

Appendix A

Resources and Public Realm Scrutiny Committee (RPRSC) Recommendations Tracker 2025/26

The Recommendations Tracker is a standing item on committee agendas, and documents the progress of scrutiny recommendations, suggestions for improvement, and information requests made by the Resources and Public Realm Scrutiny Committee at its public meetings and as part of task and finish group reviews. Scrutiny recommendations, suggestions for improvement, and information requests will not be removed from the tracker until full responses have been provided to the committee by either the Cabinet, Full Council, council departments, and/or external partners.

Recommendations to Cabinet

Subject	Scrutiny Recommendation	Cabinet Member, Lead Officer, and Department	Executive Response
21 Jan 2026 – Budget Scrutiny Task Group Findings	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 measures, to reduce the risk of in-year slippage and unplanned service impacts.	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. <i>*Delivery plans to be included in the Quarter 2 Financial Forecast 2026/27 Report for the 20 October meeting and beyond to address this recommendation.</i>
	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. <i>*Table breakdown to be included in the Quarter 2 Financial Forecast 2026/27 Report for the 20 October meeting and subsequent reports to address this recommendation.</i>

	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. <i>*Updated response due by close of play on 7 October 2026, reflecting current and ongoing work in this area.</i>
	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. <i>*Updated response due by close of play on 7 October 2026, setting out current and ongoing work in this area.</i>
29 July 2026 – Highways Maintenance	Review the extent to which Community Infrastructure Levy (CIL) funding is being used to support highways maintenance and improvement works, and identify any further opportunities to maximise its contribution towards addressing the maintenance backlog.	Cllr Promise Knight – Cabinet Member for Cleaner Streets, Transport and Public Realm Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration	<i>Response due by close of play on 7 October 2026.</i>
	Engage with Transport for London (TfL) to explore funding opportunities and partnership arrangements to	Cllr Promise Knight – Cabinet Member for Cleaner	<i>Response due by close of play on 7 October 2026.</i>

	support the maintenance and improvement of bus lanes, helping to reduce pressures on the Council's highways maintenance budget.	Streets, Transport and Public Realm Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration	
29 July 2026 – Revitalising High Streets and Town Centres	Develop and implement a coordinated, cross-council approach to the High Streets Strategy, ensuring effective alignment across relevant services and strong partnership working with key external stakeholders, including the Metropolitan Police, TfL, Trading Standards, local businesses and neighbouring boroughs, where appropriate.	Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration	<i>Response due by close of play on 7 October 2026.</i>
	Use the High Streets Strategy as a vehicle for achieving Brent's wider economic, social and community objectives through innovative and joined-up approaches that maximise the contribution of high streets and town centres to education, skills, employment, business growth, community wellbeing and addressing homelessness.	Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration	<i>Response due by close of play on 7 October 2026.</i>
	Embed the High Streets Strategy within Brent's wider planning, regeneration and economic development framework, including the Brent Local Plan, and establish a clear long-term vision for the vitality, viability, resilience and transformation of high streets and town centres, informing planning, regeneration and investment decisions.	Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration	<i>Response due by close of play on 7 October 2026.</i>
	Ensure the High Streets Strategy is informed by robust evidence and meaningful, inclusive engagement with residents, businesses, community organisations and other stakeholders, including seldom-heard groups, so that its priorities and proposed interventions reflect local needs, aspirations and lived experience.	Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning Jehan Weerasinghe, Corporate Director,	<i>Response due by close of play on 7 October 2026.</i>

	Neighbourhoods & Regeneration	
Strengthen the role of local businesses and representative organisations in shaping and delivering the High Streets Strategy, creating effective mechanisms for collaboration, advocacy and collective action to support sustainable economic growth across Brent's high streets and town centres.	Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration	<i>Response due by close of play on 7 October 2026.</i>
Set out a coordinated approach within the High Streets Strategy to tackling persistent vacancies and under-utilised premises, aligning planning, economic development, business support and enforcement functions, and identifying how the Council's powers, resources and partnerships can support their productive reuse. This should promote a diverse and sustainable mix of businesses, community organisations and social enterprises, including through the flexible repurposing of vacant premises for affordable workspace, community and cultural uses, youth provision, training and employment initiatives, and other uses that support local regeneration priorities where appropriate.	Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration	<i>Response due by close of play on 7 October 2026.</i>
Adopt a place-based approach through the High Streets Strategy, using robust local data and intelligence, including occupancy and vacancy rates, business mix, and opportunities for business attraction and growth, to identify the distinct needs and opportunities of Brent's high streets and town centres and inform priorities, investment and interventions.	Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration	<i>Response due by close of play on 7 October 2026.</i>
Ensure the High Streets Strategy is supported by clear governance arrangements, accountability mechanisms and a robust delivery plan, with measurable, centre-specific objectives and performance indicators to track progress and outcomes. This should include indicators relating to vacancy rates, footfall, business growth and	Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning Jehan Weerasinghe, Corporate Director,	<i>Response due by close of play on 7 October 2026.</i>

survival, investment, employment, community safety, cleanliness, public realm quality and resident and business satisfaction.	Neighbourhoods & Regeneration	
Develop a sustainable long-term funding and resourcing approach for the High Streets Strategy that maximises the use of existing Council resources and funding streams, including CIL, leverages external funding and partnerships, and reduces reliance on short-term funding to support the long-term transformation of Brent's high streets and town centres.	Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration	<i>Response due by close of play on 7 October 2026.</i>
Consider the role of parking in supporting the vitality, accessibility, connectivity and attractiveness of Brent's high streets and town centres, including an assessment of the merits and impacts of piloting free short-stay parking and other favourable parking approaches on footfall, business growth and visitor access, while balancing environmental and sustainability objectives.	Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration	<i>Response due by close of play on 7 October 2026.</i>
Present the draft High Streets Strategy to the Resources and Public Realm Scrutiny Committee prior to Cabinet approval, accompanied by a clear explanation of how evidence, stakeholder engagement and consultation findings have shaped its vision, priorities and delivery approach.	Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration	<i>Response due by close of play on 7 October 2026.</i>

Suggestions for improvement from RPRSC to Council departments/partners

Meeting date and agenda item	Suggestion for improvement	Council Department/External Partner	Response / Status
25 Feb 2025 - 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. <i>*Updated response to follow.</i>
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 Chani – 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. <i>*Updated response to follow.</i>
	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 Chani – 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. <i>*Updated response to follow.</i>
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. <i>*Updated response to follow.</i>
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. <i>*Updated response to follow.</i>
21 Jan 2026 – Anti-Social Behaviour (ASB) in Brent	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. <i>*Updated response to follow.</i>
24 Feb 2026 – Fly Tipping & Littering	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. <i>*Updated response to follow.</i>
	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. <i>*Updated response to follow.</i>

	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 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	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. - 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.
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	Undertake a feasibility assessment (including a cost-benefit analysis) of alternative charging approaches for bulky-waste collections, including the potential implications of offering a free service or a tiered charging model based on the number and/or sizes of items for collection.	Chris Whyte – Director, Public Realm, Neighbourhoods & Regeneration	<i>*Updated response to follow.</i> 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, 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. <i>*Updated response to follow.</i>
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. <i>*Updated response to follow.</i>

29 July 2026 – Highways Maintenance	Develop a quarterly highways (inclusive of footways and carriageways) dashboard, with information presented at ward level where practicable. This should provide an accessible overview of network condition, including annual condition survey data, investment levels, planned and reactive maintenance activity, and key performance indicators.	Chris Whyte– Director, Public Realm, Neighbourhoods & Regeneration	<i>Response due by close of play on 7 October 2026.</i>
	Develop and implement a communications and engagement programme to improve public understanding of pothole management and highways maintenance. This should include, but not be limited to: • Explaining the root causes of potholes, the factors that accelerate their deterioration, and why pothole formation remains a significant highways maintenance challenge. • Improving public understanding of the wider challenges associated with maintaining the highways network, including funding constraints and the factors that influence maintenance priorities. • Providing information on the investment being made in pothole repairs and highways	Chris Whyte– Director, Public Realm, Neighbourhoods & Regeneration	<i>Response due by close of play on 7 October 2026.</i>

	maintenance, and the outcomes being achieved. • Promoting the channels available for residents to report potholes and other highway defects. • Providing greater transparency on how reported defects are assessed, prioritised and repaired. • Exploring opportunities to keep residents informed of progress and outcomes where they have reported a pothole or other highway defect.		
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Information requests from RPRSC to Council departments/partners

Meeting date and agenda item	Information request	Council Department/External Partner	Response / Status
25 Feb 2025 - 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. <i>*Updated response to follow.</i>
	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.
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			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. <i>*Updated response to follow.</i>
23 April 2025 – Build Quality in Brent	Share examples that demonstrate how feedback on build quality issues has led to tangible improvements in design and processes, helping to enhance build quality in subsequent projects or schemes.	Tanveer Ghani – Director, Property & Assets, Neighbourhoods & Regeneration Karim Pabani – Director, Property & Assets, Neighbourhoods & Regeneration	Response received on 07/07/25: Officers will collate examples from different schemes where we have either self-delivered or acquired from the open market and share with 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. 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. <i>*Updated response to follow.</i>

4 November 2025 – VCSE in Brent	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 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
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			• 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 <i>*Updated response to follow.</i>
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 future work; and • an estimated timeframe for reporting back to the Resources and Public Realm Committee on the impact of its work.	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. 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. <i>*Updated response to follow.</i>
29 July 2026 – Highways Maintenance	Provide a one-off baseline analysis of ward-by-ward highways condition and associated investment over the past two years.	Chris Whyte– Director, Public Realm, Neighbourhoods & Regeneration	<i>Response due by close of play on 7 October 2026.</i>
	Provide a detailed briefing note on the borough's methodology for prioritising highways maintenance and investment, including the factors taken into account when determining priorities and allocating resources, supported by illustrative case studies demonstrating how the methodology is applied in practice.	Chris Whyte– Director, Public Realm, Neighbourhoods & Regeneration	<i>Response due by close of play on 7 October 2026.</i>

	Provide an assessment of the extent to which current levels of highways investment are sufficient to maintain and improve the condition of the borough's highways, including an estimate of the time required to address the existing maintenance backlog.	Chris Whyte– Director, Public Realm, Neighbourhoods & Regeneration	<i>Response due by close of play on 7 October 2026.</i>
	Provide a breakdown of the current highways maintenance programme, distinguishing between reactive and planned preventative maintenance, and setting out the contribution made by each funding source, including the Council's base budget, grants, CIL, Section 106 contributions, Mayoral funding, and any other external funding streams. The information should identify which elements of the programme are supported by recurring funding and which are dependent on one-off or time-limited funding sources.	Chris Whyte– Director, Public Realm, Neighbourhoods & Regeneration	<i>Response due by close of play on 7 October 2026.</i>
	Provide an update on external partner contributions to highways maintenance and improvement programmes across the borough over the last three years, including the respective responsibilities of the Council and partner organisations, the funding and resource contributions made by each party, any outstanding commitments, and progress in delivering agreed responsibilities and contributions. The update should include a specific case study on the Staples Corner	Chris Whyte– Director, Public Realm, Neighbourhoods & Regeneration	<i>Response due by close of play on 7 October 2026.</i>

	maintenance programme, setting out the respective responsibilities of the Council and external partners, funding and resource contributions, any outstanding commitments, and progress against agreed delivery timescales.		
	Provide benchmarking information from comparable London boroughs on pothole management, including: • Average repair times. • Repeat repair rates. • Resident satisfaction levels. • Compensation claim volumes, compensation costs, and claim success rates. • Service delivery models (in-house, outsourced or hybrid). • Annual expenditure on pothole management services. • The proportion of highways maintenance expenditure allocated to reactive pothole repairs compared with planned preventative maintenance. • Pothole repair methodologies and intervention thresholds.	Chris Whyte– Director, Public Realm, Neighbourhoods & Regeneration	<i>Response due by close of play on 7 October 2026.</i>
	Provide information on the assessment undertaken of insourcing in relation to the following contracts:	Chris Whyte– Director, Public Realm, Neighbourhoods & Regeneration	<i>Response due by close of play on 7 October 2026.</i>

	• O'Hara Bros. Surfacing Ltd - Highways Maintenance Contract • GW Highways Ltd - Highway Infrastructure Contract • Velocity UK Ltd - Injection Patching Contract The information should include any options appraisals, business cases and/or benchmarking undertaken, together with an assessment of the potential implications of insourcing for service performance, resilience, workforce capacity, risk and value for money compared with the current outsourced arrangements.		
	Provide a detailed briefing on the Council's broader approach to improving customer satisfaction in relation to highways maintenance, with a particular focus on pothole management.	Chris Whyte— Director, Public Realm, Neighbourhoods & Regeneration	<i>Response due by close of play on 7 October 2026.</i>
	Provide information on the preventative maintenance measures currently undertaken for bus lanes to ensure they remain safe and in good condition.	Chris Whyte— Director, Public Realm, Neighbourhoods & Regeneration	<i>Response due by close of play on 7 October 2026.</i>
	Provide details of the preventative maintenance and inspection programme for newly planted trees, including how the Council monitors and manages the risk of trees causing damage to adjacent	Chris Whyte— Director, Public Realm, Neighbourhoods & Regeneration	<i>Response due by close of play on 7 October 2026.</i>

	footways and carriageways, and what measures are in place to enable early intervention before significant repairs are required.		
	Provide information on carriageway and footway reinstatement works carried out by utility companies following excavations, including: • How often utility companies are required to return and correct works that fail Council inspections or do not meet the required standard. • The powers and processes available to the Council to ensure utility companies rectify substandard work and cover any associated costs. • Measures being taken to improve the quality of reinstatement works and minimise disruption to residents. • How the Council ensures that the cost of correcting poor-quality reinstatement work is met by the responsible utility company rather than the Council.	Chris Whyte— Director, Public Realm, Neighbourhoods & Regeneration	<i>Response due by close of play on 7 October 2026.</i>

29 July 2026 – Budget Update: Quarter 1 Financial Forecast 2026/27 and Medium Term Financial Outlook	Provide a detailed Q1 update on delivery of the 2026/27 Budget savings programme. The response should include a <u>tabulated breakdown</u> of progress against both cross-council thematic savings and service-specific savings proposals, containing the following information: Cross-council thematic savings <i>CC01 Commissioning & Procurement CC02 Digital Programme CC03 Efficiency CC04 Workforce CC05 Income Maximisation CC06 Resident Experience & Channel Shift</i> - For each thematic category listed above and each specific proposal within it: - The original saving target in £, the amount delivered so far, and an overall RAG rating for each proposal - A further breakdown for each contributing directorate to each proposal: - The saving committed in £, the amount delivered to date in £, and a RAG rating Service-specific savings	Rav Jassar– Deputy Director, Corporate & Financial Planning, Finance & Resources	<i>Table breakdown to be included in the Quarter 2 Financial Forecast 2026/27 Report for the 20 October meeting and subsequent reports.</i>
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	<i>NR01 Lane Rental Scheme NR02 Asset Utilisation PHRS01 Reduce Subsidy Loss PHRS02 Homelessness Prevention PHRS03 Housing Benefits Claim Reduction</i> - For each service-specific proposal: - The original saving target in £, the amount delivered to date in £, and a RAG rating - Top-line summary of any slippage and mitigating actions		
	Provide the delivery plans for each cross-council thematic savings category, where available (<i>CC01 Commissioning & Procurement CC02 Digital Programme CC03 Efficiency CC04 Workforce CC05 Income Maximisation CC06 Resident Experience & Channel Shift</i>). The information should include key milestones and timelines, quantified risks and mitigations, analysis of variances and their underlying causes, and any actions being taken to support delivery of the savings programme.	Rav Jassar– Deputy Director, Corporate & Financial Planning, Finance & Resources	<i>Delivery plans to be included in the Quarter 2 Financial Forecast 2026/27 Report for the 20 October meeting and beyond.</i>

29 July 2026 – Highways Maintenance	Provide data on vacant premises across the borough, broken down by high street, town centre and ward, including vacancy duration, property type, the status of vacant premises and any known barriers to bringing them back into use, where available.	Chris Whyte– Director, Public Realm, Neighbourhoods & Regeneration	<i>Response due by close of play on 7 October 2026.</i>
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