	Full Council 16 November 2026
	Report from the Corporate Director of Finance and Resources
	Lead Member – Deputy Leader, Cabinet Member for Finance and Resources (Councillor Gwen Grahl)

Believe in Brent: Council Plan 2026 - 2030

Wards Affected:	All
Key or Non-Key Decision:	Council
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:	Three Appendix A: Believe in Brent 2026 – 2030 Appendix B: Council Plan Evidence and Engagement Report Appendix C: Council Plan Equality Impact Assessment
Background Papers:	None
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1.0 Executive Summary

1.1. The purpose of this report is to present the Brent Council Plan, *Believe in Brent 2026 – 2030*, to Full Council for adoption.

1.2. The purpose of the Council Plan is to set our direction of travel as an organisation for the next four years. It sets the high-level priorities which will guide our decisions on how we spend money and where we focus our resources to deliver high-quality services and good outcomes for residents. The strategic, high-level nature of the Plan gives us a clear direction, as well as the

flexibility to remain agile to changing circumstances, emerging pressures and new opportunities, and responsive to the Council's budget setting process.

1.3. The Council Plan sets out three priorities: 'A borough to be proud of' and 'A borough where people thrive', which set out **what** we will deliver for residents; and 'A council that delivers for you', which explains **how** we'll change the way we work to deliver for residents. The first two priorities are supported by a series of focus areas. These bring our priorities to life by setting out the tangible changes and improvements residents can expect to see as a result of our work.

1.4. Subject to adoption of the Council Plan by Full Council, an annual Delivery Plan will be developed alongside the Council's budget to translate the Council Plan's priorities into specific actions that we will take to deliver our ambitions. The Delivery Plan will support us to measure the impact that our work is having, and communicate regularly and transparently with residents about the progress we're making to deliver the Plan.

1.5. The Council Plan will inform our budget setting process, where spending commitments will be developed to enable delivery of Council Plan priorities. Through the budget setting process, decisions will need to be made about what to prioritise, and where trade-offs may be needed, to support delivery of the Council Plan's ambitions.

1.6. To develop the Council Plan, extensive engagement was undertaken with Leaders of the four Political parties in the Council, Councillors, residents and Brent Council staff. Officers drew on this engagement, analysis of the manifestos of each political party, given the Political operating context of the organisation, and data and local evidence to ensure that residents are central to, and have been reflected, in the Council Plan. More detail on the engagement and evidence that has informed the Council Plan is included in Appendix B.

2.0 Recommendation(s)

That Council:

2.1 Adopt the Council Plan, *Believe in Brent 2026 – 2030*.

2.2 Agree that the Council Plan, *Believe in Brent 2026 – 2030,* replace the Borough Plan with immediate effect.

2.3 Agree, for the purposes of amending the Policy Framework as set out in the Brent Constitution, that the Corporate Plan be renamed the Council Plan, and that the Interim Director of Law and Monitoring Officer be authorised to amend the Constitution as necessary to reflect these changes.

2.4 Note the Evidence and Engagement Report and Equality Impact Assessment which accompany the Council Plan.

3.0 Detail

3.1 Cabinet Member Foreword & Contribution to Borough Plan Priorities & Strategic Context

3.1.1 The Council Plan is our commitment to residents. It sets out our vision for how we will support our residents and communities and the priorities that will guide our work over the next four years. It reflects our strong ambition for Brent to be a great place to live, work, visit, study, do business and raise a family, and the role the Council will play in achieving that.

3.1.2 This Plan has been shaped by what residents have told us matters most. We have listened carefully to feedback from our communities about their aspirations for Brent, the challenges they face, and the changes they want to see. We've drawn on what we've heard and looked carefully at the opportunities and challenges we face to shape our priorities.

3.1.3 This Plan is ambitious. We know that to make a real difference to residents' lives, we need to be bold and curious about how we can work differently. This Plan will help us to make choices about where we should focus our work to make life better for our residents and communities.

3.1.4 To deliver this Plan, we will develop an annual Delivery Plan, which will set out the key actions we'll take, how we will prioritise activity and how we will monitor our performance. We know that we can't do everything at once. The annual Delivery Plan will ensure that we can remain agile in a changing world, while maintaining our focus on the goals set out in the Council Plan.

3.1.5 The proposed Council Plan *Believe in Brent 2026 – 2030*, resets our priorities for the next four years and will act as the foundation for our decision making, service delivery, budgeting and allocation of resources. It will replace the previous Brent Borough Plan, which is due to expire in 2027.

3.1.6 At its heart, the Council Plan is about what Brent Council will do as an organisation to deliver for residents. The Council Plan that has been developed is a Corporate Plan in that it sets out the Council's organisational priorities and ways of working. It sets out both what the Council will do to deliver value for residents, and how we will work to achieve our goals. While delivering our priorities will often require us to work closely with partners, the Council Plan is focused primarily on the Council's role, commitments and contribution.

3.1.7 The Council Plan sets out three priorities: 'A borough to be proud of' and 'A borough where people thrive', which set out **what** we will deliver for residents; and 'A council that delivers for you', which explains **how** we'll change the way we work to deliver for residents.

3.1.8 The first two priorities are supported by a series of focus areas, which identify where we will concentrate our efforts to improve residents' lives. They bring our priorities to life by setting out the tangible changes and improvements residents can expect to see as a result of our work.

3.2 Background

The purpose of the Council Plan

3.2.1 The purpose of the Council Plan is to set our purpose and direction of travel as an organisation for the next four years. It sets out the priorities that will guide the decisions we make, help us focus our resources and shape the work we do to deliver for residents. It sets out what we will deliver for residents, and how we will work to deliver those things.

How we will deliver the Plan

3.2.2 The Council Plan is a high-level, strategic document, which sets out our ambitions and the outcomes we want to achieve for residents. It will help us to clearly identify the actions that we should take, and investments we should make, to deliver on our ambitions. It builds on our existing work, by setting a renewed focus on what we're already doing well, while also identifying and embracing new opportunities to do more for residents.

3.2.3 The Council Plan will sit alongside and inform our budgeting process. The budgeting process will be guided by the priorities set out in the Council Plan, to ensure that our resources are directed towards the areas that matter most to residents. Our Medium Term Financial Strategy (MTFS) will be kept under review and adapted to reflect the Council Plan priorities, focus areas and Delivery Plan actions, ensuring that our resources are aligned with our ambitions and allocated where they can have the greatest impact.

3.2.4 An annual Delivery Plan will sit alongside the Council Plan and Council's budget. It will set out in more detail some of the key actions that we will take to deliver the ambitions in the Council Plan. It will focus on the actions that will make the biggest difference to residents and communities. It will align with the Council's budget and allow us to prioritise and stagger activity over the lifespan of the Council Plan, given that we won't be able to do everything at once.

3.2.5 The Delivery Plan will align with a set of key performance indicators (KPIs) that will be developed to help us measure, monitor and report on the progress we're making to deliver the Council Plan. Regular reporting on these indicators will be provided, so Members and residents can scrutinise performance, hold both Members and officers to account as well as identify areas for improvement.

3.2.6 Keeping residents informed about the progress we're making is important, so we will use both the Council Plan and Delivery Plan to share regular updates on the progress we're making and impact being delivered.

How the plan was developed

3.2.7 The Council Plan has been informed by detailed analysis of political parties' manifestos, engagement over several months with Group Leaders, councillors, residents, staff and partners and key data sets such as the Census. Officers have used this feedback and evidence to identify key themes about what

matters most to residents, the challenges they're facing and the opportunities that there are to make Brent a better place to live, work, study, visit and do business. Those key themes have informed the priorities and focus areas which make up the Plan, and which have been regularly tested with Members. The process of developing the Plan has been iterative, with the emerging priorities and focus areas refined throughout the process as a result of ongoing engagement and feedback.

3.2.8 The Evidence and Engagement Report in Appendix B provides a detailed overview of the evidence, data and engagement that has shaped the Plan. Below is a high-level summary of the key engagement activities and evidence drawn from:

3.2.9 As well as speaking with Members about residents' views, we engaged directly with residents in a few key ways (the Resident Attitude Survey and the Council Plan Survey) to inform the development of the Council Plan. Further work to shape the Plan was also undertaken and is set out below.

Resident Attitudes Survey

3.2.10 The Resident Attitudes Survey (RAS) is a face-to-face survey of a representative sample of residents, which provides a snapshot of residents' views on their neighbourhoods, the council and their priorities. It is conducted every 4 to 5 years. The survey was carried out independently by DJS Research, an accredited Market Research Society Company Partner.

3.2.11 The sample was deliberately designed to reflect Brent's population, with quotas for age, sex, ethnicity, economic status and disability within each ward and sampling locations selected to reflect different levels of deprivation. The statistically reliable data was essential in understanding more about our residents and what their views and priorities are.

3.2.12 A summary of the key findings from the RAS is included in the Evidence and Engagement Report contained in Appendix B.

Council Plan survey

3.2.13 An online resident survey was conducted between 16 July to 30 August 2026 to gather insight on what residents wanted to see reflected in the Council Plan. 752 responses were received from individuals, community group representative and businesses. A detailed summary of the responses received, engagement approach adopted and benchmarking against other local authorities can be found in the Evidence and Engagement Report in Appendix B.

3.2.14 This survey was widely promoted to residents, businesses, community and voluntary sector organisations, faith groups and resident forums. Officers used a multi-channel approach to engagement which included promotion through our digital platforms, community outreach events, community engagement networks and partnerships to increase awareness of the survey.

3.2.15 During the consultation period, the Council Plan consultation page received **2,523 visits**, indicating strong awareness and interest, even where residents chose not to submit a survey response. Benchmarking data suggests Brent achieved a comparatively strong level of participation when measured against similar Council Plan consultations undertaken by other local authorities.

Political party manifestos

3.2.16 Officers analysed the manifestos of each political party elected to represent Brent, to understand where their priorities align and what residents voted for. The commitments set out in the various manifestos helped to inform the Council Plan priorities and focus areas, which were then tested and adapted through subsequent engagement activities with members, residents and staff.

Member engagement

3.2.17 Members engage with residents every day in many different ways. A crucial part of developing the Council Plan was drawing on Members' significant insight into what residents most value and want to see from their Council. Engagement with Members included:

- **Multiple conversations with the Administration Leader and Deputy Leader** throughout the development of the Plan, to get ongoing strategic input and direction.

- **Various individual briefings with each Opposition Political Group Leader** to get feedback on the overall approach and emerging priorities and focus areas. Political Group Leaders were also briefed on the findings of the Resident Attitudes Survey and how they informed the Council Plan.

- **A briefing with each Cabinet member** to get feedback on the overall approach to the Plan and its emerging priorities and focus areas, with a specific focus on each Cabinet members' area(s) of responsibility.

- **Discussions with Cabinet** where the Corporate Management Team and Cabinet discussed the approach to the new Council Plan and its priorities and focus areas.

- **A Political Group Leader Task and Finish meeting** where all Political Group Leaders were invited to provide feedback on the final draft of the priorities and focus areas.

- **A Pre-scrutiny meeting, where** Scrutiny members from the three scrutiny committees were invited to consider the draft Council Plan priorities and focus areas, ask questions, provide challenge and feedback, and contribute to the Plan's final development.

Staff and service insight

3.2.18 Small working groups of key officers met on a regular basis to review progress on development of the Council Plan and to provide key strategic and operational insights.

3.2.19 A staff survey was also conducted to ask staff what residents were telling them, what they believe the Council should focus our work on and what should change.

3.2.20 A summary of the key themes from staff feedback is included in the Evidence and Engagement Report in Appendix B.

4.0 Stakeholder and ward member consultation and engagement

4.1 As noted above, there has been considerable engagement with Members, residents, staff and other partners throughout the development of the Council Plan. The process of developing the Plan has been iterative, in response to feedback from these different stakeholders.

4.2 The Engagement and Evidence Report in Appendix B provides more detail on the consultation and engagement undertaken, and summarises the feedback that was received.

5.0 Financial Considerations

5.1 The Council Plan sets the Council's priorities for the next four years and will inform the Medium Term Financial Strategy (MTFS) and annual budget setting processes. This will ensure that decisions on the allocation of resources support delivery of the Council's priorities, whilst maintaining financial sustainability and securing value for money for residents.

5.2 The annual Delivery Plan will translate these priorities into more detailed activity and will be reflected through the Council's Integrated Business Planning process. This will bring together delivery and financial planning, enabling any associated resource requirements, savings or investment to be considered and incorporated into the MTFS.

6.0 Legal Considerations

6.1 In accordance with Part 3, Table 3, s1 of the Constitution, Full Council is responsible for the consideration and adoption of the Borough and Corporate Plan, amongst others, that form the Council's Policy Framework.

6.2 The current Borough Plan ends in 2027. The Council Plan will replace it, in setting the Council's vision for the next four years. As it forms part of the Council's Policy Framework documents it must be adopted by Full Council. Once adopted by Full Council, it is the responsibility of Cabinet and the Cabinet Committees to implement, in so far as it relates to Executive functions.

6.3 Part 2, Financial Regulations, paragraph 2.1.2 of the Constitution provides that long-term financial planning should be developed alongside the Council's overarching strategic plan.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

7.1 The Public Sector Equality Duty, as set out in section 149 of the Equality Act 2010, requires the Council, when exercising its functions, to have "due regard" to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, to advance equality of opportunity and foster good relations between those who have a "protected characteristic" and those who do not share that protected characteristic. The protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. The council also internally recognises care experience and socio-economic status as protected characteristics.

7.2 The Council Plan has been subject to an Equality Impact Assessment, attached as Appendix C, and Officers believe that there are no adverse equality implications, and that the Plan will assist in advancing equality of opportunity and fostering good relationships between different group.

7.3 The Council Plan is intended to benefit all residents, businesses and communities across Brent. However, some groups may experience particular benefits because of the Plan's focus on improving neighbourhoods, addressing inequalities, improving access to services and opportunities, and supporting those facing the greatest barriers or disadvantages. In particular, it is expected to have a positive impact on residents experiencing socio-economic disadvantage, those at risk of and experiencing homelessness, and children and young people. Further analysis and review of the EIA will be conducted regularly as the Plan is implemented

7.4 Actions taken to deliver on the Plan's priorities will be subject to an Equality Impact Assessment as required.

8.0 Climate Change and Environmental Considerations

8.1 The draft Council Plan includes several commitments to tackle the climate and ecological emergency, addressing all three key aspects: reducing emissions, supporting nature and biodiversity and adapting to extreme weather. Specific commitments include:

- Doing all we can to achieve Net Zero for our own corporate estate and operations by 2030.
- Driving progress towards cleaner air across the borough.
- Exploring making homes more resilient to changing climate conditions, including hotter, drier summers and colder, wetter winters.

- Investment in our parks and open spaces: creating greener spaces across the borough, planting more trees and expanding our green corridors programme.

8.2 The Council is currently consulting with the public on updating the Brent Climate & Ecological Emergency Strategy (2021-2030) for the remaining period from 2027 -2030. The strategy update will include a detailed programme for delivery, aligned to the commitments above, for the term of this Council Plan.

9.0 Communication Considerations

9.1 It's important that we're transparent and open with residents about the progress we're making to deliver the Council Plan. To achieve this, a comprehensive programme of story-led communications will be delivered to demonstrate the progress, outcomes and impact being made against our priorities and focus areas. The Delivery Plan will provide a strong starting point for these communications, helping us to keep residents informed about the things that are most meaningful to them. We will be open about the progress we're making, challenges we're facing and the opportunities that we are seizing. This approach will include ongoing regular stories, digital content and targeted campaign activity, quarterly 'You Said, We Did' updates led by Lead Cabinet Members, and annual progress summaries.

Report sign off:

Minesh Patel
Corporate Director of Finance and Resources