Appendix 2: Strategic (Platinum) Contracts Summary Reports

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

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

Performance of contract (overview)	Performance is measured via 12 Primary Performance Indicators and 5 Secondary Performance Indicators, covering the range of services. With a few minor exceptions, performance has generally been in the "Green" for both contractors over the course of the two Lots so far.		
Top 3 KPIs & score:	Lot 1 – % high priority defects repaired on time 100%	Lot 1 - Delivery of Gully Cleaning to Programme 100%	Lots 1 & 2 – % actual spend against profiled spend - both > or =100%
Social Value – top priorities	The contract prioritises delivering measurable environmental improvements (tree planting, biodiversity, carbon reduction and cleaner vehicles), alongside strong social value governance, local employment, skills and apprenticeships. It also commits to community wellbeing through volunteering, mental health and equality training, education outreach, and sustained support for local charities and disadvantaged groups.		
Segmentation score	64	**Segmentation outcome**	Platinum
Reason contract is Platinum	Delivers on a statutory duty and critical services to vulnerable people, including regulatory control. Very challenging and costly to replace the contractor or insource the service if the supplier fails at short notice. A longer-term contract but straightforward delivery, with 'industry standard' type KPIs, perhaps using standard form e.g. Minor Works JCT. One dominant supply chain though may include several subcontractors; can be cross council and/or a joint partnership arrangement but with well-formed networks; repeat contract ie has been done before. Perceived to be very important to local residents. High levels of H&S considerations, with risk to life or serious injury.		

Key contract risks	**Risk mitigations**
1. Supply Chain & Material Shortages	Long-lead procurement planning, multiple suppliers, and stockpiling critical materials.
2. Workforce Availability and Skills Gaps	Invest in apprenticeships, training, local recruitment drives, and retention incentives.
3. Traffic Disruption and Public Safety Issues	Robust traffic management plans, real-time communication with the public, and scheduled works during off-peak periods.
4. Budget Pressures and Cost Inflation	Regular cost forecasting, contingency budgets,
Issues for escalation or for noting	
• None	
Opportunities for improvement, change or savings	
• Data lead analysis of gully cleansing frequencies, leading to more targeted use of resources	

Retain as Platinum?	Yes		
Date of report:	19/01/2026	**Report author:**	Jonathan Westell

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

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

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

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

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

Target: 60
(No more than)

Score for 2025-26:

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

Target: 95%

Score for 2025-26:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

	responsive repairs service meets certain target resolution times depending on the issue being presented; voids turnaround.	arrears recovery. Unavailability risk lies with the SPV, in line with usual PFI practice.	
Social Value – top priorities	N/A as contract predates requirement for Social Value		
Segmentation score	Not assessed yet	**Segmentation outcome**	Platinum
Reason contract is Platinum	Value and risk profile		
Key contract risks		**Risk mitigations**	
1. Hyde denying access to data/information in their bid to seek commercial advantage/deflect scrutiny.		External legal advice sought. Corporate directors are closely involved with strategy.	
2. Concern of lack of knowledge as to stock condition, tenant wellbeing		Steps being taken e.g. door knocking and survey by external firm to ascertain conditions of PPP properties	
Issues for escalation or for noting			
• As residents are Brent secure tenants it is important to require information relating to our responsibilities as landlord/Regulator responsibilities and pursue this in a robust and proactive manner			
• Relationship with Hyde is tense			
Opportunities for improvement, change or savings			
• Information required. When available further updates can be provided			
Retain as Platinum?	Yes given value and risk		
Date of report:	11/02/2026	**Report author:**	Janie Chesterton

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

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

		pressure consistently applied for updates and proactive comms with residents.	
3. Complex commercial calculations needed at expiry		Specialist valuer advice will be sought in good time, including for dry runs to scenario test	
4. Risk of losing noms rights to units		Baseline of 158 permitted but 364 properties so risk that available units will decrease over time (post expiry).	
Issues for escalation or for noting			
• Voids generally utilised for TA households to reduce financial pressures but is under review			
• Relationship with Hyde on other PPP scheme is tense and impact may spill over onto this scheme despite best efforts of LBB officers to avid conflation. Senior governance channels have been suspended as a result but LBB seeking to resurrect			
Opportunities for improvement, change or savings			
• Robust contract management has resulted in better controls and costs avoided/income in 2024-5 of c.£250k. Gap between income and spend is being contained and will reduce over remainder of contract term. Robust management is being used to resist value leakage which was a concern during rent freezes in 2019/20 onwards given the way in which the rent security works to Hyde.			
• Improved monitoring and scrutiny of the FM service by the Council has led to improved responsiveness and data collection. Opportunity to do same with housing management service			
Retain as Platinum?	Yes given value and risk and with expiry in <3 years.		
Date of report:	11/02/2026	**Report author:**	Janie Chesterton

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

	mitigate this LBB and JFS have jointly appointed project management resource to manage the expiry process.			
Top 3 KPIs & score:	Building lifecycle & maintenance to agreed standards. Generally seen as broadly compliant but being discussed in relation to independent expiry survey findings.	Cleaning, waste disposal & security		Information Technology (ICT) (subject to a pending variation requested by JFS)
Social Value – top priorities	N/A as contract predates requirement for Social Value			
Segmentation score	Not yet assessed	**Segmentation outcome**		
Reason contract is Platinum	Value and risk profile			
Key contract risks		**Risk mitigations**		
1. Expiry – building handed over in poor condition / SPV appetite to complete required works to building. Early PFI so provisions in contract are poorly worded		Survey commissioned and completed Provisions in contract DfE high level discussions with SPV provider Project Management resource in place to manage expiry process		
2. Expiry – lack of engagement from SPV in process		Provisions in contract DfE high level discussions with SPV provider Project Management resource in place to manage expiry process		
3. Dispute Resolutions between school and SPV for BAU due to poor relationships		Costs of dispute resolution process Improving relationship between school and SPV New senior manager appointed by SPV		
4. Increased costs to LBB to assist JFS in operating contract		Investigate use of PFI reserve LBB holds School to seek ways to be more efficient until expiry		
Issues for escalation or for noting				
• JFS claiming PFI is too expensive and they require additional financial support from LBB. They are aware of our PFI reserves and have made recent requests to access it				
• Anticipate that post-expiry, there will be issues to resolve, specifically building condition and potential requests from the school for assistance from LBB				
Opportunities for improvement, change or savings				
• Potential Deed of Variation to remove ICT provision from contract and for school to deliver. Savings to be confirmed				
Retain as Platinum?	Yes As a PFI which expires in 18 months there will be significant work to be carried out with a potential burden on LBB (resources and finances)			
Date of report:	11/02/2026	**Report authors:**		Neil Martin/Janie Chesterton

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

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

<table>
<tr><td></td><td>customer feedback; key sports delivered. All are being delivered at 95% or above.</td><td>used then this would lead to deductions as was applied in December 2025 due to pool, hoist and lift failures.
Unavailability risk lies with the SPV, in line with usual PFI practice.</td><td></td></tr>
<tr><td>Social Value – top priorities</td><td colspan="3">N/A as contract predates requirement for Social Value</td></tr>
<tr><td>Segmentation score</td><td>Not assessed yet</td><td>Segmentation outcome</td><td>Platinum</td></tr>
<tr><td>Reason contract is Platinum</td><td colspan="3">Value and risk profile</td></tr>
<tr><td colspan="4"></td></tr>
<tr><td colspan="2">Key contract risks</td><td colspan="2">Risk mitigations</td></tr>
<tr><td colspan="2">1. If contract management not robust and sustained then risk that client oversight is insufficient and value leakage occurs</td><td colspan="2">Additional resource e.g. Head of Leisure post agreed (interim currently in place). PFI Project Team meetings now in place to draw in different services to support the contract management. LA rep appointed to provide clarity as to required authority. Responsibility matrix being worked on by officers to ensure visibility and no gaps</td></tr>
<tr><td colspan="2">2. Business Continuity planning by SPV, Risk Register and use of the Lifecycle Fund not fully developed and shared with LBB</td><td colspan="2">Work ongoing to address with SPV and sub-contractors</td></tr>
<tr><td colspan="2">3. Preparation for expiry needs to pick up pace as c.5 years to hand back to LBB</td><td colspan="2">FOC advice being offered by NISTA, SOPM work also will contribute to this</td></tr>
<tr><td colspan="4">Issues for escalation or for noting</td></tr>
<tr><td colspan="4">• Preparation for the first expiry health check from HMT needs to commence, this is expected in the near future. Support from NISTA is available, discussions have commenced and should be utilised before the check takes place.</td></tr>
<tr><td colspan="4">• Relationships with sub-contractor and investor remain constructive. A recent annual check-in with DCMS and NISTA was useful and positive in tone.</td></tr>
<tr><td colspan="4">Opportunities for improvement, change or savings</td></tr>
<tr><td colspan="4">• Robust contract management could result in better income as well as better controls and costs. This is being worked on to discuss what is feasible. Profit share payments are being chased. We are also reviewing the facilities on the site and looking if there are ways to further increase the number of memberships
• We have recently installed electronic booking system to improve efficiency and be more sustainable
• Improved monitoring and scrutiny of the service and a revised reporting format should leave to more informed decision making.</td></tr>
<tr><td>Retain as Platinum?</td><td colspan="3">Yes given value and risk and with expiry in c.5 years.</td></tr>
<tr><td>Date of report:</td><td>12/02/2026</td><td>Report author:</td><td>Janie Chesterton/Ruth du Plessis</td></tr>
</table>

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

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

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

Issues for escalation or for noting

- Disrepair needs a renewed focus

Opportunities for improvement, change or savings

- Not identified yet

Retain as Platinum?	Yes due to Value and reputation risk		
Date of report:	17/02/2026	**Report author:**	Gary Mitchell

Contract Name:	**Home Care**		
Scope of services:	Homecare services support people to live independently and safely at home, typically due to age, illness, disability, or recovery from hospital treatment.		
No. of suppliers: Supplier names:	Lead provider Home care contract		
Start Date:	February 2020	**End Date (+ extns)**	February 2025, (contract 3+1+1)

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

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

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

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

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

Key contract risks	**Risk mitigations**
1. Data and insights	We have set minimal KPIs which will be reviewed in year 2 once we have data from this contract
2. Forecast Costs	Open book accounting
3. Equipment costs	Will be reviewed quarterly
4. Special equipment	Work with partners to share items and use our buying power
Issues for escalation or for noting	
• Where cost of the contract increases and is higher than forecast we will need to notify senior management in health and social care	
Opportunities for improvement, change or savings	
• Equipment recycling	
• Prescriber behaviour change- do people allocating equipment need it, then are they benefiting from it	

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

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

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

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

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

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

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

Key contract risks	**Risk mitigations**
1. Provision of trained staff to deliver services	Robust training and progression opportunities, recruitment processes and use of agency staff or secondments from other contracts
2. Supply chain issues (print and post / cash collections)	NSL are one of the largest service providers and have contract arrangements in place with various suppliers.
3. Data and Cyber security	NSL use IT systems from suppliers that that are under direct contract with the council meet the councils' standards

Issues for escalation or for noting

- None

Opportunities for improvement, change or savings

- Pay and Display Machine reduction and maintenance / cash collection savings – project in progress.

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

Contract Name:	**Speech and Language Therapy**

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

1. Supplier unable to manage existing demand within current capacity and contract envelope.		Negotiating a contract variation to meet significate demand for SALT Therapies. The overspill is currently being managed through spot purchasing, to ensure the local authority is meeting it statutory obligations/duties. Currently it is estimated there will a 15-20% increase year on year for SALT therapies. If the local authority is not able to meet it statutory responsibility. There is a risk of an increase in SEND tribunals, risk of Judicial Reviews, increase in parent and carer complaints, reputational risk to LA.	
2. Supplier experiencing recruitment difficulties and NHS unable to use bank / agency staff.		Supplier has a recruitment plan to onboard new SALT therapists. They also manage other therapy contracts for other local authorities within the North-West London Region. There is a wider national recruitment challenge nationally, regionally and locally for qualified therapists.	
Issues for escalation or for noting			
• Awaiting response from CLCH re: Offer of contract variation, this to allow the local authority to meet the increasing demands outlined in Risk Mitigation section.			
• Budget pressures on High Needs Block			
Opportunities for improvement, change or savings			
• Negotiating contract variation to address up to 25% growth increase anticipated over the next 2 and half years this is based on the current volume of EHCP's being issued.			
• Shift spot purchased activity with commercial supplies to this contract via a contract variation should bring average unit cost down from contact intervention.			
Retain as Platinum?	Yes - Uncertain growth demand having impact on supplier resourcing and Council's statutory duties and legal compliance.		
Date of report:	12/02/2025	**Report author:**	John Dunning/Yasin Patel