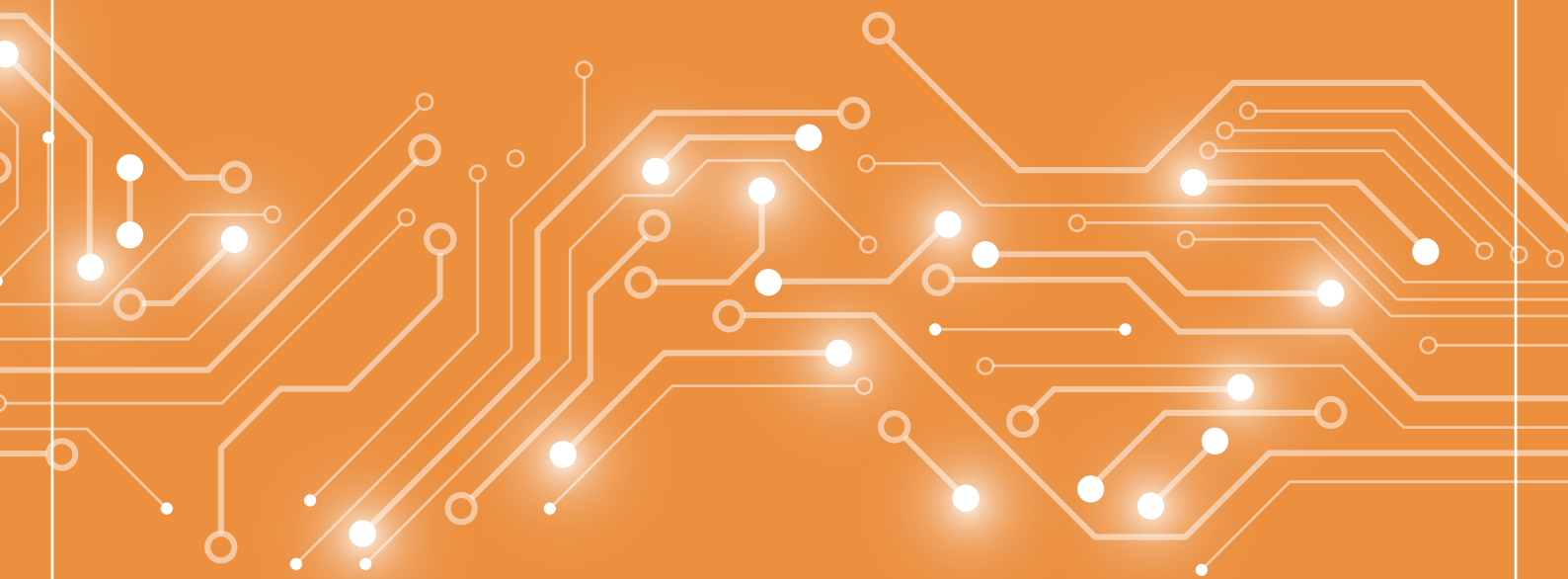# Brent Council Digital Roadmap

2026-2028

Brent

Context

As a council, we've always helped Brent to evolve with the times. Listening to local people to understand what they need – today, tomorrow and in ten years' time – then figuring out how to get there together. At the same time, the council is facing a series of unprecedented financial challenges, caused by a perfect storm of high inflation, reduced government funding since 2010, and rapidly increasing demand for services – including a growing adult social care bill and soaring levels of homelessness.

We understand the power of digital technology to improve lives, strengthen communities, and deliver better, more efficient public services. Technology is vital to achieving these goals, not as an end in itself, but as a tool to deliver real, lasting value for our residents, businesses, and communities.

Since launching our first Digital Strategy in 2018, we have laid strong foundations. We've improved connectivity, invested in modern platforms, and introduced new ways for people to access services - with over four million interactions on the council's website in the last year alone.

Innovations like the Fix My Street app have enabled residents to report over 129,000 local issues, while our first AI-powered parking chatbot is already making everyday tasks quicker and easier. Our Brent Digital Skills Hub, which we launched in 2022, continues to help residents build the skills they need to thrive in a digital world and workplace. Building on these foundations and learning from our experience, we now have ambitious plans to ensure digital technology enables Brent to address the challenges its faces.

Brent digital facts

78% of properties in Brent have access to the fastest full fibre broadband. Brent has over 350,000 residents topday which is expected to increase to over 410,000 by 2040.

On average, there are over 470,000 visits to Brent Council's website each month.

60% of residents are satisfied with their interactions on the council's website.

Over 200 volunteers and council staff are supporting residents as digital champions.

Over 170 different systems are used across the council.

More than 35,000 people have used our digital processes to contact us online in the last 12 months

3,477 devices have been provided to digitally excluded residents since 2022. This has been accompanied by dital skills training for children, adults and business.

Our mission

Brent's mission is to help everyone here live their best lives, and we are radically changing how we organise and provide public services in Brent to do just that. We are embracing our role as a radical place leader, with a strategic change programme that will result in us planning, designing and commissioning services differently. We want to become an insight-led council that understands its communities and takes data-informed decisions.

For us, radical place leadership means listening properly to the aspirations of local people and the approaches that work for them, focusing on prevention, and collaborating with communities and partner organisations to make the biggest difference with every pound that's spent in Brent.

If we get this right, residents will feel the difference. The council won't feel so overwhelmingly large stacked against the questions and concerns of one individual. When a resident talks to us, they will feel heard. When they need a service, they will have options that work for them and a more seamless, modern customer experience – whether online or face-to-face at local hubs. People will get the helping hand they need earlier, before they reach a crisis point with their health, debt or housing.

Ongoing digital transformation will help us to get there, by:

- Improving resident experience making it a more seamless and intuitive process for residents and enabling more people to transact digitally

- Delivering better outcomes for residents while more effectively managing demand in high pressure areas such as social care and homelessness

- Maximising the benefits of new technologies such as AI to drive productivity, increase efficiency and improve ways of working – so that employees can focus on work which makes a difference

- Understanding the cost of delivering services and use this to drive improved outcomes for residents while delivering cashable savings

- Providing a modern, accessible workplace with access to digital skills training, helping to position Brent as an employer of choice and attract the best talent

- Supporting innovation, experimentation and learning, including opening up opportunities to collaborate with other public services, business and academia and to generate income

Our key priorities for digital are all about enabling Brent Council to fulfil its mission in a financially sustainable way, including developing our future operating model.

Strategic alignment

From improving adult social care and preventing homelessness, to employment access and Brent's climate change commitments, this Digital Roadmap is a cross-cutting enabler for Brent's major strategic priorities. Delivering this roadmap will enable colleagues across the council to deliver Brent's Data & Insight Strategy, Customer Access Strategy and People Strategy (particularly the Future Workforce and Employer of Choice themes).

Finally, our values will underpin this important work:

Delivery of this roadmap will be underpinned by our values:

COLLABORATE PROACTIVELY

Digital will be everyone's business and we'll link arms with and learn from partners beyond the council

LEAD INCLUSIVELY

No one will be left behind or excluded by digital developments

EMBRACE CHANGE

We'll grasp the opportunities presented by the rapid development of new technologies

BE BOLD AND CURIOUS

Our build, test and learn approach will help us to try new and innovate approaches in an iterative way

CELEBRATE AND SHARE OUR SUCCESS

Digital initiatives and learnings will be widely shared inside and outside of the council

Our three ambitions

Ambition 1 – Improving resident experience

When a resident or business goes to use a council service, they will find their digital experience intuitive, easy to use, and the process seamless.

We've already invested in a wide range of online, self-serve tools. Now, we will maximise that investment and reduce the need for repeat contact (failure demand) by improving the experience our customers have from beginning to end.

Phone and face-to-face channels will remain available for those who have more complex needs or require additional support. But we will work with our customers to build digital tools that are as accessible as possible, and to develop the digital confidence of older people, people whose first language isn't English and disabled people.

What we will deliver

1. Refreshed website content and user experience

2. Explore the feasibility developing a single resident app as a digital front door to all key council services

3. MyAccount improvements, including the experience of moving from the platform to third party portals

4. Voice agents that mean residents can access services in multiple languages

5. Intelligent tools that integrate resident data across all channels to help officers provide holistic customer service

6. AI and automation to deal with routine customer enquiries

7. Accessibility user testing and incorporate customer feedback on an ongoing basis

8. Promote the Digital Skills Hub and a varied digital skills programme, working with local partners and including tablet confidence sessions, online safety clinics, library drop-ins, tea & tech socials, and pop-ups across the borough.

9. Horizon-scanning to ensure we're equipping our residents to adapt to rapidly changing employment and skills landscape

10. Affordable connectivity and access to devices for digital excluded residents and businesses through our Resident Support Fund and contractors' social value

11. Promote the Get Online London service and social tariffs

12. Leadership in online safety, supporting our partners to follow our lead

How we will know we are successful

- Quicker resolution of queries across all channels

- Fewer missed appointments, follow-ups, and complaints

- A reduction in calls, emails and visits

- Higher satisfaction and trust

- Increased digital inclusion it easier for people to resolve queries quickly and easily in their own language.

Ambition 2 – Empowering our organisation, teams and partners

Employees will have access to the skills development with cutting-edge technologies they need – from AI and automation, to smart devices – helping make Brent an employer of choice.

Brent faces the daunting task of managing rising demand despite shrinking resources. Our AI pilots have already demonstrated numerous benefits.

We will support teams to embrace innovation, boosting productivity by automating routine tasks, improving response times to the benefit of residents, and improving staff satisfaction.

We know innovation brings both opportunities and risks. That's why we'll manage AI responsibly, learning and adapting as technology evolves to ensure it benefits everyone.

What we will deliver

13. Microsoft Co-pilot to staff in assessment, business support and data analysis roles

14. Further strides towards a culture where digital change is embraced and understood, through a programme of learning and development that covers AI, insight and design

15. An upskilled Brent workforce that meets shared standards of digital competence

16. Stronger governance arrangements to ensure AI is used in a safe and ethical way, protecting sensitive data.

17. Access to the technology staff need to do their job, including assistive technology for those who need it.

18. Robotic Process Automation deployed in 25 more areas in 2026/27 to reduce manual tasks

19. Collaborative sessions with staff and partner organisations in The Base to develop and test innovative new approaches

20. We will build on what we have learned from AI pilots, using a series of use cases to identify how productivity improvements and efficiencies can help deliver financial savings

21. An ongoing cloud migration programme, to include legal case management system, data lake and democracy system.

22. Regular cyber training and awareness campaigns for staff and members

23. Support for the development of Brent's new target operating model

How we will know we are successful

- Staff feedback that they feel equipped with the devices and digital skills that they need to work effectively

- Digital tools are embedded and well-used across teams

- Shared systems and joined-up customer workflows leads to improved collaboration across departments

- Digital becomes a core part of how the council evolves underpinning service redesign, system upgrades and wider transformation to meet the future needs of the borough.

Ambition 3 - Harnessing data and enable collaboration

24. A new data platform which will sit above our existing data lake, bringing together disparate sources, improving role-based access and providing better insights into need and demand. This will initially be used to support the Integrated Neighbourhood Team approach.

25. Review, validation and cleanse of key data fields within systems.

26. Better modelling capabilities to support officers.

27. Support for services to strengthen their data management processes.

28. Improved mapping capabilities that will unlock the potential of our spatial data, including cleansing and utilising Unique Property Reference Numbers.

29. A refreshed Performance Management Framework, so that performance information is more visible and owners are more accountable.

30. Greater understand of community needs at a local level, through our Social Progress Index which we'll continue to develop and embed including using as a guide to help maximise the impact of social value contributions.

31. Deploy more smart devices and sensors to gather real-time insights and reduce manual reporting.

32. National digital ID cards in our local context, addressing technical integration, governance and security.

33. A programme to upskill Brent teams so that we can increase the pace of our data work, alongside an expanded Data Network community of practice – building the confidence of leaders and staff to use data to deliver better outcomes

How we will know we are successful

- Data quality is significantly improved across council services, enabling smoother customer journeys and better decision making.

- Predictive data models are routinely used to anticipate resident needs, allowing services to plan early and shift to upstream intervention.

- Service planning is more proactive, based on accurate forecasting of demand and informed allocation of resources.

Our Approach

Brent isn't new to developing and implementing digital solutions – we can learn from past experience, as well as from organisations like LOTI (the London Office for Technology and Innovation

We know digital transformation works best when it is...	So we will always work in this way...
Driven by evidence.	**1. Discovery & Engagement** – we will develop problem statements, identify pain points and opportunities with service leads, and understand user needs.
Designed around people, not processes. Transparent and collaborative, both within the council and with partners.	**2. Incubation & Ideation** – we will co-design, map process and work proactively with colleagues to develop solutions that are fit for purpose
Delivered in short, iterative cycles, or 'sprints'.	**3. Build–Test–Learn** – we will deliver value iteratively using Agile sprints to provide incremental digital products to continuously test with users.
Sustainable, so embedding digital capability within services is part of any project to ensure long-term improvement.	**4. Embedding & Change Management** – we will work with services to support sustainable adoption and cultural change.

Building capacity

Digital tools are just one element of more fundamental transformation. We are embedding UX design, service design, and change management into digital transformation to deliver savings and systemic improvements. Each project will combine skills in business analysis, design, change management, and technical expertise such as AI and data science. Departmental SROs will lead business change and benefits realisation, supported by programme resources.

Learning from others

Brent is a founding member of LOTI and collaborates through networks, Shared Technology Service partners, and the West London Alliance digital programme. Our Data Ethics Board includes experts from the GLA, NHS, and UCL. We will continue to horizon scan and seek partnerships with businesses, universities, and other organisations.

Accessibility

Our website and My Account comply with the Public Sector Bodies Accessibility Regulations 2018 and meet WCAG 2.1 AA standards. Compliance is monitored regularly, and issues are addressed promptly. Accessibility is embedded in our design principles and procurement processes, ensuring new platforms meet requirements including our duties under the Equality Act 2010. For existing systems, we work with teams and suppliers to make improvements and benchmark against best practice, including the POUR framework.

Income Generation

We will explore opportunities to generate income from our digital work. Potential areas include creating an Automation Centre of Excellence and developing The Base as a service offer for other organisations.

Benefits

This Roadmap will deliver savings included in the 2026/27 draft budget, create a pipeline for 2027/28 (expected to generate around £2 million in recurring savings), and identify longer-term opportunities for 2028/29.
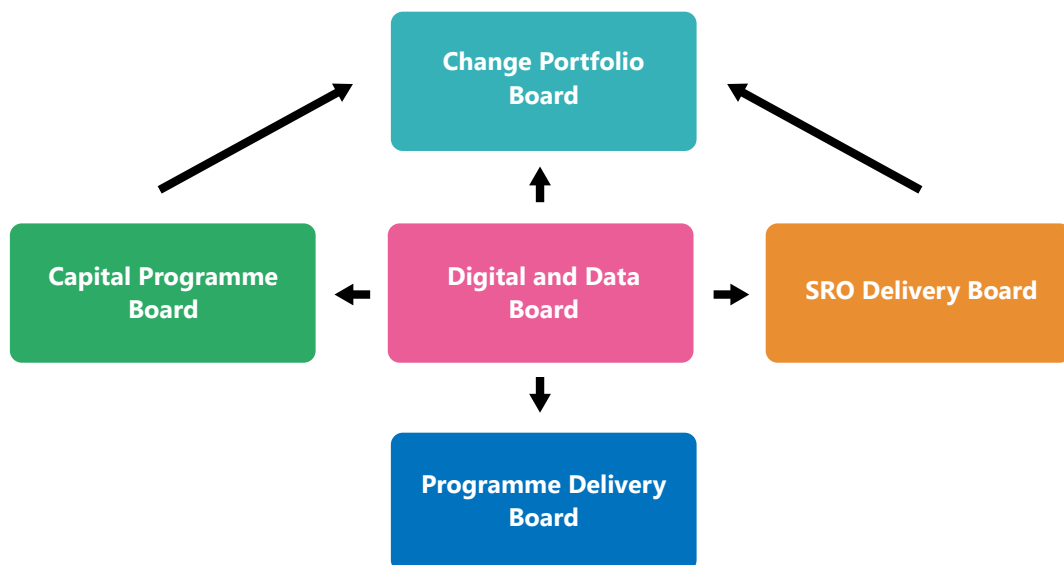
This investment not only secures immediate efficiencies but also positions us to develop sustainable savings and service improvements over time. Digital tools—particularly data and AI—will enable a shift from reactive crisis management to proactive prevention, driving greater long-term value.

To ensure measurable outcomes, we are introducing a benefits realisation framework aligned with borough priorities and the Embrace Change Portfolio.

This will embed benefits planning into governance, assign senior accountability, and use a benefit tracker tool and map to monitor progress. A dedicated Benefits Realisation Office will oversee delivery, supported by regular reporting and escalation.

Governance

- This Roadmap and the Data & Insight Strategy will be overseen by the Change Portfolio Board.

- The Digital and Data Board will monitor delivery, oversee benefits realisation and manage risks and dependencies.

- Work which enables the Embrace Change Portfolio will continue to be reported to the SRO Delivery Board and the delivery and financial benefits from the capital funded roadmap will continue to be reported quarterly to the Capital Programme Board (via the Corporate Landlord Board).

- A Programme Delivery Board will act as an operational delivery coordination group, reporting to the Digital and Data Board.

- This programme of work will also be overseen by the Lead Member with responsibility for digital transformation, with regular reporting on a quarterly basis, and Cabinet members will be involved in ongoing delivery of the digital roadmap and in feeding into the development of future ambitions.

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                    Change Portfolio
                         Board
                           ↑
Capital Programme  ←  Digital and Data  →  SRO Delivery Board
     Board                Board
                           ↓
                   Programme Delivery
                         Board
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Risks

In a period of rapid technological advancement, financial pressures and evolving public expectations, we must proactively recognise and address risks.

Description	Impact / Consequence	Mitigations / Controls
Legislative or policy changes or change in priorities.	• Need for redesign or re-procurement • Increased cost	• Ambitions • 2-year programme rather than 4 years • Ongoing horizon scanning • Flexible and agile delivery
Under-realisation of expected benefits or financial savings from the Digital Transformation Roadmap	• Reduced value from investments • Difficulty meeting savings targets • Reduced confidence from stakeholders	• Establish benefit-tracking framework • Quarterly benefits realisation reviews • Strengthen business case assumptions and validation • Clear ownership of benefits in service areas/organisation
Insufficient digital capacity across the organisation to deliver roadmap initiatives	• Project delays • Increased delivery cost • Staff frustration and lower adoption of new systems	• Use of flexible delivery resources (contractors/ partners) • Investment in resource structure to deliver roadmap
Data Lake - Technology resilience or system failure impacting service delivery	• Critical services disrupted • Data unavailability • Reputation damage	• Strengthen DR/BCP plans • Regular disaster recovery testing • Move to cloud-based resilient architecture • Monitoring & alerting improvements
Poor adoption of new digital services by residents or staff	• Benefits not achieved • Increase in dual running costs • Reduced efficiency	• Change management and communications plan • User-centred design & co-production • Training and digital inclusion support

Over-dependence on AI and automation vendor market	• Susceptible to AI downturn in market • Delay or failure in delivering key ambitions roadmap • Reduced Access to Technology and Infrastructure	• Have an internal team and strengthen internal skills in data automation and AI operations. • Adopt modular, reliable interoperable platforms • Annual AI technology assessment to ensure solutions remain viable
Perceived threat of impact of automation to the workforce	• Lower engagement and adoption of automation tools • Reduced employee morale and trust • Potential for a skills gap within the workforce	• Effective communications and messaging • Strategic alignment of automation ambitions and workforce strategy • comprehensive programme for reskilling/upskilling • invest in training and development and opportunities for diversifying roles
Programme governance or delivery failure	• Cost overruns • Missed deadlines • Fragmented delivery across departments	• Strengthened PMO oversight • Agile delivery with clear milestones • Regular risk and dependency reviews
Equity and digital inclusion risks (residents unable to access digital services)	• Exclusion of vulnerable residents • Inequality of access • Political and reputational harm	• Assisted digital support • Digital inclusion initiatives • Maintain non-digital channels and support for access to services • Continuous EIA assessments and monitoring impact

Cybersecurity is an additional challenge confronting Brent as we develop our use of technology. This is part of a wider risk which is documented and monitored in the Corporate Risk Register and the programme will work in collaboration with ICT and Shared Technology Services (STS) colleagues to ensure it is addressed and is integral to its approach and plan to cybersecurity across the whole Brent ecosystem.

Appendix 1. Digital Inclusion Activity in Brent

Key Achievements to Date

- Delivered targeted outreach sessions for Housing Association residents, and the 50+ age group.

- Hosted pop-up digital skills sessions at libraries in identified risk zones for digital exclusion and provided one-to-one support to residents.

- Ran a series of workshops and training for residents on key digital topics such as cybersecurity, Microsoft applications, social media, NHS App usage, job searching, interview preparation, LinkedIn basics, and digital habits.

- Delivered specialised workshops for job seekers and older adults in partnership with the Department for Work and Pensions.

- Provided device and connectivity support to over 2,500 households identified as at risk of digital exclusion.

- Achieved high levels of connectivity borough-wide with broadband access now at 74.04% of households and ongoing full fibre rollout.

- Increased levels of confidence in usage of digital tools and technology. (Confidence in digital tool use projected to reach ~80% by 2028. Essential digital skills at 81.6% currently, projected to rise to 86% by 2028. Digital training access projected to reach 21% by 2028). Source: Brent Digital Strategy 2022-26.

Priority Areas for Further Development (2026–2028)

- Expand Digital Skills Training through a broader offering of workshops for older adults, jobseekers, and marginalised groups.

- Increase focus on advanced digital skills, cybersecurity, and generative AI.

- Enhance Device Access through continued device donation and distribution schemes.

- Support further connectivity rollout to achieve 85% full fibre coverage across Brent by 2028.

- Provide personalised Support and Community Engagement by scaling up one-to-one digital support and social events with a digital focus throughout the year.

- Strengthen our strategic partnerships with community organisations and the VCSE sector for volunteer-led digital drop-ins.

- Monitoring and Evaluation: Use the Digital Inclusion Benchmark Framework to track progress on access, skills, confidence, and usage.

Digital Inclusion Initiatives & Timeline

The following table outlines a range of ongoing and planned initiatives aimed at enhancing digital skills and access among various target groups. These initiatives focus on essential digital competencies such as job readiness, online safety, device usage, and equitable access to technology.

Initiative	Target Group(s)	Timeline
Digital Skills: Workshops to get Job ready	Jobseekers (all ages)	Q4 2025, Q1-Q3 2026
Basic Digital Skills: Learning how to use digital devices and get online safely	DWP clients 50+ age group	Q4 2025, Q1-Q3 2026
50+ Age Group Workshops: building digital confidence in a supportive community	Older adults	Ongoing (dates TBC)
Asylum seekers/Resettlement Group: tailored digital support programme	18+ age	As needed
Digital Drop-ins at Libraries: for help with accessing everyday essential online services	All residents	Ongoing
Device Donation & Distribution (Children in schools and 18+ residents): provision of tablets and smartphones to individuals at risk of digital exclusion	Digitally excluded	Ongoing
Accessible Digital Inclusion: Tailored digital skills support and resources for residents with disabilities	Disabled residents	Ongoing

Appendix 2.
Action plan and what success looks like

Ambition	Activity	Detail	When
Resident Experience	Enhancing our digital customer experience Increasing digital inclusion and ensuring our residents benefit from digital opportunities	Phase one MyAccount enhancement including better authentication and streamlined contact us functionality(2)	Q4 25/26 (Yr 1)
		Enhancements to digital resident experience including improved IVR, online forms enhancements, consolidation of email addresses, improvements to website user experience (1)	Q1-3 26/27 (Yr 1)
		Pilot of multi-language voice agent and other AI functionality to support improved resident contact (3)	Q2 26/27 (Yr 1)
		Expanding functionality of QMatic, the electronic check-in touch screen system at the Welcome Desk at Civic Centre	Q1 26/27 (Yr 1)
		Ensuring resident feedback and user testing informs development of our digital channels	Ongoing (Yr 1)
		Introduction of tools to join up customer data to enable our customer facing staff to provide a better response (5)	Q3-4 26/27 (Yr 1)
		Pilot of assisting automation tools for self-service form completion.	Q4 26/27 (Yr 1)

Ambition	Activity	Detail	When
Resident Experience (continued)	Increasing digital inclusion and ensuring our residents benefit from digital opportunities	Expand Digital Skills Training/Hub through a broader offering of workshops for older adults, jobseekers, and marginalised groups – including:	
		• Digital skills workshops for job readiness	Q4 2-25-Q3 2-26-27
		• Digital skills, digital confidence and online safety for age 50+	Q4 2-25-Q3 2-26-27
		• Asylum seekers/ resettlement group tailored digital support programme	As required
		• Digital drop ins at Libraries	Ongoing
		• Tailored digital support sessions for disabled residents (8,9,12,13, 14)	Ongoing
		Continued digital device offer through RSF as well as targeted offer for key groups through Get Online London and other initiatives – including children in schools and 18+ residents (11)	Ongoing
		Support further connectivity rollout to achieve 85% full fibre coverage across Brent (10)	Q4 2028
		Strengthen our strategic partnerships with community organisations and the VCSE sector for volunteer-led digital drop-ins.	Ongoing
		Monitoring and Evaluation: Use the Digital Inclusion Benchmark Framework to track progress on access, skills, confidence, and usage. (7)	Ongoing

Ambition	Activity	Detail	When
Empowering teams	AI and automation	Wider co-pilot implementation to improve productivity and efficiency and support savings (200 licenses)	Q4 26/27 (Yr 1)
		25 new automations live to improve efficiency and support savings (6, 18)	Q2-4 26/27 (Yr 1) Q2-4 26/27 (Yr 1)
		Implementation of AI use cases for resource-intensive cross-council tasks (20)	Q2-4 26/27 (Yr 1)
		Oracle enhancements live enabling better self-service for staff and improved procurement, payment systems	Q3 26/27 (Yr 1)
		Introduction of Agentic AI solutions and development of bespoke AI solutions	Q3 26/27-Q4 27/28 (Yr 1-Yr 2)
	Improving our back-office systems	8 applications moved to Cloud versions (4 per year) (21)	Q1 26/27-Q4 27/28 (Yr 1-Yr 2)
	Developing digital skills and an innovative culture	Launch of expanded digital skills offer for staff including AI skills (15,16)	Q1 26/27 (Yr 1)
		The Base is the focus of new ways of working and an L&D offer is helping to drive digital innovation and improved use of data (19)	From Q4 25/26 (Yr 1)

Ambition	Activity	Detail	When
Harnessing data	Improving data quality	Programme of reviewing, validating and cleansing key fields within systems to enable effective linking and modelling, whilst implementing more robust and consistent data management processes (24)	Q1 26/27 to Q4 27/28
		Universal data catalogue expanded to five key areas of council work (e.g. housing, social care)	Q4 27/28
	Developing our data platform and delivering new data use cases to inform better decisions, earlier intervention and prevention	Minimum of six data platform use cases (foundational single views of property and debt; risk stratification tool, asset management single view, ASC forecasting and predictive modelling) developed and implemented using upgraded data platform (25)	Q1 26/27–Q2 27/28(Yr 1-Yr 2)
		New data-led early intervention approaches tested, evaluated and iterated	Q1-2 26/27 (Yr 1)
		Unlocking the potential of our spatial data to improve GIS mapping, inform better decisions and maximise income opportunities (28)	Q1 26/27-Q4 27/28(Yr 1-Yr 2)
		Introducing Technology Enabled Care, AI solutions and digitise processes to better enable adults who need care to get timely solutions which meet their needs	Q1-4 26/27 (Yr 1)
		Continue to develop and embed our Social Progress Index to better understand community needs at a local level (31)	Ongoing (Yr 1)

Ambition	Activity	Detail	When
	Develop our skills and building a data culture for the council	Continue to invest in building data skills within the council through the apprenticeship levy and through bringing in new data engineering and architect roles	Ongoing. New roles Q1 26/27 (Yr 1)
		Refresh and embed our Performance Management Framework (29)	Q1 26/27 (Yr 1)
		Support a strong data culture across the council, ensuring our leaders are confident about and actively use data and growing and further developing our Data Network community of practice (33)	Ongoing (Yr 1)

What Success Looks Like

Ambition	Theme	Outcome	KPI	Target
Resident Experience	Channel Shift to Digital	Residents use digital channels routinely to undertake transactions or to contact Brent Services	Number of monthly visits to the website/ online portal	Receive between 10,001 and 15,000 monthly visitors
			Volume of contact by digital channels annually	Increase from baseline volumes of 1.1M to 1.5M by digital channels, a target increase of 30% by 2028
			Increase in % of contact by digital channels	Increase from 50% of total contact by digital channels to 65%.
			Volume of contact by telephone annually	A reduction from baseline volumes of 450k to 330k by telephone, a target reduction of 25% by 2028
			A reduced contact centre email volume annually	Reduction in contact centre e-mail volume from 100k to 85k (15%) by 2028
			% of residents who say the Council is easy to contact for help and information	Increase from current baseline of 52% (2021 Resident Attitude Survey (RAS)). Target will be set based on findings of 2026 RAS available June 26.
			% of residents who say that the council is helpful when you contact it	Increase from current baseline of 54% (2021 RAS). Target will be set based on findings of 2026 RAS.
			% of residents that say it is easy to carry out council transactions online	Increase from current baseline of 52% (2021 RAS). Target will be set based on findings of 2026 RAS.

Ambition	Theme	Outcome	KPI	Target
	Get it Right First Time First class on-line user experience Digital inclusion for residents	Residents use digital channels routinely to undertake transactions or to contact Brent Services	Reduction in abandoned transactions Increased percentage of users who successfully complete a specific task	To be baselined and measured for each use case. To be baselined and measured for each use case.
			Completion rate for online self-service transactions	New measure – will be set as part of resident experience programme
			Improved satisfaction for online services (borough plan KPI)	Resident satisfaction with the Brent website increased to 75% (benchmark 60%)
			Improved online user experience	Brent website ease of use increased by 20%. Target 80% (benchmark 60%).
			Improved online transaction experience (borough plan KPI)	Online transactional satisfaction increased across all online services (Brent and 3rd party) (benchmark 60%. Target 70%,
			Website accessibility	Maintain at least 95% (benchmark 95%)
			Quality of our digital platforms and ability for users to find information and complete transactions	Less than 1% broken links.
			Increase in % of residents that express that they feel confident in using digital tools	Baseline (2022) Around 65–70% confidence. Target ~80% by 2028 assuming sustained investment in skills workshops, device distribution, and connectivity improvements.

Ambition	Theme	Outcome	KPI	Target
			Increase % of adults that have the basic level of digital skills	Currently, 81.6% of adults possess at least basic digital skills. Target of 86% by 2028, provided Brent maintains its digital inclusion initiatives—including training, device provision, and connectivity support—beyond 2026.
			Increase in access to digital training	Currently 14–15% of older adult residents have access to structured digital training (online or in-person). Target for 2028 would be 21%.
			Percentage of households with full fibre to the premises	Currently 74.04%. Target of 85% by 2028.
			Number of devices issued by RSF and social value initiatives.	3000
Workforce	Digitally enabled workforce	Staff in Brent will be prepared and confident for the digital future	Increase in % of staff that agree that they have the right digital technology tools to enables them to do their job properly	
			Increase in % of staff that agree that they have the right digital skills to do their job.	
			% Staff that agree Innovation and creativity are highly valued within the council	

Ambition	Theme	Outcome	KPI	Target
	New Ways of Working	AI and automation is driving more efficient and effective ways of working across all departments and services	Number of automations	Target for 26-27 – 25
			Number of cloud migrations	Two per year
			Number of AI use cases	10-20 in 2026-27.
			Number of services utilising The Hub to 'test and learn'	
		Digital tools support increased productivity ensuring more time is spent on tasks which add value and supporting efficiencies	Reduction in FTEs	To be baselined and measured for each use case.
			% of staff time freed up through use of AI tools etc	To be baselined and measured for each use case.
			Reduction in overtime and agency staff spend	To be baselined and measured for each use case.
Data	Data Driven Insights	Data and insight is supporting an increased focus on prevention and earlier intervention	Number of Data Platform use cases developed and implemented	Target 3 use cases in 26-27 Target 3 use cases in 27-28
			Number of targeted campaigns / new interventions enabled by Data Platform use cases	To be developed and measured for each use case and aligned intervention, including: • Preventing homelessness • Debt and financial resilience • School readiness

Ambition	Theme	Outcome	KPI	Target
			Improved outcomes for individuals and families supported by Data Platform use case interventions	To be baselined and measured for each use case and aligned intervention, e.g.: • Homelessness applications • £ value of debt reduction • £ value of income maximisation • Uptake of support mechanisms (e.g. Healthy Start scheme)
			Improved outcomes for cohorts targeted and supported by Data Platform use uses	To be baselined and measured through SPI scorecard metrics (ward level) and single views (household, neighbourhood, LSOA)
	Improved Data	Data is more accurate enabling digital tools to be more effective and better decision making	Increase in number of thematic areas mapped and included in universal data catalogue	• Target 3 in 26/27 • Target 3 in 27/28
			Completeness of priority data fields in key LOB systems and reports	To be baselined and measured through data platform reporting
			Increase in matching rates for priority data fields and records	UPRN matching success of 90% for all cleansed systems Matching rates for platform use case data to be baselined and measured
			Reduction in % of officer* time spent prepping and cleansing data vs higher-value work *Including performance and data officers and nominated data owners	To be baselined and measured through light-touch monitoring mechanism to be developed via Data Network / The Base

Ambition	Theme	Outcome	KPI	Target
	Insight Driven Organisation	Staff across the organisation have the skills and confidence to build and use data products	Increased number of staff regularly participating at Data Network	Target 50 in 2026/27
			Increased number of staff enrolled in Data Academy	Target 15 in 2026/27
			Increased BAU use of Data Platform use cases by lead services and officers	To be baselined and measured for each use case
			New staff-led data products (e.g. dashboards, tools, use cases) developed and implemented	To be baselined and measured via data network (e.g. no of new data products demoed by staff at network or other key forums)
			Increased usage of corporate reporting tools, inc Power BI Balanced Scorecards	Target 200 views of Corporate Scorecard per Quarter (inc Members and Directors) Target 50 views of second tier scorecards per Quarter
	Collaboration	Data is used effectively to support innovation and joined-up working internally and with partners	Number of hackathons and data-themed collaboration sessions delivered via The Base	To be defined and measured via booking form analytics
			Number of new data-themed test and learn approaches developed, implemented and evaluated	Target 5 in 2026/27
			Number of new DPIAs and Data Sharing agreements developed to support new data products and use cases	Target 5 in 2027/28 Target 5 in 2026/27
			Increased usage of shared data and insight resources (e.g. Brent Open Data, SPI)	Target 20% increase year on year
			No / Value of Social Value contributions and Grants aligned to data and insight products (e.g. SPI)	To be baselined and developed

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