

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.~~ Updated response received on 13/10/26: While savings proposals were initially developed and presented through a number of thematic categories as part of the budget-setting process, accountability for delivery, monitoring and reporting now sits with individual directorates. Where available and proportionate, directorates will provide delivery plans for savings proposals, including key milestones, risks and mitigation measures, to support effective scrutiny and oversight. However, it should be recognised that not all savings are delivered through discrete projects that lend themselves to detailed delivery plans. Some savings arise from ongoing operational management, demand-led assumptions, income forecasts, funding changes or other business-as-

			usual activities where a formal delivery plan may not be appropriate. In such cases, assurance over deliverability and performance will continue to be provided through the Council's established budget monitoring, forecasting and performance reporting arrangements. This approach balances transparency and accountability with the proportionality of reporting requirements.
	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. Updated response received on 07/10/26: A detailed breakdown is included as Appendix 1b to the Q2 Financial Forecast Report 2026/27 for consideration by the Committee at its meeting on 20 October 2026. An updated breakdown will be provided through future 2026/27 financial monitoring reports, highlighting progress made.
	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. Additional response received on 12/10/26: We will continue to strengthen financial forecasting in Housing, Adult Social Care and Children's Services to better reflect demand growth and

		improve the accuracy of budget monitoring. This will include enhanced demand modelling, improved use of data and trend analysis, and closer alignment between service forecasts and Medium-Term Financial Strategy assumptions. The outcome of this work will be reflected as part of the 2027/28 budget-setting process, helping to ensure that budgets are more closely aligned to anticipated demand and cost pressures. While these actions should reduce the risk of recurring overspends and reliance on reserves, it is recognised that these services remain subject to external demand and market pressures, meaning some level of financial volatility will continue to be managed through the Council's wider financial planning and resilience arrangements.
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. Additional response received on 12/10/2026: 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. This builds on the approach implemented during 2025/26, which has been successfully sustained into 2026/27 and is delivering positive results in both collection performance and customer outcomes. We will continue to focus resources where they are

			most effective, building on the targeted improvement plan approach and using data-led interventions to maximise collection rates while ensuring appropriate support is available for vulnerable residents. Performance and outcomes will continue to be monitored through regular reporting arrangements to ensure that improvements are sustained and embedded as part of the Council's business-as-usual approach to income collection and debt recovery.
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>Awaiting response.</i>
	Engage with Transport for London (TfL) to explore funding opportunities and partnership arrangements to support the maintenance and improvement of bus lanes, helping to reduce pressures on the Council's highways maintenance budget.	Cllr Promise Knight – Cabinet Member for Cleaner Streets, Transport and Public Realm Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration	<i>Awaiting response.</i>
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	Response received on 14/10/26: The draft strategy recognises the Council's role in convening partners, coordinating services and bringing together businesses, communities and public-sector organisations. Its proposed management plan and investment pipeline identify roles for relevant Council services and external partners, including the Metropolitan Police, Transport for London, the Greater London

			Authority, neighbouring boroughs and local business organisations.
	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	Response received on 14/10/26: These matters are reflected across the strategy's objectives and actions and initial engagement has been undertaken with a variety of Council services in the development of this plan. The draft includes commitments relating to employment and training, business resilience and growth, health and wellbeing, community and cultural activity, support for people experiencing homelessness, safer town centres and improved access to services and opportunities. The Cabinet report also explains how the strategy supports the priorities of the Borough Plan.
	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	Response received on 14/10/26: The draft establishes a borough-wide vision and five supporting objectives. It identifies the relationship with the Brent Local Plan and proposes coordinated use of planning, licensing, transport, regeneration, business support and investment functions to support the vitality, viability and resilience of town centres.
	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, Neighbourhoods & Regeneration	Response received on 14/10/26: Available town-centre data and intelligence obtained through previous engagement by Town Centre Managers have informed the consultation draft. The proposed eight-week consultation, including targeted workshops, will provide the fuller engagement required to test the proposals and ensure that local needs, aspirations and experience are properly reflected before the strategy is finalised. The draft also includes a commitment to inclusive and meaningful engagement reflecting

		Brent's demographics and protected characteristics.
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	Response received on 14/10/26: The draft commits the Council to maintaining strong relationships with businesses, supporting the development of business associations and representative networks, and enabling businesses to help identify local priorities and deliver improvements. It also identifies the potential for Business Improvement Districts and other business-led arrangements, subject to business support and feasibility.
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	Response received on 14/10/26: The strategy includes actions to address long-term ground-floor vacancies, work with landlords, support alternative uses and apply enforcement powers where appropriate. The Cabinet report also seeks approval to consult on the town-centre boundaries required to progress an initial High Street Rental Auction pilot.
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	Response received on 14/10/26: The draft recognises that the 17 town centres have different functions, communities, challenges and opportunities. It proposes the preparation of more detailed place-based delivery plans, informed by town-centre data, business and community engagement, Town Centre Manager intelligence and existing regeneration and investment programmes.

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 survival, investment, employment, community safety, cleanliness, public realm quality and resident and business satisfaction.	Cllr Matt Kelcher – Cabinet Member for Regeneration and Planning Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration	Response received on 14/10/26: The draft includes a Town Centres Management Plan and funded and prospective investment pipelines. It also commits to annual monitoring and reporting, including consideration of vacancy and business mix, business survival and confidence, investment, cleanliness, safety, satisfaction, footfall and the outcomes of individual interventions.
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 Community Infrastructure Levy (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	Response received on 14/10/26: The draft identifies potential funding from existing Council resources, CIL and Neighbourhood CIL, developer contributions, Greater London Authority (GLA) and government programmes, partnership funding and business-led models. It proposes maintaining an evidence-based investment pipeline so that available funding can be matched to agreed priorities and deliverable projects.
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	Response received on 14/10/26: The draft recognises the importance of parking, loading, servicing and customer access to the economic functioning of town centres. It places these matters within a wider approach that also supports walking, cycling, public transport and sustainable movement. The management plan includes a future review of town-centre parking.
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	Response received on 14/10/26: Due to the timing of available Scrutiny Committee meetings, returning the draft strategy to the Committee before commencing public engagement would delay consultation and, consequently, the subsequent finalisation and adoption of the strategy.

			Cabinet is being asked only to approve consultation on the draft. All the substantive matters raised by the Committee have been considered and taken into account in its preparation. Proceeding to consultation will allow the broader business, resident and stakeholder engagement sought by the Committee to take place without unnecessary delay. Consultation responses will then be considered and the strategy amended where appropriate before adoption.
29 July 2026 – Parking Provision and Policy Review	Develop, as part of the Parking Policy Review, a coordinated approach to addressing issues arising from food delivery and courier riders, as well as dockless hire bikes, including inappropriate parking, obstruction and wider public realm nuisance, through consideration of designated parking arrangements, engagement with operators and users, and alignment with wider transport, community safety and public realm policies.	Cllr Promise Knight – Cabinet Member for Cleaner Streets, Transport and Public Realm Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration	Response received on 13/10/26: The Parking Policy review will consider arrangements for food delivery riders, cycle hire schemes and the general use of kerbside space to align with our wider transport, community safety and public realm policy objectives.
	Explore, as part of the Parking Policy Review, opportunities to further enhance the visibility, clarity and effectiveness of School Streets signage and supporting measures beyond statutory requirements, improving driver awareness and reducing inadvertent non-compliance.	Cllr Promise Knight – Cabinet Member for Cleaner Streets, Transport and Public Realm Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration	Response received on 13/10/26: School Street Zones include advance warning signage in addition to the statutory signage to warn motorists. The service are exploring opportunities to further enhance these schemes to improve compliance, and this will also be included in the Parking Policy review.
	Explore, as part of the Parking Policy Review, opportunities to strengthen the role of vehicle emissions, size and weight in future parking charges and permit arrangements, in support of the Council's environmental, transport and public realm objectives.	Cllr Promise Knight – Cabinet Member for Cleaner Streets, Transport and Public Realm Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration	Response received on 13/10/26: The Parking Policy Review will include benchmarking and exploring options for changes to the current emission-based charges, along with consideration of vehicle size and weight, including motorcycles and mopeds.

	Explore, as part of the Parking Policy Review, how parking and permit arrangements can best support residents and businesses in town centres and local high streets, balancing access needs through appropriate resident and business permit provision whilst supporting thriving local economies.	Cllr Promise Knight – Cabinet Member for Cleaner Streets, Transport and Public Realm Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration	Response received on 13/10/26: The Parking Policy Review will consider parking availability in town centres and permit products available for businesses and how changes may support local economic growth.
	Assess, as part of the Parking Policy Review, the potential long-term implications of autonomous vehicle technology for parking demand, kerbside activity and the allocation of road space, ensuring future parking policies remain adaptable to emerging transport trends.	Cllr Promise Knight – Cabinet Member for Cleaner Streets, Transport and Public Realm Jehan Weerasinghe, Corporate Director, Neighbourhoods & Regeneration	Response received on 13/10/26: The Parking Policy Review will consider the advent of Autonomous Vehicles and the potential impact on parking management and the use of kerbside space.

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 small and medium-sized enterprises (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 Voluntary, Community, and Social Enterprise sector organisations (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 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 and 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. Updated response received on 25/09/26: There is now a clear signposting on the FixMyStreet portal to direct issues related to Transport for London (TfL) directly to TFL. All Brent Housing Estates have been integrated into FixMyStreet through the Council Estates category. The service continues to work with Housing to improve cleansing and waste-management reporting across our estates.

	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. Updated response received on 25/09/26: The retendering of FixMyStreet is now completed. The contract is awarded to SocietyWorks for 2 years. As this was a low-value direct award, the procurement with SocietyWorks did not meet the Council's threshold for the application of formal social value criteria. However, SocietyWorks has its own established social value commitments. SocietyWorks is a social enterprise wholly owned by the charity mySociety, with its profits helping to support the charity's mission of educating and empowering people to play a more active role in society. The organisation operates as a fully remote workforce and has an Environmental Policy in place to minimise its environmental impact. Further information can be found via the following link: Social value statement – SocietyWorks The re-tendering of Bulky Waste service is also completed, and the contract is awarded to Litta App Limited. Their social value commitment includes: • Use of approved local waste carriers across West London • Investment in local labour markets • Support of local SME's through long term service partnerships • Mandatory training for operatives covering health and safety • All operatives working in London are paid London Living Wage • Offer apprenticeship scheme to local people who want to enter the industry
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	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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			Updated response received on 25/09/26: We are working with SocietyWorks to improve the accuracy of report locations, ensuring that issues are recorded and routed to the correct area and responsible team as efficiently as possible. To address the issue of reports being closed when they fall outside a contractor's remit, we have implemented a change that allows contractors to amend the category of a report. This means that, rather than closing a report, they can redirect it to the responsible team. For example, if a fly-tipping report is incorrectly logged under the general fly-tipping category but relates to a park, Veolia can reassign it to the Parks category, automatically routing the report to Krinkels for action. We are now able to request abandoned reports from SocietyWorks. This allows us to see how many instances in which users abandon report submissions. A recent run of report accounted for less than 1% of the total abandoned reports made on FMS since the service was procured. This along with the number of report submissions year on year suggests that there are limited barriers to engagement. In particular, there was 144,165 reports logged in the 2025/26 demonstrating a high level of resident engagement. However, we have put together a user manual which will help residents navigate the website: FMS Residents Manual.pdf
	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	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. Updated response received on 25/09/26: The service is in the process of finalising a report based on desktop research and findings from other London local authorities where free bulky waste services are being offered. This has been shared with the lead member for comments, input and steer on the next steps.
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. Updated response received on 12/10/26: Property Services service managers will undertake an audit to identify which current contracts include social value provision and which contracts have delivered social value provision. This will then be compared to the contract social values objectives. A suite of relevant cost-effective retrofitting works will be developed for delivery. A programme of regular reporting will be implemented.

			<i>*Additional 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	Response received on 15/10/26: Proposed dashboard attached below:  Proposed Highways Dashboard.pdf
	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	Chris Whyte– Director, Public Realm, Neighbourhoods & Regeneration	Response received on 15/10/26: Briefing note attached below:  Communications and Engagement.pdf

	pothole repairs and highways 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.		
2 September 2026 – Value for Money in Procurement and Contracts	Strengthen communications and engagement around forthcoming procurement opportunities, including the development of shareable content and resources that can be used by Council services and local councillors to raise awareness among local businesses of opportunities to become Council suppliers.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	Response received on 09/10/26: The suggestion is noted and accepted. Officers are working on a range of actions in response. Procurement are continuing to work with Economic Growth Team and services to strengthen communications and engagement around procurement opportunities. Member Development Sessions on Procurement and Business Engagement have been scheduled on Thursday 12 November and Tuesday 18 November. Members will be briefed on the Council's Procurement Strategy 2026-2030 and current and planned business engagement work to raise awareness and promoting opportunities to become Council suppliers. Councillors will be provided with the updated information on the Council's Procurement webpages including relevant material that can be shared with local businesses on how to register to become a supplier with Brent. This includes guidance for businesses and should be the first thing councillors signpost businesses too – see link: Tenders and procurement Brent Council

			Procurement and Economic Growth teams will continue to use the Council's business newsletter, member newsletters to promote relevant contract opportunities. We are also exploring additional routes for proactively communicating procurement opportunities to Brent businesses such as social media, video content. Additionally, through the Council's Directorate Procurement Groups, services will be working to use the new contract register to establish a pipeline of potential opportunities that are suitable for local SME and businesses. Procurement will then support with market engagement and supplier awareness raising – this builds on the recent successful examples relating to construction and homecare.
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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.~~ <i>As a result of response received on 02/04/26, information request above updated to:</i> Provide a breakdown of all contracted services (services delivered by third-party providers under contract) that generate income across all Council directorates, covering the last three years (broken down by year), including:	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. Updated response received on 15/10/26: Please see document attached below:

	a) Directorate (e.g. Service Reform & Strategy, Neighbourhoods & Regeneration, etc.) b) Service / Activity (e.g. parking enforcement, waste and recycling services, leisure services, etc.) c) Provider d) Annual Contract Value e) Income Received by the Council from the Contract/Arrangement f) Source of income (e.g. PCNs, revenue share, customer charges etc).		 Brent Concession Contracts and Tender:
	Provide a detailed breakdown of funding allocated to externally commissioned services, distinguishing between organisation types—private companies (SMEs and large enterprises/corporations), Voluntary and Community Sector (VCS) organisations, and social enterprises—while also indicating whether each organisation is local or non-local.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	Response received on 02/04/26: The council commissioned Centre for Local Economic Strategies (CLES) to review its approach to community wealth building and to carry out an analysis of spending to inform the Procurement Strategy 2026-2030. We are also implementing a new IT system for contract management to strengthen spend analysis. A summary of the CLES spend analysis is set out below: 71.6% (£589.8m) of total spend was spent with private sector suppliers, 18.6% (£153m) was spent with public sector suppliers and 3.8% (£31.4m) was spent with third sector suppliers. 7.6% of the total private sector spend was spent with suppliers based within Brent. 33.8% was spent with suppliers from within the wider North West London region. 50.8% was spent within the wider London ITL1 region. In terms of spend with micro, SMEs, 30.1% of total private sector spend was spent with micro and small business and 23.3% was spent with medium size businesses. In total therefore, 53.4% of total private sector spend was spent with SME businesses. 34.6% was spent with large businesses.

			Local Procurement spend 7.6% of the total private sector spend was with locally based suppliers (if 'local' is defined as being within the Brent local authority area). However, in a London context, spend within the North West London geography is a more reasonable comparator. Brent LA spent 33.8% of total spend with private sector suppliers located within North West London. Across the ITL1 region of London, Brent spends 50.8% of its private sector spend with suppliers located in this geography. Comparatively, on average according to Tussell's Local Procurement Report in 2024 43% of local authority total spend was spent within the region 2. This would suggest that Brent is spending more regionally than the average local authority, though it should be noted that this 43% figure is total spend, not only total private sector spend. However, across some sectors Brent has high levels of local procurement including, the education sector where 47.4% of private sector spend is spent with local suppliers and public administration where 45.5% of private sector spend is spent with local suppliers. Within these sectors Brent demonstrates its ability to procure locally. SME procurement spend Brent overall performs well in terms of procuring from micro, small and medium size businesses. With 23.3% of total private sector spend being spent with medium size private sector suppliers and 30.1% of total private sector spend spent with micro and small businesses. In total therefore, over half (53.4%) of total private sector spend is spent with SME suppliers. With only 34.6% of total private sector spend spent with large size supplier enterprises. To provide some comparative insight to this, across all Local Authorities in 2024, Tussell found that 23% of total Local Authority spend was spent directly with SMEs. However, it should be noted that this figure includes all spend by local authorities, not just the spend with the private sector. If this only included the total spend with the private sector this figure would likely be higher. Though
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			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 requested in table format to aid readability.</i> Response received on 09/10/26: Information has been provided previously to the Committee. This related to a specific review completed by Centre for Local Economic Strategies (CLES). There is no additional data or format to be provided on the information above. The Council's new contract management system (Intend) is being implemented and will provide stronger reporting capability. A summary of information is shown below which refers to active contracts and total contract spend (not annual). This is based on the estimated 2.5k contracts that have been uploaded to the new contract management system. • Total spend - 795 contracts - £2,602,694,175 • VCSE spend - 105 contracts - £256,220,521, 10% of total • Local Brent spend - 62 contracts - £146,448,911, 6% of total
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 Chani – 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. Updated response received on 09/10/26: The attached table provides the information requested by Committee:

			 Brent VCFSE Commissioned Service
	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 Community Infrastructure Levy (NCIL) 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 (LWYL) – £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 Trust Fund (EHTF)- From 2023 awarded £367,756.07 to 76 organisations. • Equality, Diversity and Inclusion Grant - £30,000 available and is being launched in 2025 Other grant funding examples (not exhaustive) include: • Holiday Activities & Food Programme - £1m allocated to Brent in 2023-2024. Allocations based on the number of children eligible for benefits-related free school meals in each local authority area. • Brent Resident Support Fund: £5,562,444.56 with 4,075 grant applications approved. This funding aims to assist Brent residents facing financial hardship by providing support for essentials such as food, energy, water, and other household necessities. • Homes for Ukraine - £350,000 awarded to 5 organisations providing support in areas such as mental health, housing, e-visa and employment • UK Shared Prosperity Fund - £140,000 awarded to 2 organisations for employment support and disabilities employment support focusing on SEND • London Crime Prevention Fund - £500,00 (3 yrs) for Exploitation & Vulnerability Panels, Independent Domestic Violence Advisors, Brent Triage, Perpetrator Domestic Abuse Programme, Knife Crime Awareness Programme Youth Justice - £2m awarded to 5 VCSE capital projects Additional response provided on 15/10/26: Please see the following document attached for table breakdowns:  NCIL and Community Grants 23 26.pdf
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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
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			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. Updated response received on 12/10/2026: As previously reported, engagement with a complaints resident group has been lower than expected. The intention remains to involve resident feedback in improving how complaints are handled across housing management and a new set of transactional feedback surveys will be introduced from the start of next financial year (subject to procurement timelines). Satisfaction following the handling of a complaint will be a priority area where a transactional feedback survey will be implemented and the feedback will be used to drive forward improvements. A future resident group for complaints is not ruled out, however no plans currently to reignite it until we have started to receive feedback via the new survey.
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	Response received on 15/10/2026: Please see document attached below: Baseline Assessment of Highways Conditio

	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	Response received on 15/10/2026: Please see document attached below: Highways Prioritisation Method
	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	Response received on 15/10/2026: Please see document attached below: Highways Investment Sufficiency and Maint
	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	Response received on 15/10/2026: Please see document attached below: Highways Maintenance Funding

	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 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.	Chris Whyte– Director, Public Realm, Neighbourhoods & Regeneration	Response received on 15/10/2026: Please see document attached below: External Partner Contributions, Respor
	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.	Chris Whyte– Director, Public Realm, Neighbourhoods & Regeneration	Response received on 15/10/2026: Please see document attached below: Benchmarking of pothole management

	• The proportion of highways maintenance expenditure allocated to reactive pothole repairs compared with planned preventative maintenance. • Pothole repair methodologies and intervention thresholds.		
	Provide information on the assessment undertaken of insourcing in relation to the following contracts: • 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.	Chris Whyte– Director, Public Realm, Neighbourhoods & Regeneration	Response received on 15/10/2026: Please see document attached below: Insourcing.pdf

	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	Response received on 15/10/2026: Broader approach to improving customer satisfaction Customer satisfaction in relation to highways maintenance is closely linked to the condition of the network, particularly the condition of carriageways and the timely repair of defects. The Council's asset management approach is therefore fundamentally geared towards managing the highway network as effectively as possible within the funding available, prioritising resources to achieve the greatest overall benefit and, in turn, maximising customer satisfaction. Current pothole management The Council has relatively low investigation thresholds, meaning that defects are identified and assessed at an early stage. However, identification does not automatically result in immediate repair. Defects are risk assessed and prioritised, with resources directed towards those presenting the greatest risk. This creates an important challenge for customer satisfaction. The Council's inspection regime identifies a significant number of defects that would benefit from repair, but the available revenue budget is currently sufficient to fund only approximately 30% of medium-priority defects. These are defects which the Council's own inspection and risk-assessment processes have identified as requiring attention, but which cannot all be repaired within the available budget. It is therefore inevitable that some residents will be dissatisfied when a defect they have reported, or which has been identified by the Council, is not repaired immediately. The Council seeks to mitigate this through a combination of planned and reactive maintenance. This includes conventional reactive repairs, planned patching, injection patching and the winter "Find and Fix" programme. In 2025/26, for example, the Council undertook 5,558 injection-patching repairs and a further 1,197 Find and Fix repairs, alongside other planned and reactive patching activity.
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			The Underlying Condition and Funding Challenge Ultimately, customer satisfaction cannot be separated from the physical condition of the highway network. Smooth, well-maintained roads and footways are likely to be one of the most significant determinants of residents' perceptions of the service. Brent has a substantial accumulated maintenance backlog. The latest assessment estimates approximately £42m is required to eliminate the carriageway backlog and £256m for footways. Recent improvements in condition have also been achieved only with substantial additional investment above the Council's underlying highways capital funding. Consequently, there is a fundamental distinction between managing the network effectively within available resources and being able to deliver the condition that residents would ideally expect. The Council can improve its processes, prioritisation, communication and repair techniques, but it cannot fully address the underlying condition and backlog without significantly greater and sustained investment. Improving the customer experience There are, nevertheless, opportunities to improve satisfaction even within the existing funding constraints. The Council is proposing to build on its existing communications by: • explaining more clearly why potholes form and why they can deteriorate rapidly; • explaining how defects are inspected, risk assessed and prioritised; • being clearer about why identifying a defect does not necessarily mean that it can immediately be repaired; • providing greater information about the scale of highway investment and the outcomes achieved; • promoting the available reporting channels, including FixMyStreet; • improving the information provided to residents who report defects; and
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			• using photographs, simple graphics and "Highways Explained" features to make the process easier to understand. Residents who report defects through FixMyStreet and provide an email address already receive automated updates. The Council will review the wording and consistency of these updates and explore opportunities to provide clearer information about inspection decisions, repair arrangements and completion of works. Potential future improvements The Council is also considering a more systematic approach to communicating performance. A proposed quarterly highways dashboard could provide a concise picture of network condition, investment, planned and reactive maintenance and key performance indicators, with more ward-level information becoming possible following the migration to Symology Aurora. The existing annual Highways Capital Maintenance Programme report could also potentially be developed into an accessible "State of the Highways" report, bringing together condition, investment, maintenance activity, performance and outcomes in a more resident-friendly format. Overall The Council's approach is therefore twofold: first, maximise the condition and safety outcomes that can be achieved from the funding available; and second, improve the customer experience through clearer communication, transparency and information about how maintenance decisions are made. There is, however, a limit to what can be achieved through process improvements alone. With a substantial maintenance backlog and only sufficient revenue funding to repair around 30% of medium-priority defects identified through the inspection regime, customer dissatisfaction will inevitably remain where residents see defects that the Council has identified but is unable to fund for repair. Addressing that underlying issue ultimately requires sustained investment sufficient both to reduce the existing backlog and to keep pace with ongoing deterioration.
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	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	Response received on 15/10/2026: Preventative maintenance of bus lanes and bus stops Bus lanes are maintained as part of the wider highway network and are not subject to a separate preventative maintenance regime. Their condition is assessed through the Council's normal inspection and highway asset management arrangements, with defects identified and addressed according to condition, safety, risk, network importance and available funding. Bus stops are similarly not routinely prioritised for maintenance ahead of the surrounding carriageway simply because they are bus stops. Bus lanes and bus stops can experience higher levels of wear and deformation than ordinary carriageway, particularly because buses are heavy vehicles and their movements are highly channelised. This is particularly relevant at bus stops, where buses repeatedly brake, stop and accelerate in broadly the same location. This can result in increased loading and deterioration of the carriageway. The Council has previously received TfL funding for bus-related improvements, and the Council seeks to make use of TfL bus-priority funding opportunities where available. On occasions when TfL funding is secured for improvements to bus stops, associated carriageway defects may also be addressed as part of the wider works. However, bus stops are not separately targeted or prioritised over the surrounding carriageway solely because they are bus stops. Materials and preventative maintenance For locations subject to particularly heavy and concentrated bus loading, grouted macadam can provide a more durable solution than conventional asphalt. It is particularly resistant to deformation and can therefore be considered at locations such as heavily loaded bus stops where conventional materials may be more susceptible to rutting or deformation. The principal constraint is cost, as grouted macadam has a higher construction cost than conventional asphalt. It would therefore not necessarily represent value for money to use it routinely across all bus lanes and bus stops. A more targeted approach would be to consider it at locations experiencing persistent
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			deformation or particularly heavy and concentrated loading, especially where conventional repairs have required repeated intervention. Other preventative measures include using appropriate pavement materials and specifications for heavily trafficked locations, addressing drainage problems that can accelerate carriageway deterioration, and coordinating highway works with bus infrastructure improvements wherever possible. Where a bus-stop improvement scheme is being undertaken, this also provides an opportunity to address any associated carriageway defects as part of the wider works. Overall, the Council's approach is to manage bus lanes and bus stops as part of the wider highway asset rather than maintain them as a separate asset category. The principal opportunity for more targeted preventative treatment is where the condition, loading characteristics or history of deterioration at a particular location justify a more durable intervention.
	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 footways and carriageways, and what measures are in place to enable early intervention before significant repairs are required.	Chris Whyte— Director, Public Realm, Neighbourhoods & Regeneration	Response received on 15/10/2026: The Council seeks to manage the potential impact of street trees on the highway primarily through appropriate tree selection and establishment arrangements, rather than waiting for highway damage to occur. Newly planted trees are normally maintained for 1–3 years following planting, depending on the size of the tree, with exceptionally up to five years where this is necessary to ensure successful establishment. This establishment period provides an opportunity to identify and address problems while trees are still young and before they develop into significant highway issues. Selection and planting to minimise highway damage An important preventative measure is the selection of trees that are suitable for use as street trees. This takes account of the eventual mature size of the tree, the scale of the street and, importantly, the available width of the footway. Selecting a species whose mature size is appropriate to its location reduces the likelihood of the tree and its root system subsequently causing damage to footways, kerbs or carriageways. Species with a known tendency to cause highway damage are avoided where possible. This includes trees with extensive or shallow root systems which are

			more likely to lift paving or affect kerb lines. The Council also considers the size of the tree pit: where site conditions permit, providing an appropriately sized pit gives the tree greater space for root development and can help reduce pressure on surrounding paving. Before planting, consideration is also given to the removal of existing stump material below ground. Leaving substantial stump remains can result in the replacement tree being planted too high and its roots being forced towards the surface, increasing the potential for lifting of surrounding paving. The risk of damage also depends on the type of paving and its underlying construction. For example, particular attention is required where paving incorporates a sand layer, as tree roots can exploit this layer and spread beneath block paving. Highway inspection and early intervention These preventative measures are complemented by the Council's normal highway inspection regime. Roads and pavements are routinely inspected, with the frequency reflecting the importance and risk of the route. The inspection regime is designed to identify highway defects, including footway defects that may arise from tree roots, and allows appropriate action to be taken in accordance with the Council's normal intervention and risk-based procedures. Consequently, the Council does not rely solely on a tree becoming sufficiently mature to cause a problem before action is taken. The combination of appropriate species and location selection, suitable tree-pit design, establishment maintenance and the routine inspection of the highway provides a number of opportunities to identify potential problems at an early stage. Tree-related damage is more commonly associated with footways, particularly where roots interact with paving and kerbs. However, trees can also contribute to carriageway deterioration in some locations, depending on factors such as species, root growth, proximity to the carriageway and the construction of the highway. These risks are considered through the Council's approach to tree selection and planting, together with the normal highway inspection regime.
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			Overall, the approach is therefore one of prevention through appropriate tree selection and planting, supported by establishment maintenance and the Council's normal highway inspection regime, with intervention where emerging tree-related highway defects are identified.									
	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	Response received on 15/10/2026: Utility reinstatement works Utility works are an unavoidable and significant part of maintaining essential electricity, gas, water and telecommunications services. Brent does not have the power to prevent statutory undertakers from carrying out legitimate works, including emergency works, but it does have extensive powers to regulate the way works are undertaken, inspect reinstatements and require defective work to be corrected. The Council currently processes approximately 1,000 permit applications each month and uses its permit, inspection and enforcement powers to minimise disruption and ensure that reinstatements meet the required standards. How frequently are reinstatements found to require correction? Brent's NRSWA officers undertake a sample of Category B inspections of completed reinstatements, normally within six months of an interim or permanent reinstatement. Where an inspection fails, the utility is notified and is required to programme and complete corrective works. A follow-up inspection is then undertaken to confirm that the defect has been properly rectified. The inspection data shows a reduction in the proportion of Category B inspections failing: <table><tr><td></td><td>2024/25</td><td>2025/26</td></tr><tr><td>Category B inspections</td><td>1,111</td><td>869</td></tr><tr><td>Failed</td><td>121 (10.9%)</td><td>31 (3.6%)</td></tr></table>		2024/25	2025/26	Category B inspections	1,111	869	Failed	121 (10.9%)	31 (3.6%)
	2024/25	2025/26										
Category B inspections	1,111	869										
Failed	121 (10.9%)	31 (3.6%)										

			Officers also undertake Category C inspections towards the end of the reinstatement guarantee period, normally two years. These provide a further check on the longer-term performance of reinstatements: <table><tr><td></td><td>2024/25</td><td>2025/26</td></tr><tr><td>Category C inspections</td><td>866</td><td>621</td></tr><tr><td>Failed</td><td>25 (2.9%)</td><td>17 (2.7%)</td></tr></table> The figures indicate that only a proportion of all utility reinstatements are selected for inspection, so the failure rates should not be interpreted as failure rates across the entire utility works programme. They do, however, demonstrate that the Council is identifying defects both relatively soon after reinstatement and towards the end of the guarantee period. Powers to require correction and recover costs The legal framework places the primary responsibility for reinstatement on the utility undertaking the works. Under the New Roads and Street Works Act 1991, an undertaker must reinstate the highway and comply with prescribed requirements for materials, workmanship and performance. The Department for Transport's Specification for the Reinstatement of Openings in Highways (SROH) sets the applicable technical standards. Where a reinstatement fails, Brent can require the utility to undertake remedial works. The Act also provides powers for the Council to undertake investigatory works and, where necessary, to require remedial works by notice. If the utility fails to comply, the Council can undertake the necessary works and recover the reasonable costs from the undertaker. Where a defective reinstatement presents a danger to highway users, the Council has powers to act without first giving notice and recover the costs. In practice, Brent does not normally undertake the corrective works itself. The relevant utility is required to arrange and pay for the correction. Consequently, there is generally no separate Council expenditure on remedial works requiring		2024/25	2025/26	Category C inspections	866	621	Failed	25 (2.9%)	17 (2.7%)
	2024/25	2025/26										
Category C inspections	866	621										
Failed	25 (2.9%)	17 (2.7%)										

			subsequent recovery from the utility: the utility contractor bears the cost directly. The Council also charges utilities for inspections and follow-up inspections. In 2024/25, inspection and follow-up charges totalled £53,580, reducing to £41,180 in 2025/26. The Council's wider enforcement powers include Fixed Penalty Notices, Section 74 overrun charges, permit conditions and charges for repeat inspections. The Impact of Excavation on the Underlying Highway There is an important distinction between poor reinstatement and the longer-term effect of an excavation on the highway asset. Any excavation necessarily interrupts the existing pavement structure. Even where the reinstatement is subsequently compliant with the SROH, the original continuous construction has been broken and the reinstated section can represent a point of different construction, compaction and material characteristics within the pavement. Repeated excavations can therefore contribute to longer-term deterioration of a carriageway or footway, particularly where works are poorly constructed, repeatedly disturbed or affected by settlement or water ingress. For footways, excavation can also disrupt paving units, kerbs and the supporting layers. For carriageways, repeated trenching can create areas which are more susceptible to settlement, cracking and subsequent deterioration under traffic loading. This is one reason why high-quality reinstatement and effective coordination of utility works are important elements of highway asset management. The Council cannot eliminate the underlying impact of necessary utility excavations, but it can minimise the additional deterioration arising from poor workmanship, inadequate compaction, prolonged occupation or repeated unnecessary excavation. Measures to improve reinstatement quality and minimise disruption Brent uses a combination of inspection, enforcement, coordination and performance management. Utility performance is monitored through site inspections, defect inspections, permit compliance, overrun monitoring,
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			coordination meetings and performance reviews. Where poor performance is identified, utilities are required to rectify defects at their own expense and may face financial penalties where legislation permits. The Council also holds monthly coordination meetings with major utilities to identify potential conflicts and opportunities to coordinate works. Permit applications are assessed to identify conflicts with other planned works, coordinate with planned highway maintenance and minimise disruption to key routes and facilities. Brent is also progressing a Lane Rental Scheme, which is intended to provide additional financial incentives for utilities to complete works more quickly, collaborate where possible and avoid the busiest periods. The Council is currently refining the proposed network, charging periods and operational arrangements, with implementation anticipated during 2027. The Department for Transport's fourth edition of the SROH, which became statutory guidance in 2021, also introduced or updated provisions concerning materials, compaction, innovation and techniques such as micro-trenching. The intention is to improve compliance and facilitate higher-quality reinstatements while reducing the time that works occupy the highway Ensuring The Council Does Not Bear The Cost The arrangements are designed so that the responsible utility bears the cost of correcting a failed reinstatement. Brent identifies failures through its inspection regime, notifies the relevant utility and requires it to undertake the corrective work. The Council does not normally undertake those remedial works itself and therefore does not incur a corrective works cost which subsequently needs to be recovered. The inspection and follow-up inspection charges are separately levied on utilities. Where the statutory conditions for Council intervention are met, NRSWA also provides explicit powers to recover the reasonable costs of investigatory or remedial works undertaken by the Council.
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			Overall, Brent's approach is therefore to ensure that utilities remain financially responsible for both the original reinstatement and the correction of defective work, while the Council uses its inspection, permit and enforcement powers to ensure that the required standards are met. The objective is not only to secure a compliant reinstatement but, as far as practicable, to prevent avoidable additional deterioration and disruption to the highway network.
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:	Rav Jassar– Deputy Director, Corporate & Financial Planning, Finance & Resources	Response received on 07/10/26: A detailed breakdown is included as Appendix 1b to the Q2 Financial Forecast Report 2026/27 for consideration by the Committee at its meeting on 20 October 2026. An updated breakdown will be provided through future 2026/27 financial monitoring reports, highlighting progress made.

	○ The saving committed in £, the amount delivered to date in £, and a RAG rating Service-specific savings <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	Rav Jassar— Deputy Director, Corporate & Financial Planning, Finance & Resources	Response received on 13/10/26: While savings proposals were initially developed and presented through a number of thematic categories as part of the budget-setting process, accountability for delivery, monitoring and reporting now sits with individual directorates. Where available and proportionate, directorates will provide delivery plans for savings proposals, including key milestones, risks and mitigation measures, to support effective scrutiny and oversight. However, it should be recognised that not all savings are delivered through discrete projects that lend themselves to detailed delivery plans. Some savings arise from ongoing operational management, demand-led assumptions, income forecasts, funding changes or other business-as-usual activities where a formal delivery plan may not be appropriate. In such cases, assurance over deliverability and performance will continue to be provided through the

	underlying causes, and any actions being taken to support delivery of the savings programme.		Council's established budget monitoring, forecasting and performance reporting arrangements. This approach balances transparency and accountability with the proportionality of reporting requirements.
29 July 2026 – Revitalising High Streets and Town Centres	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.	~~Gerry Ansell – Director, Inclusive Regeneration & Climate Action~~ David Glover – Head of Planning & Development Services, Neighbourhoods & Regeneration	Response received on 15/10/26: A Town Centre Health Check was commissioned to support the work on the Local Plan, with vacancies examined as a part of this work. Town centre unit vacancy rates range from 1% to 11%, depending on source, with an average of around 7%. This puts Brent's vacancies within the expected range for London for which the average for 2025 was 8.5%. Most of our vacancies are on the ground floor, but Wembley, Harlesden, Cricklewood, and Queen's Park have notable empty spaces on the first floor or above. Long-term vacancies are a challenge in Brent and more widely across London. Half of all vacant units have been empty for more than two years. From this study, the reasons behind entrenched vacancies are unclear. Quality of space, inactive landlords, location, and asking rent could all be factors that need further investigation. A vacancy level below 10% is typically viewed as healthy (Centre for Cities), some vacancy is necessary to allow for normal market churn and provide opportunities for new businesses. <i>What's stopping premises being let?</i> Some centres are less likely to be attractive to some of the more 'footloose' occupiers, particularly those with lower spend catchments. Demand for premises in these areas may be lower than supply available. In respect of some centres, such as Kilburn, there may be landlord expectations of higher rents than the market is willing to bear, which means properties could stay vacant longer. Much longer-term vacancies are usually either absent landlords, institutional investors with large portfolios not managing their assets well, probate, or capital costs of refurbishment/ making the property of a standard that can be let being unviable.

			Where active marketing is not occurring or expectations around unrealistic rents are driving vacancy the threat of the Council looking to include a property in High Street Rental Auctions (HSRA) appears to be a significant stimulus to letting and this is something we will test through the proposed pilot project. For more fundamental issues, compulsory purchase order (CPO) could be a route for the Council, albeit the Council has many calls on its resources, so the business case would have to be compelling and balanced against other priorities, e.g. reducing temporary housing costs.
29 July 2026 – Parking Provision and Policy Review	Provide an assessment of any emerging trends relating to autonomous vehicles and their potential implications for parking demand, kerbside management and future parking policy, highlighting any significant developments for the Committee's attention.	Chris Whyte– Director, Public Realm, Neighbourhoods & Regeneration	Response received on 13/10/26: Autonomous vehicles (AV's) are an emerging transport with the potential to change how people travel and how vehicles use kerbside space. In the short term, conventional parking will remain essential, but we should prepare for a future in which some vehicles spend less time parked and more time circulating, waiting for passengers, charging or operating from fleet depots / hubs. The challenge would be to how to maintain effective parking and kerbside management while allowing for new transport technologies without prematurely assuming that autonomous vehicles will reduce congestion or parking demand. The Government has also opened applications for a pilot scheme covering automated taxi, bus and private-hire-style services. The Automated Vehicles Act 2024 establishes the framework for authorised self-driving vehicles and automated passenger services so the council will need to operate within this framework AVs will be considered as part of the Parking Policy Review which is progressing in the coming months. While it envisaged that AVs will mainly be picking up and collecting passengers, and this is permitted where some restrictions are in place, it is likely that demand and the provision for drop off and pick up points will increase in future years with the advent of AV private hire operations.
	Provide ward-level data on the availability and usage of RingGo and pay-and-display parking payment methods across the borough over the last two years, including information on measures to ensure that there are no barriers	Chris Whyte– Director, Public Realm, Neighbourhoods & Regeneration	Response received on 13/10/26: RingGo is the Council's cashless parking provider and facilitates motorists paying by phone for on-street (pay and display / pay by phone and shared use parking bays) and car park tariffs. There are around 43 CPZs in the borough and these do not necessarily align with ward boundaries. Zones designed to

	for digitally excluded residents and available data on customer enquiries, complaints or reported difficulties relating to digital-only parking payment systems and planned improvements.		include pay and display / pay by phone and shared use (permit and P&D/pay by phone) to meet short stay parking demand. Brent has offered the option to pay for parking using mobile technology and debit or credit cards since 2009. This service is provided by RingGo and is available across all car parks and on-street pay and display bays. There are 338 pay and display machines distributed across the borough in proximity to shops and businesses, allowing residents and visitors to park during operational hours. All machines accept cash payments via coins, with the additional option to pay digitally through the cashless payment platform operated by RingGo or directly by telephone using an interactive voice response (IVR). In 2025-2026, 94% of motorists paid for parking using the RingGo application compared with 92% in 2024/25. This represents approximately 2.8 million transactions. Pricing is designed to promote regular turnover of parking bays by applying uniform charges across the borough: 20p for up to 15 minutes; £1 for 30 minutes; £2 for one hour; £4 for two hours; £6 for three hours; and £8 for four hours. We do not currently have information on numbers and types of parking bay, of pay and display parking bays at a ward level, however, with the introduction of Map Based TMO's, customers will be able to view on-street parking bays and we will be able to report on numbers and payments, and we anticipate this information will be available in mid-November 2026. In relation to digital exclusion, cashless parking systems are required to meet the councils' requirements, and this includes multilingual access. There is a KPI on system availability and the system availability is over 99% and only receive around 50 enquiries per month. The council do not receive complaints from motorists relating to using the RingGo system for cashless parking payments.
2 September 2026 – Value for Money in Procurement	Provide a series of case studies demonstrating how the Council has responded to the peer review's emphasis on curiosity and innovation through its procurement activity, including examples of initiatives supported or enabled	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	Response received on 09/10/26: The request is noted and officers will ensure examples are provided to support the annual procurement and social value impact report already committed to. This will be developed and made available by April 2027 and case examples will be included.

nt and Contracts	through the Procurement Improvement Programme (PIP).		Information and examples relating to the Council's Innovation Forum are the responsibility of the Chief Digital and Innovation Officer. Examples of innovation, including creative use of commissioning and procurement processes are published here: Delivering for Brent Brent Council
	Provide an overview of the data structure within the new contract management system, including the categories, tabs, data fields and reporting information that will be captured, to enable the Committee to understand the scope of data collection and identify whether any additional information would support effective contract oversight and scrutiny.	Rhodri Rowlands – Director, Strategic Commissioning, Capacity Building & Engagement, Service Reform & Strategy	Response received on 09/10/26: This request has been addressed and the data structure in the new contract management system (Intend) is attached: Copy of Contract Database Template H