



**Cabinet**  
9 March 2026

**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 Q3 reporting**

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>List of Appendices:</b>	One Appendix A: <a href="#">Borough Plan Q3 Scorecard</a>
<b>Background Papers:</b>	None
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**1. Executive Summary**

- 1.1. The purpose of this report is to set out the council's performance position for Q3 2025/26, using the Borough Plan performance scorecard.

## **2. Recommendation(s)**

Cabinet is asked to:

2.1. Discuss and endorse the Borough Plan 2025/2026 performance reporting for Q3 set out from 3.3 and included 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**

3.2. 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

### **3.3. Borough Plan performance Q3**

3.3.1 The Q3 performance scorecard includes a total of 60 key indicators from the Borough Plan.

3.3.2 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.

3.3.3 Of the 60 Borough Plan indicators reported this quarter, 52% were green, 23% red and the remainder amber or contextual. Performance breakdown for Q3 Borough Plan indicators.

Table 1

Priority	Red	Amber	Green	Contextual
Prosperity and Stability in Brent	5	1	11	4
Cleaner, Greener future	0	0	9	4
Thriving communities	0	0	3	5
The Best start in life	7	0	2	0
A Healthier Brent	2	1	6	0
Total	14	2	31	13

3.3.4 Overall, performance remains stable, with majority of the indicators meeting or exceeding target, there are a few KPIs that have remained red across Q1-Q3, which are primarily influenced by sustained contextual pressures rather than short term operational performance. Key themes include homelessness pressures and rising demand for temporary accommodation; increased complexity and demand within Children’s Services and Adults Social Care; and workforce and market pressures impacting timeliness measures. These areas are being actively managed through targeted improvement plans, prevention-focussed programmes and strengthened oversight arrangements.

3.3.5 KPIs that have shown recent improvement from long term red rating:

- Average time for processing notification of change of circumstances

## Prosperity and Stability in Brent

### Red KPIs

3.3.6 A total of 29 job outcomes were achieved through Brent Works in the quarter, bringing the total to 97 so far this year, below the quarterly target of 112 and resulting in a red rating. However, we are on track to achieve the annual target.

3.3.7 i4B has acquired 3 homes for this quarter with a total of 6 properties so far this year. There are currently 13 properties in conveyancing.

3.3.8 We had a total of 2,417 households in temporary accommodation this quarter, against a target of 2,100, resulting in a red rating. High demand for homelessness services has continued in Q3, contributing to sustained growth in temporary accommodation numbers. Officers remain focused on homelessness prevention through the Preventing Homelessness Change Programme and other initiatives aimed at reducing pressure on temporary accommodation. However, there has been a further spike in bailiff warrants, as some landlords have moved to evict tenants ahead of the planned cessation of Section 21 “no fault” evictions due to commence on 1 May.

3.3.9 The number of Houses in Multiple Occupation (HMOs) licensed within the borough currently stands at 4,164, below the target of 5,500, resulting in a red rating for this KPI. There was no Additional licence scheme for one year, which

affected the total number of HMOs licensed in the Borough. The new scheme starts on 2 February 2026, which will increase the number.

- 3.3.10 31 properties were refurbished and brought back into use, missing target of 50, rating this KPI as red.

### **Green Amber and contextual KPIs**

- 3.3.11 14,578 residents accessed the community hubs, exceeding the target of 10,500. Brent Hubs recorded 90 fewer enquiries in December 2025 than in November 2025. This may be because, as Christmas approached, there were fewer operational days and residents tended to defer non-urgent needs over the holiday period. Overall, year to date 80.5% of enquiries at community hubs were resolved at the point of contact. For Q3 this was 74%, which slips below the accepted KPI of 75%.
- 3.3.12 The percentage of jobs secured paying the London Living Wage (LLW) was 82% continuing to exceed the target of 80% and achieving a green rating.
- 3.3.13 The average number of days taken to process new benefit claims was 18.4 days, which continues to exceed the target of 22 days. The team is working on clearing all unassigned CTS new claims and reducing diary work.
- 3.3.14 Percentage of Black, Asian and Minority Ethnic employees remained consistent at 71.3% which is which remains the highest across all London Borough's.
- 3.3.15 Brent Start recorded an overall achievement rate of 94% above the 93% target and rated green. The achievement rate is based on the learner results from 24/25.
- 3.3.16 Percentage of local suppliers used in this quarter was 26%, exceeding target of 25%. Local suppliers are defined as suppliers who have a Brent Post code. These can be a mix of local businesses and national organisations who have a presence in Brent.
- 3.3.17 A total of 45 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
- 3.3.18 There were 9 job and apprenticeship opportunities created in growth industries across the borough bringing the year-to-date total up to 30, exceeding the target of 23. A significant proportion of these apprenticeships are in construction, which remains a key growth sector
- 3.3.19 The average days taken to process change events was 4.5, an improvement from the previous quarter, meeting the target of 5 days and resulting in a green rating for the first time this year. Although a higher volume of CIC changes were

processed in December, we have noted a positive correlation in these cases being actioned in a timely manner.

- 3.3.20 The average number of days to process RSF applications was 20, continuing to improve and resulting in this KPI moving from amber to green. Although processing days have remained the same during the quarter, plans are in place to further reduce processing times.
- 3.3.21 A total of 11 apprenticeship outcomes were achieved through Brent Works in the quarter, bringing the year-to-date total to 26, lightly missing the target of 37 and rating it amber.
- 3.3.22 This year, a total of 1,349 referrals were made to food banks via Brent Hubs.
- 3.3.23 A total of 888 applications were made to the Resident Support Fund (Digital Support Package), with 295 received in Q3. During the quarter, we continued to develop plans for a laptop collection service in partnership with the Customer Service Centre. To ensure the service delivers the best possible outcomes, opportunities for further improvement were identified and an enhanced pilot service has been agreed for March 2026. A key highlights this quarter has been the successful reduction in application processing times, consistently maintaining turnaround within 20 days between October and December 2025. We remain focused on building on this progress by further streamlining processes and continuing to improve response times.
- 3.3.24 Eight affordable homes have been delivered by external providers, including Section 106 arrangements. All homes expected from external providers for the 2025/26 period have been delivered.
- 3.3.25 No new council homes were delivered this quarter due to a handover delay; delivery is expected to pick up in Q4.

## **Cleaner, Greener Future**

### **Red KPIs**

- 3.3.26 34 new Electric Vehicle fast chargers have been installed across the borough, resulting in red rating missing target of 45. We are currently awaiting LEVI funding via a joint LA funding initiative to continue installing new charge points.

### **Amber, Green and Contextual KPIs**

- 3.3.27 100% 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.
- 3.3.28 In Q2, 97.7% of residential fly-tips were cleared by the contractor within 48 hours, exceeding the 95% target and earning a green rating. We continue to work above the agreed contractual target

- 3.3.29 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 is an annually calculated dataset, the most recent figures are for 2024-25. Small increase in 2024-25, the council is currently working on its Net Zero Estate Route map which will strategically support the interventions required to continue to see this figure trend downwards in the coming years.
- 3.3.30 459 bike hangers have been installed, significantly exceeding the target and resulting in a green rating. 17 new bike hangers are planned for installation in Q4.
- 3.3.31 The proportion of borough schools with a School Street scheme reached 45%, above the 39% target. We are currently completing feasibility studies to assess suitability of introducing new school streets within the borough.
- 3.3.32 Brent has a recycling rate of 30.6%. We are still within our recycling rate target despite the % decrease in comparison from the previous quarter. We have noticed an overall decrease in recycling tonnage in comparison to previous quarters. This could be due to EPR (Extended Producer Responsibility) which incentivizes manufacturers to use less packages for their products, meaning there is less packaging entering the waste stream. Furthermore, less garden waste was collected due to seasonal variance.
- 3.3.33 A total of 9,770 fly-tipping incidents were investigated, exceeding the target of 3,000 and earning a green rating.
- 3.3.34 The proportion of sites failing street cleansing standards for litter was 3%, significantly better than the 9% threshold. NI195 is a former national indicator and best practice indicator of roads and pavements. Weekly inspection are completed by NHM's jointly with our contractor and street cleansing standards are at an acceptable level
- 3.3.35 The average kilograms of residual waste collected per household was 105kg of the target, exceeding the 104.9kg threshold and lower than the previous quarter. We are currently achieving our target in Q3. Despite this, rejected recycling continues to adversely affect this figure as rejected recycling is processed as residual waste.
- 3.3.36 A total of 888 formal enforcement actions for fly-tipping this quarter with 2,653 actions YTD. Enforcement activity remained steady and is consistent with seasonal averages.
- 3.3.37 So far this year, 272 community projects have received Together Towards Zero funding. We are continuing to work through the round 4 applications for the Together Towards Zero Small grants scheme and are closing in on 100 total successful community applications since the scheme began in 2022. Round 4 applications are likely to close at the end of this financial year with prospective funding secured for Round 5 which would be due to launch following the local elections in May 2026.

3.3.38 A total of 4,209 Council housing stock (domestic) units have been retrofitted with at least one energy efficiency measure since 2019. This data is drawn from the council's housing asset database and has been added to thorough works as part of the asset management program and completion of the Social Housing Decarbonization Scheme over the past year. This is an annual figure and was included in the Climate Action Data Dashboard which was updated and published on Open Data in December 2025.

## **Thriving Communities**

### **Red KPIs**

3.3.39 No Red KPIs

### **Green and Contextual KPIs**

3.3.40 A total of 659,837 books were issued , including Home Library/Outreach Service and e-downloads. Performance was driven by continued high e-Library usage and strong results at Harlesden, Willesden Green and Wembley libraries. While Ealing Road and Kingsbury libraries narrowly missed targets in some months, overall service performance exceeded target levels, including during December, which is typically a quieter period. Ongoing KPI improvement plans and increased community and school engagement activity continue to support positive performance. We're driving change January! Library & Outreach Managers are leading the charge with KPI Improvement Action Plans—targeted projects designed to tackle challenges head-on and spark positive results.

3.3.41 Library visits totalled 903,069. reflecting generally strong performance across the quarter. Harlesden Library consistently exceeded its visitor targets, recording significant uplifts each month, while Kingsbury and Wembley libraries also achieved or closely met targets during parts of the quarter. Willesden Green and Ealing Road libraries recorded lower footfall in some months, and November figures were additionally affected by a temporary footfall counter issue at Wembley Library, which is being resolved. Overall performance was close to target levels by the end of the quarter. Ongoing KPI improvement plans, expanded school engagement and strengthened community outreach activity continue to support efforts to increase visitor numbers across all library locations. Early January focuses on school engagement—strengthening our class visit programme and building stronger links. As we move further into January and February, our attention shifts toward revitalising our community presence: working closely with local schools and neighbourhood groups to promote the importance of our library services and foster long term connections. At the same time, Library & Outreach Managers are progressing with KPI Improvement Plans, leading targeted initiatives designed to address key issues and drive meaningful improvements.

3.3.42 73 hours contributed toward supporting events within the community exceeding the quarterly target of 65. We continue to extract social value commitments

through our Procurements in supporting the delivery of better outcomes for the community through training and events.

3.3.43 Between the Grants and Community Engagement teams, there were a total of 56 individual visits, attendances, or engagement activities delivered in the community over the last quarter, and 177 year to date. These activities covered a wide range of events, partnership meetings and community initiatives, including Black History Month celebrations, the Chalk Hill Community Centre committee meeting, an Ethiopian community event, a visit to the Royal Philharmonic Orchestra HQ, the OK Club sharing workshop, and a Brazilian community Christmas event, among many others.

3.3.44 A total of 69 grants were awarded this quarter, comprising 57 NCIL projects and 12 Community Chest projects, bringing the year-to-date total to 102.

- NCIL: The Cabinet decision of June 2025 formally agreed the NCIL funding process for 2025-26. A boroughwide officer led distribution model was agreed. The grant opened for applications in June where we received 36 main applications. Following an assessment process this resulted in 17 main projects being submitted to Cabinet for approval. The 17 main projects were approved for funding by Cabinet in September 2025. The 17 main projects represent 57 individual projects from across multiple service areas and will benefit residents and communities across the borough.
- Community Chest: The Community Chest grant is run in partnership with Wates and Action funder, and the Community Social Infrastructure team have been providing vital support. Following a successful pilot round in May the round two opened in September. This was open to Brent's voluntary and community sector and Brent schools. Circa 144 applications were received and following an assessment process 12 organisations were selected for funding.
- I AM Brent: During this period the CSI Team also provided support to the I AM Brent microgrant, open from 17 November 2025 to 21 January 2026. This grant offered up to £5000 for one-off projects to help young people, their families and associated community members in Chalkhill Estate, Church Road Estate, Harlesden Town Centre, St Raphael's Estate and Stonebridge Estate stay safe from violence, with a focus on grassroots organisations and local residents.

3.3.45 A total of £8.6 million was awarded through grant funding this period.

- NCIL: £8,397,481 allocated across approved projects, of which 22 projects exceeded £100k in individual value and 35 projects were under £100k.
- Community Chest: £84,065 awarded, with individual grant values ranging between £3,000 and £10,000.

3.3.46 The Resident Support Fund has approved 3,296 applications to date. A total of £338,295.70 in funding was approved this quarter, supporting 815 households

overall, including 485 households with children and some of our most vulnerable residents. We have also agreed in principle to launch an innovative pilot project with a partner from the Targeted Prevention Hub. This initiative will support households with young people at risk through a new payment system that enables secure SMS verification and rapid access to funds via ATM withdrawals.

- 3.3.47 206 people attended the Brent Connects forums autumn round that took place throughout October 2025, with the Harlesden and Willesden sessions delivered in person, while the remaining meetings were held online. Attendance patterns showed that both in-person events attracted significantly higher numbers compared to the online sessions, making them the two best-attended meetings of the month.

## **The Best Start in Life**

### **Red KPIs**

- 3.3.48 The percentage of Looked After Children (LAC) in education, employment or training for Year 12 and 13 has reduced by 3% to 73% from Q2. The Q3 2025 outturn is 6.3% higher than Q3 2024, indicating that young people are being better supported to access EET opportunities.
- 3.3.50 A total of 27 young people participated in Brent Youth Parliament (BYP) activities, just missing the target of 30 and resulting in a red rating. 8 young people attended BYP in October and 19 in November. There was no meeting in December. Brent Youth Parliament Young people were also active at a range of other Brent, London and national events this quarter. In October 1 BYP rep attended the Safer Neighbourhood Board meeting. In November 2 BYP reps went to the UK Youth Parliament in the House of Commons and 12 BYP reps were guests of Georgia Gould MP at Parliament. BYP reps also attended the London Assembly Meeting, Full Council, London Youth Assembly West Forum and 1 BYP rep was part of The Memo Podcast interview. In December 2 BYPs reps attended a Brent Youth Strategy meeting and 2 reps contributed to the CYP CD staff conference.
- 3.3.51 33 young people participated in Brent Care Journeys 2.0 activities, just 2 young people below the 35 target. During this quarter, Care Leavers continued to contribute to Brent Council Strategic activities as well as take part in fun activities. 8 Care Leavers attended the Voice and Influence subgroup in both October and November, and 5 Care Leavers attended Corporate Parenting Committee in October. Also in October, 2 Care Leavers supported interview panels for Heads of Service recruitment, and the BCJ 2.0 (11-17) Halloween fun day was attended by 5 young people and 4 Care Leavers. In November, 4 young people attended a session with Ofsted Inspectors during the Focused Visit, 3 Care Leavers attended an employability session and 6 young people and 2 Care Leavers attended the BCJ 2.0 end of year party. In December, 8 Care Leavers attended an end of year dinner and 2 Care Leavers contributed to the CYP CD staff conference. During this quarter there was the Care Leavers Month, which was highly successful and many young people attended events

related to this rather than BCJ 2.0 sessions. Attendance at Brent Care Journeys has been increasing with the co-production of the 2025/2026 programme with young people contributing to increased attendance. The Participation Team remain focused on further increasing the numbers of children and young people participating and ensuring maintained engagement.

- 3.3.52 The percentage of care leavers aged 19-21 who are engaged in education, employment, or training (EET) for those with birthdays in Q3 is 54%. This is 5% less than Q2, the same as Q1 and is 3% below the target of 57% which rates it as red for this quarter. This is a KPI which varies from quarter to quarter due to the relatively low cohort size.
- 3.3.53 The proportion of children on a child protection plan for a second or subsequent time has continued to increase to 17.3% this reporting year. Although this is above our 12% target, it remains below statistical neighbours and national figures. An audit of all repeat CP cases will be conducted in Q4. The activity was paused due to the Ofsted focused visit in November 2025.
- 3.3.54 Only one contract management and quality assurance visit was carried out in Q3 which brings the YTD total to 12, 4 fewer than the YTD target of 16 (making the indicator red). As of mid-January 2026, 5 quality assurance visits have already been undertaken with further visits scheduled, so the expectation is this KPI will be green by the end of the financial year.

### **Amber, Green and Contextual KPIs**

- 3.3.55 There were no permanent exclusions recorded this quarter (0%) among young people from Black African, Caribbean and Somali communities. A significant reduction compared to earlier quarters (Q1: 50%, Q2: 43%).
- 3.3.56 A total of 42 young people participated in Care Leavers Hub activities; 8 Care Leavers attended a meal out in Wembley in October and 6 went ice skating in December. November was Care Leavers Month, which this year ran for a full month rather than a week, with a range of activities held that culminated in a celebration event attended by over 30 Care Leavers. In Care Leavers month, 9 different events were held which included a MasterChef Challenge round and final, a football match between staff and Care Leavers in which 17 Care Leavers and CYP CD Managers participated. There was also two games night, a podcast discussion, employability workshop and a Gordon Brown Centre away day to incorporate employability skills into the month-long event, all of which was planned and delivered by Care Leavers themselves.
- 3.3.57 Family Wellbeing Centres (FWCs) continue to have a strong reach measured by the number of registered users who have had a contact with a FWC. 7357 in Q3 is comparable with 7607 for Q2.

## **A Healthier Brent**

### **Red KPIs**

- 3.3.58 The percentage of Care Act assessments completed within 28 days of referral remains at 38.4%, against an ambitious target of 80%. Analysis across teams shows variation in completion rates, with some completing a higher percentage of assessments within 28 days than the current average (e.g. Reablement achieve 64% within 28 days). Data has been shared with Heads of Service and Service Managers to develop individual team plans to raise performance and develop robust action plans. An additional project team has been put in place to support on completing assessments that have already been waiting longer than 28 days, while new work goes through triage and the Visiting Team. This approach will help to increase the timeliness against the KPI whilst not disadvantaging those already on the waiting list
- 3.3.59 Admissions of younger adults to residential and nursing care homes was 8.5 per 100,000 population, marginally higher than the target of 8, rating it red. The number of long-term placements remains below the 2024/25 London mean of 11.4. With a year-end target of 10 and a Q3 position of 9, we are on track to meet our expected performance. All long-term placements go through the service's Quality Assurance Management (QAM) process to ensure they are the right placement to meet need. We will continue to ensure placements are the right option for individuals, prioritising independence wherever possible. Brent continues to benchmark favourably in this area in relation to other London boroughs.

### **Amber and Green KPIs**

- 3.3.60 In Q3 new birth visits (NBV) within 14 days were slightly below the target at 94.9% against a contractual target of 95%. The visits within 30 days were however above the target at 99.1% (vs target of 98%). On a YTD basis NBV in 14 days remained above target at 95.9% and 30 day visits at 99.1%.
- 3.3.61 The latest data for numbers of adults in structured treatment for opiates and alcohol, as reported by National Drug Treatment Monitoring System (NDTMS), was 1,416 (rolling 12-month data to October 2025). This represents good progression towards the year-end target of 1,425.
- 3.3.62 The Brent Health Matters programme (BHM) has engaged with 539 organisations, exceeding the target of 500 and resulting in a green rating. These figures relate to organisations engaged with the BHM programme. The number of organisations engaged with has increased during this quarter. We have seen community organisations generally move from the informing stage to the co-creating and empowering stages which meets our aim.
- 3.3.63 We had 172 community events in Q3, a total of 626 held YTD, including all Public Health team health promotional events, Brent Health Matters health promotion events and BHM health and wellbeing events. With this, we have met the annual target of 500.
- 3.3.64 We had 922 health checks this quarter, bringing the YTD total to 3,412, exceeding the target of 2,500. At some outreach events, a number of health checks are completed and include BMI, blood pressure, heart rate and diabetes

risk score. We continue to reach out to communities who don't routinely engage with health and care services, and to emerging communities, to carry out health and wellbeing events

3.3.65 Admissions of older adults to residential and nursing care homes per 100,000 population was 279, lower than the target of 306. Q3 saw continued strong management around long-term placements for older adults, ensuring alternatives to residential and nursing placements are always explored before any admission decision is made at QAM.

3.3.66 The proportion of people who required no ongoing support following reablement was 76.5%, exceeding the target of 75%. While Q3 has seen a higher number of individuals moving from reablement into long-term care compared with previous quarters, year-to-date performance continues to remain above target.

#### **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 8 December 25 - Corporate Performance Update & Q2 Reporting](#)

**Report sign off:**

***Rachel Crossley***

Corporate Director Service Reform & Strategy