

	Cabinet 8 December 2025
	Report from the Corporate Director of Service Reform and Strategy
	Lead Member – Cabinet Member for Climate Action & Community Power (Councillor Jake Rubin)
Corporate Performance update and Q2 reporting	

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
List of Appendices:	One Appendix A: Borough Plan Q2 Scorecard
Background Papers:	None
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1. Executive Summary

- 1.1. The purpose of this report is to update on progress in developing, enhancing and embedding performance reporting and monitoring arrangements across the organisation. The paper also sets out the council's performance position for Q2 2025/26, using the Borough Plan performance scorecard.

2. Recommendation(s)

Cabinet is asked to:

- 2.1. Note and discuss the progress in developing and embedding enhanced arrangements for corporate performance reporting along with the Borough Plan 2025/2026 performance reporting for Q2 set out from 3.2 and in Appendix A and:
 - 2.1.1. Consider the current and future strategic risks associated with the information provided and agree remedial actions on strategic risks as appropriate.
 - 2.1.2. Challenge progress with responsible officers as necessary.

3. Detail

3.1. Cabinet member Foreword

- 3.1.1. This report includes detailed reporting against the full suite of Key Performance Indicators (KPIs) developed to monitor delivery of the desired outcomes (i.e. 'what success will look like' measures) set out in the Borough Plan 2023-2027: Moving Brent Forward Together. This includes progress updates for key activities and commentary against targets aligned to each of the five priority areas:
 - Prosperity and Stability in Brent
 - A Cleaner, Greener Future
 - Thriving Communities
 - The Best Start in Life
 - A Healthier Brent

3.2. Borough Plan performance Q2

- 3.2.1. The Q2 performance scorecard includes a total of 60 key indicators from the Borough Plan.
- 3.2.2. Each KPI is assigned a Red, Amber, or Green rating based on its performance against the quarterly targets.
 - Green – KPI has met or exceeded its target.
 - Amber – KPI is slightly off target, falling between 0.01% and 5% outside the target.
 - Red – KPI is significantly off target, exceeding 5% variance from the target.
- 3.2.3. Of the 60 Borough Plan indicators reported this quarter, 52% were green (up from 45% in Q1), 18% red (down from 28% in Q1), and the remainder amber or contextual. Performance breakdown for Q2 Borough Plan indicators and direction of travel:

Table 1

Priority	Red	Amber	Green	Contextual
Prosperity and Stability in Brent	6↓	2↑	9→	4→
Cleaner, Greener future	0↓	2↑	8→	3↑
Thriving communities	1→	0→	2→	5→
The Best start in life	3↓	0↓	6↑	0→
A Healthier Brent	1→	0→	6→	2→
Total	11↓	4↑	31↑	14↑

Prosperity and Stability in Brent

Red KPIs

- 3.2.4. i4B has an acquisition target of 15 for this financial year and has completed 6 properties so far, this year. i4B currently has 10 properties in conveyancing due to complete in the coming months, making it on track to meet the annual target.
- 3.2.5. The number of households in temporary accommodation was 2,483, up from 2,411 in Q1 and exceeding the target of 2,100, which has resulted in this KPI being rated as Red. Demand for homelessness services remained high throughout the quarter, leading to continued growth in temporary accommodation usage. Efforts remain focused on homelessness prevention through the Change Programme Preventing Homelessness workstream and other initiatives designed to relieve pressure on temporary accommodation. In addition, work has commenced on a plan to eliminate the use of B&Bs. Currently, 65 families with dependent children are residing in non-self-contained B&B accommodation. Following a visit from MHCLG, officers have been tasked with reducing this number to zero. There is also an increased emphasis on moving households out of the most expensive nightly paid temporary accommodation and expanding our supply of settled, leased temporary housing.
- 3.2.6. The number of Houses in Multiple Occupation (HMOs) licensed within the borough currently stands at 4,218, below the target of 5,578, resulting in a red rating for this KPI. This figure is expected to continue to fall due to the Brent Additional HMO Licensing Scheme ending on 31 January 2025, meaning smaller HMOs no longer required a licence. A new Additional HMO Licensing Scheme has been designated and will come into force in February 2026, at which point the number of licensed HMOs is expected to rise again. At present, there are over 24,000 licensed properties in Brent when Selective Licences are also included.
- 3.2.7. The average days taken to process change events was 6.6, an improvement from 7.25 in the previous quarter, missing the target of 5 days and resulting in a red rating. The average processing time for change events improved to 6.6 days from 7.25 last quarter but still missed the 5-day target, resulting in a red rating. Processing averages remain steady at 6 days; we meet targets for benefits Change In Circumstances and are continuing work on DWP changes.

- 3.2.8. 41 job outcomes were achieved through Brent Works in the quarter, an increase on the previous quarter, bringing the total to 68 so far this year, below the half year target of 75 and resulting in a red rating.
- 3.2.9. The average number of days taken to process new benefit claims currently stands at 24.5, up from 23.7, exceeding the target of 22 days rating this red. Throughout the quarter, the team made concerted efforts to improve processing times for RSF applications. Early in the period, progress was hindered by resourcing challenges, including staff leave, which led to some assessment backlogs. In August, the focus shifted to addressing and reducing outstanding diary work. By September, thanks to closer collaboration with Housing, the team was able to accelerate assessments and began to prioritise first-touch processing of new Housing Benefit claims. These targeted actions have contributed to gradually reducing processing times, which peaked at 30 days in July, but was brought down to 18 days in September, though pressures related to staff availability and fluctuating workloads remain an ongoing consideration.

Amber, Green and contextual KPIs

- 3.2.10. Brent Start recorded an overall achievement rate of 94.1% up from 86%, above the 93% target and rated green. The achievement rate is based on the learner results from 24/25.
- 3.2.11. The average number of days to process RSF applications was 21, down from 25, against a target of 20 days, resulting in this KPI moving from red to amber. There is clear improvement from 37 days in April and 30 days in May. We are currently working on applications dated 19/09/2025. Processing days have slightly decreased, however, over the next month they may increase due to staff leave and sickness.
- 3.2.12. A total of 9,560 residents accessed Community Hubs, exceeding the target of 7,000, which represents an overall increase compared to previous quarters. Resident visits to the Hubs fluctuated, with July recording 1,767 visits, dipping to 1,421 in August, and then rising sharply to 1,808 in September—the highest monthly figure so far. This 27% increase from August to September may align with seasonal factors such as the return to school, though further analysis and additional data would be needed to confirm any correlation. Compared to Quarter 1, which ranged from 1,382 to 1,695 visits, overall demand appears to be trending upward. In September, the most common needs presented were general enquiries (378), council tax (333), and housing and homelessness (249), indicating continued reliance on core council services. 81% of enquiries at the Community Hubs were resolved at the point of contact, continuing to exceed the target of 80%.
- 3.2.13. The percentage of jobs secured paying the London Living Wage (LLW) increased to 90% from 83%, continuing to exceed the target of 80% and achieving a green rating.
- 3.2.14. 12 Apprenticeship outcomes were achieved through Brent Works in the quarter, bringing the year-to-date total to 25, meeting the target of 25.

- 3.2.15. A total of 43 local apprenticeships and work experience opportunities were delivered, exceeding the target of 20 and rated Green. Through our social value commitments, we continue to create apprenticeships and work experience opportunities, with a particular focus on disadvantaged groups, for the Brent community
- 3.2.16. There were 10 job and apprenticeship opportunities created in growth industries across the borough bringing the year-to-date total up to 21, exceeding the target of 15. A significant proportion of these apprenticeships are in construction, which remains a key growth sector
- 3.2.17. Percentage of Black, Asian and Minority Ethnic employees remained consistent at 71.5% in Q1 which is which is the highest across all London Borough's.
- 3.2.18. 24 properties were refurbished and brought back into use, just below the target of 25, rating this KPI as amber. We are on target to meet, if not exceed our target for this year. We are processing grant applications which should result in 15-20 additional units of accommodation provided and several more properties that will be brought back into use through our intervention.
- 3.2.19. 28% of suppliers used were local, exceeding the target of 25%. Local suppliers are defined as those with a Brent postcode, which can include both locally based businesses and national organisations with a presence in the borough.
- 3.2.20. To date, 149 affordable homes have been delivered by external providers, including Section 106 arrangements. These comprise a mix of tenures: 41 units for affordable rent, 45 units for discount market rent, and 63 shared ownership units. All were delivered at Wembley Park by the Pinnacle Group.
- 3.2.21. Across the identified sites, a total of 303 homes are available under London Affordable Rent (LAR) tenure, year to date. At Fulton Road HA9, the Arlington Building (Block D) provides 118 homes, comprising 53 one-bedroom, 29 two-bedroom, and 36 three-bedroom units, while the Queensbrook Building (Block E) offers 176 homes, split into 35 one-bedroom, 85 two-bedroom, and 56 three-bedroom units. Additionally, Aneurin Bevan Court at 55 Coles Green Road, NW2 6EE contributes 9 homes, including 3 one-bedroom and 6 two-bedroom properties, further supporting affordable housing provision in the borough.
- 3.2.22. Since April 2025, Food Hub referrals at Community Hubs have shown a downward trend, falling from 177 in April and 173 in May to 143 in June and 147 in July, before dropping further to 91 in August and slightly rising to 118 in September. Overall, this pattern suggests a general decline in demand for Food Hubs as a presented need since spring, although the small increase in September may indicate emerging variability that warrants continued monitoring.
- 3.2.23. In Quarter 2, we received 265 applications for the Digital Inclusion Package, bringing the year-to-date total to 593. This represents a slight increase in demand, which we continue to manage by providing laptops, tablets, Wi-Fi

hotspots, and broadband support. However, challenges remain in coordinating with external stakeholders and ensuring timely delivery of stock, which continues to impact our ability to meet expectations. We are working within the agreed service level agreements (SLAs) to set realistic timelines and maintain service quality.

Cleaner, Greener Future

Red KPIs

3.2.24. No Red KPIs

Amber, Green and Contextual KPIs

- 3.2.25. In Q2, 97% of residential fly-tips were cleared by the contractor within 48 hours, exceeding the 95% target and earning a green rating. This performance remains above the agreed contractual standard. However, separate collection of POPs continues to have a minor adverse impact on the SLA, though currently minimal.
- 3.2.26. A total of 861 formal enforcement actions for fly-tipping were undertaken slightly below the previous quarter at 904. Enforcement activity remained steady and is consistent with seasonal averages.
- 3.2.27. 34 new Electric Vehicle fast chargers have been installed across the borough, resulting in green rating against the target of 29. Three planned sites were dropped due to feasibility issues.
- 3.2.28. 153 bike hangers have been installed, significantly exceeding the target of 82 and resulting in a green rating. Consultation is underway for a further 17 installations, supporting the Council's sustainable transport ambitions.
- 3.2.29. The proportion of borough schools with a School Street scheme reached 44%, above the 39% target. The Council is working with 79 schools in partnership with Transport for London, with two additional school streets schemes scheduled to be operational in October and November.
- 3.2.30. 100% of reported and inspected Category 2 defects were repaired on time, exceeding the 98% target. All works were attended to within the 7-day and 28-day contractual timelines, reflecting strong service performance.
- 3.2.31. Annual percentage carbon emissions reduction from the Council's own estate and operations made a 71.9% reduction against the 2010–11 baseline, exceeding the 71.7% target. This CO₂ emissions report covers the Council's corporate estate and operations only, which represent a small share of total borough emissions. Despite significant electricity savings in 2024/25, particularly at the Civic Centre, overall CO₂ reductions were limited because UK Green House Gasses conversion factors worsened due to the energy crisis and a cold winter increased gas usage for heating. These factors were outside the Council's control. From 2025/26, conversion factors are expected to improve

significantly, and combined with targeted energy reduction measures, substantial CO₂ savings are forecast next year.

- 3.2.32. So far this year, 175 community projects have received Together Towards Zero funding. Round four of the grant scheme is ongoing, with eight successful applications funded in this round (95 in total since the scheme launched in 2022). Applications remain open, and we will continue promoting the scheme until the current round's budget is fully allocated, with 36% of the annual budget still available. Brent's recycling rate for the quarter was 32%, exceeding the 30% target and earning a green rating. However, the rate has decreased compared to Q1, mainly due to a high level of downgraded waste in September, with contamination significantly above normal levels. This rate remains below the West London benchmark of 43.5%.
- 3.2.33 The average kilograms of residual waste collected per household was 110% of the target, exceeding the 104.9% threshold and higher than the previous quarter, resulting in an Amber rating. Most annual fees were due in September, no new applications were received, and all fees are annual. Brent's performance nearly matched the West London benchmark of 109.82.
- 3.3.34 A total of 3,471 fly-tipping incidents were investigated, exceeding the target of 3,000 and earning a green rating. The increase is due to more patrols and close collaboration with Veolia.
- 3.3.35 The proportion of sites failing street cleansing standards for litter was 3%, significantly better than the 9% threshold. Weekly inspections by Neighborhood Managers, undertaken in partnership with the contractor, confirm that street cleansing standards remain at an acceptable level.
- 3.3.36 A total of 2,641 Council housing stock (domestic) units have been retrofitted with at least one energy efficiency measure since 2019. This figure includes totals calculated towards LED lighting replacement, cavity wall insulations, external wall insulation, skylight replacement, double glazing, loft insulation, hot water (point of use heaters, solar PV etc.)

Thriving Communities

Red KPIs

- 3.3.37 In Q2, 81 hours were contributed toward supporting events within the community, up from 55 in Q1, but below the target of 130 and resulting in the KPI being rated Red. The Council continues to secure social value commitments through its procurement processes to support the delivery of better outcomes for the community, including training and events.

Green and Contextual KPIs

- 3.3.38 A total of 443,693 books were issued, including Home Library/Outreach Service and e-downloads, exceeding the target of 170,391 and resulting in the KPI being rated green. The e-Library saw strong performance this month, with e-

downloads exceeding target by an impressive 12.1%. While Harlesden, Willesden Green, Wembley, Kingsbury, and Ealing Road experienced slight shortfalls, these insights provide valuable opportunities for targeted support and growth.

- 3.3.39 Library visits reached 608,901, meeting the target and earning a green rating. Harlesden Library exceeded its goal with a 6.5% uplift, while Ealing Road, Kingsbury, Harlesden, and Willesden Green were slightly below target but remained close. Wembley Library missed its target by 16.8%, likely due to major stadium events in September impacting visitor numbers.
- 3.3.40 In Q2, the Community Engagement and Social Infrastructure (CESI) team attended 47 community engagement events across the borough, bringing the year-to-date total to 121. This includes monitoring visits for community grants, Brent-led forums, and other community meetings.
- 3.3.41 In the first round of the *Love Where You Live* grant scheme, delivered in partnership with the Wembley Stadium Foundation, £93,155 was awarded across 33 grants. We received 143 applications with a combined value of approximately £830k, with the most popular project themes including building stronger, more connected communities, tackling social isolation, breaking down inequalities, and supporting physical activity to reduce health inequalities. Of the 33 grants awarded, 18 went to residents and 15 to organisations, funding projects ranging from health and wellbeing initiatives to physical refurbishment of premises. Individual grant awards ranged from £900 to £15,000.
- 3.3.42 The Resident Support Fund has approved 2,481 applications to date, providing vital financial assistance to residents in need. This quarter benefited from efforts to tackle the backlog that began in April 2025, when over 1,700 applications were pending. By September, the backlog was reduced to around 600, allowing more timely approvals. While clearing all applications remains a challenge, the Welfare Team continues to work steadily toward this goal within available resources.
- 3.3.43 The Brent Connects forums are held seasonally, and no meetings took place during the last quarter. The autumn round began in October 2025, so attendance figures will be reported in Q3.

The Best Start in Life

Red KPIs

- 3.3.44 In Q2, 16 young people participated in Care Leavers Hub activities, with 11 attending the Hub in July and 5 joining a housing session in September, the latter although important was not as appealing to young people as other activities in the Hub. This falls below the target of 35 and is rated red. The absence of a session in August, combined with the type of events held, contributed to the lower attendance this quarter.

- 3.3.45 The percentage of Looked After Children (LAC) in education, employment, or training (EET) for Year 12 and 13 rose to 75% in Q2, up from 69% in Q1. While this shows improvement and is close to last year's Q2 figure of 76%, it remains below the ambitious target of 80%, resulting in a red rating.
- 3.3.46 The percentage of children on a second or subsequent Child Protection (CP) plan increased slightly to 14%, above the 12% target but still below statistical neighbour and national averages. An audit of all cases will be completed this year to identify themes and inform actions to address repeat plans.

Amber, Green and Contextual KPIs

- 3.3.47 In Q2, 35 young people participated in Brent Care Journeys 2.0 activities, meeting the target and marking the highest engagement so far. Highlights included Care Leavers contributing to strategic activities in July, a summer fun day with over 60 attendees and residential trips in August. In September, an IKEA care crates co-design day involving 12 Care Leavers, plus three co-design sessions attended by eight Care Leavers. Across all events, there were 20 individual Care Leavers and 15 young people aged 11–17.
- 3.3.48 The percentage of care leavers aged 19–21 in education, employment, or training (EET) reached 59% in Q2, up 4 percentage points from Q1 and exceeding the target of 57%, resulting in a green rating. This KPI can fluctuate between quarters due to the relatively small cohort size.
- 3.3.49 In Q2, 46 young people participated in Brent Youth Parliament activities, exceeding the target of 30 and earning a green rating. Attendance included 26 young people in July and 20 in September, with no meeting held in August. In addition to these sessions, young people were active in a range of other Brent, London, and national events throughout the quarter.
- 3.3.50 In Q2, 43% of permanent exclusions of male pupils in Brent schools were from Black African, Caribbean, or Somali communities. This outperforms the 50% target but reflects the small cohort size, which means the KPI can fluctuate significantly between quarters and affect the RAG rating.
- 3.3.51 In Q2, Care Quality Ambassadors, Brent Care Experienced Young People, completed two quality assurance visits, bringing the total this year to 11, just one short of the target. The lower activity this quarter was due to the Commissioning Resource Team prioritising placement searches over quality assurance work. This will be a key focus area for Q3.
- 3.3.52 Family Wellbeing Centres (FWCs) continue to demonstrate strong reach, with 7,607 registered service users having contact in Q2, compared to 7,462 in the same quarter last year. This brings the year-to-date total to 15,702, significantly above the year-to-date target of 5,384.

A Healthier Brent

Red KPIs

- 3.3.53 The percentage of Care Act assessments completed within 28 days of referral remains at 38.5%, against an ambitious target of 80%, though progress from Q1 has continued. A new Mosaic workflow went live on 1 October 2025 to streamline assessment steps and focus on Care Act compliance. Historical cases from the waiting list are still being processed, so improvements may take time. Q3 data will provide an early indication of the impact of the workflow redesign.

Green and Contextual KPIs

- 3.3.54 In Q2, 97.2% of new birth visits were completed within 14 days, exceeding the contractual target of 95%. Visits within 30 days also performed strongly at 99.5% against a 98% target. Year-to-date figures show a similar trend, with 14-day visits at 96.4% and 30-day visits at 99.1%.
- 3.3.55 The latest rolling 12-month data (July to June) shows 1,409 adults in structured drug and alcohol treatment, above the Q2 target of 1,405 and progressing toward the year-end target of 1,425. Official Q2 data is delayed due to the annual NDTMS data cleaning pause in July, but performance remains strong.
- 3.3.56 In Q2, 212 community events were held, including Public Health and Brent Health Matters (BHM) health promotion and wellbeing activities. This brings the year-to-date total to 454, well ahead of the half-year target of 350 and above last year's benchmark of 442, despite lower activity in August due to summer holidays.
- 3.3.57 The BHM programme engaged with 531 organisations in Q2, exceeding the target of 500 but below last year's benchmark of 879. Engagement quality has improved, with many organisations moving from the informing stage to co-creating and empowering, which aligns with programme objectives.
- 3.3.58 In Q2, 1,348 health checks were completed at outreach events, bringing the year-to-date total to 2,490, well above the target of 2,000 and last year's benchmark of 2,448. Checks included BMI, blood pressure, heart rate, and diabetes risk scores, with strong engagement from communities less likely to access health services. The Baakavor factory event in Harlesden recorded the highest number of checks this quarter.
- 3.3.59 Reablement sequel to service achieved 78.6% in Q2, above the target of 75% and last year's benchmark of 76.1%, reflecting continued strong performance in supporting individuals post-service.
- 3.3.60 Admissions of older adults to residential and nursing care homes per 100,000 population in Q2 stand at 88.9%, bringing the year-to-date figure to 132—well below last year's benchmark of 228. This reflects continued progress in offering appropriate alternatives to residential and nursing care.
- 3.3.61 Admissions of younger adults to residential and nursing care homes remain very low at 1.3 per 100,000 population in Q2, bringing the year-to-date figure to

5—consistent with last year's benchmark of 5. This reflects continued success in prioritising alternative placements such as supported living.

4 Stakeholder and ward member consultation and engagement

4.1 KPIs for the Borough Plan 2023-27 were developed in consultation with directorate performance leads and approved by CMT.

4.2 Balanced scorecard measures have been developed in consultation with Lead Members, CMT and nominated service leads.

5.0 Financial Considerations

5.1 There are no financial implications as a result of this report.

6.0 Legal Considerations

6.1 There is no statutory duty to report regularly to Cabinet on the Council's performance, however under the Local Government Act 1999 a best value authority has a statutory duty to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency, and effectiveness. Regular reports on the Council's performance assist in demonstrating best value.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

7.1 There are no direct diversity implications. The Learning, growth and culture 'perspective' of the Balanced Scorecard is designed to increase visibility of some existing EDI measures in relation to Brent staff.

8.0 Climate Change and Environmental Considerations

8.1 Indicators that support delivery of the Brent Climate Emergency Strategy are included in the 'Cleaner, Greener Future' section of this report and in the first iteration of the Corporate Balanced scorecard.

9.0 Human Resources/Property Considerations (if appropriate)

9.1 There are none.

10.0 Communication Considerations

10.1 There are none.

Related document(s) for reference:

[Cabinet 13 Oct 25 - Corporate Performance Update & Q1 Reporting](#)

Report sign off:

Rachel Crossley

Corporate Director Service Reform & Strategy