

## Appendix A

### 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 – <b>Anti-Social Behaviour (ASB) in Brent</b>	Develop a stand-alone Anti-Social Behaviour (ASB) strategy structured around a clear three-pillar approach encompassing early interventions, formal enforcement and criminal justice interventions, and financial, housing, and social care–related interventions.	Cllr Ishma Moeen – Cabinet Member for Community Safety and Cohesion  Nigel Chapman – Corporate Director, Children, Young People & Community Development	<i>Response to be provided by 19 March 2026.</i>
	Strengthen planning policies relating to the location, concentration, design and management of Houses in Multiple Occupation (HMOs), enabling planning decisions to better consider and mitigate the risk of anti-social behaviour.	Cllr Teo Benea – Cabinet Member for Regeneration, Planning & Property  Jehan Weerasinghe – Corporate Director, Neighbourhoods & Regeneration	<i>Response to be provided by 19 March 2026.</i>

**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 - <b>Commissioning, Procurement, Community Wealth-Building, and Social Value</b>	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><b>Response received on 11/06/2025:</b></p> <p>This will be revisited in April 2026 once the procurement and social value policies have been formally adopted.</p> <p><i>Awaiting updated response.</i></p>
23 April 2025 – <b>Build Quality in Brent</b>	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	<p><b>Response received on 07/07/25:</b></p> <p>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.</p> <p><del>A further update will be provided by 9 January 2026.</del></p> <p><b>Updated response received on 08/12/25:</b></p> <p>A further update will be provided by 19 March 2026.</p>

	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><b>Response received on 07/07/25:</b></p> <p>Officers propose to undertake a sampling of three projects, one from each the following areas:</p> <ul style="list-style-type: none"> <li>• Education</li> <li>• Housing</li> <li>• Regeneration</li> </ul> <p><del>A further update will be provided by 9 January 2026.</del></p> <p><b>Updated response received on 08/12/25:</b></p> <p>A further update will be provided by 19 March 2026.</p>
4 November 2025 – <b>VCSE in Brent</b>	Integrate employment and climate goals into the forthcoming VCSE capacity building offer.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<p><b>Response received on 04/12/25:</b></p> <p>The suggestion is noted, and will be further considered through the scoping and development of the future VCSE capacity building service in conjunction with the cross-sector steering group that is leading on it; joint action planning with the VCSE sector following the VCSE Summit in September 2025 and the support provided through a range of other initiatives including the social value policy.</p> <p><i>Awaiting updated response.</i></p>
	Implement a strengthened, comprehensive, and transparent monitoring framework for the forthcoming VCSE Capacity-Building Contract, drawing on lessons learned from existing practices.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<p><b>Response received on 04/12/25:</b></p> <p>The suggestion is noted, and will be further considered through the scoping and development of the future VCSE capacity building service in conjunction with the cross-sector steering group that is leading on it; joint action planning with the VCSE sector following the VCSE Summit in September 2025 and the support provided through a range of other initiatives including the social value policy.</p> <p><i>Awaiting updated response.</i></p>

	Leverage the forthcoming VCSE capacity-building contract to strengthen local VCSE organisations' ability to engage effectively in council-led social value negotiations and procurement processes.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<p><b>Response received on 04/12/25:</b></p> <p>The suggestion is noted, and will be further considered through the scoping and development of the future VCSE capacity building service in conjunction with the cross-sector steering group that is leading on it; joint action planning with the VCSE sector following the VCSE Summit in September 2025 and the support provided through a range of other initiatives including the social value policy.</p> <p><i>Awaiting updated response.</i></p>
4 November 2025 – <b>Social Value: Draft Policy and Whole-Council Approach</b>	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	<i>Awaiting response.</i>
4 November 2025 – <b>Procurement Improvement Programme and Emerging Procurement Strategy</b>	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	<i>Awaiting response.</i>
	Adopt a tiered definition of 'local' in procurement, prioritising: <ul style="list-style-type: none"> <li>• Suppliers that operate and pay business rates within the borough, while ensuring value for money; followed by</li> <li>• Suppliers that deliver significant social and economic benefits to Brent, such as employing</li> </ul>	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<i>Awaiting response.</i>

	a substantial number of local residents		
	Explore introducing a threshold for certain higher-value contracts to ensure that businesses the Council engage with pay the London Living Wage.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<p><b>Response received on 04/12/25:</b></p> <p>The suggestion is noted. This is already under consideration in the development of the draft Procurement Strategy and will be addressed through its final drafting and the development of supporting guidance and activity to support its implementation.</p> <p><i>Awaiting updated response.</i></p>
	Require all businesses the Council regardless of contact value to recognise trade unions as a standard condition of engagement, where possible.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<p><b>Response received on 04/12/25:</b></p> <p>The suggestion is noted. This is already under consideration in the development of the draft Procurement Strategy and will be addressed through its final drafting and the development of supporting guidance and activity to support its implementation.</p> <p><i>Awaiting updated response.</i></p>
21 Jan 2026 – <b>Anti-Social Behaviour (ASB) in Brent</b>	Strengthen liaison and information-sharing between anti-social behaviour, housing and neighbourhoods, and licensing enforcement teams, ensuring that relevant intelligence on landlord management history is consistently considered when applying licensing criteria, and that any concerns are appropriately flagged for continued oversight where licences are granted.	<p>Kibibi Octave – Director, Community Development, Children, Young People &amp; Community Development</p> <p>Spencer Randolph – Director, Housing Services, Residents &amp; Housing Services</p>	<i>Response to be provided by 19 March 2026.</i>

	<p>Review the current prioritisation and resourcing of licensing enforcement to ensure it is sufficient to address the scale and impact of anti-social behaviour associated with poor property management.</p>	<p>Spencer Randolph – Director, Housing Services, Residents &amp; Housing Services</p>	<p><i>Response to be provided by 19 March 2026.</i></p>
	<p>Improve the consistency and equity of anti-social behaviour enforcement across the borough, ensuring that Public Spaces Protection Order (PSPO) and related enforcement powers are applied fairly and proportionately, and that residents receive a comparable standard of service regardless of location.</p>	<p>Chris Whyte – Director, Public Realm, Neighbourhoods &amp; Regeneration</p>	<p><i>Response to be provided by 19 March 2026.</i></p>
	<p>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.</p>	<p>Kibibi Octave – Director, Community Development, Children, Young People &amp; Community Development</p>	<p><i>Response to be provided by 19 March 2026.</i></p>
	<p>Actively encourage strategic multi-agency ASB partnerships (e.g. Community Multi-Agency Risk Assessment Conference (CMARAC), Borough Joint Action Group (BJAG)) to strengthen engagement with local representatives, including councillors and ward panel chairs, to improve the flow of local intelligence and insight into</p>	<p>Kibibi Octave – Director, Community Development, Children, Young People &amp; Community Development</p>	<p><i>Response to be provided by 19 March 2026.</i></p>

	emerging ASB issues and community impacts.		
	<p>Ensure future reports to the Committee clearly set out the strategic context for the topic under consideration and are supported by sufficient background information, narrative explanation of figures and trends (including benchmarking where relevant), and insight into resident experience and satisfaction. As an initial step, include in the upcoming annual report the following information, where possible:</p> <ul style="list-style-type: none"> <li>• Assessment of the effectiveness of current anti-social behaviour interventions, drawing on available data and evidence to support understanding of what is working and where improvement may be needed.</li> <li>• Clear explanation of police and council community safety remits, including Safer Neighbourhood Team and ward panel activity as police functions, and how these link to and inform the work of the Safer Brent Partnership Board.</li> <li>• Analysis of Fixed Penalty Notices related to ASB, including offence type,</li> </ul>	Kibibi Octave – Director, Community Development, Children, Young People & Community Development	<i>Response to be provided by 19 March 2026.</i>

	<p>enforcement outcomes, repeat enforcement, geographic distribution, time-based patterns, relevant demographic characteristics, and evidence of impact on anti-social behaviour.</p> <ul style="list-style-type: none"><li>• Analysis of Fixed Penalty Notice income recovery, including payment rates, cases escalated to court, prosecution outcomes, and recovery rates for unpaid notices, with contextual information distinguishing, where available, between non-payment due to inability to pay and deliberate non-compliance.</li><li>• Analysis of PSPOs, including geographic patterns of use, enforcement outcomes, repeat breaches, evidence of impact, relevant demographic trends, and community feedback.</li><li>• Benchmarking of ASB case review outcomes against comparable authorities or relevant external benchmarks, where available.</li></ul>		
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**Information requests from RPRSC to Council departments/partners**

Meeting date and agenda item	Information request	Council Department/External Partner	Response / Status
25 Feb 2025 - <b>Commissioning, Procurement, Community Wealth-Building, and Social Value</b>	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>
23 April 2025 – <b>Build Quality in Brent</b>	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><b>Response received on 07/07/25:</b></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><del>A further update will be provided by 9 January 2026.</del></p> <p><b>Updated response received on 08/12/25:</b></p> <p>A further update will be provided by 19 March 2026.</p>

4 November 2025 – <b>VCSE in Brent</b>	Outline the joint work of Strategic Commissioning, Capacity Building and Engagement, and Property and Assets teams to support VCS organisations renting council-owned assets in sustaining their premises and addressing affordability concerns.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<i>Awaiting response.</i>
	Provide a detailed analysis of the strengths, challenges, and opportunities within current council commissioning arrangements.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<i>Awaiting response.</i>
	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	<i>Awaiting response.</i>
	Provide detailed information on the current Voluntary Community Infrastructure Support (VCIS) contract, including its scope, objectives, expected outcomes, funding levels, duration, performance measures, monitoring arrangements, and evidence of value and impact delivered to the VCS.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<i>Awaiting response.</i>

	<p>Provide benchmarking data on VCSE capacity building contracts commissioned by other London authorities, covering:</p> <ul style="list-style-type: none"> <li>• Value and scope</li> <li>• Duration</li> <li>• Priority themes</li> <li>• Delivery models (e.g., direct delivery vs. commissioned providers; single provider vs. consortium)</li> <li>• Performance and impact measures.</li> </ul>	<p>Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building &amp; Engagement, Service Reform &amp; Strategy</p>	<p><i>Awaiting response.</i></p>
	<p>Provide information on the anticipated value and scope of the forthcoming VCSE capacity building contract.</p>	<p>Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building &amp; Engagement, Service Reform &amp; Strategy</p>	<p><i>Awaiting response.</i></p>
	<p>Provide an update on the Market Rent Reduction Pilot for the three new lettings (Harmony Kitchen, Brent Civic Centre, Roy Smith House, and Picture Palace), detailing the communities each organisation will support, the agreed measures to deliver community value, and how these commitments will be monitored.</p>	<p>Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building &amp; Engagement, Service Reform &amp; Strategy</p>	<p><i>Awaiting response.</i></p>

	<p>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.</p>	<p>Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building &amp; Engagement, Service Reform &amp; Strategy</p>	<p><i>Awaiting response.</i></p>
<p>4 November 2025 – <b>Social Value: Draft Policy and Whole-Council Approach</b></p>	<p>Provide a sample of data from higher-value procurements since April 2020 (following implementation of the current strategy), detailing:</p> <ul style="list-style-type: none"> <li>• Social value delivered versus committed;</li> <li>• Performance against associated KPIs;</li> <li>• Where relevant, financial implications for the Social Value Fund where commitments were unmet; and</li> <li>• The resulting impact.</li> </ul>	<p>Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building &amp; Engagement, Service Reform &amp; Strategy</p>	<p><i>Awaiting response.</i></p>
	<p>Provide case studies illustrating both successful and underperforming delivery of social value commitments under current contracts. Each case should outline:</p> <ul style="list-style-type: none"> <li>• The social value commitments made;</li> <li>• Actual delivery achieved;</li> </ul>	<p>Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building &amp; Engagement, Service Reform &amp; Strategy</p>	<p><i>Awaiting response.</i></p>

	<ul style="list-style-type: none"> <li>• Reasons for any variance; and</li> <li>• Lessons learned to inform the forthcoming Social Value Policy.</li> </ul>		
	Provide further detail on how transparency and accountability will be maintained in measuring social value across services, given the shift from a purely quantitative approach to a mixed model that combines qualitative and quantitative outcomes.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	<i>Awaiting response.</i>
21 Jan 2026 – <b>Anti-Social Behaviour (ASB) in Brent</b>	Provide an update on the ‘Dockless Cycle Hire Bay’ consultation undertaken in Summer 2025 as part of the work to identify suitable locations for Lime bike parking bays across the borough, including engagement with residents and ward councillors and any emerging outcomes.	Chris Whyte – Director, Public Realm, Neighbourhoods & Regeneration	<i>Response to be provided by 19 March 2026.</i>