

 Brent	Cabinet 16 June 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 Q4 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 Q4 Scorecard
Background Papers:	None
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1. Executive Summary

- 1.1. The paper sets out the position on the council's performance in the last quarter of 2024/25, through the Borough Plan performance scorecard and updates against key activities for delivering its priorities and outcomes.

2. Recommendation(s)

Cabinet are recommended to:

- 2.1. Note the Borough Plan 2024/25 performance reporting for Q4 set out from 3.2 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

- 3.1.1. 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 Q4

- 3.2.1. The Q4 performance scorecard includes a total of 49 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. Performance breakdown for Q4 Borough Plan indicators:

Table 1

Priority	Red	Amber	Green	Contextual
Prosperity and Stability in Brent	3	2	10	4
Cleaner, Greener future	1	0	2	3
Thriving communities	0	0	1	4
The Best start in life	4	1	5	0
A Healthier Brent	1	0	6	2
Total	9	3	24	13

- 3.2.4. A summary of performance is outlined in the following sections. Where relevant the commentary also references progress against annual targets in addition to quarterly e.g., where progress towards the target is seasonal.
- 3.2.5. KPIs that have been consistently rated red for Q1-Q4 of 2024/25 are highlighted below to aid discussion:
- Average processing time for Resident Support Fund (RSF) applications (para 3.2.6)
 - Number of empty properties refurbished and brought back into use (para 3.2.7)
 - Number of Houses of Multiple Occupation (HMO) licensed - red since Q2 (para 3.2.8)
 - Amount of non-recyclable waste (para 3.2.25)
 - Participants in Brent Care Journeys (para 3.2.34)
 - Percentage of Looked After Children (LAC) in Education, Employment, or Training (EET) - amber for the first half of the year, consistently red in the second half (para 3.2.35)
 - Second or subsequent Child Protection (CP) plans - consistently red except for one quarter (para 3.2.36)
 - Percentage of Care Act assessments completed within time (para 3.2.42)

Prosperity and Stability in Brent

Red KPIs

- 3.2.6. The average processing time for RSF applications in Q4 was 39 days, up from 33 days in Q3, exceeding the 20-day target and resulting in a red rating. To address this, additional resources have been allocated, overtime is available, and a backlog clearance plan has been in effect since April 2025.

There was a slight increase in applications submitted in April compared to March. As a result of focused efforts and additional staffing, the number of applications being assessed—whether approved, rejected, or written out for

further information—has increased. In April, the team reviewed an average of 175 reactive support cases per week, with an average award of £424.28. Work is nearing completion on all March 2025 applications, expected to conclude this week. This will allow the team to shift focus to remaining April cases and begin progressing May submissions. A revised approach will support this next phase of delivery. The team continues to work diligently on both new and outstanding applications.

Processing times remain above target due to sustained high demand and ongoing resourcing challenges. This KPI has been rated red throughout the reporting year.

- 3.2.7. The number of empty properties refurbished and brought back into use within the borough is rated red, with 54 properties refurbished at the end of Q4, compared to 42 at Q3, against the year's target of 100. The target was not achieved this year, as it has been a challenging year due to staff shortages for the first 6 months of the financial year and the training requirements needed for the new officer. Steps are being taken to promote grants and enforcement activities, which are expected to have a positive impact and meet the target in 2025/26. This KPI has been rated red throughout the reporting year.
- 3.2.8. The number of Houses of Multiple Occupation (HMO) licensed in the borough is 5,022, down from 5,141 HMO licensed in Q3 and is below the target of 5,578. The Brent Additional License scheme ended on 31/1/2025, and Private Housing Services stopped accepting new applications for smaller HMOs. These figures reflect the impact of the loss of the scheme. This KPI started the year rated as Amber but has been rated Red since Q2.

Amber, Green and contextual KPIs

- 3.2.9. The overall achievement for Brent Start in Q4 stands at 90%, an increase from 88% in Q3, resulting in an amber performance rating against the annual target of 93%. This figure represents in-year achievement, and it is anticipated that the target of 93% will be met by the end of the academic year in July. This KPI has maintained an amber status for most of the year, with the exception of Q2, where it was classified as green at the conclusion of the academic year.
- 3.2.10. The average processing time for new benefit claims was 22.44 days in Q4, up from 21.77 days in Q3. The yearly average was 21.61 days, meeting the target of 22 days. Despite challenges with TA supply and demand, and supported exempt accommodation, this KPI was green all year except Q2 when it was amber.
- 3.2.11. The number of residents accessing community hubs in Q4 was 4,225, compared to 4,517 in Q3, bringing the year-to-date total to 18,595, which exceeded the target of 14,063. There was a slight increase in footfall, possibly due to changes in the CTS scheme. This KPI was rated green throughout the year, with Q2 having the highest footfall at 5,013.

- 3.2.12. The proportion of local suppliers utilized in Brent for Q4 was 23%, a decrease from 25.85% in Q3, narrowly missing the target of 25%. Local suppliers are defined as those with a Brent postcode, which can include both local businesses and national organizations with a presence in Brent. This KPI has fluctuated between Green and Amber throughout the year, reaching its peak in Q2 at 37%.
- 3.2.13. The percentage of jobs secured paying the London Living Wage decreased to 82% in Q4, from 83% in Q3, which remains above the target of 80%. This KPI has consistently met the target throughout the year, with its highest level in Q3.
- 3.2.14. The percentage of enquiries at the Community Hubs resolved at the point of contact remained consistent at 84% in Q4, matching the rate observed in Q3. This stability earned a green rating and exceeded the annual target of 80% throughout the year.
- 3.2.15. Apprenticeship outcomes from Brent Works were lower in Q4 than Q3, with 6 apprenticeships compared to 18. However, the KPI exceeded targets throughout the year, surpassing the annual goal of 50 by 13 apprenticeships. This success resulted from job fairs and section 106 planning agreements. This KPI performed highest in Q2.
- 3.2.16. A total of 43 job outcomes were achieved this quarter, compared to 29 in the previous quarter, surpassing the quarterly target of 25 and bringing the year-to-date total to 191, which is above the year-end target of 150. Most job placements occurred in the construction and built environment sector. This KPI remained consistently above target throughout the year, with Q4 being the highest.
- 3.2.17. In Q4, i4B purchased two properties, bringing the year-to-date total to 27, meeting the KPI target of 24 for the year-end. i4B exceeded its annual purchasing target of 25 units during 2024/25, including a block of 9 homes. This KPI has been rated green throughout the year, with the highest being 12 delivered in Q1.
- 3.2.18. The average processing time for benefit claims in Q4 was 3.35 days, down from 3.65 days in Q3, meeting the five-day target (Green). Processing times for Change In Circumstances varied throughout the quarter. Although the KPI was rated green all year, there was a notable improvement towards the end, dropping from 5 days in Q1 to 3.35 in Q4, with an annual average of 3.97 days.
- 3.2.19. In Q4, the number of local apprenticeship and work experience opportunities provided, in line with the Social Value and Ethical Procurement Policy, reached 45, exceeding the target of 20 and achieving a Green KPI rating. Through our social value commitments, we continue to deliver apprenticeships and work experience opportunities for the community of Brent. This KPI has remained consistently well above targets, with a notable improvement from the beginning of the year. The highest performing quarters were Q2 and Q4.

- 3.2.20. The number of job and apprenticeship opportunities in growth industries across the borough increased by five in Q4 compared to 13 in Q3, bringing the year-to-date total to 49. Most opportunities come from the construction sector. This KPI has been green throughout the year, with the highest performance being 19 in Q2.
- 3.2.21. In Q4, 321 applications were submitted for the Resident Support Fund (Digital Support Package), compared to 1,206 in Q3. Approved cases brought the year-to-date total to 2,302. While Q4 numbers were average for the year, Q3 was a high performing outlier with 1206 applications.
- 3.2.22. External providers delivered 152 affordable homes in Q4, up from 57 in Q3, totalling 259 year-to-date against a forecast of 486. Construction delays on four developments moved their completion to Q1 of 25/26. Performance has improved throughout the year despite being contextual.
- 3.2.23. We did not receive any handovers for new council homes in the fourth quarter, resulting in zero affordable homes delivered during this period. However, the total number of affordable homes delivered throughout the year was 26, due to construction delays across two developments originally scheduled for completion in 2024/25, which have now been deferred to the first quarter of 2025/26. Despite these delays, we remain on target to deliver 1,700 homes by 2028.
- 3.2.24. Brent Hubs made 577 foodbank referrals in Q4, down from 808 in Q3, totalling 2,866 for the year. Referrals remained steady over the year, peaking in Q3 and dipping in Q4. This suggests that financial challenges persist after the pandemic and during the cost-of-living crisis.

Cleaner, Greener Future

Red KPIs

- 3.2.25. The amount of non-recyclable waste generated in Q4 was 18,534.40 tonnes, down from 19,095.46 tonnes in Q3. The year-to-date total is 78,461.25 tonnes, which exceeds the year-to-date target of 71,570.96 tonnes. Despite the target not being met, Q4 reported the lowest amount of non-recyclable waste this financial year. Contributing factors include a decrease in rejected recycled tonnage and a decrease in total residual waste collected in Q4. Efforts are underway to improve recycling in communal flats and spaces to reduce the amount of non-recyclable waste. This KPI has been rated red all year but has shown a declining trend towards meeting its target.

Amber, Green and Contextual KPIs

- 3.2.26. In Q4, 100% of customer-reported Category 2 defects were repaired on time, matching Q3 and bringing the year-to-date total to 98%, meeting the target. Performance for CAT2 defects attended to on time in Q4 is 99%. The contractor consistently performed at 100% up to February, but there were five late repairs in March, lowering the figure to 99%. Overall performance for Q4

increased by 1% from Q3 to 99%. This has been addressed with the contractor, and an action plan is in place. This KPI started the year as Red and improved to Green, showing good progress.

- 3.2.27. A total of 30 new electric vehicle charge points were installed in Q4, compared to 10 in Q3, bringing the year-to-date total to 102. This meets the target and is rated Green. 30 Charge points installed from Jan to March. including 22KW chargers from Zest/Uber Project at 15 locations. This KPI has been consistently green, having met its year target in Q2, which was also the highest performing quarter at 32 installations, and the lowest being 10 in Q3.
- 3.2.28. In Q4, 21 new businesses signed the Brent Climate Charter, a significant rise from 2 in Q3, bringing the total to 39. The focus in Q4 was on concluding the Camden/Brent Climate Challenge. After completing this work and restructuring to integrate business and green economy functions into the climate function, signatories are expected to grow more rapidly. Future actions include resetting and clarifying targets for the Brent Climate Charter in the 2025-26 financial year following corporate restructuring and personnel changes. Q4 outperformed the annual average, with Q2 being the least productive quarter.
- 3.2.29. In Q4, 21 businesses were onboarded to the Climate Essentials carbon footprint calculator tool, compared to 11 in Q3, bringing the total number of businesses with access to 56. The Climate Essentials tool has been renewed for an additional 12 months. The license for businesses operates on a 12-month cycle, resulting in some fluctuation in numbers as businesses join and leave. Usage of the tool is connected to signing up for the Brent Climate Charter, with updated targets and expectations on sign-ups anticipated for 2025-26 following a restructure and personnel changes in Employment, Skills and Enterprise. Q2 recorded the highest number of signups at 24, whereas Q3 had the least.
- 3.2.30. In Q4, 130 homes were retrofitted, bringing the annual total to 139. Confirmation was received for completing retrofit work on 100 properties under the Social Housing Decarbonisation Scheme phase 2.1. The CO2GO retrofit scheme is nearly complete, with measures installed on 30 properties across various housing clusters. Brent is finalizing the allocation and grant agreement for the Warmer Homes Social Housing Fund Phase 3 to fund retrofits for 80 council-owned properties.

Thriving Communities

Red KPIs

- 3.2.31 There are no Red KPIs for Thriving Communities.

Green and Contextual KPIs

- 3.2.32 In Q4, 90 hours were contributed towards community events under the Social Value and Ethical Procurement Policy, down from 109 in Q3 but still above the

target of 65 hours. The total for the year is 643.50 hours, surpassing the year-end target of 260 hours. This demonstrates the Council's commitment to social value through procurement. Clear expectations and supplier engagement helped secure commitments to support communities. This KPI has been rated green all year, with Q2 being the best-performing quarter at 336 hours.

- 3.2.33 In Q4, there were 26 engagement events lead by the Community Engagement team, compared to 33 in Q3, bringing the year-to-date total to 187. This figure specifically relates to the number of community events and interactions the community and social infrastructure team had in the last quarter – this includes presence at community events, community meetings and other outreach activities like promoting community grants. Q1 had 86 events, the highest number over the year. There was an average of 47 events per quarter in 2024-25.
- 3.2.34 The grants team awarded 34 grants with a total value of £140,553 in Q4, resulting in an annual total of 117 grants worth £1,417,876. Six projects were funded through the monthly Love Where You Live initiative and 28 through the annual Edward Harvist Trust Fund grant. This figure includes the Edward Harvist Trust Fund 24/25 grant round where £137,552.96 was allocated. £3,000 was distributed through our regular Love Where You Live monthly grant round. Q2 saw the highest number and value of grants awarded, with 41 grants totalling £1,256,348.
- 3.2.35 In Q4, 135 residents attended Brent Connects meetings, compared to 265 in Q3, bringing the total year-end figure to 837. This reflects the number of attendees for the Spring round of Brent Connects. Attendance was slightly lower than the previous quarter and decreased from the Autumn round of Brent Connects. Factors affecting attendance in the Spring round may include Ramadan in March, which involves evening family gatherings for Iftar. Thus far this season, the Community Engagement team has hosted two rounds of Brent Connects for 2024-25: the Autumn round in October 2024 and the Spring round in March 2025. The final round is scheduled for May 2025. Efforts continue to promote and publicize the upcoming round in May to increase attendance.

The Best Start in Life

Red KPIs

- 3.2.36 The number of participants attending Brent Care Journeys 2.0 was 25 for Q4, up from 17 in Q3 although below the target of 35. In Q4, three Care Leavers attended both the January and February Corporate Parenting Committees. Four Care Leavers attended the Voice and Influence sub-group in March, and three Care Leavers assisted with operational developments for Brent's children's residential home in the same month. One Care Leaver participated in a World Social Worker Day event in March. 10 young people aged 10 to 17 years old took part in a Create Arts 3-day visual arts project in February. This KPI has been rated red throughout the year as the target set was a stretch

target. Q4 represented the highest attendance in year and sets a positive trajectory for 25/6.

- 3.2.37 The percentage of Looked After Children (LAC) in education, employment, or training (EET) for Year 12 and 13 was 70% in Q4, 3% less than Q3, the lowest this reporting year, which means it is below the target of 80% and rating this measure as Red. The reason for this lower performance is over the past academic year, it has been observed that colleges are increasingly off rolling students without notice, or without discussion with the Virtual School which means the student is not able to have someone advocate on their behalf. Many colleges are part of larger groups, so when a young person is off rolled, they are unable to reapply at associated colleges which impacts on their ability to access educational opportunities. The Virtual School will be working with colleges for the new academic year to reduce off rolling. All new LAC who come into care are supported to enrol on a suitable course of study as soon as possible and detailed by Social Workers and Personal Advisors within young people's plans. However, some young people need some time to stabilise after a period of trauma and are not able to immediately access or maintain an educational course. This KPI has seen performance fluctuate with performance moving from amber in the first half of the year to red in the second half impacted by off rolling and also a different cohort of young people to be measured each quarter. Work is already underway to identify where CYP and Community Development can become closely aligned and improving the EET prospects of Looked After Young People has been identified as an area to progress quickly.
- 3.2.38 In Q4, 13% of children were subject to a Child Protection (CP) Plan for a second or subsequent time, with gangs, missing, Child Sexual Exploitation, or criminal exploitation as their main assessment factor up from 12.6% in Q3. The increase is due to fewer overall CP Plans and more repeat assessments.. This KPI remained Red throughout the year except for Q2, when it was Green at 10% although the cohort size is less than 10 children so minor changes significantly alter the percentages.
- 3.2.39 The percentage of care leavers aged 19-21 who are engaged in education, employment, or training (EET) is 55% for those with birthdays in Q4, which is only 2% below the target of 57% and which makes it rated as red. This brings the year-to-date position to 57.8%, exceeding the target of 57% and rating it green for the year. This KPI can vary from quarter to quarter due to the different young people who make up each cohort and is impacted by different cohort sizes.

Amber, Green and Contextual KPIs

- 3.2.40 Number of young people from Black African, Caribbean, and Somali communities who are permanently excluded from Brent schools (all pupils) is rated Green. 41.66% of permanent exclusions from Brent Schools were of young male pupils from Black African, Caribbean, or Somali communities in Q4, down from 75% in Q3. Schools within Brent and out-of-borough are provided with targeted support and training from the Inclusion Support Team

and the Brent Virtual School in relation to individual Brent resident pupils. They are also provided with on-going support with overall behaviour strategies to keep exclusions as low as possible. This is a small group of young people, and so minor changes can impact the percentage.

- 3.2.41 The percentage of pupils attending Brent Schools that are rated good or outstanding is 97.6% exceeding the target of 95%. This is based on those schools most inspection where the Ofsted single word judgement still applied. Whilst always above target for the year, this KPI has shown improvement having started at 95% at the beginning of the reporting year.
- 3.2.42 The number of young individuals who regularly attended the Care Leavers Hub increased to 34 in Q4 from 31 in Q3, although this did not meet the stretch target of 35, but has now risen from Red to Amber. Attendance figures were 12 in January and February, and 10 in March 2025. The Hub serves as a support group for young people, offering a platform for informal discussions. Young people are planning future events and are intentionally avoiding holding events in certain months (April 2025) to allocate funds for events in locations such as the O2. Attendance has remained consistent throughout the year, with the lowest figure recorded in Q2 at 22 and the highest in Q4.
- 3.2.43 In Q4, Care Quality Ambassadors performed 14 inspections of supported accommodation providers, up from six in Q3 and exceeding the quarterly target of five. The cumulative total for quality assurance visits this financial year stands at 32, surpassing the annual target of 20. This quarter saw quality assurance visits to 12 supported accommodation providers and two residential home providers, three of which involved Care Ambassadors, exceeding the quarterly goal of five visits. Of the 32 visits conducted over the full financial year, 10 involved Care Quality Ambassadors. Quality assurance visits to supported accommodation providers are planned for Q1 2025-26, including Care Quality Ambassadors, while visits to residential homes will feature Care Quality Ambassadors on a case-by-case basis. There are six Care Quality Ambassadors employed, four of whom are actively engaged. The remaining two individuals are being encouraged to participate in quality assurance visits to positively impact the lives of other children and young people. Performance has consistently improved throughout the year, with Q4 exhibiting the highest level of activity.
- 3.2.44 The number of registered service users who had contact with Family Wellbeing Centres (FWC) reached 7,581 in Q4, bringing the year-to-date total to 28,384 contacts. FWCs continue to demonstrate strong engagement, evidenced by an increase of 542 contacts from Q3 to Q4. The current year-to-date figure of 18,079 distinct users exceeds the 2023/2024 target of 15,849, representing a 14% increase in registered users. User contacts have consistently surpassed targets throughout the year, with Q2 and Q4 recording the highest figures.
- 3.2.45 The number of young people regularly attending Brent Youth Parliament (BYP) was 22 for Q4, up from 17 in Q3, bringing the year total to 86. BYP attendance in Q4 included 22 young people in January, nine in February, and

17 in March. BYP members participated in various Council and external forums. Seven BYP members attended the Public Safer Neighbourhood Board meeting in January, and two members attended the Community and Wellbeing Scrutiny Community in both February and March. Regionally, one BYP representative attended the London Youth Assembly in January and March. BYP was shortlisted for two awards at the London Youth Achievement Awards run by the London Assembly. Young people were supported by the Participation Manager to represent Brent's young residents in different forums within Brent and regionally. This KPI started the year rated amber but has remained green since Q2.

A Healthier Brent

Red KPIs

- 3.2.46 In Q4, 27% of Care Act assessments were completed within 28 days, up from 23.82%, with a year-to-date performance of 29%. The target is set at 80%. This indicator is local only; no national benchmarking data is available. It provides local data on the time people wait from the point they are referred for a Care Act assessment to the completion of the assessment. As part of the Mosaic (case management) re-procurement and migration to the cloud, the Digital Transformation Team has commissioned an external consultant to collaborate with Adult Social Care in undertaking an end-to-end review of Mosaic Forms and Workflow.
- 3.2.47 This review identified that several aspects of the current design of Mosaic prevent practitioners from completing timely Care Act assessments. As part of this work, there will be a de-duplication of assessment forms, and the entire assessment process will be redesigned and streamlined. Additionally, we have implemented an improvement programme to reduce the assessment waiting list, which includes community assessment days where residents and carers are invited off the waiting list to a community venue to receive an assessment. We have conducted three successful events since November 2024. Since September 2024, the number of individuals on the assessment waiting list has reduced by 52%.
- 3.2.48 Furthermore, we have piloted an AI recording and transcription tool for frontline staff called 'Magic Notes', which allows practitioners to record assessments, after which the tool transcribes and summarizes the assessment outcomes. The trial of Magic Notes proved successful, reducing the administrative time spent on assessments by 50%. We will be implementing Magic Notes for all frontline practitioners.
- 3.2.49 The review work on Mosaic is scheduled for completion in August/September, and we anticipate 'going live' with the revised workflows from October 2025. We expect to see significant improvements in KPI metric performance from this point onwards.

Green and Contextual KPIs

- 3.2.50 New birth visits within 14 days are at 95% in Q4, down from 96% in Q3. The annual performance exceeds the 95% KPI at 95.3%, despite a dip from December to February, which is under close monitoring. Additionally, 98.7% of visits occurred within 30 days YTD, surpassing the 98% target and consistently remaining green throughout the year.
- 3.2.51 In Q4, the total number of adults in structured drug and alcohol treatment year-to-date was 1383 (rolling 12-month figure to the end of January 2025), up from 1347 in Q3 and exceeding the target of 1300. The multi-agency Brent Drug and Alcohol Partnership is actively developing. Regular management contact between Brent and Via (the service provider) is maintained to ensure provision. Service user-led engagement and delivery of services through B3 are ongoing. This KPI has remained within the expected target throughout the year.
- 3.2.52 In Q4, the reablement service achieved year-to-date performance of 95.3%, despite a dip from December to February, which is being monitored closely. Additionally, 98.7% of visits occurred within 30 days year to date, surpassing the 98% target. This KPI was red in Q1 but has been green since.
- 3.2.53 The number of health checks completed at events was 772 in Q4, compared to 576 in Q3, resulting in a year-to-date total of 3796, exceeding the target of 3000. At some outreach events, health checks are conducted, including BMI, blood pressure, heart rate, and diabetes risk score. Efforts continue to reach communities that typically do not engage with health and care services, as well as emerging communities, to conduct health and wellbeing events. The yearly target was achieved. This KPI was red in Q1 but has been green since.
- 3.2.54 Brent Health Matters engaged with 494 organisations in Q4, up from 468 in Q3, totalling 1841 for the year, surpassing the target of 1400. These engagements include multiple interactions with the same organisations. Community groups have progressed from informing to co-creating and empowering, which meets our goals. This KPI has remained green all year.
- 3.2.55 A total of 184 community events were held in Q4, a decrease from 243 in Q3. This brings the year-to-date total to 869 events, surpassing the target of 500. The figures for Q3 of 2024/25 are significantly higher compared to last year, and the quarter-by-quarter growth has been sustained. Although Q4 had the lowest figures of the year, the KPI remained consistently green throughout the year.
- 3.2.56 In Q4, 40 older adults with long-term support needs were admitted to residential and nursing care homes, up from 38 in Q3, bringing the total to 176 for the year. This results in a rate of 422 per 100,000 population. Brent continues to excel in this area, using quality assurance meetings to review placement requests, emphasizing independence at home, and focusing on equipment and reablement.
- 3.2.57 In Q4, 13 younger adults with long-term support needs were admitted to residential and nursing care homes, an increase from fewer than ten in Q3,

resulting in a total of 36 admissions for the year at a rate of 15.8 per 100,000 population. All referrals to residential or nursing care for this cohort of clients are closely monitored, and frontline staff are supported to identify alternatives. When appropriate, efforts are made to transition individuals from residential care to alternative accommodation.

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 10 March 25 - Corporate Performance update and Q3 reporting

Report sign off:

Rachel Crossley

Corporate Director Service Reform & Strategy