of scale from larger/joint procurements be measured against the risks of loss of control, increased complexity and longer timescales to put arrangements in place that can arise from collaborative arrangements.</p> <p>One of the enabling principles behind the Procurement Improvement Programme is to strengthen Brent's procurement profile and engagement with sector networks and forums. This will support identification of best practice, opportunities to draw on learning from elsewhere and build partnerships. Examples of this have already been acted on through the Procurement Improvement Programme.</p> <p>A procurement plan has been adopted which sets out expected procurement activity between April 2025 and October 2026. The pipeline will be used to identify priority opportunities / procurements with the potential for exploring joint or additional procurement opportunities and approaches with neighbouring boroughs. This will build on the arrangements that are actively place in respect of various services, for example West London Alliance.</p>
	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	<p>Response received on 13/08/2025:</p> <p>It is intended to continue with these arrangements so long as they remain council priorities and policies. The new Social Value Policy and Procurement Strategy being drafted as part of the Procurement Improvement Programme will reference these and consider opportunities to further strengthen these commitments in procedures where possible and build into the Council's Community Wealth Building approach.</p>
	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	<p>Response received on 13/08/2025:</p> <p>A Procurement Improvement Programme has been established through which procurement and related service improvements will be delivered. The Programme was formally adopted in May 2025.</p> <p>The Procurement Improvement Programme includes a workstream on procurement operational excellence. All procurement procedures, processes and guidance will be updated to reflect recommendations identified by Committee as well as all other improvement requirements and service enhancements opportunities. These considerations can be considered in the drafting of the new Procurement Strategy and any review of Council terms and</p>

			conditions, to the extent that they reflect Council policy, are lawful and equitable.
	Where legally permissible, acknowledge and incorporate external financial contributions secured by VCS organisations that are linked to the tender into procurement evaluations, ensuring these funds are recognised as part of social value and community wealth building.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<p>Response received on 13/08/2025:</p> <p>A Procurement Improvement Programme has been established as a single forum through which procurement and related service improvements will be delivered. The Programme was formally adopted in May 2025.</p> <p>The Procurement Improvement Programme includes a workstream on procurement operational excellence. All procurement procedures, processes and guidance will be updated to reflect recommendations identified by Committee as well as all other improvement requirements and service enhancements opportunities. The purpose of this suggestion for improvement needs to be better understood before providing a response.</p>
	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	<p>Response received on 13/08/2025:</p> <p>As part of the Procurement Improvement Programme there is a workstream to update both the Procurement Strategy and Social Value Policy and this will explore the extent to which future procurement activity can analyse this suggestion for improvement to understand whether it is both feasible and legal. The Council is also seeking advice from Centre for Local Economic Strategies (CLES) – a leading resource for community wealth building on this.</p>
	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	<p>Response received on 13/08/2025:</p> <p>A Procurement Improvement Programme has been established through which procurement and related service improvements will be delivered. The Programme was formally adopted in May 2025.</p> <p>The Procurement Improvement Programme includes a workstream to update both the Procurement Strategy and Social Value Policy and this will explore the extent to which future procurement activity can consider reflecting this recommendation.</p> <p>As referenced above, a significant redraft of the Social Value Policy which adopts a more modern approach is well underway. The approach is seeking to blend a traditional quantitative view of measures and targets with a longer term development of community wealth building.</p>

			It is intended to share a draft of the new Policy ahead of the planned meeting in November, to then discuss with the Committee.
	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	Response received on 13/08/2025: This suggestion for improvement can be considered as part of the role out of the Match My Project initiative, as referenced above.
	Develop a publicly accessible contract performance dashboard to track and report on key metrics, including social value commitments, ensuring transparency and clear accountability for contract outcomes.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	Response received on 13/08/2025: The Procurement Act 2023 requires Councils to publish Key Performance Indicators (KPIs) for all contracts valued at over £5 million at least once every 12 months. A Procurement Improvement Programme has been established through which procurement and related service improvements will be delivered. The Programme was formally adopted in May 2025. The Procurement Improvement Programme includes a workstream on procurement operational excellence. All procurement procedures, processes and guidance will be updated to reflect recommendations identified by Committee as well as all other improvement requirements and service enhancements opportunities. As part of this additional performance measures will be considered for public reporting.
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	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	<p>Response received on 07/07/25:</p> <p>Officers propose to undertake a sampling of three projects, one from each the following areas:</p> <ul style="list-style-type: none"> • Education • Housing • Regeneration <p>A further update will be provided by 9 January 2026.</p>
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	<p>Response received on 13/08/2025:</p> <p>Contracts with service providers contain key performance indicators which the respective contract managers monitor and report – escalating as appropriate if issues become significant. Third party providers will also have complaints processes in relation to their own service delivery and these should be exercised when the complaint is about the third-party provider, rather than the council itself.</p> <p>Each contract will contain provision for a supplier's failure to perform which range from their duty to make good any service failures, liquidated damages if the cost of their failure has been pre-estimated, to the council's right to terminate the contract at no cost to the Council (though this would be last resort given the inconvenience and cost in procuring a replacement).</p> <p>Close and proactive management of suppliers and a collaborative relationship is a primary means of preventing service failure by monitoring trends in the KPIs and acting before failure.</p> <p>In many situations, and unless pre-agreed, the council cannot impose fine to compensate residents as this may be seen as a penalty and unlawful.</p> <p>If the council were to adopt an approach in the future that sought to penalise suppliers for each service failure then a) suppliers would assess the risk of this during the bidding process and factor in additional cost to their price and b) suppliers may be unwilling to submit a bid if the balance of risks in the contract were tilted too far one way.</p>

16 July 2025 – Update on Recycling in Brent	Deliver a member briefing session on the council's recycling initiatives, outlining current efforts and opportunities for members to support promotion to constituents.	Chris Whyte – Director, Public Realm, Neighbourhoods & Regeneration	Response received on 22/08/25: We have in the past delivered a session on waste and recycling to our lead member. Similarly, we can organise a session for other interested members and talk through performance data and recycling initiatives in the borough. We can make members aware of the ongoing communications campaign so that those could be promoted to our residents widely. We will liaise with democratic services colleagues to get dates of upcoming members meetings so that we can plan a session.
	Strengthen collaboration between recycling, housing management, and regeneration teams to improve the robustness and accessibility of waste and recycling infrastructure in new builds and estate upgrades.	Chris Whyte – Director, Public Realm, Neighbourhoods & Regeneration	Response received on 22/08/25: We do already work together with housing and regeneration teams. The Recycling team carries out joint visits with housing, signpost where necessary and share information. For new builds we have a waste and recycling policy document. This policy is followed whereby, Veolia and Brent work with managing agents to ensure correct waste and recycling facilities are built and installed, however, further work is needed with planning. One of our neighbourhood managers is consulted on all new builds. We are also involved in St Raphael's waste and recycling facilities upgrade via our regeneration team and will be carrying out our own programme to upgrade bins/facilities at all Brent Housing Management estates.
	Strengthen outreach and boost engagement with young people to increase awareness and participation in recycling initiatives	Chris Whyte – Director, Public Realm, Neighbourhoods & Regeneration	Response received on 22/08/25: There is already a range of waste and recycling awareness activities taking place with primary and secondary schools in the borough in partnership with our climate team colleagues. The age group of 18-24 years are notoriously the most difficult group to engage with on the topic. However, we will look to target this audience with paid ad campaigns on social media.
	Enhance and diversify communication efforts and strengthen collaboration with local partners to raise awareness about nappy disposal and recycling options.	Chris Whyte – Director, Public Realm, Neighbourhoods & Regeneration	Response received on 22/08/25: Contamination monsters' campaign is being run as a gold campaign by the council's communications team. We rely on them to push the campaign as we do not have direct access to the council's media channels. We are working with our communication team to organise and develop a strategy to increase engagement and reach a measured impact. Information on contamination monster campaign can be found at: https://www.brent.gov.uk/bins-rubbish-and-recycling/bin-monsters including a helpful video, which both customer services and recycling teams signpost to residents found contaminating

			recycling. Coverage has included paid social ads, JCD board coverage, in person communications, and Brent magazine features. We do have more autonomy on our point-of-sale communications which the team are always developing and evolving and see the most impact here by way of visual stickers, tags, letters and in person visits. The reusable nappy voucher scheme in partnership with Real Nappies for London has been a success so far with 68 parents registered since launch in April 2025 and 35 vouchers issued. This scheme was promoted via social media, Brent magazine, through partner communications as well as at Brent library parent events.
	Strengthen enforcement to ensure council waste and recycling requirements are consistently upheld across housing association premises	Chris Whyte – Director, Public Realm, Neighbourhoods & Regeneration	Response received on 22/08/25: We are working closely with housing associations to improve recycling performance, increase resident engagement, and reduce contamination levels. Where voluntary cooperation falls short, our enforcement team retains the ability to issue formal notices under Section 46 of the Environmental Protection Act 1990. However, legislative changes introduced in 2015 have significantly limited the effectiveness of this enforcement mechanism, making it more challenging to apply robust action against non-compliant housing associations.
	Explore the provision of a more robust alternative to the compostable caddy liners currently supplied to residents as part of the food waste recycling service.	Chris Whyte – Director, Public Realm, Neighbourhoods & Regeneration	Response received on 22/08/25: The current caddy liners supplied are industry standard and is accepted at our food waste recycling facility. As the packaging industry is constantly changing, we can certainly explore other alternative options to caddy liners. We will speak to other local authorities and sector partners to find other robust solutions.

<p>16 July 2025 – Scrutiny Recommendations Tracker: Follow-Up Discussion on the Complaints Annual Report 2023/24</p>	<p>Collaborate with the procurement and complaints teams to assess how complaints data and areas of underperformance can be more effectively embedded into the management and monitoring processes of the Wates contract, and the upcoming Mears contract.</p>	<p>Spencer Randolph – Director, Housing Services, Resident & Housing Services</p>	<p>Response received on 29/08/25:</p> <p><i>In progress.</i></p> <p>The Housing Quality Assurance and Standards Team are working closely with Corporate Complaints and Digital to improve the use of complaints data across the service. This includes changes to the Dynamics RFC system, regular Power BI reporting and other insight-led reporting. A new governance framework (complaints 'line of sight') is also being implemented which will ensure the performance is being scrutinised, and learning monitored by the right people and at the right frequencies.</p> <p>The Housing Quality Assurance and Standards Team have recently met with Corporate Procurement to discuss ongoing training opportunities, corporate approaches for contract management / tools, and closer working opportunities.</p> <p>A new contract monitoring framework has been developed by the Repairs Service which will be implemented to ensure that the service is holding contractors accountable, and have a clear record of notices (performance notices, improvement notices etc). This will cover all KPIs including complaints data. Complaints performance will also be monitored regularly in partnership with the Customer Insight leads at both Wates and Mears, where opportunities for improvement in resident outcomes can be agreed.</p>
	<p>Develop a communication standard in collaboration with key contractors, such as Wates and Mears, to ensure consistent, transparent, and high-quality engagement with residents throughout the repairs and complaints journey.</p>	<p>Spencer Randolph – Director, Housing Services, Resident & Housing Services</p>	<p>Response received on 29/08/25:</p> <p><i>In the 2026 QA work plan.</i></p> <p>The Housing Management Improvement Plan (July 2024) identified a workstream to improve 'the services we deliver are easy to access, well communicated and can be tailored to meet individual needs.' To deliver this, it has been agreed that a communications guidance document will be created for all interactions across the service, including services delivered by contractors.</p> <p>The Housing Quality and Assurance Team will lead on a review into case management communication, and work closely with the Customer Insight leads at both Wates and Mears to develop a communication standard to be adopted and monitored against (e.g. through a programme of case audits).</p>

			<p>The review will consist of staff workshops to be held to pick out the common issues with communication throughout cases. Followed by resident consultation to hear their experiences and co-design solutions. A standard and guidance will then be developed for Officers and Managers which explains the importance of communication, including risks, and details a step-by-step approach.</p> <p>This is an example of the work that will be embedded across Housing Services (adopted by all landlord services, including those delivered by SLAs or contracts) and create a strong foundation for culture improvements.</p>
	<p>Establish mechanisms that enable residents to play a meaningful role in monitoring the performance of the repairs service and in holding both the council and contractors accountable.</p>	<p>Spencer Randolph – Director, Housing Services, Resident & Housing Services</p>	<p>Response received on 29/08/25:</p> <p><i>In progress and ongoing.</i></p> <p>In June 2025, the Housing Management Advisory Board, representative of tenants, leaseholders, and independents was set up to monitor, work with and hold the service accountable.</p> <p>The delivery of repairs (and repair contract management) is key area of the Regulator of Social Housing's Safety and Quality Standard as well as Housing Ombudsman spotlight best practice. The Board's forward plan will be devised around effective scrutiny and assurance of the delivery of the improvement plan and as a result, compliance with the RSH's Standards.</p> <p>The new Head of Housing Quality Assurance, Engagement and Insight role (September 2025) has been created to ensure there is a stronger link between our resident satisfaction and outcomes, performance, engagement activities, assurance reviews and service improvement. Repairs is a top area of focus for our residents and so high quality engagement activity in this area will be prioritised in the development of new work plans, with consideration of new and innovative engagement approaches across the sector.</p> <p>The new repairs contractors have contractual requirements to engage with resident engagement activity including but not limited to walkabouts, meetings, newsletters, events and visits.</p>

	Ensure regular reporting on the performance management of the Wates and Mears contracts to the Community and Wellbeing Scrutiny Committee.	Spencer Randolph – Director, Housing Services, Resident & Housing Services	<p>Response received on 29/08/25:</p> <p><i>In progress.</i></p> <p>As part of the mobilisation of the new repairs contracts are mobilised, new reporting will be developed to capture the KPI framework stipulated in the contracts. A forward plan of regular reporting to key stakeholders will also be developed and signed off, and that will include the Community and Wellbeing Scrutiny Committee.</p> <p>Data validation and report building is currently underway.</p>
	Develop and implement a robust guidance framework for succession planning to be rolled out across relevant internal teams and extended to contractors, with a specific focus on managing staff turnover and maintaining continuity of service in the delivery of repairs for residents.	Spencer Randolph – Director, Housing Services, Resident & Housing Services	<p>Response received on 29/08/25:</p> <p><i>In the 2026 QA work plan.</i></p> <p>The Housing Quality and Assurance Team will lead on a review into case management handovers and succession planning. The review will consist of staff workshops to be held to pick out the common issues with handovers. Followed by resident consultation to hear their experiences.</p> <p>This will result in the development of a guidance document for staff leaving their roles, and relevant managers which explains the importance of continuity of service, including risks, and details a step-by-step approach.</p> <p>This is an example of the work that will be embedded across Housing Services (adopted by all landlord services, including those delivered by SLAs or contracts) and create a strong foundation for culture improvements.</p>
16 July 2025 – Budget Update: Medium Term Financial Strategy	In future finance reports, provide detailed information on the balance of unallocated CIL funds, how they are being factored into financial planning, and their contribution to achieving the Council's strategic priorities and long-term objectives.	Ravinder Jassar – Deputy Director, Corporate & Financial Planning, Finance & Resources	<p>Response received on 30/07/25:</p> <p>This will be undertaken in future reports.</p>
	In future finance reports, provide detailed analysis of Council Tax collection, including any ongoing	Ravinder Jassar – Deputy Director, Corporate & Financial	<p>Response received on 30/07/25:</p> <p>This will be undertaken in future reports.</p>

	assessment of the current Council Tax Support Scheme's impact on collection rates, and the outcomes of initiatives aimed at improving collection performance.	Planning, Finance & Resources	
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Information requests from RPRSC to Council departments/partners



Meeting date and agenda item	Information requests	Council Department/External Partner	Responses / Status
4 Sept 2024 – Delivery of Affordable Housing by i4B Holdings Ltd and First Wave Housing Ltd (FWH)	Provide Asset Management Strategy upon completion.	Sadie East – Director, Communications, Insight & Innovation, Service Reform & Strategy	<p>Response received on 07/10/24:</p> <p>This 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>
	Provide a breakdown of the expected costs associated with enhancing energy performance	Sadie East – Director, Communications, Insight & Innovation,	<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,</p>


	and retrofitting the i4B/First Wave Housing stock.	Service Reform & Strategy	<p>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>
25 Feb 2025 – Quarter 3 financial Forecast 2024/25	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>Response circulated to committee on 29/08/2025.</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>Response to be provided by 19 September 2025.</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),	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<i>Response to be provided by 19 September 2025.</i>

	VCS organisations, and social enterprises—while also indicating whether each organisation is local or non-local.		
	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	<p>Response received on 20/08/2025:</p> <p>Examples provided below. A Procurement Improvement Programme has been established through which procurement and related service improvements will be delivered. This will include a strong focus on further supporting local SME's through the procurement process including through early engagement and consultation on the procurement strategy and social value policies.</p> <p>Community Wealth Building & Business Summit Event held in March 2025, focused on community wealth building through increasing knowledge around public procurement, connecting local suppliers to contract opportunities and encouraging anchor institutions to use local suppliers. Over 100 SMEs attended. Evaluation is being developed with Branduin Business Support and will inform future events and engagement.</p> <p>Fit to Bid Supplier/SME Development Programme Provided by Branduin Business Support and held between January-March 2025, the programme was targeted at Brent's local supply-chain capacity, helping local businesses be in a better place to win new and larger contracts in the Borough of Brent, and therefore, grow their confidence with a commensurate improvement in well-being and material outcomes.</p> <p>1:1 SME tender support sessions Delivered as part of Fit to Bid and in conjunction with Brent Procurement - high impact 1-2-1 tender advice sessions were delivered, resulting in 36 unique SME interventions.</p> <p>Procurement Act 2023 – SME / Supplier Engagement Session at CWB Business Summit in March 2025 to inform SME/ suppliers of the Procurement Act 2023 and opportunities for SME's through more flexible procedures.</p> <p>SME skills programme</p>

			<p>110 attendees across a series of modules designed to build capacity and skills to support SME's to be better placed to bid for tenders. Run between January and March 2025.</p> <p>Market Shaping Informed by the Procurement Plan, contract opportunities with scope for greater local SME / VCS provision have been supported through various market shaping, engagement sessions:</p> <ul style="list-style-type: none"> • Pre-market Engagement Exercises: involving both local and national suppliers to input into the process for procurement processes • Tender workshops: into recent tenders to provide suppliers with information on tender documents and guidance on submission tailored to SMEs. For example, Church End Youth Anchor and Clement Close Supported Living Services, various building and construction contracts. • Tailored questions: for example, the Homecare Framework which involved use of simple pass/fail experience questions, which helped 74 tender submissions, including 71 from SMEs <p>Procurement Processes and Policies</p> <ul style="list-style-type: none"> • Updated guidance for SME / suppliers on registering on the Council's Procurement Portal as a prospective tenderer and to benefit from sight of future procurement opportunities • Prompt payment commitments: ensuring local suppliers, are paid promptly via the P2P process • RFQ (request for quotes) Procurement Process: requiring at least one local supplier to be considered • Simplified tender documents: reduction of technical 'jargon' in documentation • Social value weighting: current evaluation criteria that reward economic contributions to the local area (e.g. local job creation, use of local supply chains) • Supplier Engagement and Networking: events targeted towards local suppliers / small businesses with the intention of building trust in the council's commercial activities, improving transparency, and ensuring the council is more inclusive and SME-friendly.
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<p>25 Feb 2025 – Emerging Employment Strategy 2025-2030</p>	<p>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.</p>	<p>Sadie East – Director, Communications, Insight & Innovation, Service Reform & Strategy</p>	<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>Updated response received on 13/08/25:</p> <p>Discussions with the highest scoring bidder are ongoing with a view to agree heads of terms by the end of September 2025. A Procurement exercise for a contractor for fit-out works to the space was carried out between February and March 2025. During this process officers identified a pre-existing engineering issue on site, which delayed progress in the contract award until satisfactory</p>
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			resolution of this issue. Officers are now in a position to award the works contract, which once commenced is expected to last a minimum of 12-weeks.
	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	Response received on 14/04/25: We have asked the college for a response and await a return on this data. <i>Awaiting further response.</i>
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	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 RPRSC to demonstrate how feedback / lessons learned have been incorporated into future projects/schemes. A further update will be provided by 9 January 2026.
16 July 2025 – Update on Recycling in Brent	Provide an analysis of the effectiveness of current initiatives aimed at reducing textile contamination in recycling, including any lessons learned and adaptations to the approach that have been made to improve efforts.	Chris Whyte – Director, Public Realm, Neighbourhoods & Regeneration	Response received on 22/08/25: Please see attached document:  Update on Recycling in Brent - Information
	Provide data on the extent to which exempt households contribute to the average monthly 14–18% of paper and card incorrectly placed in blue-lidded recycling bins instead of blue sacks.	Chris Whyte – Director, Public Realm, Neighbourhoods & Regeneration	Response received on 22/08/25: Please see attached document:  Update on Recycling in Brent - Information
	Provide a detailed breakdown of recycling contamination specifically attributed to garden waste over the last year (2024/25).	Chris Whyte – Director, Public Realm, Neighbourhoods & Regeneration	Response received on 22/08/25: Please see attached document:

			<div> Update on Recycling in Brent - Information</div>															
16 July 2025 – Scrutiny Recommendations Tracker: Follow-Up Discussion on the Complaints Annual Report 2023/24	Provide a copy of the Housing Services Complaints Management Review Findings Report for 2024/25, along with a progress update on the implementation of the recommended interventions outlined in the report.	Spencer Randolph – Director, Housing Services, Resident & Housing Services	<p>Response received on 29/08/25:</p> <p>The Housing Services Complaints Management Review Findings Report will be shared with the Committee and published in Autumn 2025, once it has gone through the required internal governance.</p> <p>A summary of the recommended interventions and progress:</p> <table><tr><th>Recommendation</th><th>Summary of action</th><th>Progress</th></tr><tr><td>System and data health check</td><td>Digital change project to make changes to RFC system leading to better data, records and reporting</td><td>Phase 1 requirements confirmed and to soon be implemented Phase 2 has been scoped</td></tr><tr><td>Holistic complaints service</td><td>Plans for how complaints can be coordinated centrally across the service for better consistency, challenge and resident outcomes</td><td>New Teams area is live, new Head of Service role (Sept 2025) will bring more oversight and cohesion</td></tr><tr><td>Decreasing use of service requests</td><td>Increasing awareness around risks of service requests, and strengthening triage</td><td>Cultural shift has started to take place and noticeable difference in volumes</td></tr><tr><td>Implement audit program</td><td>Scope key quality assurance checks which can be used for case audits and how findings will be embed as part of performance management</td><td>Scoping has begun</td></tr></table>	Recommendation	Summary of action	Progress	System and data health check	Digital change project to make changes to RFC system leading to better data, records and reporting	Phase 1 requirements confirmed and to soon be implemented Phase 2 has been scoped	Holistic complaints service	Plans for how complaints can be coordinated centrally across the service for better consistency, challenge and resident outcomes	New Teams area is live, new Head of Service role (Sept 2025) will bring more oversight and cohesion	Decreasing use of service requests	Increasing awareness around risks of service requests, and strengthening triage	Cultural shift has started to take place and noticeable difference in volumes	Implement audit program	Scope key quality assurance checks which can be used for case audits and how findings will be embed as part of performance management	Scoping has begun
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			Complaint-led service reviews	Create a tool to improve consistency of complaint-led reviews and easier monitoring of actions, to become a standard part of the complaints handling process	Tool has been developed and received positive feedback from Housing Ombudsman, embedding as BAU is underway
			Increasing quality and resolution of MEs	Bring key stakeholders together to explore and implement ways to improve outcomes of housing MEs	In progress, improvements to case triage and follow up have begun to be implemented
			New governance arrangements	Create a complaints 'line of sight' ensuring correct scrutiny and assurance at the correct levels, including the Member Responsible for Complaints	Line of communication open with MRC and line of sight is in draft, recruitment for resident complaints panel is underway
			New policy and procedural documentation	Create housing specific guidance to aid staff and clarify information for residents	Procedural guidance is underway, Teams channel has been set up to give staff better access to resources
			Website review	Ensure information on the website aligns with housing messaging and process, and meets our residents' needs	New housing management complaints website page is ready to go live and will be reviewed on an ongoing basis

	Provide details on the number of penalties issued under the Wates repairs contract over the past five years, specifically those related to upheld complaints in the repairs service.	Spencer Randolph – Director, Housing Services, Resident & Housing Services	<p>Response received on 29/08/25:</p> <p>The legacy Wates contract has a penalty clause relating to missed appointments only (when reported to the Council). In addition, the monitoring of upheld complaints as a KPI is being commenced as part of the new contract and has not been previously formally monitored.</p>
	Provide a yearly breakdown and comparison of compensation paid by Wates for repairs over the past five years, alongside compensation paid by the council over the same period in response to complaints about Wates' service.	Spencer Randolph – Director, Housing Services, Resident & Housing Services	<p>Response received on 29/08/25:</p> <p>We are currently exploring changes to the complaints system which will allow us to have a clear picture of all complaints cases where our contractors have full or partial responsibility for any failings. The system has not been set up in this way previously meaning that we are not able to confidently extract a list of Wates' complaints and the subsequent compensation (it is currently mixed in with wider Repairs Service cases compensation).</p> <p>Going forward, system changes will allow us to confidently extract data on monitor cases relating to both Mears and Wates, as well as our own internal repairs service delivery. Once this change is implemented, we will be able to easily analyse and compare data such as compensation, root causes, and outcomes, and make informed contract management and service improvements.</p>
	Provide a summary of the responsibilities and service scope for both the Wates and Mears contracts.	Spencer Randolph – Director, Housing Services, Resident & Housing Services	<p>Response received on 29/08/25:</p> <p>The new Wates repairs contract (West of the borough) and the Mears repairs contract (East of the borough) have been set up identically to ensure consistent services to all residents across the borough, and to improve contract and performance management through comparison.</p> <p>Core responsibilities and service scope of the Contractors</p> <p>Responsive Repairs Delivery</p> <ul style="list-style-type: none"> • Manage all categories of repairs: Emergency, Urgent, Standard, Minor Works, and Out-of-Hours • Ensure high-quality, cost-effective service with a focus on first-time fix • Provide sufficient appointment slots and flexible scheduling to meet resident needs • Maintain detailed records of job status, appointments, and outcomes

			<p>Appointments & Access</p> <ul style="list-style-type: none"> • Offer fixed and flexible appointment slots • Pay compensation for missed or cancelled appointments • Maintain access tools (keys, fobs) and follow no-access protocols <p>Scope of Service</p> <ul style="list-style-type: none"> • Covers 8,506 units, including 3,472 leasehold properties (communal repairs only) • Operates on a Price Per Property (PPP) model with exclusions <p>Damp, Mould & Disrepair</p> <ul style="list-style-type: none"> • Comply with Awaab's Law: treat damp and mould as Category 1 hazards • Promptly report and escalate issues to Council Surveyors • Assist with legal claims under housing legislation <p>Customer Interaction</p> <ul style="list-style-type: none"> • Support Brent's Contact Centre and potentially take over call handling • Communicate clearly with residents via texts, reminders, and real-time updates • Obtain resident sign-off and feedback on completed works <p>Performance Management</p> <ul style="list-style-type: none"> • Meet Key Performance Indicators (KPIs) for repair timeliness, quality, and customer satisfaction • Submit monthly reports and action plans for underperformance • Participate in annual reviews and continuous improvement initiatives <p>Operational Requirements</p> <p>Office & IT Infrastructure</p> <ul style="list-style-type: none"> • Maintain an office within 5 miles of Brent's Civic Centre • Provide robust ICT systems for scheduling, reporting, and data sharing • Ensure integration with Brent's systems and compliance with data governance
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			<p>Health & Safety</p> <ul style="list-style-type: none"> • Comply with all statutory obligations and CDM Regulations 2015 • Provide risk assessments, method statements, and maintain safety records • Ensure operatives are trained, equipped, and conduct work safely in occupied properties <p>Personnel Standards</p> <ul style="list-style-type: none"> • Staff must be DBS-checked, properly uniformed, and trained to NVQ Level 2 • Maintain a professional code of conduct and respect for residents • Provide identification and vehicle tracking for operatives <p>Resident & Community Engagement</p> <ul style="list-style-type: none"> • Attend resident meetings, walkabouts, and community events • Provide training sessions and apprenticeships for local residents • Promote local supply chain involvement and support Brent's employment strategy <p>Contract Administration & Financial Controls</p> <ul style="list-style-type: none"> • Administer works via Brent's ICT systems and submit monthly invoices • Maintain open-book accounting and participate in financial audits • Submit business cases for price changes and adhere to PPP adjustment mechanisms <p>Compliance & Governance</p> <ul style="list-style-type: none"> • Adhere to Brent's policies on: <ul style="list-style-type: none"> ○ Data Protection ○ Freedom of Information ○ Equality & Diversity ○ Safeguarding ○ Complaints Handling • Maintain confidentiality and report conflicts of interest
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	<p>Provide details on the key performance indicators (KPIs) and penalty clauses included in the Wates repairs contract and the Mears repairs contract.</p>	<p>Spencer Randolph – Director, Housing Services, Resident & Housing Services</p>	<p>Response received on 29/08/25:</p> <p>The new Wates repairs contract (West of the borough) and the Mears repairs contract (East of the borough) have been set up identically to ensure consistent services to all residents across the borough, and to improve contract and performance management through comparison.</p> <p>The proposed KPI measures in the contract are as follows:</p> <p>KPI measures</p> <p>Responsive repairs:</p> <ul style="list-style-type: none"> • % emergency repairs completed within target • % emergency repairs follow-on works completed within target • % urgent repairs completed within target • % standard repairs completed within target • % standard repairs completed on first visit • % appointments made and kept • Average number of working days taken to complete repairs • No. of overdue outstanding repairs as % of jobs issued within the month • % of jobs post-inspected that are completed to the satisfaction of the Employer <p>Customer satisfaction:</p> <ul style="list-style-type: none"> • Overall satisfaction with the repairs service • Satisfaction with the last repair completed • % of complaints against the Contractor which are upheld • % of complaints which are escalated to Stage 2 <p>Void repairs:</p> <ul style="list-style-type: none"> • % of minor voids completed within timescale (<14 calendar days) • % of major voids completed within timescales (<28 calendar days) • % post-inspections completed as satisfactory: void repairs • Customer satisfaction with new home post-letting • Average no of responsible repairs per property raised within first 3 months of tenancy
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			<p>Planned repairs:</p> <ul style="list-style-type: none"> • Resident satisfaction with the works completed (tenants) • Resident satisfaction with the works completed (leaseholders) • % post-inspections at handover completed as satisfactory without defects • Recalls within defects liability period as % homes where planned works completed • % works completed within agreed timescale • Cost certainty: variation of cost of completed projects against initial estimate • No. of RIDDOR incidents • % of complaints against the Contractor which are upheld • % of complaints which are escalated to Stage 2 <p>Penalty clauses</p> <p>Missed Appointments Penalties</p> <ul style="list-style-type: none"> • £10 compensation to the resident for each missed appointment where the contractor arrives but outside of the appointment slot on the day • £25 compensation if the contractor cancels an appointment within 1 working day of the scheduled time • £100 compensation if the contractor cancels on the day of the appointment • For communal repairs missed by the contractor, £10 is paid to the Council <p>Failure to Meet KPI Targets</p> <ul style="list-style-type: none"> • Contractors must meet Minimum Levels of Acceptable Performance (MLAP) for each KPI • If a KPI falls below MLAP: <ul style="list-style-type: none"> ○ Contractor must submit and implement an Improvement Plan • Continued failure may result in: <ul style="list-style-type: none"> ○ Reduction in scope of works ○ Shortening of contract term ○ Reallocation of properties to other contractors <p>Unsatisfactory Work</p>
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			<ul style="list-style-type: none"> • If the Contractor should fail after a notice period of 5 working days to remove any defective or unsatisfactory work: <ul style="list-style-type: none"> ○ The Council may arrange for remedial work by another contractor ○ Costs incurred (including admin fees) will be deducted from payments due to the contractor or recovered as a debt <p>Failure to Authorise Exclusion Repairs</p> <ul style="list-style-type: none"> • Payment will not be made for exclusion repairs that exceed thresholds and are not correctly authorised <p>Data Protection Breaches</p> <ul style="list-style-type: none"> • Contractor must indemnify the Council for any breach of the Data Protection Act 2018 • Includes all claims, damages, and costs resulting from non-compliance <p>Complaints Handling</p> <ul style="list-style-type: none"> • Contractors must comply with Brent's Complaints Policy • Poor complaint handling or high volumes of upheld complaints may trigger performance reviews and corrective actions <p>We will hold contractors accountable when their failures cause extra costs. If defective work, delays, or complaints result in rent loss, rework, or compensation, these costs will be deducted from contractor payments. Where residents are due compensation, we will recover the amount from the contractor and pass it on proportionately, so the Council does not bear the cost of their failings, where it is determined by the Councils' representative that this is an appropriate course of action.</p>
	Provide a clear overview of how the price-per-property model works in repairs, along with a five-year breakdown of the percentage of council properties that did not require any repairs each year.	Spencer Randolph – Director, Housing Services, Resident & Housing Services	<p>Response received on 29/08/25:</p> <p>Overview</p> <p>Brent Council's new contracts for responsive repairs and voids use two pricing models: Price Per Property (PPP) and Price Per Void (PPV). These provide cost certainty, improve performance management, and focus on outcomes for residents.</p>

		<p>Price Per Property (PPP) – Responsive Repairs</p> <ul style="list-style-type: none"> • Fixed annual price per property for day-to-day repairs. • Covers most common repair types (plumbing, electrics, carpentry, etc.). • Adjusted annually if housing stock changes. <p>Positives: Predictable costs, efficiency incentives, better resident experience.</p> <p>Price Per Void (PPV) – Empty Homes</p> <ul style="list-style-type: none"> • Fixed price per property to return an empty home to lettable standard. • Minor voids – 14 days; Major voids – 28 days (e.g. new kitchen, bathroom, rewire). • Based on property archetype and works required. <p>Positives: Faster turnaround, reduced waiting times, cost-cutting, consistent quality.</p> <p>Comparison: PPP vs PPV</p> <table border="1"> <thead> <tr> <th></th><th>PPP – Responsive Repairs</th><th>PPV – Voids</th></tr> </thead> <tbody> <tr> <td>What it covers</td><td>All routine day-to-day repairs</td><td>Works to bring empty homes up to Brent Void Standard</td></tr> <tr> <td>Pricing model</td><td>Annual price per property</td><td>Fixed price per void</td></tr> <tr> <td>Council benefit</td><td>Predictable budgets, efficiency incentives</td><td>Faster turnaround, reduced waiting list pressure</td></tr> <tr> <td>Resident benefit</td><td>Clear service standards, quicker fixes</td><td>Homes re-let to a consistent, safe standard</td></tr> </tbody> </table>		PPP – Responsive Repairs	PPV – Voids	What it covers	All routine day-to-day repairs	Works to bring empty homes up to Brent Void Standard	Pricing model	Annual price per property	Fixed price per void	Council benefit	Predictable budgets, efficiency incentives	Faster turnaround, reduced waiting list pressure	Resident benefit	Clear service standards, quicker fixes	Homes re-let to a consistent, safe standard
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			<p>Overall Benefits</p> <ul style="list-style-type: none">• Value for money – paying for outcomes not jobs.• Budget control – predictable and transparent costs.• Resident focus – repairs and voids delivered to clear standards.• Accountability – contractors performance managed through KPIs. <p>Exclusions</p> <p>It is important to note that not every type of work is included under PPP or PPV pricing. Certain specialist, high-value or compliance-driven works are excluded and are ordered separately outside of the fixed pricing model.</p> <p>Examples include:</p> <ul style="list-style-type: none">• Major structural works (e.g. subsidence, significant roofing replacement).• Specialist compliance works (e.g. asbestos removal, fire safety upgrades, gas servicing).• Large-scale capital improvements (e.g. full window renewal programs, new lifts).• Works exceeding defined thresholds or requiring specialist contractors. <p>These exclusions ensure that PPP and PPV remain focused on everyday routine housing management needs, while allowing the Council to separately commission major or specialist projects where appropriate.</p> <p>PPP data analysis:</p> <table><tr><th rowspan="2">Financial year</th><th colspan="6">Number and % of properties with</th><th rowspan="2">LAHS stock count</th></tr><tr><th colspan="2">No repairs</th><th colspan="2">1 or more repair</th><th colspan="2">10 or more repairs</th></tr><tr><td>2020-2021</td><td>1064</td><td>14.33 %</td><td>6359</td><td>85.67 %</td><td>748</td><td>10.08 %</td><td>7423</td></tr><tr><td>2021-2022</td><td>1172</td><td>14.91 %</td><td>6688</td><td>85.09 %</td><td>924</td><td>11.76 %</td><td>7860</td></tr><tr><td>2022-2023</td><td>2234</td><td>25.23 %</td><td>6621</td><td>74.77 %</td><td>896</td><td>10.12 %</td><td>8855</td></tr></table>	Financial year	Number and % of properties with						LAHS stock count	No repairs		1 or more repair		10 or more repairs		2020-2021	1064	14.33 %	6359	85.67 %	748	10.08 %	7423	2021-2022	1172	14.91 %	6688	85.09 %	924	11.76 %	7860	2022-2023	2234	25.23 %	6621	74.77 %	896	10.12 %	8855
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			2023-2024	2237	25.43 %	6561	74.57 %	854	9.71%	8798
			2024-2025	2050	23.72 %	6594	76.28 %	918	10.62 %	8644