

	Cabinet 13 October 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 Q1 reporting	

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:	One Appendix A: Borough Plan Q1 Scorecard
Background Papers:	None
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1. Executive Summary

- 1.1. The paper also sets out the council's performance position for Q1 2025/26, using the Borough Plan performance scorecard and providing updates on key activities that support delivery of the Borough Plan priorities and outcomes.

2. Recommendation(s)

Cabinet is asked to:

- 2.1. Note the Borough Plan 2025/2026 performance reporting for Q1 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 Q1

- 3.2.1. The Q1 performance scorecard includes a total of 60 key indicators from the Borough Plan. Of the 60 Borough Plan indicators reported this quarter, 48% were green, 25% red, and the remainder amber or contextual.
- 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 Q1 Borough Plan indicators:

Table 5

Priority	Red	Amber	Green	Contextual
Prosperity and Stability in Brent	7	1	9	4
Cleaner, Greener future	1	0	9	3
Thriving communities	1	0	2	5
The Best start in life	5	1	3	0
A Healthier Brent	1	0	6	2
Total	15	2	29	14

Prosperity and Stability in Brent

Red KPIs

- 3.2.4. At the end of Q1 2025/26, i4B purchased one property against the 2025/26 acquisition target of 15. An additional 10 properties are currently in conveyancing.
- 3.2.5. The number of households in temporary accommodation stood at 2,411, against a target of 2,100, resulting in this KPI being rated Red. High demand for homelessness services has persisted throughout the quarter, contributing to continued growth in temporary accommodation placements. However, there was a slight decrease in numbers in the last month of the quarter.
- 3.2.6. The number of Houses of Multiple Occupation (HMO) licensed within the borough stands at 4,798, below the target of 5,578, resulting in a red rating for this KPI. The Brent Additional Licensing Scheme ended on 31 January 2025, meaning that currently smaller HMOs are no longer licensable. This reduction directly reflects the impact of the loss of the scheme. A report will be going to Cabinet in October to redesignate a borough wide additional licensing scheme and the new designation should come into force February/March 2026.
- 3.2.7. The average days taken to process change events was 7.25, missing the target of 5 days and resulting in a red rating. In April, processing time increased to 7 days from 2 days in March. In May, this rose slightly to 8 days due to rent increase notifications from Social Landlords and delays in their responses, alongside delays in ATLAS file transfers. June saw a slight improvement as Social Landlords provided information more promptly and CIC assessments were completed more efficiently, reducing processing times.
- 3.2.8. The average number of days to process RSF applications was 25, against a target of 20 days, resulting in this KPI being rated red. However, there is clear improvement from 37 days in April and 30 days in May. The backlog clearance plan is proving effective, with the volume of outstanding applications steadily reducing, directly contributing to a decrease in overall processing times. This progress demonstrates enhanced efficiency in case management and is positively impacting service delivery and response time.

- 3.2.9. 27 job outcomes were achieved through Brent Works, below the target of 37 and resulting in a red rating.
- 3.2.10. Brent Start recorded an overall achievement rate of 86%, short of the 93% target and rated red. This reflects in-year academic results only; as further results are still to be claimed, performance is expected to align more closely with the 93% target.

Amber, Green and contextual KPIs

- 3.2.11. The average number of days taken to process new benefit claims currently stands at 23.72, marginally exceeding the target of 22 days rating this Amber. In April, processing times met the target, maintaining an average of 22 days at the start of the financial year. However, in May, processing experienced delays due to a combination of late information being received from the Housing department and increased diary commitments, which were impacted by limited resource availability to manage daily workloads.
- 3.2.12. A total of 4,564 residents accessed Community Hubs, exceeding the target of 3,500. This represents an overall increase compared to previous quarters, likely influenced by the Council Tax Support Scheme.
- 3.2.13. 82% of enquiries at the Community Hubs were resolved at the point of exceeding that target of 80%. Throughout the quarter, the Community Hubs experienced increased demand, largely driven by changes to the council tax support scheme. Despite this, the team improved their first point of contact resolution rate, demonstrating strong service efficiency. A temporary data recording issue in May affected reported figures but has since been resolved. June saw a continued rise in enquiries, particularly in areas such as Council Tax, Housing Benefit, and Homelessness, highlighting ongoing pressure on the service
- 3.2.14. The percentage of jobs secured paying the London Living Wage (LLW) was 83%, exceeding the target of 80% and achieving a green rating. This is a slight improvement on last year's 82%. Minor quarterly fluctuations are expected due to seasonal trends, such as summer and Christmas employment patterns.
- 3.2.15. 13 Apprenticeship outcomes were achieved through Brent Works, surpassing the target of 12. Performance followed a typical Q1 pattern, with 5 outcomes in April 3 in May, and 5 in June, consistent with trends observed in the same period last year.
- 3.2.16. A total of 44 local apprenticeships and work experience opportunities were delivered, exceeding the target of 20 and rated Green. This performance is higher than in Q1 last year. 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
- 3.2.17. There were 11 job and apprenticeship opportunities created in growth industries across the borough, a similar level to Q1 last year. A significant

proportion of these apprenticeships are in construction, which remains a key growth sector

- 3.2.18. Percentage of Black, Asian and Minority Ethnic employees remained consistent at 71.7% in Q1 which is which is the highest across all London Borough's.
- 3.2.19. 15 properties were refurbished and brought back into use, exceeding the target of 12. Several grants are in the pipeline, with around 16 units progressing from enquiry to approval and further non-grant properties expected to be occupied this year. Empty Property Grants are landlord-led, with works financed upfront by landlords and grants only paid on completion. While some projects may be delayed or cancelled, as in previous years, most completions are expected in the final quarter of the financial year.
- 3.2.20. 33% 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
- 3.2.21. 70 affordable homes were delivered by external providers (incl. S.106) This is a contextual measure, with delivery this quarter provided by Metropolitan.
- 3.2.22. While the council delivered 115 new homes at London Affordable Rent (LAR) in May 2025 at Grand Union Phase 2, Block F (Clearwater House, 14 Quay Walk, Wembley HA0). The development comprised 32 one-bed, 52 two-bed, and 31 three-bed homes.
- 3.2.23. 497 referrals to food banks were made through Brent Hubs, a decrease compared with previous quarters. The reduction is likely linked to phone handling issues, and new management procedures have been introduced to address this. The impact on referral numbers will be closely monitored.
- 3.2.24. 328 applications were submitted for the Digital Support Package, with 185 cases approved during the same period. Delivery is progressing at a steady pace, with the service moving toward achieving a targeted four-week lead time for assessing and providing all packages.

Cleaner, Greener Future

Red KPIs

- 3.2.25. No electric vehicle (EV) charge points were installed against a quarterly target of 15, resulting in the KPI being rated Red. Delivery will be progressed through the Local Electric Vehicle Infrastructure (LEVI) funded programme. The Council is currently awaiting the outcome of a joint borough funding application, which will determine the timeline for installation

Amber, Green and Contextual KPIs

- 3.2.26. In Q1, 98% of residential fly-tips were cleared up by the contractor within 48 hours, slightly below the 100% target, resulting in the KPI being rated Amber. The target was not met due to Persistent Organic Pollutants (POPs) being collected separately in line with new legislation. This is being closely monitored internally to ensure that POPs collection does not significantly impact overall performance.
- 3.2.27. 153 bike hangers have been installed, significantly exceeding the target of 41 and resulting in a green rating. Consultation is underway for a further 17 installations, supporting the Council's sustainable transport ambitions.
- 3.2.28. 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 schools scheduled to implement schemes later in the year
- 3.2.29. 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.
- 3.2.30. Annual percentage carbon emissions reduction from the Council's own estate and operations have reduced by 77.5% against the 2010–11 baseline, exceeding the 71.7% target. This demonstrates continued progress towards the Council's long-term carbon reduction goals. This covers corporate buildings, street lighting and the council fleet. Data collated annually in summer for previous fin. year. This data is for 2023/24. 2024/25 data will be available in Q2 2025/26.
- 3.2.31. Brent's recycling rate stood at 35%, above the 30% target and an improvement on both Q4 2024/25 and the overall 2024/25 performance. The rise is largely due to a reduction in gate rejects from the recycling processor. However, contamination levels within accepted loads remain a concern and are being addressed through the Council's contamination program and the ongoing 'Monsters' communications campaign.
- 3.2.32. The average kilograms of residual waste collected per household was 96.93 Kg of the target, below the threshold of 104.9 Kgs and lower than the previous quarter, resulting in a green rating. This positive outcome supports the Council's long-term aim to reduce residual waste and increase recycling rates.
- 3.2.33. A total of 4,374 fly-tipping incidents were investigated, exceeding the target of 3,000 and resulting in a green rating. The number of investigations is linked to the tasks assigned to patrol teams, with peaks in activity associated with Public Spaces Protection Order (PSPO) enforcement.
- 3.2.34. The proportion of sites failing street cleansing standards for litter was 2.9%, 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.

- 3.2.35. A total of 904 formal enforcement actions for fly-tipping were undertaken. Enforcement activity remained steady and is consistent with seasonal averages.
- 3.2.36. 80 community projects were awarded Together Towards Zero funding. Cumulative performance since 2022/23. Round 4 of the Together Towards Zero small grants scheme opened in Spring 2025. The scheme remains popular with residents and allows community organisations and resident groups to apply for a grant of up to £5,000 to fund local environmental sustainability activities in the borough, thus empowering communities to support the council's climate action goals.
- 3.2.37. A total of 1,073 Council housing stock (domestic) units have been retrofitted with at least one energy efficiency measure since 2019. The most recent program, funded through the Social Housing Decarbonization Fund (Phase 2.1), delivered upgrades to 100 Brent homes, improving their energy efficiency.

Thriving Communities

Red KPIs

- 3.2.38. In Q1, 55 hours were contributed toward supporting events within the community, below the target of 65 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

- 3.2.39. A total of 225,735 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. Strong performance was seen in Kingsbury, Harlesden, Wembley, Ealing Road, and Outreach services, alongside a 5.7% increase in e-borrowing. Some libraries fell slightly below their individual targets due to closures, seasonal factors, and varying local demand; however, overall performance remained well above target for the quarter.
- 3.2.40. Library visits reached 316,785, meeting the target and resulting in the KPI being rated Green. While April and May saw slight decreases in visits (4.3% and 4.8% respectively) due to public holiday closures and favourable weather encouraging outdoor activities, June recorded strong performance, with Kingsbury, Wembley, and Willesden Green meeting their targets and other branches showing month-on-month improvements. The soft closure of the Civic Centre at weekends on event days has had some impact on footfall figures.
- 3.2.41. The Community Engagement and Social Infrastructure (CESI) team attended 74 community engagement events across the borough. Highlights included the Philippine Independence Day celebration, a Community Safety Meeting

on drug and knife-related issues, the South Kilburn Community Working Party with South Kilburn Regeneration representatives, the Repair Café, the London Funders Arts, Heritage & Culture Network Meeting, and other local events.

- 3.2.42. Alongside this engagement activity, work focused on developing a new grant partnership with the Wembley Stadium Foundation. This collaboration increased the Love Where You Live grant fund (LWYL) from £60,000 per year to £200,000 per year, with the maximum award rising from £500 to up to £15,000. To manage the increased funding pot and anticipated demand within existing team capacity, the grant round will now run twice a year instead of monthly. The first round under the new partnership, held from 30 May to 29 June attracted 143 applications, the highest in recent years with 10% from grassroots organisations and 53% from applicants who had either never received funding from Brent Council or had not been funded in the past three years.
- 3.2.43. The resident support fund approved 1,465 applications, providing vital financial assistance to residents in need. Grant support continues to be processed as quickly as possible, with applications submitted on 21 July 2025 currently being actioned as at end of July 2025. The service remains focused on reducing turnaround times while maintaining a fair and consistent approach.
- 3.2.44. No Brent Connects meetings were held, as the programme is seasonal and typically runs from October to March/April. The last meeting took place at the end of March, and reporting will resume in the next cycle.

The Best Start in Life

Red KPIs

- 3.2.45. In Q1, Number of youth participation in Care Leavers Hub activities was 20, below the target of 35 rating this KPI red. Attendance comprised 7 young people in May and 13 in June 2025. No event was held in April, as funding was intentionally reserved for higher-profile and higher-cost activities later in the year, such as a planned event at the O2. Participation is expected to increase in subsequent quarters as these larger events take place.
- 3.2.46. Participation in Brent Youth Parliament (BYP) activities was 24, below the target of 30, resulting in a red rating. Attendance included 13 young people at the April BYP meeting, with no meeting in May due to members' exams, and 11 attending the June meeting despite ongoing exams. Additional engagement during the quarter included: 7 BYP members attending the Brent Youth Strategy launch and 9 taking part in BYP Executive training (April); 6 attending the London Youth Achievement Awards and 1 representing BYP at the London Youth Assembly (May); and 3 volunteering at SEND celebration events (June).

- 3.2.47. The proportion of Looked After Children (LAC) in Year 12 and 13 who were in education, employment, or training (EET) stood at 69%, down 1% from Q4 and below the 80% target, resulting in a red rating.
- 3.2.48. The percentage of care leavers aged 19-21 who are engaged in education, employment, or training (EET) is 54% for those with birthdays in Q1, which is 1% less than Q4 and 3% below the target of 57%, which rates it red. This KPI can vary from quarter to quarter due to the different young people who make up each cohort.
- 3.2.49. The overall percentage of children on a second/subsequent CP Plan was 12.8% in Q1, just below the 13% target. Within this, 36.36% had gangs, missing, CSE, or criminal exploitation as the main factor, up from 13.4% in Q4. The sharp increase is due to a smaller total number of CP Plans and a very small subset in this category, making the KPI volatile. Although numbers are low, the high proportion in exploitation-related cases signals significant safeguarding concerns.

Amber, Green and Contextual KPIs

- 3.2.50. In Q1, Brent Care Journeys 2.0 engaged 25 care leavers (aged 18–25) and 9 looked after children (aged 11–17), totalling 34 attendees. This is just one participant below the target of 35, resulting in an amber rating, and represents the highest attendance recorded to date.
- 3.2.51. The number of young people from Black African, Caribbean, and Somali communities who were permanently excluded from Brent schools (all pupils) is rated Green. 50% (2 of 4) permanent exclusions of male pupils in Q4 from Brent Schools were of young male pupils from Black African, Caribbean or Somali communities. The overall number and cohort is a smaller when compared to Q4 (4 out of 9) which results in a higher percentage. This KPI will vary from quarter to quarter due to the low number of pupils who make up each cohort.
- 3.2.52. Care Quality Ambassadors and Care Leavers participated in 9 inspections of residential homes, exceeding the quarterly target of 6, resulting in a green rating.
- 3.2.53. A total of 7,465 registered service users had contact with a Family Wellbeing Centre, significantly exceeding the quarterly target of 2,691 and resulting in a green rating. This represents 41% of the 2024/25 annual total of 18,079, demonstrating the Centres' continued strong reach.

A Healthier Brent

Red KPIs

- 3.2.54. In Q1, 39% of care act assessments were completed within 28 calendar days, missing the target of 80% and resulting in a red rating. While performance remains below target, this represents a 10% improvement on the Q4

2024/2025 outturn of 29%, indicating that progress made in Q4 24/25 has been maintained in Q1 25/26. Further targeted action within the service has included a reset week, focused on the completion of outstanding workflows. To support this, ASC Performance have developed a dashboard to give Managers and Social Workers full access to outstanding work. Managers will follow up in Supervision with social workers to agree priorities and actions. Timely completion of workflow and the outcomes of the reset week will be a key topic at the next ASC Staff Quarterly in September, reiterating the importance of completing assessments within 28 days. In addition, the Mosaic End to End review is due to complete in October/November when the new workflow will go live, simplifying the process and supporting social workers to work more efficiently. It is anticipated that further improvement will be made in the latter half of the year as the new workflow goes live.

Green and Contextual KPIs

- 3.2.55. In Q1, 95.5% of new birth visits were completed within 14 days, meeting the target of 95% and resulting in a green rating. Visits within 30 days were also above target, at 98.7% against a target of 98%.
- 3.2.56. The total number of adults in structured treatment was 1,429 (rolling 12-month figure to the end of April 2025), slightly exceeding the target of 1,425 and resulting in a green rating. The multi-agency Brent Drug and Alcohol Partnership continues to develop, with regular management contact between Brent and Via (the service provider) to ensure service provision. Service user-led engagement and delivery of services through B3 also continues.
- 3.2.57. In Q1, the Brent Health Matters (BHM) programme held 242 community events, exceeding the target of 175 and resulting in a green rating. These events include all Public Health team health promotion activities, BHM health promotion events, and BHM health and wellbeing events. The Q1 2025/26 figure is higher than both Q1 last year (208) and the 2024/25 average number of events per quarter (217).
- 3.2.58. Through those events, the programme reached and engaged with 513 organisations, meeting the target of 500 and resulting in a green rating. These figures relate to organisations engaged with the BHM programme, and the same organisation may be engaged on multiple occasions in the period. We have seen community organisations generally move from the informing stage to the co-creating and empowering stages which meets our aim.
- 3.2.59. BHM colleagues also completed 1,142 health checks at events this quarter, exceeding the target of 1,000 and resulting in a green rating. These checks typically include BMI, blood pressure, heart rate, and diabetes risk assessments. The programme continues to engage communities that do not normally access health and care services, as well as emerging communities, through targeted health and wellbeing events. The number of health checks completed this quarter was significantly higher than in Q1 last year (899).

3.2.60. In Q1, the reablement service achieved performance of 82%, exceeding the target of 75% and resulting in a green rating.

3.2.61. Adult Social Care's focus on supporting people to live as independently as possible is having a positive impact, with the rate of older adults whose long-term support needs were met by admission to residential and nursing care homes was 43.2 per 100,000 population, below target.

3.2.62. Rate of younger adults whose long-term support needs were met by admission to residential and nursing care homes was 3.5 per 100,000 population, remaining close to target. Actions through the Quality Management Meeting (QAM) to review recommended care packages has supported the reduction in admissions for both older and younger adults.

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 report 16 June 25: (Q4 Corporate Performance update 2024-25)

Report sign off:

Rachel Crossley

Corporate Director, Service Reform
and Strategy