

	Cabinet 27 July 2026
	Report from the Corporate Director of Service Reform and Strategy
	Lead Member – Deputy Leader & Cabinet Member for Finance & Resources (Councillor Gwen Grahl)
Corporate Performance – Q4 2025/26 Performance Summary	

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 Scorecard
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Jon Cartwright, Head of Change and Customer Insight 020 8937 1742 Jon.Cartwright@brent.gov.uk Grace Hall, Policy and Performance Manager 020 8937 1471 Grace.Hall@brent.gov.uk Anisha Fernandes Senior Performance Officer, Partnerships 020 8937 3927 Anisha.Fernandes@brent.gov.uk Daniel Henderson Senior Performance Officer, Partnerships 020 8937 2841 Daniel.Henderson@brent.gov.uk

1.0 Executive Summary

- 1.1 The purpose of this report is to provide Cabinet with an end of year summary of Brent Council's performance for 2025/26.

- 1.2 Throughout 2025/26, Cabinet has received detailed quarterly performance reports , highlighting the latest performance position, key drivers and actions being taken where required. This report represents the final update for the year 2025/26, providing a broad end-of-year assessment across each Borough Plan priority. This summary focuses on overall progress across 2025/26, key achievements, common themes and areas requiring continued focus.

2.0 Recommendation(s)

- 2.1 Cabinet is asked to consider and endorse the 2025/26 performance reporting set out in section 3 of the report.

3.0 Detail

Cabinet Member Foreword

- 3.1 This report includes detailed end of year 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 overall progress updates for key activities and targets aligned to each of the Borough Plan's five priority areas:

- Prosperity and Stability in Brent
- A Cleaner, Greener Future
- Thriving Communities
- The Best Start in Life
- A Healthier Brent

End of year Borough Plan performance

- 3.2 The following section provides an end of year summary for 2025/26 performance. More detailed information on KPI performance can be viewed on the dashboard contained in Appendix A.

Prosperity and Stability in Brent

- 3.3 The performance data identifies clear strengths in resident access to support, skills and employment activity, social value delivery and council housebuilding, alongside continued pressure in housing demand and some support services. This reflects both local demand and wider national conditions, particularly in housing and affordability, while also showing the effect of stretching targets in a number of areas.

- 3.4 Housing remains the area of greatest challenge within this priority. Demand for homelessness support and temporary accommodation has stayed high through the year, shaped by sustained pressure in the private rented sector and wider cost of living pressures. Performance on some affordable housing measures has also been affected by delivery timing and pipeline factors, including the timing of acquisitions and completions, rather than a lack of underlying activity. The year-end position on Houses in Multiple Occupation has similarly been influenced by the transition between licensing schemes.
- 3.5 Against this more challenging backdrop, there were a number of positive results across the year. Community Hubs continued to provide an important front door for residents, particularly at times of increased financial pressure. Brent Works continued to support residents into good quality employment and apprenticeships, including London Living Wage roles and opportunities in growth industries. Brent Start also maintained strong achievement rates, and social value activity continued to create local opportunities through apprenticeships, work experience and use of local suppliers.
- 3.6 Some support services experienced expected year-end pressure, including Resident Support Fund processing and elements of benefits administration, reflecting seasonal demand and higher volumes of resident contact. There were also signs of continued improvement in some support services, with benefits change in circumstance events processed more quickly over the year and performance meeting the Q4 target. The year also closed with further delivery of new council homes and continued success in bringing empty properties back into use, both of which support the borough's longer-term housing supply ambitions. Taken together, this priority presents a mixed but understandable year-end position, with strong performance in several enabling and preventative services alongside more entrenched pressures in housing and demand-led support.

Cleaner, Greener Future

- 3.7 Overall, the Cleaner, Greener Future priority presents one of the strongest and most consistent year-end positions in the Borough Plan scorecard. The priority closed the year with no red indicators, reflecting sustained delivery across core environmental services as well as continued progress on longer-term climate and active travel ambitions.
- 3.8 Performance remained strong in the Council's day-to-day environmental and highways services. This included timely repair of Category 2 defects, strong performance in residential fly-tipping clearance and investigation, continued formal enforcement activity, and good results in street cleansing. The year-end position on waste also remained positive, with recycling sustained above target and residual household waste continuing to track in the right direction. Taken together, this points to stable operational delivery in services that are highly visible to residents.
- 3.9 The priority also saw continued progress against the Council's wider environmental and climate objectives. This included further retrofit of council

housing, continued reduction in emissions from the council's own estate and operations, and expansion of infrastructure that supports lower-carbon travel, including electric vehicle charging, bike hangars and School Streets. These areas demonstrate that operational delivery is being matched by continued movement on the borough's longer-term transition agenda.

- 3.10 Community action also remained an important part of delivery, with the Together Towards Zero programme supporting a wide range of local environmental projects across the borough. While some of the climate-related indicators are annual or contextual in nature, the overall end-of-year picture for this priority is clearly positive. It combines strong frontline service performance with continued progress on the strategic shifts needed to support a cleaner, greener and more sustainable Brent.

Thriving Communities

- 3.11 Overall, Thriving Communities presents a positive end-of-year position, with no red indicators reported for this priority. The year-end picture reflects continued resident engagement with cultural, community and support services, alongside ongoing delivery of grants and neighbourhood-based activity. It also shows the value of community infrastructure that remains highly visible and well used across the borough.
- 3.12 Libraries continued to perform strongly and remain one of the clearest strengths within this priority, with sustained demand across both visits and book issues over the course of the year. This was supported by targeted work at service level to strengthen local engagement, particularly with schools and community groups, where performance has been more variable between sites. More widely, a broad programme of community engagement activity continued across the borough, including resident forums, local events and partnership activity with community organisations.
- 3.13 Grant funding and practical support also remained an important part of delivery in this priority. A range of grant programmes continued to attract strong interest, with some funding rounds oversubscribed, demonstrating active engagement from residents and community organisations. The Resident Support Fund also remained heavily used, with work continuing to reduce outstanding applications as the year closed. Attendance at Brent Connects varied across the final round of meetings and was affected by local circumstances and timing factors. Learning from this and feedback from residents provides useful insight for the council to consider in terms of any future engagement model. Taken together, this priority closes the year in a broadly positive position, with examples of strong engagement and service use alongside some variation in participation and demand.

The Best Start in Life

- 3.14 Overall, the data within the Best Start in Life priority shows both strong areas of delivery and some more persistent challenges linked to children's social care and care leaver engagement. The picture is shaped in part by the

complexity of need in some cohorts and, in a number of areas, by stretching targets or measures based on relatively small groups of young people, where quarter-to-quarter changes can appear more pronounced.

- 3.15 There were clear strengths at year end. Family Wellbeing Centres continued to maintain a strong reach across the borough, even though performance fell just short of the ambitious target based on unique users. Youth participation also remained positive, with Brent Youth Parliament activity exceeding expectations and providing a visible route for young people to contribute to wider civic and scrutiny activity. Quality assurance activity involving Care Quality Ambassadors and care leavers also remained strong, supporting oversight of supported accommodation and residential provision.
- 3.16 The more challenging areas within this priority relate primarily to care leaver engagement and some child protection and participation measures. Attendance at Brent Care Journeys and the Care Leavers Hub was lower at the end of the year, influenced in part by timing and seasonal factors, but these remain important areas for continued attention. The proportion of children subject to a second or subsequent child protection plan also remains a key pressure, although the position continues to be understood in the context of wider audit findings, London comparators and improvement work following inspection.
- 3.17 The year-end position also showed some improvement in education, employment and training outcomes for looked after children and care leavers, with the strongest performance coming at the close of the year, although some measures remained just below target. Overall, this priority closes the year with a mixed but understandable position: strong delivery in several preventative and participation-focused services, set alongside more entrenched challenges in care leaver engagement and children's social care that will continue to require focused improvement activity into 2026/27.

A Healthier Brent

- 3.18 A Healthier Brent closes the year with a mixed but broadly positive position. There is strong performance in several preventative and community-based health measures, alongside continued pressures in parts of adult social care. As with other priorities, the year-end picture reflects both local service pressures and the wider context facing health and care systems nationally.
- 3.19 There were clear strengths across public health and prevention activity at year end. New birth visits continued to perform strongly, reablement outcomes remained positive, and Brent Health Matters maintained a high level of engagement with community organisations and residents through health promotion events and health checks. Together, these measures demonstrate the reach of the council's preventative work and its continued focus on engaging and building trust with communities that may be less likely to access health and care services through traditional routes.

- 3.20 The most significant challenge within this priority remains the timeliness of Care Act assessments, where demand has continued to affect performance. Work is underway to increase assessment capacity and reduce waiting times, and changes to the national performance framework will also reshape how this area is monitored from 2026/27. The year-end position on long-term support needs for younger and older adults is less favourable against local targets, although this partly reflects short-term placements converting into longer-term support following review activity, and in the case of older adults remains close to the London benchmark.
- 3.21 Performance in structured drug and alcohol treatment remained close to the year-end target, although final reported figures were affected by the usual lag in national data publication. Overall, this priority closes the year showing strong delivery in prevention, outreach and reablement, alongside sustained pressure in adult social care assessment and demand-led services. This will remain an important area for continued attention into 2026/27.

4.0 Stakeholder and ward member consultation and engagement

- 4.1 KPIs for the Borough Plan 2023-27 were developed in consultation with directorate performance leads and approved by Corporate Management Team.
- 4.2 Balanced scorecard measures have been developed in consultation with Lead Members, Corporate Directors and nominated service leads.

5.0 Financial Considerations

- 5.1 There are no financial implications as a result of this report.

6.0 Legal Considerations

- 6.1 There is no statutory duty to report regularly to Cabinet on the Council's performance, however under the Local Government Act 1999 section 3 a best value authority has a statutory duty to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency, and effectiveness. Guidance provides that: 'for many people, the services provided by their local authority have a very significant impact on their quality of life and provide their main experience of public services. It is vital that these services are delivered to a high standard, and in ways that are responsive to the needs of their users'.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

- 7.1 There are no direct diversity implications. The Learning, growth and culture 'perspective' of the Balanced Scorecard is designed to increase visibility of some existing EDI measures in relation to Brent staff.

8.0 Climate Change and Environmental Considerations

8.1 Indicators that support delivery of the Brent Climate Emergency Strategy are included in the 'Cleaner, Greener Future' section of this report and in the first iteration of the Corporate Balanced scorecard.

9.0 Human Resources/Property Considerations (if appropriate)

9.1 There are none.

11.0 Communication Considerations

11.1 We are working closely with Communications and Engagement colleagues around approaches to engaging on the development of the Council Plan.

Related document(s) for reference

Cabinet (9 March 26) - [Corporate Performance update and Q3 reporting](#)

Report sign off:

Rachel Crossley

Corporate Director, Service Reform & Strategy

Legal considerations provided by:

Pameel Crowther Newman

Finance considerations provided by:

Ravinder Jassar