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.

<u>Recommendations to Cabinet</u>

Subject	Scrutiny Recommendation	Cabinet Member, Lead Officer, and Department	Executive Response
21 Jan 2026 – **Anti-Social Behaviour (ASB) in Brent**	Develop a stand-alone 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~~ Cllr Lix Dixon – Cabinet Member for Community Safety and Public Health *(as of May 2026)* Nigel Chapman – Corporate Director, Children, Young People & Community Development	**Response received on 02/04/26:** We are developing a stand-alone Anti-Social Behaviour Strategy as part of our 2026/27 work programme, with plans to begin drafting in Summer 2026. This will give us the opportunity to shape a clearer and more focused approach to ASB, built around prevention, support, and effective intervention. In particular, we want to ensure that early help, support, and prevention are embedded as core functions of team delivery, while also maintaining the current structures and service level agreements with Private Housing and Brent Housing Services to ensure the effective management of environmental and housing-related ASB. Ahead of drafting the strategy, we will engage stakeholders later this year so that the strategy is informed by partners' experience, local need and operational insight. This engagement will help shape a stand-alone strategy built around a clear

			three-pillar framework, including early intervention, formal enforcement and criminal justice responses, and the wider financial, housing and social care interventions that are often needed to address the root causes and impact of ASB. This planned work has also been referenced in the annual report currently going through review.
	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~~ Cllr Matt Kelcher – Cabinet Member for Regeneration & Planning *(as of May 2026)* Jehan Weerasinghe – Corporate Director, Neighbourhoods & Regeneration	**Response received on 18/03/26:** The Council's adopted planning policies and Supplementary Planning Documents set standards for the concentration of Houses in Multiple Occupation (HMOs) and the quality of accommodation provided within the HMOs. They also require the approval of a management plan which sets out how the properties will be maintained and how reasonable and practical actions will be taken to prevent or reduce anti-social behaviour by occupiers or their visitors. We are due to commence a review of our Local Plan later this year, and will be evaluating all the policies within the plan including the policy on HMOs. Town Planning deals with land use and provides an effective tool to ensure that the right uses are in the right places. However, it is not an effective mechanism to deal with unreasonable or unlawful actions by those who choose to behave in a way that affects others. Cross-departmental work is undertaken by the council where such instances do occur, and we also work closely with other partners, such as the Metropolitan Police.
21 Jan 2026 – **Budget Scrutiny**	Where reasonable, ensure that detailed delivery plans for all thematic savings categories are developed and sighted to scrutiny at the earliest opportunity, including clear timelines, quantified risks, and mitigation	Cabinet Minesh Patel – Corporate Director, Finance & Resources	**Response received on 07/04/26:** We will share scrutiny delivery plans for each thematic savings category, including timelines, quantified risks and mitigations.

Task Group Findings	measures, to reduce the risk of in-year slippage and unplanned service impacts.		
	Commit to regular in-year reporting to scrutiny on the delivery of savings, particularly where proposals were not fully developed at the time of budget approval, to enable early identification of under-delivery and corrective action.	Cabinet Minesh Patel – Corporate Director, Finance & Resources	**Response received on 07/04/26:** We will commit to regular in-year reporting to scrutiny on the delivery of savings, particularly where proposals were necessarily under development at budget approval.
	Strengthen financial forecasting in high-demand services, particularly Housing, Adult Social Care and Children's Services, to better reflect demand growth and reduce recurring reliance on reserves to manage overspends	Cabinet Minesh Patel – Corporate Director, Finance & Resources	**Response received on 07/04/26:** Accepted. We will strengthen financial forecasting in Housing, Adult Social Care and Children's Services to better reflect demand growth and reduce recurring reliance on reserves to manage overspends. This will include improved demand modelling and tighter integration with the Medium-Term Financial Strategy assumptions.
	Improve the clarity and transparency of budget consultation materials, ensuring residents and partners understand what is being proposed, the likely impacts, and how feedback can influence outcomes, particularly where proposals remain high-level or under development.	Cabinet Minesh Patel – Corporate Director, Finance & Resources	**Response received on 07/04/26:** While early publication of the draft budget supports transparency, we will continuously improve consultation materials so residents and partners can clearly understand what is proposed, likely impacts and how feedback can influence outcomes, especially where proposals remain high-level. We will strengthen layout, plain-English summaries and carry this forward as standard practice.
	Ensure any changes to fees and charges are evidence-based and proportionate, balancing the need for financial resilience with equity considerations. Where changes are likely to have regressive impacts, these should be clearly understood and, where possible, mitigated for low income and vulnerable residents, informed by consultation and consistent with the Council's Medium-Term Financial Strategy (MTFS).	Cabinet Minesh Patel – Corporate Director, Finance & Resources	**Response received on 07/04/26:** Accepted. We will ensure changes to fees and charges are evidence-based and proportionate, balancing financial resilience with equity, and clearly identifying and mitigating regressive impacts where possible. This will be supported by data analysis, affordability considerations and relevant mitigations in line with policy and the MTFS.

Publish Fees and Charges proposals alongside future draft budgets or consultations, to enable meaningful scrutiny and public engagement on affordability, impact, and mitigation.	Cabinet Minesh Patel – Corporate Director, Finance & Resources	**Response received on 07/04/26:** Where final detail depends on settlement and inflation assumptions, we will publish the best available position on fees and charges transparently (including assumptions) and update when confirmed.
Sustain and embed the enhanced debt recovery approach beyond March 2026, while maintaining a policy that makes a clear distinction between those unwilling and those unable to pay.	Cabinet Minesh Patel – Corporate Director, Finance & Resources	**Response received on 07/04/26:** Accepted. We will sustain and embed the enhanced debt recovery approach beyond March 2026, maintaining a clear distinction between those unwilling to pay and those unable to pay, underpinned by an ethical framework. We will continue to focus effort where it is most effective, building on the targeted improvement plan approach.
Ensure the Debt Recovery Policy continues to balance financial recovery with fairness and protections for vulnerable residents, and report outcomes to scrutiny.	Cabinet Minesh Patel – Corporate Director, Finance & Resources	**Response received on 07/04/26:** We will ensure the Debt Recovery Policy continues to balance financial recovery with fairness and protections for vulnerable residents.
Ensure any proposed asset disposals deemed strictly necessary are supported by a clear, evidence-based rationale setting out short-term financial benefits alongside long-term strategic, regeneration and place-based implications.	Cabinet Minesh Patel – Corporate Director, Finance & Resources	**Response received on 07/04/26:** Any asset disposals deemed strictly necessary will be supported by a clear, evidence-based rationale setting out short-term financial benefits alongside long-term strategic, regeneration and place-based implications. The default position remains that disposals are not preferred, and retention/alternative use options will be properly assessed.
Where reasonable, ensure that the Resources and Public Realm Scrutiny Committee has sight of significant asset disposal proposals at the appropriate stage, to enable review and meaningful challenge.	Cabinet Minesh Patel – Corporate Director, Finance & Resources	**Response received on 07/04/26:** Confidentiality and commercial sensitivities allowing for, the Resources and Public Realm

			Scrutiny Committee will have sight of significant asset disposal proposals at the appropriate stage.
	Adopt a phased and risk-managed approach to digital transformation and automation of services, ensuring that non-digital access routes remain available for vulnerable residents and those unable to use digital services.	Cabinet Minesh Patel – Corporate Director, Finance & Resources	**Response received on 07/04/26:** We will adopt a phased and risk-managed approach to digital transformation and automation, ensuring non-digital routes remain available for vulnerable residents and those unable to use digital services.
	Strengthen cyber security and digital resilience arrangements as an integral part of efficiency and digital programmes, recognising the financial and service risks associated with system failure or cyber-attack.	Cabinet Minesh Patel – Corporate Director, Finance & Resources	**Response received on 07/04/26:** We will strengthen cyber security and digital resilience as an integral part of efficiency and digital programmes, recognising that cyber risk and system failure can outweigh savings if not properly managed.
	Strengthen the alignment between its budget strategy and jobs and skills agenda, acknowledging that employment, skills development and improved financial resilience are critical preventative measures but require sustained investment and partnership working. As part of this approach, the Council should make more consistent and strategic use of social value, ensuring that, where proportionate and deliverable, contracts support local employment, apprenticeships, training and skills development opportunities that help residents into sustainable work, contribute to long-term financial sustainability, and remain aligned with the Council's Community Wealth Building objectives.	Cabinet Minesh Patel – Corporate Director, Finance & Resources	**Response received on 07/04/26:** Accepted. We will make more consistent and strategic use of social value so, where proportionate and deliverable, contracts support local employment, apprenticeships, training and skills pathways aligned to Community Wealth Building objectives.

__Suggestions for improvement from RPRSC to Council departments/partners__

Meeting date and agenda item	Suggestion for improvement	Council Department/External Partner	Response / Status
25 Feb 2025 - **Commissioning, Procurement, Community Wealth-Building, and Social Value**	Revise the official council report template to include dedicated sections for Community Wealth Building and Social Value Considerations, ensuring these factors are assessed and reported in all council reports where relevant.	Amira Nassr– Deputy Director, Democratic & Corporate Governance, Finance & Resources	**Response received on 11/06/2025:** This will be revisited in April 2026 once the procurement and social value policies have been formally adopted. **Updated response received on 07/07/2026:** The Council's Procurement Strategy and Social Value statement are now adopted. Both bring community wealth and social value to the forefront of all procurements, with due consideration given to social value commitments that are relevant to contracts and local priorities. It is proposed to track and monitor the new arrangements for 12 months. The annual social impact report will then provide progress and evidence and consider whether adding a section to official reports would bring any further added value.
23 April 2025 – **Build Quality in Brent**	Conduct a survey to identify which council-owned buildings may fall within the scope of the Building Safety Act 2022 and/or the Defective Premises Act 1972 in relation to relevant defects, and assess whether there is potential for legal recourse.	~~Tanveer Ghani – Director, Property & Assets, Neighbourhoods & Regeneration~~ Karim Pabani – Director, Property & Assets, Neighbourhoods & Regeneration	**Response received on 07/07/25:** Officers have identified two projects (Housing and Education) that may fall within the scope of the Building Safety Act 2022 and/or the Defective Premises Act 1972. Work is being undertaken to assess if/where they may be potential for legal recourse. ~~A further update will be provided by 9 January 2026.~~ **Updated response received on 08/12/25:** A further update will be provided by 19 March 2026. **Updated response received on 19/03/26:** Officers have identified two projects, the expansion of Uxendon Manor Primary School and Granville New Homes that may fall within the scope of the Building Safety Act 2022 and/or the Defective Premises Act 1972.

			Officers are currently undertaking the necessary preparatory work to assess if/where there is potential for legal recourse on both projects and subject to these findings, the Council will decide if legal proceedings can be initiated. A follow up report will also be presented at Resources and Public Realm Scrutiny Committee in 26/27 to discuss the latest position, subject to any matters being protected by legal privilege. **Updated response received on 02/06/26:** A follow up report is proposed to be presented at Resources and Public Realm Scrutiny Committee in September 2026 to discuss the latest position, subject to any matters being protected by legal privilege.
	Undertake a sampling review to assess design changes from the planning stage through to practical completion, and determine whether these changes have impacted build quality.	~~Tanveer Ghani – Director, Property & Assets, Neighbourhoods & Regeneration~~ Karim Pabani – Director, Property & Assets, Neighbourhoods & Regeneration	**Response received on 07/07/25:** Officers propose to undertake a sampling of three projects, one from each the following areas: • Education • Housing • Regeneration ~~A further update will be provided by 9 January 2026.~~ **Updated response received on 08/12/25:** A further update will be provided by 19 March 2026. **Updated response received on 19/03/26:** Officers have identified 3 projects across the Education, Housing and Regeneration areas and a follow up report will be presented to Resources and Public Realm Scrutiny Committee in 26/27 to discuss its findings with Members. **Updated response received on 02/06/26:**

			A follow up report is proposed to be presented at Resources and Public Realm Scrutiny Committee in September 2026 to discuss the latest position, subject to any matters being protected by legal privilege.
4 November 2025 – **Voluntary, Community, and Social Enterprise (VCSE) in Brent**	Integrate employment and climate goals into the forthcoming VCSE capacity building offer.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	**Response received on 04/12/25:** 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. **Updated response received on 02/04/26:** The capacity building offer is in development and will be supportive of all borough priorities and goals. The capacity building support themes are aimed to address the needs and gaps identified through VCSE engagement and will support organisations in delivering impact and better outcomes for the borough: • **Practical Capacity Building & Training:** Providing one-to-one support and advice, workshops, and training on governance, general and financial management, managing buildings, other legal requirements, drafting and implementing policies and procedures • **Fundraising & Sustainability Support:** Assisting groups with funding searches, grant applications, tender submissions, advice on income generation and accessing social investment • **Partnership & Collaboration Development:** Convening and facilitating networks, forums, and consortia to enable purposeful joint working and cross-sector partnerships • **Voice & Representation:** Representing the interests of the sector, ensuring local VCSE voices influence policy and decision-making. Ensure that organisations encourage and enable citizen-led and social action • **Support Borough & Strategic Initiatives:** Helping organisations align with local authority, Integrated Care System (ICS) strategic initiatives e.g. RPL, neighbourhood working, Growth and Community Wealth Building to improve representation, insights and impact

			• **Volunteering:** Support a volunteering offer that includes a platform for brokerage, recruitment and placement • **Place Based:** Strengthen neighbourhood organisations and working, reaching out into particularly geographically excluded or historically less engaged neighbourhoods. Strengthen a One Brent, Many Neighbourhoods and Communities approach, by supporting place-based networks and collaborating with community hubs and anchor organisations who hold trusted relationships in their local communities. • **Spaces:** Supporting organisations to utilise community spaces with a sustainable financial model and the knowledge to maintain assets and work in partnership with other local partners
	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	**Response received on 04/12/25:** 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. **Updated response received on 02/04/26:** A robust monitoring framework is already in place for the current VCSE capacity building contract. Key issues have been around legacy delivery and performance, rather than the monitoring approach. The new capacity building contract will adopt a similar robust while proportionate monitoring and reporting framework in line with the Council's updated Contract Management Framework that enables regular oversight and reporting across key areas including, performance, examples of impact.
	Leverage the forthcoming VCSE capacity-building contract to strengthen local VCSE organisations' ability to engage effectively in council-led social value	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	**Response received on 04/12/25:** 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.

	negotiations and procurement processes.		**Updated response received on 02/04/26:** Alongside the development of future capacity building service for Brent, the steering group coordinating this work has established a social value group. The group has been convened to drive Brent's whole-borough approach to social value. This means bringing together organisations that are already delivering, or seeking to deliver, positive impact in the borough and aligning efforts so social value is better coordinated, more visible, and more responsive to genuine community needs. Initial work has supported the development of the new social value statement, a Winning Council Business event for VCSEs and small and medium-sized enterprises (SMEs) in March 2026 – which included consideration of current gaps and barriers to bidding and understanding of social value and current development is focused on holding a social value summit in summer 2026. Through the social value champions across the council, we are encouraging wide use of local networks to gain input from VCSE organisations to social value development. For bigger, strategic contracts, we will continue to explore opportunities for more community and resident led social value priorities to be developed, building on the approach and learning through the South Kilburn Single Delivery Partner model.
4 November 2025 – **Social Value: Draft Policy and Whole-Council Approach**	Submit an annual report on the forthcoming Social Value Policy for ongoing scrutiny, presenting detailed evidence of social value commitments made and outcomes achieved.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	**Response received on 17/07/26:** The first annual report is planned for March / April 2027 to enable progress and impact over the 2026/27 financial year.

4 November 2025 – **Procurement Improvement Programme and Emerging Procurement Strategy**	Continue strengthening support for SMEs by reducing barriers and streamlining council procurement processes, ensuring easier access to contracts and opportunities.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	**Response received on 02/04/26:** The Procurement Strategy 2026-2030 sets clear intent to reduce barriers and strengthen support for SMEs. Examples of actions being taken include: • Reviewing procurement documents etc involved in the tendering process to ensure that SMEs / smaller organisations aren't put off by the admin of tendering – e.g. making sure that only essential /relevant information is being asked for • Increase opportunities for local suppliers, SMEs and VCSEs through early market engagement and simplified procurement processes. This will include holding regular, local Meet the Buyer days to increase awareness of tendering opportunities and support participation. • Break large contracts into accessible lots where appropriate. • Pay 95% of valid SME and VCSE organisation invoices within 30 calendar days to improve financial stability for local SMEs and VCSE organisations, and publish monthly performance data to demonstrate transparency and reliability. • Adopt the “Freepay” approach for qualifying organisations to support the cashflow of local SMEs. • Ensuring information on how and where Brent publishes its tenders is clearly visible online on Brent's website, and the process of how a supplier can get involved is clear • A procurement Key Performance Indicator (KPI) on tracking and monitoring on e.g. No of SME tendering / being awarded contract • Recognising inherent social value in respect of social value requirements e.g. being a local SME • Hosted a workshop for local SMEs and VCSE in March 2026 to introduce the Procurement Strategy and provide further opportunity to hear from SME’s and VCSEs about barriers they face and what good bids for work look like • Business Forum to Meet Buyers event held in March 2026 **Additional response received on 17/07/26:** The annual Procurement and Social Value Report are planned for March / April 2027 to demonstrate and report on progress and impact over the 2026/27 financial year.

	Adopt a tiered definition of 'local' in procurement, prioritising: • Suppliers that operate and pay business rates within the borough, while ensuring value for money; followed by • Suppliers that deliver significant social and economic benefits to Brent, such as employing a substantial number of local residents	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	**Response received on 02/04/26:** The implementation of the Procurement Strategy 2026-2030 will adopt a two-tier definition and application of 'local'. This will be kept under review. - Local 1: Organisations strictly within the boundaries of Brent (that cover 1st bullet above) - Local 2: Organisations within the 7 Councils in the West London Alliance i.e. Barnet, Brent, Ealing, H&F, Harrow, Hillingdon & Hounslow. Through various initiatives (see above) we continue to strengthen our focus on supporting local suppliers and SME's. For example, the Procurement Strategy 2026-2030 includes a cornerstone theme on community wealth building and is underpinned by principles of social value, community wealth building and environmental sustainability, which aim to benefit local suppliers. Recent events to engage suppliers include Winning Council Business workshop and Meet the Buyers Events in March 2026. These will be developed further through 2026/27. **Additional response received on 17/07/26:** The suggestion has been partially reflected. The new Procurement Strategy 2026 – 2030 includes both the cornerstone on community wealth building, and also in supporting local businesses more generally. The two tiers of 'local' as defined continue to be a) within the boundaries of Brent and b) the West London Alliance Councils. The freedoms of the Procurement Act 2023 will allow us to design, where appropriate, tenders to support local businesses. Recent events to engage local suppliers include Winning Council Business workshop, and Meet the Buyers Events in March and July 2026 with a focus on construction and social care. These will be developed further through 2026/27.
	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	**Response received on 04/12/25:** 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. **Updated response received on 02/04/26:**

			The Community Wealth Building theme in the Procurement Strategy 2026-2030 includes commitment to require suppliers to work to the Council's Good Work Standard and explore further options for building on and strengthening employment protections, which could be achieved through mechanisms such as a Fair Work Charter. We will continue to require all suppliers to adopt the London Living Wage.
	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	**Response received on 04/12/25:** 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. **Updated response received on 02/04/26:** The Procurement Strategy 2026-2030 includes commitment in the Leadership, Commercial Capability and Innovation theme to ensure all suppliers of Platinum, Gold and Silver contracts complete Modern Slavery, EDI and human rights due diligence prior to contract award. Non-compliance will be considered a material breach of contract. This ensures procurement reflects national and community expectations and legislation around fairness, equality, and ethical practice. The Community Wealth Building theme includes commitment to require suppliers to work to the Council's Good Work Standard and explore further options for building on and strengthening employment protections, which could be achieved through mechanisms such as a Fair Work Charter. We will continue to require all suppliers to adopt the London Living Wage. **Additional response received on 17/07/26:** The Council's standard contract requires all of its suppliers to comply with the law. The recent changes through the Employment Rights Act 2025 will apply to all businesses, including those in the Council's supply chain. This, amongst other changes, has made it easier for trade unions to be recognized by businesses. The suggestion is not implemented in full.

21 Jan 2026 – **Anti-Social Behaviour (ASB) in Brent**	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.	Kibibi Octave – Director, Community Development, Children, Young People & Community Development Spencer Randolph – Director, Housing Services, Residents & Housing Services	**Response received on 19/03/26:** The ASB team has established a Service Level Agreement (SLA) with Private Housing Services (PHS) to strengthen collaborative working between the two services. Since its implementation, joint working and information-sharing have noticeably improved, with both teams now conducting coordinated visits to properties associated with anti-social behaviour. Private Housing Services have: • Formal collaboration agreement with teams that have statutory duties and enforcement powers to tackle issues arising from privately rented properties. • Established monthly intelligence meetings with the Anti-Social Behaviour teams and Waste Management teams to share information on problem properties and landlords. • Agreed a SLA to establish case referral process, so we can use our powers more effectively in tackling identified. PHS uses intelligence from these partnerships when regulating the private rented sector and determining licence applications. In response to ongoing issues, PHS has: • Agreed that intelligence received from partner teams will be used to trigger investigations into a licence holder's management standards and compliance with licence conditions where concerns are raised. • Taken enforcement action where management standards fall below acceptable levels, there are a number of examples where this approach has worked very well to address issues. • Reviewed and updated the HMO Compliance Standards booklet last year, to clearly set out expected management standards and the council's compliance expectations for licence holders.
	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	Spencer Randolph – Director, Housing Services, Residents & Housing Services	**Response received on 20/07/26:** PHS is committed to addressing anti-social behaviour associated with poor property management and has strengthened its collaborative approach to enforcement. PHS has deployed additional resources to support licensing compliance and enforcement activity. In addition, licence fee income has been used to increase

	with poor property management.		the capacity of the Anti-Social Behaviour Team, which leads on the investigation and management of reactive anti-social behaviour complaints. Where these investigations identify failures in property management or breaches of licensing conditions, PHS applies its licensing enforcement powers to secure landlord compliance and ensure that underlying property management issues are effectively addressed. This partnership approach enables immediate issues affecting residents to be tackled while also addressing the root causes of poor property management through targeted licensing enforcement. Regular liaison meetings are held between Private Housing Services and the Anti-Social Behaviour Team to review cases, share intelligence, and ensure that enforcement activity is coordinated, proportionate, and focused on achieving sustained improvements in property management. The effectiveness of this joint working arrangement, together with the level of resourcing across both services, will continue to be monitored and reviewed to ensure the approach remains effective, responsive, and fit for purpose.
	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.	Kibibi Octave – Director, Community Development, Children, Young People & Community Development Chris Whyte – Director, Public Realm, Neighbourhoods & Regeneration	**Response received on 19/03/26:** Officers are expected to exercise sound judgement in individual cases, ensuring that their duties are carried out in a fair, proportionate, and consistent manner. A number of safeguards support this approach: officers are encouraged to consult with their line managers, and where further clarity is required regarding proportionality, cases can be discussed with Legal Services. To further strengthen borough-wide consistency in the application of PSPO-related powers and related enforcement, the following measures are explored by the Anti-Social Behaviour Team: • **Establish a Consistent Protocol:** Develop a borough-wide enforcement policy that sets clear standards for when PSPOs are applied, ensuring that similar behaviours lead to similar enforcement actions regardless of location. • **Conduct Equality Impact Assessments (EIAs):** Carry out thorough EIAs before implementing or renewing a PSPO to ensure the order does not disproportionately affect vulnerable groups, including people experiencing homelessness or those with disabilities.

			• **Review Thresholds for Action:** Set clear, evidence-based thresholds for issuing Fixed Penalty Notices (FPNs) to prevent disproportionate, over-zealous, or inconsistent enforcement. • **Embed Safeguarding Considerations:** Ensure that risks to children, young people, and adults with care and support needs are identified and addressed through robust multi-agency information-sharing and referral processes. • **Intelligence led deployment**: Ensuring patrols are targeted in hotspot areas and expanding the coverage of enforcement through use of the Neighbourhood Patrol Team and ASB/Noise Patrol team working collaboratively.
	Subject to evaluation of impact and value for money, explore and pursue all appropriate funding options, including Neighbourhood Community Infrastructure Levy (NCIL), where available, to sustain out-of-hours ASB enforcement activity beyond the initial 12-month NCIL-funded pilot period.	Kibibi Octave – Director, Community Development, Children, Young People & Community Development	**Response received on 19/03/26:** Budget planning proposals have been submitted to the Corporate Director for Community Development, Children, Young People & Community Development to look at opportunities to fund the patrol Team beyond 12 months, subject to a detailed impact evaluation on the effectiveness of service delivery over the existing contract. **Updated response received on 20/07/26:** NCIL patrols have filled a critical gap by gathering soft intelligence on the increasing levels of ASB and crime outside normal office hours and during weekends. This intelligence has enabled the ASB Localities Team to respond effectively by liaising with local Safer Neighbourhood Teams (SNTs) to conduct joint patrols, working with housing providers on tenancy enforcement actions, and referring vulnerable individuals to Adult Social Care for appropriate support and intervention. The NCIL funded patrol team contract ends in January 2027. The process for the next NCIL round has yet to be determined, but all will be informed once confirmation is received that another ‘internal officer’ round will open. Alternative funding sources will be considered by the service to enable continuation if possible.
	Actively encourage strategic multi-agency	Kibibi Octave –	**Response received on 20/07/26:**

	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 emerging ASB issues and community impacts.	Director, Community Development, Children, Young People & Community Development	Councillors routinely attend Ward Panel meetings, this would create a shared and secure platform for intelligence sharing, enabling a more proactive response to emerging ASB issues. This approach could include: • **"Hotspot" Mapping:** Utilising councillor and resident insight to create, maintain, and review monthly anti social behaviour hotspot maps, supporting the targeted deployment of NCIL Patrol Officers. • **Regular Community Impact Reports:** Implementing structured, regular (e.g. quarterly) meetings between council ASB leads and councillors to review emerging trends, local concerns, and the wider community impact of ASB. The ASB team are working closely with the police to increase resident and business uptake on MET Engage. This will provide a platform to get intelligence from the community and share enforcement outcomes. BJAG outcomes will also be shared on MET Engage from September 2026.
	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	Kibibi Octave – Director, Community Development, Children, Young People & Community Development	**Response received on 20/07/26:** Future reports to the committee will set out clearly background information, narrative explanation of figures and trends (including benchmarking where relevant), and insight into resident experience and satisfaction. The Safer Brent Annual Report was shared with the Resources and Public Realm Scrutiny Committee on 1 May 2026. Section 5 of the report incorporates some of recommendations which where possible and future reports will include all listed recommendations. Interventions to address ASB range from early, non-statutory measures—such as warning letters, home visits, and referrals for additional support—to formal legal tools, including injunctions restricting specified behaviours, Community Protection Warnings/Notices, Closure Orders, and, where necessary, eviction from social housing. While many of these interventions are recognised as having a positive

	report the following information, where possible: • 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. • 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 (SBP) Board. • Analysis of FPNs related to ASB, including offence type, enforcement		impact, the overall evidence base remains limited due to significant challenges in data sharing and recording across agencies. Key barriers include: • **Insufficient location-specific data:** Police data cannot reliably be drilled down to street level for properties linked to persistent nuisance, making it difficult to analyse calls before, during, and after interventions such as Closure Orders. • **Broad and transient ASB categories:** Reports logged under general ASB categories often do not relate to the premises of concern and may reflect unrelated incidents occurring within the same ward. • **Underreporting by residents:** Where serious criminality or high-risk ASB is occurring, residents often avoid reporting due to fear of being identified or targeted, resulting in gaps that hinder meaningful analysis. Despite these limitations, the Council's four-stage approach—**Prevention, Early Intervention, Support, and Enforcement**—continues to provide a structured understanding of what is effective and where improvements are required. Ongoing priorities to strengthen outcomes include: • **Positive media relations** to promote the dissemination of ASB-related success stories, reinforcing public confidence in the Council's response. • **Public reassurance initiatives**, including the deployment of NCIL Patrol Officers during late-night and early-morning hours, providing visible reassurance that reports of ASB are taken seriously and acted upon. • **Environmental interventions** aimed at reducing both ASB and the perception of ASB, such as improved street lighting, additional litter bins, and increased fixed penalties under the PSPO framework The Crime and Disorder Act 1998 places a duty on local authorities, to work together with Partners to develop and implement localised crime reduction strategies for their areas.

	outcomes, repeat enforcement, geographic distribution, time-based patterns, relevant demographic characteristics, and evidence of impact on anti-social behaviour. • 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. • Analysis of PSPOs, including geographic patterns of use, enforcement outcomes, repeat breaches,		When developing our priorities, we consulted with stakeholders, including members of the community, to provide solutions to reduce crime and make Brent a safe place to live, work and visit. Participants were also asked how communities can work together to tackle safety concerns, with some of the most popular suggestions below. After listening to the community and analysing our most pressing needs, the Safer Brent Partnership agree the priority areas to focus on. Local Safer Neighbourhood Boards were initiated by the Mayor of London to hold local police to account and help set ward level policing priorities. The mechanism of ward panels is provided by the Metropolitan Police Service (MPS) and supported by the police teams in each ward, which were previously named SNTs. The MPS produces a community members handbook to provide information and a practical guide for ward panel members. A ward panel is a group of community members and partner agencies that meets with a representative of the SNT at least every 3 months to set local SNT ward priorities and hold the SNT to account for issues affecting the community. No funding is provided for ward panels. The three priorities set at ward panel meetings are shown on the ward's webpage on the MPS website and are monitored by police inspectors. The Brent Safer Neighbourhood Board (SNB), that Ward Panels feed into, have Its functions set by the Mayor's Office for Policing and Crime (MOPAC) include enabling local engagement with the police and accountability of the police, informing policing priorities in Brent, and monitoring the MPS support for the delivery of ward panels. The SNB works closely with police neighbourhood inspectors to set up and support ward panels, and to find ward panel chairs. The SNB also provides induction for new ward panel chairs and support for all chairs. The SNB holds quarterly meetings for all ward panel chairs, with alternate ones attended by the police neighbourhood inspectors. In this way, concerns about crime, antisocial behaviour and policing are discussed, policing updates are provided, and good practice and training are shared. The ward panel chairs also have direct access to their area inspector if they need to escalate issues. The SNB and neighbourhood inspectors jointly provide training on ward panels for SNTs.

	evidence of impact, relevant demographic trends, and community feedback. • Benchmarking of ASB case review outcomes against comparable authorities or relevant external benchmarks, where available.		The local priorities set at Ward Panels often align with the wider priorities delivered through the community safety strategy and action plan. Operational boards such as the Brent Joint Action Groups and Community MARAC address antisocial behaviour and crime concerns identified at ward level. A total of 2,943 FPNs were issued across all PSPO categories. Alcohol-related ASB is the largest single enforcement category, driving over half of all FPNs. 1,820 were paid (61.8%), 751 remain unpaid, 314 cancelled, 21 warnings issued and 16 prosecutions initiated 1,535 FPNs, were issued for Alcohol Consumption (Borough-wide) representing 52% of all enforcement activity with payment rate: 60.3%. 18 warnings and 2 prosecutions were also issued. Park enforcement present low volume but high-risk non-compliance. Wembley Park displays a very different profile to the rest of the borough, reflecting event-driven behaviours. Notably, pyrotechnics has one of the highest payment rates overall, likely due to clear evidence capture and event-day enforcement visibility. **Highest Payment Rates were found among** • Pyrotechnics (Wembley): **82%** • Feeding wild animals (Parks): **79%** • Alcohol (Wembley): **77%** • Illegal trading (borough-wide): The high compliance payment rate in Wembley could be attributed to non-residents who attend events in the borough and have a lower propensity to challenge fixed penalty notices issued. **Lowest Payment Rates** • Motor vehicles in parks: **16.7%**

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- Flying drones (Wembley): **33%**
- Barbeque/fire use in parks: **28.6%**
- Illegal ticket trading (Wembley): **0%**

The difficulty could be high transience and low traceability with offenders declining to engage with enforcement

Geographic Breakdown

Area	FPNs	% Share
Borough-wide	2,453	**83%**
Parks	150	5%
Wembley Park	340	12%

The dataset confirms that the majority of enforcement encounters standard street-based ASB, but Wembley remains a significant event-related hotspot, while parks show persistent but low-volume non-compliance.

Having reviewed comparison data against five London Councils there is too much variation to ensure meaningful comparison on ASB outcomes.
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<tr><td>24 Feb 2026 – Fly Tipping & Littering</td><td>Ensure future reports containing numerical data include clear contextual and narrative analysis, along with year-on-year comparisons where relevant, to enable a better understanding of trends and the</td><td>Chris Whyte – Director, Public Realm, Neighbourhoods & Regeneration</td><td>Response received on 24/03/26:

This is noted and request will be incorporated in future reports.</td></tr>
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	significance of the figures presented.		
	Continue to explore other potential sources of funding (external grants, partnerships, regional or national streams) to support fly-tipping prevention, litter reduction, and related enforcement activity.	Chris Whyte – Director, Public Realm, Neighbourhoods & Regeneration	**Response received on 24/03/26:** Keep Britain Tidy (KBT) is the usual source of external funding to support this work, and we have good connections with that organisation and a history of successful bids. We will continue to track the opportunities through KBT and other funding sources as and when they are available.
	Where feasible, improve coordination between Housing, Public Realm teams and relevant partner organisations to provide a more joined-up cleansing and waste-management service across the borough, addressing inconsistencies caused by administrative boundaries/separate arrangements between estates and nearby streets.	Chris Whyte – Director, Public Realm, Neighbourhoods & Regeneration	**Response received on 24/03/26:** FixMyStreet (FMS) has the capability to integrate the FMS platform to allow residents to report external housing –related issues – such as damaged communal doors, unclean communal areas and other environment – related concerns. This integration can be connected directly with the relevant internal system to create an automated end – to – end workflow ensuring that reports can be captured, assigned and resolved efficiently. Similarly to how Fly-Tips are reported. There are cost implications to bring in added services on to the system and can be explored as part of new tender.

	Ensure the FixMyStreet and Bulky Waste retendering processes include clear, measurable social-value requirements that directly support the Council's environmental sustainability priorities, underpinned by a robust monitoring framework.	Chris Whyte – Director, Public Realm, Neighbourhoods & Regeneration	**Response received on 24/03/26:** Request noted and will be incorporated in the new procurement process for FixMyStreet. The Bulky Waste contract is procured and maintained by West London Waste Authority (WLWA) on behalf of six other west London waste local authorities. There is a commitment of social value incorporated in the new contract starting from 1 May 2026. Details on how that relate to each local authority will be enquired and explored.
	As part of the forthcoming retender of the FixMyStreet contract, explore options to improve the user experience. This should include assessing: • the feasibility of the system automatically signposting users to the correct responsible department/organisation where a report cannot proceed, rather than the current practice of closing reports that fall outside the contractor's remit (e.g. Housing	Chris Whyte – Director, Public Realm, Neighbourhoods & Regeneration	**Response received on 24/03/26:** The closure of reports is currently being reviewed with our contractor, Veolia and improvements are under way. GPS location accuracy function is already available within the current FixMyStreet portal. We will explore the option of further improvement in the new contract and revisit land identification option. GPS discrepancies are primarily attributable to inconsistent connectivity across the borough. In addition, instances of incorrect land identification often arise where polygon boundaries—for example, between highways and parks—intersect or are closely aligned, which may lead to confusion for residents. To mitigate these issues, a comprehensive review of the existing polygon data will be required to ensure accuracy and alignment with operational needs. This will help reduce errors and improve data reliability moving forward. Abandonment of reports at specific stages is something that cannot be reported in the current contract. We will explore this request in the new tender. Currently we are able to confirm what category they were reporting on, however we are unable to view the details of this report. • The numbers we can provide are of non- confirmed reports; where residents do not confirm their email address to validate the report.

	Association land or Highways); • whether improvements to GPS and location-accuracy functions could be incorporated under new contract arrangements to reduce incorrect land identification and unnecessary report closures; and • the potential for the system to identify and record the stages at which users abandon report submissions, so that the Council can analyse barriers to engagement and improve the reporting journey		• Users could have resubmitted their report, successfully. • The overall number of unconfirmed reports (1403), is very small compared to amount confirmed (84,873) Regarding the feasibility of the system automatically signposting users, unfortunately the system would not be able to automatically signpost users to the correct responsible department or organisation in cases where a report falls outside the contractor's remit. To achieve this, a defined internal process would be required whereby such reports are routed to an appropriate internal team to for review. This team would then assess the submission and redirect the report to the correct department or external organisation. We would be happy to explore this further to assess potential opportunities to streamline or partially automate elements of the workflow where feasible.
	Undertake a feasibility assessment (including a cost-benefit analysis) of alternative charging approaches for bulky-waste collections, including the potential	Chris Whyte – Director, Public Realm, Neighbourhoods & Regeneration	**Response received on 24/03/26:** We are committed to a timetable that is led and driven by WLWA and other participating boroughs, and we cannot be certain there is any link between service costs and fly-tipping, and we can be sure that any free service would increase waiting times beyond what is tolerable for customers and so might be a fresh cause of illegal dumping. We seek only to provide a service that is accessible,

	implications of offering a free service or a tiered charging model based on the number and/or sizes of items for collection.		offers reasonable concessions, is fair in comparison with neighbours, and which can be relied upon to offer a prompt clearance. A free or tiered service would be feasible depending on new resource being made available sufficiently to cover increased costs and to maintain service levels without a problematic waiting time. Barriers such as costs, operational resource availability, collection timeframes, booking systems, disposal volumes will need to be considered.
24 Feb 2026 - **Quarter 3 Financial Forecast 2025/26**	Explore business investment and grant funding opportunities to help mitigate pressures on the Housing Revenue Account (HRA), including costs linked to building safety and decarbonisation programmes such as retrofitting.	Spencer Randolph – Director, Housing Services, Residents & Housing Services	**Response received on 27/03/26:** We have bid for £300k Pride in place funding and are awaiting a decision on whether successful. We are recruiting to a social value manager who will hold our contractor to account in terms of getting more out of our contracts in terms of social value. There is no spend to save option but we are considering if there is scope to create for a fixed period a post where their role is to secure grant funding. Housing is not actively pursuing retrofitting opportunities as the HRA budget cannot currently support the match-funding element of grant applications. Housing is looking at the possibility of focusing service provider social value initiatives on retrofitting measures rather than on less specific initiatives.
	Maximise the use of social value spend to achieve greater outcomes in prevention and community led programmes, and to direct investment towards apprenticeship pathways and education and training opportunities delivered through the Social Care Academy.	Claudia Brown – Director, Adult Social Care, Service Reform & Strategy Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	**Response received on 06/03/26:** While Adult Social Care does not currently direct social value investment specifically towards funding apprenticeship posts, we recognise the value of this proposal. We will work closely with Strategic Commissioning to identify opportunities across the service where social value commitments could support the creation or funding of an apprenticeship role. This will include reviewing existing contracts, upcoming procurements and areas where additional capacity would support service delivery and financial sustainability.

	Review and strengthen processes to better support the conversion of apprenticeships into permanent posts, helping to reduce reliance on agency staff.	Claudia Brown – Director, Adult Social Care, Service Reform & Strategy	**Response received on 06/03/26:** Adult Social Care already has processes in place to support the conversion of apprentices into permanent posts wherever service capacity allows. Our ability to convert apprenticeship roles is balanced against the need to maintain a safe and resilient service, particularly given the high volume of complex cases received by frontline teams. We will continue to maximise opportunities for conversion into permanent roles and strengthen our approach where feasible. This includes ongoing workforce planning to ensure we maintain the right mix of experienced staff and newly qualified practitioners, supporting both service stability and reduced reliance on agency workers.
	Strengthen financial monitoring processes for Adult Social Care, ensuring robust monthly budget management reporting is in place.	Claudia Brown – Director, Adult Social Care, Service Reform & Strategy Rav Jassar – Deputy Director, Corporate & Financial Planning, Finance & Resources	*Report circulated to the Committee on 26 March 2026, providing an update on the proposed Adult Social Care (ASC) financial management approach for 2026/27, and re-circulated to the new Committee membership on 24 July 2026.*
	Undertake a review of School Street signage throughout the borough to ensure it is sufficiently visible, accessible, and clearly understood by all road users.	Chris Whyte – Director, Public Realm, Neighbourhoods & Regeneration	**Response received on 24/03/26:** All school streets signs have been designed and installed in accordance with Traffic Signs Regulations and General Directions (TSRGD). This includes the style of the sign, height, and location. In 2024 we conducted a review of all our school streets signs to ensure they are in the most visible location and comply with regulations. Following this all signs for new school street schemes are installed using the same approach. In addition to meeting the regulatory requirements, we have installed additional advance warning signs on the approaches to the school street zones to alert drivers to the restrictions.

			Regular site visits are carried out for our school streets schemes to ensure all signs etc. are in place and if we are informed of an issue with an individual sign we arrange for this to be repaired/replaced as soon as possible.
24 Feb 2026 – **Complaints Analysis Report 2024/25**	Incorporate complaints performance as a core performance indicator in the procurement and renewal of Council contracts, with appropriate measures included in contract monitoring frameworks where feasible.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	**Response received on 28/04/26:** Where appropriate to the contract, complaints performance will be included as a KPI, which will then be reporting on according to the guidance in the specific contract and against the principles of the Contract Management Framework. Where appropriate, contracts will also include an escalation route should KPIs not be met, which will include complaints performance.

Information requests from RPRSC to Council departments/partners

Meeting date and agenda item	Information request	Council Department/External Partner	Response / Status
25 Feb 2025 - **Commissioning, Procurement, Community Wealth-Building, and Social Value**	Provide a detailed breakdown of commissioned services income received over the last three years, categorised by organisation type.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	**Response received on 02/04/26:** This information is not available in a form to meet the information request as it stands and requires further clarification. **Additional response received on 17/07/26:** The Council is currently implementing a new Contracts Management System which will provide the potential for reporting on income generated as a result of commissioned services e.g. parking. If the Committee is seeking information

			about these types of services and contracts i.e. Concession Contracts, then the feasibility of this will be considered following the new system implementation.
	Provide a detailed breakdown of funding allocated to externally commissioned services, distinguishing between organisation types—private companies (SMEs and large enterprises/corporations), Voluntary and Community Sector (VCS) organisations, and social enterprises—while also indicating whether each organisation is local or non-local.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	**Response received on 02/04/26:** The council commissioned Centre for Local Economic Strategies (CLES) to review its approach to community wealth building and to carry out an analysis of spending to inform the Procurement Strategy 2026-2030. We are also implementing a new IT system for contract management to strengthen spend analysis. A summary of the CLES spend analysis is set out below: 71.6% (£589.8m) of total spend was spent with private sector suppliers, 18.6% (£153m) was spent with public sector suppliers and 3.8% (£31.4m) was spent with third sector suppliers. 7.6% of the total private sector spend was spent with suppliers based within Brent. 33.8% was spent with suppliers from within the wider North West London region. 50.8% was spent within the wider London ITL1 region. In terms of spend with micro, SMEs, 30.1% of total private sector spend was spent with micro and small business and 23.3% was spent with medium size businesses. In total therefore, 53.4% of total private sector spend was spent with SME businesses. 34.6% was spent with large businesses. **Local Procurement spend** 7.6% of the total private sector spend was with locally based suppliers (if ‘local’ is defined as being within the Brent local authority area). However, in a London context, spend within the North West London geography is a more reasonable comparator. Brent LA spent 33.8% of total spend with private sector suppliers located within North West London. Across the ITL1 region of London, Brent spends 50.8% of its private sector spend with suppliers located in this geography.

			Comparatively, on average according to Tussell's Local Procurement Report in 2024 43% of local authority total spend was spent within the region 2. This would suggest that Brent is spending more regionally than the average local authority, though it should be noted that this 43% figure is total spend, not only total private sector spend. However, across some sectors Brent has high levels of local procurement including, the education sector where 47.4% of private sector spend is spent with local suppliers and public administration where 45.5% of private sector spend is spent with local suppliers. Within these sectors Brent demonstrates its ability to procure locally. **SME procurement spend** Brent overall performs well in terms of procuring from micro, small and medium size businesses. With 23.3% of total private sector spend being spent with medium size private sector suppliers and 30.1% of total private sector spend spent with micro and small businesses. In total therefore, over half (53.4%) of total private sector spend is spent with SME suppliers. With only 34.6% of total private sector spend spent with large size supplier enterprises. To provide some comparative insight to this, across all Local Authorities in 2024, Tussell found that 23% of total Local Authority spend was spent directly with SMEs. However, it should be noted that this figure includes all spend by local authorities, not just the spend with the private sector. If this only included the total spend with the private sector this figure would likely be higher. Though it would be unlikely that it would surpass the 53.4% total private sector spent with SME suppliers that can be seen in Brent.
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	~~Tanveer Ghani – Director, Property & Assets, Neighbourhoods & Regeneration~~ Karim Pabani – Director, Property & Assets,	**Response received on 07/07/25:** Officers will collate examples from different schemes where we have either self-delivered or acquired from the open market and share with the Committee to demonstrate how feedback / lessons learned have been incorporated into future projects/schemes. ~~A further update will be provided by 9 January 2026.~~

	subsequent projects or schemes.	Neighbourhoods & Regeneration	**Updated response received on 08/12/25:** A further update will be provided by 19 March 2026. **Updated response received on 19/03/26:** Officers have compiled a list of some of the lessons learned and will ensure feedback is incorporated into future projects/schemes. A follow up report will also be presented to Resources and Public Realm Scrutiny Committee in 26/27 to discuss its findings with Members. **Updated response received on 02/06/26:** A follow up report is proposed to be presented at Resources and Public Realm Scrutiny Committee in September 2026 to discuss the latest position, subject to any matters being protected by legal privilege.
4 November 2025 – **VCSE in Brent**	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	**Response received on 02/04/26:** Joint work across Property and Assets Team and Strategic Commissioning supports the voluntary and community sector by using the Council's property portfolio not only to generate income, but also to deliver social value and support thriving communities. That approach is set out in the Property Strategy 2024–2027, which states that the portfolio should benefit residents, businesses and the voluntary and community sector, and that asset decisions should be informed by community benefit, social impact, accessibility, compliance and financial sustainability. In practical terms, this support is most clearly evidenced in four ways: • First, the Council already makes a substantial proportion of its portfolio available for community use. The Property Strategy shows that circa 50% of assets in the portfolio, are classified as community assets. This demonstrates that supporting community-based activity is a significant and established part of how the portfolio is used. • Second, the strategy makes clear that community benefit is a factor in property decision-making. Under the "Strategic Hold" and "Actively Manage" themes, assets are to be retained or managed where they

			provide essential goods or services, support local needs, promote inclusion and accessibility, or deliver benefits to underserved groups. The strategy also states that, while rents are generally based on open market value, there can be specific exceptions reflecting the social factors and community value associated with the use of the premises. • Third, the Council is now trialling a more formal framework to provide affordability support to eligible VCS organisations through the Market Rent Reduction Guidance. This applies to select new lettings and allows for rent reductions of up to 50% where an organisation can demonstrate community value. Bids are assessed against a scoring framework covering strategic alignment, community benefit, social outcomes, environmental contribution and economic viability, and successful tenants are required to agree KPIs and provide annual monitoring evidence through the lease. That is an important step towards a more transparent and evidence-based approach to supporting VCS organisations through property decisions. • It is also important to be clear about the context and constraints. The strategy is explicit that the Council must balance community expectations with financial sustainability, statutory compliance, maintenance pressures and environmental requirements. It also makes clear that maintaining the status quo is not an option, and that some assets will need to be actively managed, repurposed, invested in or, in some cases, disposed of. So our support for VCS organisations sits within a wider duty to ensure the portfolio is safe, compliant, sustainable and capable of supporting wider Council priorities. • The current position is that the Council already supports the VCS through the scale of community use within the portfolio, through asset decisions that take account of community benefit and social value, and through the trialling of a formal Market Rent Reduction pilot for select new lettings. The Strategy provides the framework for making that approach more consistent across the portfolio. Requirements for additional support that local community organisations have identified to help them be well placed to take on future community assets lettings has been captured as part of the review of VCSE capacity building requirements.

			The council has also established a community spaces working group as part of the Capacity and Capability Building Programme which aims to ensure that we have coordinating forum, ensuring that decisions are aligned with wider strategic priorities such as health and wellbeing, community power, economic inclusion and climate resilience.
	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	**Response received on 02/04/26:** The council is developing a strategic commissioning framework. Feedback and analysis informing the framework about current commissioning arrangements and the rationale for a new approach include: Brent needs a clearer, more consistent approach to commissioning. Colleagues have asked for shared principles, simpler tools and a cycle that is easy to use in practice. This draft, that sets the direction, was build based on best practice from other local authorities, feedback from Brent's Commissioning Community of Practice, and Brent-tailored recommendations from Centre for Local Economic Strategies (CLES). **The framework aims to guide how we:** • deliver high quality, value for money services that meet residents' and communities genuine needs • use evidence and outcomes to shape decisions • strengthen the VCSE sector and local economy • embed collaboration and co-production • ensure we avoid duplication • support Brent's ambitions on community power, prevention, place, health equity and community wealth building • make smarter, more consistent use of resources • ensure procurement sits within a broader strategic commissioning process rather than acting as the default It provides a shared compass for our work, offering clear direction without being prescriptive, and allowing for flexibility where needed across service areas.

			Why do we need a commissioning framework? Feedback from various sources including colleagues and experts from Centre for Local Economic Strategies highlights gaps that need addressing: • Commissioning varies significantly across teams and approaches aren't always joined up • Services want clearer guidance, practical tools and a cycle they can follow • There is appetite for more upstream thinking, including in-house options, social licensing and collaborative commissioning • The VCSE sector wants earlier involvement and stronger partnership • Better outcomes depend on consistent and outcome-focused practice • Brent's strategic ambitions require alignment between commissioning, procurement, contract management, and community engagement • Lacking capacity to look longer-term and develop more comprehensive market strategies and focus on prevention Our commissioning approach will be shaped by the following principles agreed by the Commissioning Community of Practice: **Community-led** Rooted in the lived experience, needs and priorities of Brent's communities. **Outcome-focused** Driven by evidence, results and impact, not process or inputs. **Collaborative** Based on shared goals, joint working and co-production with partners. **Flexible and learning-driven** Open to innovation, continuous improvement and adapting to change. **Ethical and inclusive** Committed to fairness, trust, and tackling inequality. **Capacity-building** Designed to strengthen local providers, skills and infrastructure for the long term. **Additional response received on 17/07/26:** Further detailed analysis is not available in the specific format and phrasing requested. Commissioning officers across the Council contributed via the

			Community of Practice and also provided feedback on areas of development and focus for the framework to address and the Community of Practice to support.
	Provide an overview of all VCS-commissioned services across the council, including details on scope, objectives, key outcomes, funding levels, contract duration, and how these services align with Borough Plan priorities.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	**Response received on 02/04/26:** The Council's Embrace Change Programme includes a workstream focused on developing the VCSE sector in Brent which aims to achieve a thriving, well-resourced and sustainable VCSE sector that delivers better outcomes and helps local groups grow and thrive, so they can better support people they work with. The first priority has been to review and develop a future capacity building support offer that meets the needs of the VCSE sector. The next priority is to carry out a strategic analysis of current commissioned spend across VCSE services to identify opportunities for considering alternative delivery models, consolidating services and to ensure spend meets community needs. This work will be undertaken through the Capacity and Capability Building Programme Board between April 2026 and September 2026, with a view to informing a programme of VCSE commissioning aligned to borough and service priorities. For example, one of the identified priorities will be on provision of information, advice and guidance. **Additional response provided on 17/07/26:** The information requested is being collated and presented in a format that makes the information accessible. This will be available at the end of August 2026.
	Provide detailed information on the current Voluntary Community Infrastructure Support (VCIS) contract, including its scope, objectives, expected outcomes, funding levels, duration, performance	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	**Response received on 17/07/26:** Report summarising the current VCSE capacity building support contract circulated to Committee by email on 24 July 2026.

	measures, monitoring arrangements, and evidence of value and impact delivered to the VCS.		
	Provide benchmarking data on VCSE capacity building contracts commissioned by other London authorities, covering: • Value and scope • Duration • Priority themes • Delivery models (e.g., direct delivery vs. commissioned providers; single provider vs. consortium) • Performance and impact measures.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	**Response received on 02/04/26:** Benchmarking has been undertaken with a range of councils to inform the scope of proposed capacity building service offer and to understand the models used elsewhere. In London, the following four examples have been considered. Relevant summary information is below Community Southwark Total Income: £996,694 (2023) Sources: Donations and Trading Income: £115,031 Contract Income: £541,933 Grant Income: £339,730 Bridge Renewal Trust (Haringey) Total Income: £3,331,897 Sources: Charitable Activities, £2.99m Uner trading activities, 2290.02K Investments, £33.29K Other, £14.76K Hackney CVS Total Income: £2,018,461 (2024) Sources: Donations & Legacies £7.01k Charitable Activities, £1.85m Other trading activities £124.94K, Investments £31.54K Sobus (Hammersmith & Fulham) Total Income: £447,459 (2024) Sources: £115K from a government grant, Other charitable Activities

	Provide information on the anticipated value and scope of the forthcoming VCSE capacity building contract.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	**Response received on 02/04/26:** The forthcoming VCSE capacity building contract is currently anticipated value of £150-£200k. The capacity building support requirements have been shaped through engagement with the sector and include: • **Practical Capacity Building & Training:** Providing one-to-one support and advice, workshops, and training on governance, general and financial management, managing buildings, other legal requirements, drafting and implementing policies and procedures. • **Fundraising & Sustainability Support:** Assisting groups with funding searches, grant applications, tender submissions, advice on income generation and accessing social investment. • **Partnership & Collaboration Development:** Convening and facilitating networks, forums, and consortia to enable purposeful joint working and cross-sector partnerships • **Voice & Representation:** Representing the interests of the sector, ensuring local VCSE voices influence policy and decision-making. Ensure that organisations encourage and enable citizen-led and social action • **Support Borough & Strategic Initiatives:** Helping organisations align with local authority, Integrated Care System (ICS) strategic initiatives e.g. RPL, neighbourhood working, Growth and Community Wealth Building to improve representation, insights and impact • **Volunteering:** Support a volunteering offer that includes a platform for brokerage, recruitment and placement • **Place Based:** Strengthen neighbourhood organisations and working, reaching out into particularly geographically excluded or historically less engaged neighbourhoods. Strengthen a One Brent, Many Neighbourhoods and Communities approach, by supporting place-based networks and collaborating with community hubs and anchor organisations who hold trusted relationships in their local communities • **Spaces:** Supporting organisations to utilise community spaces with a sustainable financial model and the knowledge to maintain assets and work in partnership with other local partners

	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.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	**Response received on 02/04/26:** Market Rent Reduction Framework (MRRF) introduced a test approach and refine methodology for reduced market rent for 3 selected new lettings, through which Brent VCS organisations seeking to rent Brent Council premises may be eligible for reduced rent rates reflecting the value their use of the premises will bring to the local community. All organisations wishing to be considered for a Market Rent reduction must satisfy and evidence the following: 1. The organisation must be a registered voluntary or community organisation whose work has a direct, positive impact on Brent residents and the local area (e.g. a registered charity, community group, co-operative, community interest company (CIC), social enterprise, limited company that can demonstrate voluntary sector activity, or charitable incorporated organisation (CIO)). 2. The organisation must be able to sustainably, safely and legally manage the building within the terms of the lease 3. The organisation must demonstrate good governance and have a fully operational management committee 4. The organisation must demonstrate that it is able to pay the rent and cost associated with the management and use of the building 5. The organisation must complete all elements of the MRRF bidding form and submit within agreed timescales Monitoring arrangements are in place for each project. Picture Palace: has recently reopened as a Community Hub. Community organisation CAVA (lead organisation) has been selected to operate the new Picture Palace under Brent's Market Rent Reduction Scheme, which offers council-owned spaces at reduced rents to voluntary and community sector organisations. Civic Centre Café: Harmony Kitchen were selected to open and operate the Community Kitchen from September 2025. Roy Smith House: Step Up Hub selected to operate, works are ongoing with Step Up Hub yet to move in.

	Provide a detailed overview of VCS grant programmes, focusing on grant operations and outcomes. This should include eligibility criteria, key dates (such as application windows, decision timelines, and funding start/end dates), a summary of awards over the past three years, and the time taken to disburse funds to recipient organisations, highlighting any significant delays.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	**Response received on 02/04/26:** The Council is finalising proposals to bring together community grants under a consolidated grant model. Consolidating community grants that are feasible to combine will allow us to streamline the process and make it easier to manage the application process, payments, accessibility for residents and VCSE organisations and monitoring and reporting. And enable better tracking and reporting on delivery. The information requested is extensive. We are in the process of reviewing this as part of the community grants review, and while not yet complete, a snapshot is provided below. The following section summarises key 2024/25 (unless otherwise stated) VCSE and community grant funding initiatives: • **Neighbourhood CIL Grants** – £1.5 million across five Brent Connects areas. £8m for projects across the borough being delivered by the Council – Investing in Brent Programme approved for delivery in 2025/26. • **Love Where You Live** – £66,000 awarded to 130 local projects. New partnership with Wembley Stadium Foundation (WSF) in 2025 brings new £420k investment in community grants for benefit of Brent - £100k awarded to 35 local projects in September 2025 • **Brent Health Matters** – £433,000 awarded to 46 projects tackling health inequalities. • **Together Towards Net Zero** – £254,000 across four rounds supporting environmental action. • **Community Chest Fund** – £45,000 awarded to seven grassroots groups in 2025. • **Edward Harvist**- From 2023 awarded £367,756.07 to 76 organisations. • **Equality, Diversity and Inclusion Grant -** £30,000 available and is being launched in 2025

			Other grant funding examples (not exhaustive) include: • **Holiday Activities & Food Programme -** £1m allocated to Brent in 2023-2024.Allocations based on the number of children eligible for benefits-related free school meals in each local authority area. • **Brent Resident Support Fund:** £5,562,444.56 with 4,075 grant applications approved. This funding aims to assist Brent residents facing financial hardship by providing support for essentials such as food, energy, water, and other household necessities. • **Homes for Ukraine** - £350,000 awarded to 5 organisations providing support in areas such as mental health, housing, e-visa and employment • **UK Shared Prosperity Fund -** £140,000 awarded to 2 organisations for employment support and disabilities employment support focusing on SEND • **London Crime Prevention Fund** - £500,00 (3 yrs) for Exploitation & Vulnerability Panels, Independent Domestic Violence Advisors, Brent Triage, Perpetrator Domestic Abuse Programme, Knife Crime Awareness Programme • **Youth Justice** - £2m awarded to 5 VCSE capital projects
4 November 2025 – **Social Value: Draft Policy and Whole-Council Approach**	Provide a sample of data from higher-value procurements since April 2020 (following implementation of the current strategy), detailing: • Social value delivered versus committed; • Performance against	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	**Response received on 02/04/26:** This information is not available due to historic issues with recording. The most recent Annual Procurement Reports are attached. These include details on procurement performance and social value delivery. As noted previously, work has been undertaken through the Procurement Improvement Programme to review and update the Council's Social Value Statement. As part of this work, the capacity and requirements to monitor and track social value delivery has been considered. We are recruiting a social value lead officer to provide capacity corporately to work with services and contract managers to better monitor social value and support annual reporting from 2026/27. This addresses previous historical challenges in tracking and reporting on performance.

	associated KPIs; • Where relevant, financial implications for the Social Value Fund where commitments were unmet; and • The resulting impact.		From 2026/27 an annual social value impact report will be produced summarising performance, learning and examples of good practice. This will inform continuous improvement and help shape future priorities. We are recruiting a social value coordinator post to provide capacity to support services and contract managers in monitoring social value delivery and strengthening reporting. Annual Procurement Strategy Report 20-2´ Annual Procurement Strategy Report 21-2 Annual Procurement Strategy 22-23 - CMT
	Provide case studies illustrating both successful and underperforming delivery of social value commitments under current contracts. Each case should outline: • The social value commitments made; • Actual delivery achieved; • Reasons for any variance; and • Lessons learned to inform the forthcoming Social Value Policy.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	**Response received on 02/04/26:** The most recent Procurement Annual Reports are attached above. These include examples of social value delivery. The case example below relating to South Kilburn demonstrates an example of the approach the Council is seeking to embed through its new Social Value Statement and Procurement Strategy – shifting to community-led priorities and opportunities that can deliver long-term benefits wherever possible. **Delivery of social value in South Kilburn through the Single Delivery Partner appointment** The appointment of a Single Delivery Partner to deliver the comprehensive redevelopment of the remaining sites at South Kilburn, including the delivery of over 1,600 homes across a 10–15-year period, presents a significant opportunity to embed social value at scale. This partnership offers the potential to deliver a coherent, long-term programme of initiatives rooted in the needs, aspirations and priorities of the South Kilburn community, creating lasting and transformational impact for local people. In line with Brent's principle of embedding social value into everything we do, social value in South Kilburn will not be treated as a standalone deliverable but as a cross-cutting requirement across all aspects of the programme, from placemaking and meanwhile uses to estate management, stewardship and the

			response to the climate emergency. While the overall programme contributes to a wide range of outcomes, the South Kilburn Social Value Framework focuses particularly on people-centred, place-based measures such as income, employment, education, health and wellbeing, and community safety. The success of the South Kilburn regeneration will ultimately be measured by the legacy it leaves for both place and people. Social value will be achieved when the community that emerges from the regeneration is empowered, resilient and able to address local challenges through its own skills, knowledge and networks. The learning from South Kilburn will be invaluable in refining Brent's overall approach to social value. It provides a live opportunity to test the new principles in practice, understand what works at scale and in partnership with communities, and apply those insights to strengthen implementation across other programmes and projects.
	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	**Response received on 02/04/26:** The new Social Value Statement developed alongside and in support of the Procurement Strategy 2026-2030 is supported by guidance and toolkits that will be available to officers and suppliers. This includes guidance on monitoring and reporting. For larger or more transactional contracts, we may use structured tools such as Brent-tailored themes, outcomes and measures (TOMs) to support consistency and benchmarking. For complex, place-based or community-led work, we will focus on collaborative and qualitative measures that capture lived experience and longer-term outcomes. All social value commitments will be defined early and built into contracts so that expectations are clear from the start. Progress will be tracked through a mix of quantitative indicators and community feedback. From 2026/27 an annual social value impact report will be produced summarising performance, learning and examples of good practice. This will inform continuous improvement and help shape future priorities. We are recruiting a social value coordinator post to provide capacity to support services and contract managers in monitoring social value delivery and strengthening reporting. As part of the Procurement Improvement Programme, the council's Contract Management Framework and Guidance has been reviewed and updated. This is

			being launched in April 2026 and includes requirements and responsibilities around social value monitoring and reporting.
21 Jan 2026 – **Anti-Social Behaviour (ASB) in Brent**	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	**Response received on 19/03/26:** The Council have been working with Lime to address issues around inconsiderate/unsafe parking of Lime bikes and in identifying suitable locations for clearly designated on-street cycle parking bays across Brent, where bikes can be deployed and hired/returned. Locations have been informed by usage data supplied by Lime, requests from residents for cycle parking, and Council data on complaints. A key focus has been on providing adequate levels of parking outside stations, in town centres, and at other key trip generators within the borough (including locations with high level of pedestrian activity), but also in residential areas where many e-bike trips start/end. Following completion of feasibility studies to ascertain whether proposed sites are suitable from a technical/road safety perspective, the Council undertakes a public consultation exercise seeking the views of councillors, residents/businesses and on bay locations. Letters and plans are sent to all properties within a 50m radius of each proposed location and details of the proposals are uploaded onto the Council’s consultation portal for the wider public to view/comment. Consultation is usually undertaken for a minimum period of 21 days. Information on the proposals was also sent to Ward Councillors, community groups and statutory bodies, including the emergency services. On completion of the consultation exercise, any responses received are carefully reviewed and inform a decision on which bays to progress or not progress and the reasons why, are set out in a consultation report. The report is subsequently uploaded to the consultation portal and is available for the public to view. Upon installation, all bays are subject to ongoing monitoring and review in order to address any emerging issues. Further bays are planned for delivery in 2026, details of these will be publicised in due course.

			Updated response received on 15/07/26: During 2025 we undertook 5 separate consultation exercises, consulting on 228 bays at locations across the borough. Feedback from the various consultation exercises for the siting of dockless bike parking bays was varied with a mix of support for and opposition against the proposals. Among the most cited objections from residents for the placing of bays included: • Loss of parking • Road safety and traffic concerns • Antisocial/criminal behaviour • Abandoned/irresponsibly parked e-bikes • Consideration of other locations In each case an assessment of the feedback was made and where it was considered that the benefits of the proposal outweighed the concerns a recommendation was made to implement the dockless bike parking bay at that location. Where it was considered that the nature and level of concerns outweighed the benefits of implementing the bay it was recommended that the site be reviewed and an alternative location be consulted on. In total, 175 bays were progressed to implementation, with the remaining 53 locations currently under review.
24 Feb 2026 – **Fly Tipping & Littering**	Provide an evaluation of all relevant NCIL-funded projects delivered under the Public Realm Improvement Programme 2025–2026 aimed at improving waste management, fly-tipping and littering. The assessment should set out the effectiveness and performance of each	Chris Whyte – Director, Public Realm, Neighbourhoods & Regeneration	**Response received on 24/03/26:** The NCIL programme is managed by Community Engagement and Social Infrastructure. The full details of the full programme are very extensive but can be obtained from the service area and they can advise on the timetable for analysis, review, and further decision. I attach our initial bid as that provides the summary of each project within Public Realm and the basic detail: PUBLIC REALM IMPROVEMENT PROC

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<td>intervention, and identify which projects delivered sufficient benefits to justify a business case for continuation, including evidence of income generation and/or cost savings.</td>
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Projects run to the end of this month, but some extend longer over 12 months. Each project must provide an assessment of outcomes, and these can help substantiate any bid for extended investment.
Updated response received on 15/07/26:
The formal assessment was undertaken in line with the requirements of the NCIL programme and is attached below:
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All of the cleansing projects were considered to have created an enhancement of street scene standards and therefore all have a significant case for being sustained. Put simply, they all provide additional cleansing resource that therefore ensures more areas are cleaned more frequently. Removing the resource would be a diminution of service and therefore retrograde. On that basis, additional cleansing budget provided this year will offer the means of continuing these cleansing activities for the full duration of 2026/27, and a further assessment for further application can be made at the end of March. All projects remain operational.
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<td>Where possible, provide details on the proportion of abandoned FixMyStreet submissions over the past 12 months, broken down by reason for abandonment and by device type (mobile, desktop, tablet).</td>
<td>Chris Whyte – Director, Public Realm, Neighbourhoods & Regeneration</td>
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Response received on 24/03/26:
The below table provides a breakdown of abandoned reports per device type over the last three years. Reasons for abandonment are not recorded or stored in the system.
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<tr><th></th><th>Android (Phone)</th><th>iOS (Iphone)</th><th>Web App (cpu)</th><th>Web App (Mobile)</th><th>Total</th></tr>
<tr><td>2023/2024</td><td>83</td><td>259</td><td>111</td><td>308</td><td>761</td></tr>
<tr><td>2024/2025</td><td>75</td><td>366</td><td>106</td><td>369</td><td>916</td></tr>
<tr><td>2025/2026 **</td><td>136</td><td>334</td><td>177</td><td>766</td><td>1413</td></tr>
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24 Feb 2026 - **Quarter 3 Financial Forecast 2025/26**	Provide a narrative analysis to accompany the summary of the 30-year Housing Revenue Account (HRA) Business Plan, explaining how current HRA performance aligns with, corresponds to, and may impact the long-term financial forecasts.	Spencer Randolph – Director, Housing Services, Residents & Housing Services	**Response received on 27/03/26:** The HRA Business Plan incorporates a range of assumptions to support the development of long-term financial forecasts, reflecting the impact of the Council's spending, investment, and rent-setting decisions. These projections are based on the authority's current expectations regarding income, expenditure, and investment. While the assumptions applied represent the most reliable information available at the time of preparation, they remain subject to change due to inherent uncertainty and potential volatility. The key assumptions include assumptions around: • The stock movements - baseline stock numbers are adjusted for projected Right to Buy sales and new affordable housing supply. • Inflation on supplies and services - rental income uses Consumer Prices Index (CPI) +1%. All other expenditure is assumed at Retail Price Index (RPI). • Minimum Working Balance - target level of minimum reserve assumed at 5% of income to cover any budgetary overspends. • Rental Income - rent is adjusted as per government policy. Assumed CPI+1% for duration of Business Plan. • Service Charges - service charge uplifts are in line with anticipated cost increases at RPI. • Voids - rent losses through voids are estimated at 3.5% of rent for 2026/27 and 3% thereafter. • Bad Debts - rent arrears that are not collected result in loss of income assumed at 2.5% in 2026/27 and 2% thereafter. • Interest rate on borrowing - new debt is assumed at average interest rate of 4.8%. • Capital Programme - Major Works - investment to maintain housing stock profiled over 5 years based on the Asset Management Strategy.

			Alongside the baseline assumptions, a sensitivity analysis is undertaken to explore the impact on reserve balances and the HRA Business Plan's sustainability from a range of assumptions. The key sensitivities analysed are: A. Baseline assumptions B. RPI cost inflation plus 0.5%: 3.7% in 2026/27, 3.56% in 2027/28, 3.35% in 2028/29, and 3.34% thereafter. C. Voids 0.5% higher than baseline D. Bad debt 1% higher than baseline E. Rent at CPI from year 11 onwards The sensitivity analysis demonstrates that: A. Baseline assumptions provide consistently small surpluses over 30 years, with a projected reserve balance of £154.7m in year 30, which could potentially be used to reduce debt. B. Cost inflation at RPI plus 0.5% is projected to result in year-on-year deficits from 2034/35, and HRA reserves running out by 2042/43. C. Voids 0.5% higher than baseline leads to reduced surpluses, with a reduction of the projected reserve balance to £139.4m in year 30. A net impact of £15.3m over the 30-year period. D. Bad debt 1% higher than baseline leads to reduced surpluses, with a net reduction of the projected reserve balance to £113.6m in year 30. A net impact of £41.1m over the 30-year period. E. Rent increasing at CPI from year 11 (rather than CPI+1% in the baseline assumptions) results in increasing deficits from year 15 with reserves depleted by 2049/50. In summary, if voids run 0.5% higher than baseline, bad debt write off is 1% higher than baseline, and RPI is 0.5% higher than baseline, there will be consistent deficits on the HRA with a negative reserve of £0.9m by 2035/36.

			The HRA Business Plan is underpinned by key assumptions, and there remains an inherent risk that variations in these may materially affect revenue and capital cashflow projections. The principal variables influencing long-term viability are rental income, repairs and maintenance costs, borrowing costs, and major works expenditure. Rental income is the HRA's primary funding source, making effective arrears management critical to financial stability. As at February 2026, tenant debt totalled £13.7m (£4.7m former tenants and £9.0m current tenants) and is increasing by approximately £176k per month, with a projected year-end increase of £2.1m. Total debt has risen by 21% in 2024/25, with an £1.9m (16.5%) increase over the past 11 months. Cumulative arrears represent 22% of the rent roll, compared to a London average of 9.9%. Collection rates are 94.87% for current-year debt and 10.83% for prior-year debt, against a 30-year plan assumption of 98%. Leaseholder debt stands at £5.3m, reduced by £1.9m since the start of the year, though no current-year charges have yet been raised. Provisions for non-collection are applied at 20% (current year), 70% (one year), and 100% (over two years). A 1% reduction in rent collection equates to an income loss of approximately £0.6m. The 2025/26 non-collection provision is £2.3m. Any improvements in debt recovery performance could help reduce this provision and potentially release funding to support other service areas. Voids management is also a key driver of income. Current void levels are 4.23% of social/formula rent stock, equating to an estimated £3m income loss in 2025/26, compared to a peer median of 2.2%. Each 1% reduction in void losses would generate approximately £0.6m in additional income. The business plant assumption around rent losses through voids is 3%. Repairs and maintenance pressures are increasing, driven by higher volumes of complex works and issues such as damp and mould. Forecast expenditure for 2025/26 is £23m, representing 31% of total HRA income, requiring robust cost control to maintain financial sustainability.

			Rising costs of major works, including fire safety and decarbonisation requirements, present further risk, particularly in the context of limited government subsidy. Investment plans must therefore remain flexible to respond to funding constraints. The HRA is also exposed to interest rate risk due to significant borrowing requirements to maintain and expand housing stock. Under the Council's pooled borrowing approach, the HRA benefits from a reduced rate; however, rates have increased since 2022. The current assumption is an average borrowing rate of 4.8% based on long-term Public Works Loan Board (PWLB) rates. Borrowing costs are projected to account for 18% of total income in 2025/26.
	Provide a detailed assessment of the impact that actions underway are having on reducing the forecast overspend in Adult Social Care and outline the plans for managing budgets in-year for 2026/27, including how emerging pressures will be identified early and mitigated. The assessment should include: • Clear delivery timelines and milestones • Evidence of effectiveness to date, where available • Identification of any actions	Claudia Brown – Director, Adult Social Care, Service Reform & Strategy	*In response to an information request, the report was circulated to the Committee on 26 March 2026 and re-circulated to the new Committee membership on 24 July 2026.*

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<tr><td></td><td>that are off track or at risk of delay, with explanations and associated recovery plans</td><td></td><td></td></tr>
<tr><td></td><td>Provide data and analysis on Fixed Penalty Notices issued in School Street locations, including year-on-year trends and comparisons where available, together with accompanying narrative commentary explaining what the data shows and whether any identifiable patterns or changes in compliance can reasonably be inferred.</td><td>Chris Whyte – Director, Public Realm, Neighbourhoods & Regeneration</td><td>Response received on 24/03/26:

School Streets have proved to be popular with the school community and residents and effective in improving road safety, encouraging greener travel and supporting health and well-being. Subject to consultation, we aim to introduce several new schemes or merges or extensions to existing schemes each year.

In recent years there has been an increase in the number of school streets and enforcement cameras. The table below provides the number of school streets and enforcement cameras introduced from 2021 to 2025.

<table><tr><td></td><td>2021</td><td>2022</td><td>2023</td><td>2024</td><td>2025</td></tr><tr><td>School Streets</td><td>26</td><td>27</td><td>27</td><td>29</td><td>30</td></tr><tr><td>Cameras</td><td>2</td><td>14</td><td>36</td><td>50</td><td>54</td></tr></table>
The below attached report provides information on the issue of PCNs for School Street Zones:</td></tr>
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			School Streets summary annual PCN It should be noted that some schemes would have been introduced later in the year, so numbers may appear to significantly increase the following year. Despite a review of our school street signs in 2024 and the introduction of more advanced warning signs that are larger and in more prominent locations we are still experiencing high numbers of PCNs being issued for some school streets which could be the result of drivers that are not familiar with the area and are passing through these restricted roads on route to another destination or they are choosing to ignore the restrictions and avoid a longer route. For some schemes, we have seen improved compliance over time, for others there continues to be high numbers of contraventions. It should also be noted that where schemes have been recently introduced, new schemes or expanded zones, numbers of contraventions have increased, but we would expect compliance to improve over time.
24 Feb 2026 – **Complaints Analysis Report 2024/25**	Provide further details on the Residents' Complaints Group, including: • when it was established and its purpose; • its terms of reference (ToR); • current activity and planned	Spencer Randolph – Director, Housing Services, Residents & Housing Services	**Response received on 27/03/26:** To ensure the Housing Complaints Handling Review continues to be driven by resident insight and achieve better outcomes for residents, we are proposing to set up a resident group who we can work with to consult on and co-design service improvements. The group met for the first time in December 2025, a meeting which updated the residents on the current position with complaints performance and the findings of the review. The next meeting is on 24th March 2026 where the ToR will be agreed. The activities are focused on the complaints handling process itself, as opposed to the common issues being raised in complaints relating to the wider service (although any feedback will be noted and passed on to teams). Improving how we are listening to and acting on dissatisfaction is an essential element of rebuilding trust with our residents.

	future work; and • an estimated timeframe for reporting back to the Resources and Public Realm Committee on the impact of its work.		To note: this group focus is specifically relating to complaints handling by housing management, as it relates to our landlord services for Brent Council tenants and leaseholders. The group will run for approximately one year, and work through the full resident complaints journey in chronological order, with additional opportunities to co-design and influence policy, staff training and communications. Residents who attend will be reimbursed for their time through vouchers, as per our agreed housing resident engagement approach. The proposed forward plan for the group is as follows, but will be a regular item on the agenda to ensure the attendees feel it is valuable and interesting: Session 1 – Housing complaints performance and review findings Session 2 – Co-designing the Housing Compensation Policy & how we are recognising a complaint in dissatisfaction Session 3 – Reporting a and acknowledgement of a complaint Session 4 – Investigating your complaint and keeping you informed Session 5 – Complaint response letters and escalation Session 6 - TBC The group will report its work back into the Housing Management Advisory Board on a 6-month basis, for oversight on meeting our regulatory duties and championing the resident experience in our service improvement. The outcomes can be shared as part of a wider Housing Management resident engagement outcomes report for the Committee. **Updated response received on 21/07/26:** The complaints group has yet to reconvene. Attendance to the December 2025 meeting was lower than was hoped and the engagement team is reviewing the approach being taken to ensure as much value is gained from resident engagement in this area as possible (and exploring additional recruitment options for the group). There is no TOR to share as of yet.