



Cabinet
9 November 2026

**Report from the Corporate Director
of Finance and Resources**

**Lead Member – Deputy Leader &
Cabinet Member for Finance &
Resources
(Councillor Gwen Grah)**

Q1 Performance Update 2026-27

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	Two Appendix A: Borough Plan Scorecard Appendix B: Dashboard Navigation & Guide
Background Papers:	None
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1.0 Executive summary

- 1.1 This report presents performance against the Borough Plan 2023–2027 key performance indicators for Quarter 1 of 2026/27, supported by the performance scorecard and commentary on specific areas of performance.
- 1.2 A new suite of KPIs is being developed alongside the new Council Plan, which is due to be considered by Full Council on 16 November 2026. During the transition

to the new Council Plan and associated performance reporting arrangements, the Council will take a more streamlined approach to performance reporting.

2.0 Recommendation(s)

Cabinet are asked to:

- 2.1 Note and comment on the Q1 performance reporting set out in section 3.3.
- 2.2 Note the development of a new suite of KPIs alongside the new Council Plan and the more streamlined approach to performance reporting during the transition.

3.0 Detail

3.1 Cabinet Member Foreword

- 3.1.1 A suite of KPIs was developed to monitor delivery of the *Borough Plan 2023 – 2027: Moving Brent Forward Together*. These KPIs have been reported on formally each quarter to Cabinet, via dashboards and commentary on specific areas of performance.

3.2 Council Plan and future performance reporting

- 3.2.1 A new suite of key performance indicators is being developed to sit alongside the new Council Plan, which is due to be considered by Full Council on 16 November 2026. These indicators will support monitoring and reporting of progress against the Plan's priorities.
- 3.2.2 During the transition to the new Council Plan and associated performance reporting arrangements, the Council will take a more streamlined approach to performance reporting, focusing on Borough Plan key performance indicators that are showing as red.

3.3 Borough Plan performance Q1

- 3.3.1 The Q1 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, 25% Red and the remainder Amber or contextual. Performance breakdown for Q1 Borough Plan indicators is as follows:

Priority	Red	Amber	Green	Contextual
Prosperity and Stability in Brent	7	1	10	4
Cleaner, Greener future	1	1	7	4
Thriving communities	0	0	4	2
The Best start in life	5	1	4	0
A Healthier Brent	2	1	6	0
Total	15	4	31	10

Table 2: Borough plan performance summary

3.3.4 KPIs that have been consistently rated Red for consecutive quarters Q2 (2025/26) to Q1 (2026/27) are highlighted below to aid discussion:

- Number of Houses of Multiple Occupation (HMO) licensed
- Participants in Brent Care Journeys
- Percentage of Looked After Children (LAC) in Education, Employment, or Training (EET)
- Second or subsequent Child Protection (CP) plans

Prosperity and Stability in Brent

Red KPIs

3.3.5 A total of 25 job outcomes were achieved through Brent Works, below the target of 37. The service continues to support Brent residents into sustainable employment, with performance to be monitored over subsequent quarters.

3.3.6 A total of 9 apprenticeship outcomes were achieved, below the target of 12. Performance is in line with expected seasonal patterns, as apprenticeship recruitment is typically lower at the start of the year, with most starts commencing in September and higher levels of activity expected during Q2 and Q3.

3.3.7 One affordable home was delivered by i4B, below the quarterly target of 4. A further 9 properties are currently at various stages of conveyancing, with completion being sought during the financial year. I4B continues to identify potential acquisition opportunities through fortnightly property panel, although increased interest rates continue to present a challenge. The company is also exploring alternatives ways to increase housing supply.

3.3.8 A total of two properties were brought back into use, below the target of 12. Performance is expected to increase as properties currently in the pipeline become occupied and can be recorded, including 4 units nearing grant

completion and a further 10 awaiting approval. Additional properties are also expected to be brought back into use through council intervention.

- 3.3.9 The number of Houses in Multiple Occupation (HMOs) licensed within the borough stands at 4,721, below the target of 5,500. The service is continuing to work through the backlog of additional licence applications, which has affected the overall number of licensed HMOs.
- 3.3.10 A total of 7 job and apprenticeship opportunities were created in growth industries across the borough missing target of 8. Of the 9 apprenticeship outcomes achieved through Brent Works, 7 were within growth industries, demonstrating a strong focus on supporting residents into opportunities in key growth sectors.
- 3.3.11 The average time for processing changes of circumstances was 7 days, above the target of 5 days. Performance was affected by higher volumes of incoming changes at the start of the financial year, alongside reduced resource capacity. Cases where there was a risk of overpayment or financial hardship were prioritised, and processing times improved in June compared with the previous month.

Amber, Green and Contextual KPIs

- 3.3.12 The average time taken to process Resident Support Fund (RSF) Crisis Payment applications was 21 days, marginally above the target of 20 days, resulting in an Amber rating. Performance improved from 28 days in May to 21 days in June. A small backlog remains, with measures being put in place to reduce this and improve processing times.
- 3.3.13 80.4% of enquiries at Community Hubs were resolved at the point of contact, exceeding the target of 80%. Performance improved across the quarter, increasing from 77% in April and 78% in May to 85% in June, indicating improved service delivery. Unrecorded outcomes identified in April are being investigated with the team to improve data quality.
- 3.3.14 The percentage of jobs secured paying the London Living Wage (LLW) was 84%, exceeding the target of 80%. Performance has exceeded expectations, reflecting strong delivery of quality employment opportunities for Brent residents.
- 3.3.15 The average number of days taken to process new benefit claims was 21 days, which continues to slightly exceed the target of 22 days. The team is working on clearing all unassigned Council Tax Support (CTS) and Housing benefits (HB) new claims and diary work.
- 3.3.16 The percentage of Black, Asian and Minority Ethnic employees remained consistent at 72%, which is the highest across all London boroughs.
- 3.3.17 Brent Start recorded an overall achievement rate of 93% for the academic year, which meets the 93% target. This represents the end of the 2024/25 academic

year. This is because we do not have verified (by the GLA) data until October of the following year. The next update will be available in October 2026 for the 2025/26 academic year.

- 3.3.18 A total of 4,442 enquiries were received through Community Hubs, with demand fluctuating across the quarter from 1,448 in April and 1,342 in May to 1,652 in June. The increase in June was primarily driven by demand relating to Housing and Homelessness, Council Tax and Welfare Benefits, which were the most frequently presented needs.
- 3.3.19 The percentage of local suppliers used in this quarter was 29.1%, exceeding the 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.
- 3.3.20 A total of 45 local apprenticeships and work experience opportunities were delivered, exceeding the target of 20. Through our social value commitments, we continue to create apprenticeships and work experience opportunities, with a particular focus on disadvantaged groups. At this point, we have had an average of 45 apprentices on the programme.
- 3.3.21 There were 2,552 households in temporary accommodation (TA) at the end of the quarter. The high number of households in TA continues to be driven by the limited supply of affordable accommodation available to move homeless households into. The recent decrease in approaches is expected to continue following implementation of the Renters' Rights Act, which should help reduce the number of households being evicted from their private rented sector tenancies and entering temporary accommodation.
- 3.3.22 The Average days taken to process Crisis Response Fund (CRF) – Housing Payment applications was 21 days, within the target of 30 days. This measure relates specifically to Housing Payment applications and is separate from the RSF Crisis Payment measure reported at paragraph 3.4.12. The funding supports households experiencing financial hardship, helping to prevent rent arrears from escalating and reduce the risk of eviction and homelessness.
- 3.3.23 A total of 168 new council homes were delivered, comprising 155 homes at Alperton Bus Garage and 13 homes at Clock Cottage.
- 3.3.24 A total of 154 referrals to food banks were made through Brent Hubs. Demand has reduced significantly following the transfer of the Food and Fuel Aid phone line from Brent Hubs to the Contact Centre. Referrals through the Hubs have since remained relatively stable, with residents accessing support through alternative routes and the Hubs primarily supporting reassessments for ongoing food aid.
- 3.3.25 A total of 576 applications were made to the Resident Support Fund Digital Support Package. The scheme supports residents experiencing digital exclusion by providing access to essential digital equipment and connectivity,

helping them access employment, education, healthcare, welfare and other online services.

- 3.3.26 There were no affordable homes delivered by external partner providers during the quarter, as no completions were scheduled for this period.

Cleaner, Greener Future

Red KPIs

- 3.3.27 No Red KPIs to report.

Amber, Green and Contextual KPIs

- 3.3.28 94.3% of reported and inspected Category 2 defects were repaired on time, below the target of 98% and resulting in an Amber rating. Performance has historically remained consistently at 100%; however, it declined during May and June. This has been discussed with the contractor, and an improvement plan has been put in place to return performance to target from July.
- 3.3.29 In Q1, 98.6% of residential fly-tips were cleared by the contractor within 48 hours, exceeding the 95% target. Service continues to exceed the contractual performance target of 95%. This quarter, a monthly average of 2,971 fly-tips were cleared within the SLA.
- 3.3.30 Carbon emissions from the Council's own estate and operations reduced by 75.8% against the 2010–11 baseline, exceeding the target of 71.7%. This has primarily been due to targeted energy reductions in several areas in the Civic Centre, plus further decarbonisation of the national electricity grid causing the GHG conversion factor for electricity to reduce again. The council is continuing to develop a comprehensive plan for achieving net zero across its estate and operations by 2030.
- 3.3.31 A total of 240 bike hangars were installed, significantly exceeding the target of 41. This included the installation of the final five NCIL-funded bike hangars. Planning is now underway for this year's TfL-funded programme.
- 3.3.32 The proportion of borough schools with a School Street scheme reached 47%, exceeding the target of 39%. Consultations are underway for further TfL and NCIL-funded School Streets, with decisions expected in August and, where supported, implementation planned for the Autumn term.
- 3.3.33 Brent's recycling rate - Data currently been finalized by the service.
- 3.3.34 A total of 3,464 fly-tipping incidents were investigated, exceeding the target of 3,000. The increase reflects improved recording practices, with officers more consistently logging investigations being undertaken. Not all investigations will result in formal enforcement action.

- 3.3.35 The proportion of sites failing street cleansing standards for litter was 4%, improving from 5% in the previous quarter. Weekly inspections are undertaken jointly by Neighborhood Managers and the contractor in line with NI195 standards, with current results indicating that street cleansing standards remain at an acceptable level.
- 3.3.36 The average kilograms of residual waste collected per household - Data currently been finalized by the service.
- 3.3.37 A total of 595 formal enforcement actions were taken against fly-tipping offences. While operational focus shifted towards increased seasonal PSPO enforcement activity, a strong level of fly-tipping enforcement continued to be maintained.
- 3.3.38 No projects were awarded funding through the Together Towards Zero (TTZ) grant scheme this quarter, as Round 5 launched following the elections in mid-June 2026. The first judging panel meetings have since taken place, with funding awards expected as the assessment process progresses.
- 3.3.39 A total of 1,729 council housing units have been retrofitted with at least one energy efficiency measure. Further improvements have been delivered through the Social Housing Decarbonisation Fund and integrated into the existing housing capital program.
- 3.3.40 No new electric vehicle fast chargers were installed during the quarter. Procurement is underway for LEVI-funded charging points, to be delivered in partnership with six other boroughs. A target has not yet been set as the level of funding available for delivery this year is still to be confirmed.

Thriving Communities

Red KPIs

- 3.3.41 No Red KPIs

Green and Contextual KPIs

- 3.3.42 A total of 228,350 books were issued, exceeding the target of 170,391. Performance remained strong across several libraries, with Harlesden, Kilburn, Kingsbury and Wembley demonstrating good levels of engagement. The Home Library Service also benefited from its new aligned delivery schedule, while the e-Library exceeded its June target by 1.4%. Ealing Road Library and The Library at Willesden Green remained below target. Library and Outreach Managers will continue to refine their 2026/27 team plans, with targeted activity focused on addressing areas of underperformance and improving outcomes.
- 3.3.43 A total of 316,363 library visits were recorded. Harlesden and Kilburn libraries exceeded their visitor targets, with Kilburn recording particularly strong footfall in June. Ealing Road, Kingsbury, Wembley and The Library at Willesden Green were below target, with the heatwave affecting footfall and resulting in

cancellations of planned school visits and activities. Targeted activity will continue, including school engagement, promotion of the Summer Fun Festival and increased community engagement in areas where visitor numbers are below target.

- 3.3.44 A total of 68 hours were contributed by suppliers through social value commitments to support community events and activities, exceeding the quarterly target of 65 hours. These commitments support community outcomes through activities including training and events. Q1 performance was calculated in line with the previous Social Value Policy. From Q2, reporting will align with the new policy, with the target also reviewed to ensure it remains appropriate, including whether the measure should become contextual.
- 3.3.45 A total of 8,141 visits to museums were recorded. This is a new KPI for 2026/27, and the target is currently being reviewed and finalised. Performance will be monitored over the coming quarters to establish an appropriate baseline and support future target setting.
- 3.3.46 A total of 1,019 Resident Support Fund applications were approved in Q1. The fund provides temporary financial relief to households facing immediate hardship and supports residents to stabilise their circumstances during periods of financial difficulty. The continued use of this funding reflects the ongoing pressures many residents are experiencing due to rising living costs and economic uncertainty.
- 3.3.47 There will be no Brent Connects data reported at this stage, while a new approach is being developed and agreed. Reporting will resume once the revised approach has been finalised and implemented.

The Best Start in Life

Red KPIs

- 3.3.48 A total of 23 distinct young people attended Brent Youth Parliament (BYP) meetings, below the target of 35. Attendance is typically lower during this period due to young people sitting exams. There were 16 attendees in April and 12 in June, with no BYP meeting held in May.
- 3.3.49 A total of 15 distinct young people participated in Brent Care Journeys, below the target of 35. This comprised eight Care Leavers and seven young people aged 11–17, participating in activities including the Corporate Parenting Committee, the BCJ Empire Easter trip, co-design sessions and planning for summer activities. Participation was affected by the cancellation of some council committees during the election period and typically lower attendance in May and June due to exams. Brent Care Journeys Empire (formerly BCJ 2.0) was launched in April following a co-design and branding project with young people, with 12 young people, eight guests and 39 professionals attending the launch event.

- 3.3.50 The percentage of care leavers aged 19-21 who are engaged in education, employment, or training (EET) is 51% for those with birthdays in Q1, which is 4% less than Q4. It remains 6% below the target of 57%. This is a KPI which varies from quarter to quarter due to the relatively low cohort size. The Virtual School for looked after children works closely with Personal Advisors to target support for those eligible young people who are NEET. Further targeted activity from Pas, linking closely to Brent Works will be prioritised from the new academic year to improve this indicator.
- 3.3.51 The proportion of children on a child protection (CP) plan for a second or subsequent time has decreased from 19.1% to 18.1% but is above our 12% target. Repeat CP cases are tracked monthly and reported to the Corporate Director. Current cases are being dip sampled to identify any common themes, and any actions will be included in the practice improvement plan for 2026/27.
- 3.3.52 The Care Leavers Hub is also open to and attended by Care Leavers over the age of 25 years alongside our 18-25 cohort and is designed to provide a social space for our care experienced young adults. The Hub activities continue with a fluctuating number of attendees. Every other month the group meet at Brent Civic Centre for a games night (and Pizza) and on alternate months smaller groups participate in chosen activities. In April 2026, 10 young adults attended the Games & Pizza Night. In May 2026, 5 young adults attended the Theatre to watch Hercules. In June 2026, 7 young adults attended the Games and Pizza Night. While the overall attendance level fluctuates, this has been normal throughout the duration of the Hub. The Hub calendar is shared via the Leaving Care WhatsApp Channel and Personal Advisor's ensure that care leavers are aware of the offer and encouraged to attend. Staff continue to gather feedback from the young people to shape future activities and maximise engagement opportunities for Care Leavers.

Amber, Green and Contextual KPIs

- 3.3.53 The percentage of Looked After Children (CLA) in education, employment or training for Year 12 and 13 has been maintained at 78% from Q4, 2% below the 80% target, rating this measure Amber. This sustained performance reflects the continued support provided to young people to help them access and sustain education, employment and training opportunities.
- 3.3.54 33% of permanent exclusions of pupils in Brent secondary schools were from Black, Asian and Minority Ethnic communities, below the target threshold of 50%. This is an improvement from 56% in the previous reporting period. However, the relatively small cohort size means performance can fluctuate significantly between quarters and should therefore be interpreted with caution.
- 3.3.55 A total of 11 quality assurance visits were carried out in Q1, above the quarterly target of 6. None of the quality assurance visits were with a Care Quality Ambassadors and this will be addressed for Q2.

- 3.3.56 The Family Wellbeing Centres (FWC) continue to have a strong reach as measured by the number of registered users who have had a contact with a FWC. In Q1 this was 7,596, a slight decrease from 8,105 in Q4.

A Healthier Brent

Red KPIs

- 3.3.57 The median wait time from request/referral to the start of the first response was 20 days in Q1, above the target of 14 days. This measure looks at the time from a resident's initial contact with Adult Social Care to the first completed response, which could include information and advice, signposting, triage, referral, a bridging service or progression to a Care Act assessment. Performance improved from 25 days in the previous quarter to 20 days, indicating that residents are receiving an initial response more quickly, although further improvement is required to meet the target.
- 3.3.58 There were 4 permanent placements for younger adults per 100,000 population, above both the target and benchmark of 3. There were 10 new admissions in Q1, compared with an expected figure of 9. Performance is slightly above target and will be monitored to ensure admissions to long-term care remain as low as appropriate through effective preventative and community-based support.

Amber and Green KPIs

- 3.3.59 The number of adults in structured treatment for opiates and alcohol was 1,397, three below the target of 1,400 and therefore rated Amber. This is based on rolling 12-month NDTMS (National Drug Treatment Monitoring System) data to April 2026, with May and June data not yet published. The service is focused on converting contacts into treatment and reversing the recent downward trend, with progress towards the year-end target of 1,425 expected over the coming quarters.
- 3.3.60 New birth visits completed within 14 days were 96.8%, exceeding the contractual target of 95%. Visits completed within 30 days were also above target at 98.8%, against a target of 98%. Performance continues the strong results seen in the previous financial year and reflects closer and more effective working with CLCH, supporting positive outcomes for new mothers in Brent.
- 3.3.61 A total of 181 community events took place, exceeding the target of 175. These include public health and Brent Health Matters health promotion and wellbeing events.
- 3.3.62 A total of 1,082 health checks were carried out, ahead of the target of 1,000. Health checks delivered through outreach events include BMI, blood pressure, heart rate and diabetes risk assessments. Outreach continues to focus on communities that may face barriers to engaging with health and care services, alongside increased case management activity. The approach and associated targets will be kept under review to ensure activity remains appropriately targeted.

- 3.3.63 The proportion of people requiring no ongoing support following reablement was 79%, exceeding the target of 76%. Performance remains strong and stable, increasing from 78% in 2025/26 to 79%, reflecting effective service delivery and positive outcomes in supporting people to maintain their independence.
- 3.3.64 The median wait time from request/referral to the start of the first service was 5 days, meeting the target of 5 days. This measures the time from a resident's initial contact with Adult Social Care to the start of their first recorded support service, such as commissioned care, reablement, equipment, day opportunities or direct payments. Performance increased slightly from 4 days in the previous quarter; however, residents continue to access support within the target timeframe.
- 3.3.65 There were 93 permanent placements for older adults per 100,000 population, below the target of 111 and the London benchmark of 114. There were 40 new admissions, also below the target of 48. Performance remains positive, with fewer older adults entering long-term residential and nursing care than expected, supporting the strategic aim of promoting independence and community-based support.

4.0 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 PCG.
- 4.2 Balanced scorecard measures have been developed in consultation with Lead Members, PCG 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 section 3 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. Guidance provides that: 'for many people, the services provided by their local authority have a very significant impact on their quality of life and provide their main experience of public services. It is vital that these services are delivered to a high standard, and in ways that are responsive to the needs of their users'.

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 Performance reporting supports communication with residents about progress against the Council's priorities.

Related document(s) for reference:

[Cabinet 27 July 2026 - Corporate performance update and Q4 reporting](#)

Report sign off:

Minesh Patel

Corporate Director of Finance and Resources

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