

Borough Plan Outcome	Performance Indicator(s)	14/15 Baseline	15/16 Outturn	16/17 Outturn	RAG Status	Overall commentary on outcome
BETTER LIVES						
1.1 Supporting local enterprise, generating jobs for local people, helping people into work and promoting fair pay.						
Significantly increased investment and economic activity in the borough	Business count	13,150 (2015)	14,095 (2016)	Not available	Amber/Green	The overall number of enterprises in Brent increased by 38% from 10,220 in 2010 to 14,095 in 2016. Increases were year on year over the period, including 7% from 2015 to 2016. The number of economically active people in LB Brent has increased 11.7% from 153,300 in 2010 to 171,200 in 2016. Increases were year on year for most of that period, though with a small drop in 2015/16. The gap between the percentage of economically active people in Brent, and London and Great Britain averages, also narrowed over most of that six-year period.
	Economically active people in Brent (includes those who are unemployed, but able to work).	172,000 (75.1%) (2015)	171,200 (75.3%) (2016)	Not available		
	Number of new enterprises (and percentage of births out of all active enterprises)	2,585 (18%)	2,895 (18%)	Not available (expected Dec 2017)		
	Survival rate of enterprises (ie new businesses from the previous year which have survived for one year)	93.2%	93.2%	Not available (expected Dec 2017)		
Employment rates at least as good as the London average	HE 81 - Jobs - Brent Works - Employment Outcomes	New measure for 15/16	123	95	Amber/Red	Overall Brent's employment rate (69.4%) is slightly below the London average (73.8%), and largely unchanged from the previous year. However, significant progress has been made to increase employment levels in priority neighbourhoods via a place-based initiative called The Living Room which has successfully brought together a co-located, multi-agency service to improve sustained employment outcomes for people experiencing long term unemployment.
	HE 84 - Priority Areas - The Living Room - Employment Outcomes	New measure for 15/16	45	49		
	Employment rate (aged 16-64), with London average in brackets	70.6% (71.8%)	68.4% (73.2%)	69.4% (73.9%)		
Employment rates for young people at least as good as the London average	Employment rates for those aged 18-24, with London average in brackets	52.7% (51.9%)	45.6% (54.3%)	58.8% (55.8%) (Jan-Dec 2016, so overlaps with 15/16. Full year expected June 2017)	Green	An apprenticeship and job brokerage support service - Brent Works - has been launched by the council to support employers to utilise apprenticeship grants and increase the apprenticeship opportunities available to young people. The service also links employers to registered apprenticeship training providers to deliver appropriate training. The service then promotes these opportunities to local young people and supports them with applications and the transition into the workplace. This includes opportunities created via Social Value in the council's procurement (for contracts over £100k), and via Section 106 Agreements, creating construction opportunities with Brent developers. The Connexions service also provides support for 14-19 year olds who are NEET, or at risk of NEET, as well as school careers advice and guidance. The employment rate for young people appears to have improved for 2016/17 and is higher than the London average, however, it has fluctuated significantly in the last three years.
Average incomes at least as high as the London average	Average weekly earnings as recorded on Nomisweb	Brent: £547.50 London: £617.10	Brent: £553.20 London: £620.80	Brent: £550.00 London: £632.40	Amber/Red	The action that the council is able to take on average incomes in comparison to the London average is outweighed by the impact of the market. As a result, despite the various interventions that have been made, such as promotion of the London Living Wage and apprenticeships, inequality between Brent and London as a whole has not reduced. It will be important for the council to utilise the apprenticeship levy, as a recruiter and working with other employers. This can help to develop improved career paths for Brent residents. The London Living Wage will continue to be promoted. Discussion is also taking place with the Brent Business Board to discuss the skills and productivity gap for UK businesses, to consider potential strategies and mitigations locally.
The proportion of local people earning at least the London Living wage as high as the London average	HE 83 - Earnings - London Living Wage signups	Not available	17	12	Amber/Red	A KPMG report in November 2016 showed Brent amongst the bottom 25% of London boroughs for the proportion of jobs paying the London Living Wage. Brent continues to promote the LLW and has over 30 sign-ups with the London Living Wage Foundation, which is more than the majority of London boroughs (with the exception of central London). Following a mailout with the business rates bills to all businesses, 29 requests for more information to become accredited have been received since March 2017. Three business have already completed accreditation in that time. It will continue to be challenging to raise the number of Brent employers paying the LLW compared with some other parts of London, as the Brent economy is relatively low-skilled and low-paid, with primary sectors being health and social care, warehousing, food manufacturing, hospitality and retail. Attracting or supporting the start-up of more high value businesses in Brent will be a more effective long-term strategy to secure the LLW.
1.2 Making sure that our children and young people have access to the best education and training, achieve to their potential and have the best start in life.						
All local children will have an appropriate school place.	PP 21 - New reception places created	180	360	60	Green	The creation of additional Reception places means that the council is able to meet demand. This is evidenced in the latest admissions data - every Brent child whose parents applied on time has been offered a primary school place for September 2017, with 83.8% offered their first preference, a 2.5% increase on 2016. 97% of applicants were offered a place at one of their preferred schools. Brent is meeting its target to offer primary school places in-year within four weeks of application. The one young person not offered a secondary school place within four weeks in 16/17 has complex needs, which required assessment before an appropriate place could be identified.
	PP 22 - New primary school places created	330	1,110	1,140		
	No. of CYP applying for Reception and Yrs 1 & 2 (ages 4-6) not offered a school place w/in 4 wks	13	0	0		
	No. of CYP applying for Yr 3, 4, 5 & 6 (ages 7-10) not offered a school place w/in 4 wks	0	0	0		
	No. of CYP applying for Yr 7, 8, 9, 10 & 11 (ages 11-16) not offered a school place w/in 4 wks	1	2	1		
All Brent schools will be rated as good or outstanding	Percentage of schools that are judged good or outstanding by Ofsted	85%	91%	96%	Amber/Green	During 2016/7, there was a further increase in the proportion of schools judged at least good. All of the secondary schools which have been inspected are now judged good or outstanding, and because of their size this has increased the proportion of pupils at good and outstanding schools by ten percentage points. All special schools, pupil referral units and nursery schools are judged at least good. At the end of the year no schools in the borough were judged inadequate, and three primary schools were judged as requiring improvement. The Setting and School Effectiveness Service established a Rapid Improvement Group at one of the three schools requiring improvement, and an Interim Executive Group at another. To support the school's leaders the service has commissioned school improvement support from the Brent Schools Partnership and the Brent Teaching School Alliance. The third school is an academy which has joined a multi-academy trust led by a local outstanding school.
	Number of primary schools that are judged good or outstanding by Ofsted	50	51	53		
	Number of secondary schools that are judged good or outstanding by Ofsted	9	10	13		
	Percentage of pupils attending Brent schools that are judged as being either good or outstanding	81%	86%	96%		

Attainment levels will be amongst the best in London for all age groups	The gap between Brent and the London average for the key performance measure of primary school attainment and of secondary school attainment.	Primary: Brent 2 percentage points below London Secondary: Brent 2 pp below London	Primary: Brent 1 pp below London Secondary: Brent 1.4 pp below London	Primary: Brent 2 pp below London Secondary: no gap	Amber/Red	The performance measures for primary and secondary schools were changed for 2016 results. It is therefore not possible to make accurate comparisons between the 2017 outturn and the two previous years. However it should be noted that the most recent data for attainment at secondary school is in line with London. To improve the quality of assessment in local primary schools, the Brent Schools Partnership, Teaching School Alliances and school cluster groups organise regular moderation sessions for teachers.
The proportion of young people not in employment, education or training will be amongst the lowest in London	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET); with London average in brackets	2.6% (3.4%)	2.2% (3.1%)	2.3% (3.0)	Green	This has improved. Amongst those who are NEET, there is a proportion of former Unaccompanied Asylum Seekers whose immigration status prevents them accessing employment and education post 18 years old.
	Rank of borough in London for NEET (lower is better)	9	8	Not available until June 2017		

1.3 Enabling People to live healthier lives and reducing health inequalities						
Local health services – including mental health services – will be amongst the best in London.	Care Quality Commission (CQC) ratings of local health services: acute and community services provided by LNWHT, mental health by CNWL	North West London Hospitals (became part of LNWHT): requires improvement on all aspects.	CNWL: requires improvement overall	LNWHT: requires improvement	Amber/Red	London North West Healthcare NHS Trust services have been assessed by the Care Quality Commission as "requires improvement" for being safe, responsive, effective and well-led; and "good" for caring. Central and North West London Foundation Trust services were assessed as "requires improvement" for being safe and for being responsive, but achieved a "good" rating for being effective and well-led and were "outstanding" for caring. Sexual health services were judged "outstanding".
Childhood obesity rates will be amongst the lowest in London.	Excess weight in 4-5 year olds	Brent 21.4% London 22.2%	Brent 21.7% London 22.0%	Not available	Amber/Red	Rates of excess weight in childhood are not significantly different to the London average or to the England average for 4-5 year-olds. For 10-11 year olds the rates are significantly worse than the England average. The causes of childhood obesity are complex and reflect our obesogenic environment and the ready availability of cheap high calorie, high sugar and high fat food options. Brent Council is taking action on a number of fronts, such as sugar free Tuesdays and the slash sugar campaign; the promotion of the daily mile in primary schools; and the inclusion of a weight management service in the new 0-19 children's public health service.
	Excess weight in 10-11 year olds	Brent 37.8% London 37.2%	Brent 39.6% London 38.1%	Not available		
Health inequalities, including those related to smoking, diabetes, heart disease and substance abuse will be reduced to at least the London average	Difference between most and least deprived deciles in life expectancy at birth (years).	Male: 4.7 Female: 4.4 (published 2014 for 2011 - 2013)	Male: 5.3 Female: 4.9 (published 2015 for 2012 - 2014)	Male: 5.8 Female: 4.0 (published 2016 for 2013 - 2015)	Amber/Red	The difference in life expectancy between the most and least deprived areas of Brent appears to be widening for men. For women a trend is less clear. No London comparator is published. It should be noted that, due to the lag in reporting, life expectancy data for the first two years of the Borough Plan will not be available until 2017 and 2018. Smoking is the most significant cause of preventable inequalities, and the low prevalence in Brent is positive.
	Smoking prevalence rate, with London average in brackets	16.1% (17.2%)	12.2% (16.3%)	Not available until Aug 2017		
1.4 Supporting vulnerable people and families when they need it.						
Safeguarding procedures and outcomes for vulnerable adults are judged as amongst the best in London.	Making Safeguarding Personal: Proportion of outcomes that are recorded as fully met	New measure for 15/16	76.5%	81.5%	Green	Regional and national figures are not available for this indicator, but there has been a significant improvement in 2016/17 compared to 2015/16, which is very positive.
Safeguarding procedures and outcomes for children and young people are judged as amongst the best in London.	Percentage of children who became the subject of a child protection plan for a second or subsequent time	Not available	12.2% (London: 14.5%)	12.7% (provisional)	Green	Brent outperformed the London average, and eight out of 10 London Boroughs who are its statistical neighbours in 2015/16.
Fostering and adoption outcome measures are amongst the best in London.	Percentage of Looked After Children placed with foster carers	75%	71%	64%	Amber/Green	While 2016/17 data is provisional, previous years' performance has been in line with the rest of London. Adoption measures are above target. There were 76 Unaccompanied Aylum Seeking Children in the local authority's care as at the end of 2016/17 compared to 64 at the end of 2015/16. A greater proportion of looked-after children are now residing in semi-independent accommodation - an increase from 19.2% at 31/12/16 to 23.4% at 31/03/17. There are more new Brent foster carer approvals in the pipeline from April 2017 that will increase sufficiency of local placements.
	Percentage of Looked After Children placed with In-House (Brent) foster carers	33%	31%	27%		
	Percentage of Looked After Children placed with independent fostering agencies	26%	26%	26%		
	Percentage of Looked After Children placed with relatives and friends	16%	13%	10%		
	Average days between a child entering care and moving in with its adoptive family, for those adopted	544	494	523		
	Stability of placements of Looked After Children: 3 or more placement moves (%)	13.5%	12.5%	14%		
Outcome measures for those identified as vulnerable to domestic violence amongst the best in London.	The number of domestic abuse referrals screened by the Independent Domestic Violence Advocate (Higher is Better)	1063	2767	2263	Green	Since 2015, 482 families have been identified for the Troubled Families programme under domestic violence criteria. Families are provided with support from the Independent Domestic Violence Advocate for the victim, and support for the perpetrator. This has resulted in 227 successful outcomes (defined as at least a 60% reduction in reported domestic violence incidents over six months, no repeat MARAC referrals in the six months since the first referral, and a significant reduction in the victim's risk assessment). Brent has also significantly increased the screening of domestic abuse victims to include victims of non-crime domestic incidents. This helps to reduce the risk to those most vulnerable to domestic violence. The council is now leading an Outcomes Based Review to identify and increase the number of victims and perpetrators of abuse who are able to access to early intervention and support to prevent re-occurrence, through working with partners such as health, social care and the voluntary sector to share data and intelligence and raise awareness of the support available. It will also look at what we can learn from the approach being undertaken by other local authorities. Brent CCG and the police will form part of the core project team, and the community and voluntary sector will be involved at key points of the work.
BETTER PLACE						
2.1 Making sure that Brent is an attractive place to live with a pleasant, sustainable environment, clean streets and well-cared for parks and green spaces						
Outcome measures for street cleanliness and waste management and recycling amongst the best in London.	Percentage of sites with unacceptable levels of litter	7%	5% (London: 4.1%)	7%	Amber/Green	Performance indicators have remained within or ahead of targets for sites with unacceptable levels of litter and graffiti, time taken to removed illegally dumped waste, and residual waste collected per household. There has been an increase in the number of illegally dumped waste incidents reported on public land, however this may be attributable to higher resident awareness through campaigns such as "Love Where You Live", rather than more incidents. Uniformed litter patrols were introduced in 2016/17 to issue Fixed Penalty Notices for littering offences and CCTV is used wherever possible to identify offenders for fly tipping and littering. In March 2017, Brent's team was recognised as having issued the second highest number of fly-tipping FPN's in the country. There has been an increase in municipal waste tonnages since 2014 while recycling rates across London have reached a plateau, reflecting the economic recovery nationwide as well as property growth within the borough, which is set to continue. The council is constantly working with Veolia and West London Waste Authority on improving communications and education, to encourage people to generate less waste (such as engaging in the Love Food Hate Waste campaign), and to reuse or recycle where waste is unavoidable.
	Percentage of sites with unacceptable levels of graffiti	5%	2% (London: 2.4%)	3%		
	Number of illegally dumped waste incidents reported on public land (large and small)	12,949	13,197	17,338		
	Average time taken to remove illegal dumped waste (days)	0.5	0.74	0.79		
	Tonnes of municipal waste sent to landfill	68,787	68,351	70,679		
	Number of kilograms of residual household waste collected per household	534	479 (London: 585.1)	463		
	Household recyclables collected sent for reuse, recycling, recovery and composting	39%	40% (London: 32.3%)	40%		

Residents' satisfaction with the cleanliness and appearance of the borough's streets, parks and green spaces amongst the highest in London	Overall customer satisfaction with cleanliness of the Borough's streets	69%	71%	75%	Green	In 2016/17, customer satisfaction exceeded targets for both street cleanliness (70%) and grounds maintenance (85%). For every percentage point below target that customer satisfaction falls, the contractor will incur a penalty of £5000. Street cleaning satisfaction is well above the national average of 70% (as per the LGA's February 2017 poll of satisfaction with council services).
	Overall customer satisfaction with grounds maintenance (includes the Borough's parks and BHP communal open areas maintained by the Public Realm contractor)	77%	81%	89%		
2.2 Continue to reduce crime, especially violent crime, making people feel safe						
Levels of crime and the fear of crime among the lowest in London	Overall crime rate per 1000 of the population	Brent: 76.79 London: 80.85	Brent: 80.56 London: 85.05	Brent: 85.87 London: 89.59	Green	Brent's total crime rate is below the London average and the 15th lowest out of the 32 London boroughs. Brent's crime rate is also below the average of its most similar group nationally. All community safety projects and initiatives address fear of crime. In particular, a 12-week consultation was undertaken with residents to increase visibility of police officers on the streets and increase reassurance in some of our hotspot gang locations. 80% of those residents consulted with during that period felt that this engagement was helpful. Community conferences and Time to Talk events (undertaken under the Stronger Communities Strategy) have been held to help engage the community and build better cohesion, resilience and assurance. Community links have been greatly enhanced as a result.
	Residential Burglary offences	2,457	2,007	1,937		
	Robbery offences	847	996	873		
	CST 09 - Theft of and from motor vehicles	2,063	2,655	2,911		
	CST 05 - Calls to the police for ASB	9,038	8,254	11,042		
	Percentage of residents worried about crime, with London average in brackets	45% (36%)	40% (32%)	36% (31%) (Oct 2015- Sept 2016 - next update June 2017)		

Significant reductions in violent crime, including domestic violence	Offences of Violence with Injury, (excluding domestic abuse)	Not available	2,009	2156	Red	Violent crime in Brent has increased, and a rise in violent crime has been seen across London. The police have been actively working towards reductions in violence, which is a priority for the borough and is monitored continually. Additional patrols are utilised when available to target hotspots and are co-ordinated through fortnightly tasking meetings. The police also recently started an arrest car daily to ensure any outstanding suspects are brought into custody as quickly as possible.
	Offences of Violence with Injury (domestic abuse only)	Not available	889	925		Domestic abuse is an underreported crime, therefore an increase is likely to be down to better reporting and flagging methods. As noted above in relation to outcomes for those at risk of domestic abuse, families are being provided with support from the Independent Domestic Violence Advocate for the victim, and support for the perpetrator, within the Troubled Families programme, with many successful outcomes. Screening of domestic abuse victims now includes victims of non-crime domestic incidents. Our Outcomes Based Review on domestic abuse also aims to increase access to early intervention and support to prevent re-occurrence, through sharing of data across relevant partners, and increasing awareness of the support available.
	CST 24 - Sanctioned Detection rate for domestic violence	37.0%	35.7%	28.7%		
No ward features amongst the 10% of localities with the highest crime levels nationally	Number of wards in the highest 10% in London (by number of recorded crimes)	2	3	2	Amber/Green	Thefts, including shoplifting, and violence against the person - often associated with the night time economy - make up over two thirds of all crimes in London. Wards which contain town centres therefore generally have the highest crime levels such as Wembley Central and Harlesden. Stonebridge does not have a town centre but contains Brent Park, which is home to large retail outlets. The current regeneration in Tokyngton and the increase in events at the stadium could see a rise in volume crime in this ward going forward.
	Number of wards in the highest 10% in London (by crime rate)	0	0	1		The introduction of the Partnership Tasking Team with police has targeted problem areas and increased joint working through joint tasking. Also, the daily Integrated Risk Management Unit looks at high risk individuals, supporting increased earlier intervention and focused risk reduction. Brent is on track to meet the Mayor of London's target of two Designated Ward Officers per ward, with the roll out targeting the most challenging wards first. All wards will have two ring-fenced officers by the end of 2017.
2.3 Increase the supply of affordable, good quality housing						
Development of 5,000 affordable homes in the borough by 2019	Number of affordable homes developed	706	202	215	Amber/Red	<p>The figures reported are taken from data published by the GLA contained in 2 reports: the Annual Monitoring Report and the GLA Starts and Completions Monitoring Report. The amount of affordable housing delivered is likely to be higher because the current reporting mechanism fails to report units delivered without the aid of GLA grant - data collection is being improved to better identify each type of tenure falling within the affordable housing definition by communicating directly with Registered Providers. The data may also overlook affordable products delivered by private developers and managed by them such as Discount Market Sale.</p> <p>While the figures fall short of the target of delivering an average of 1000 affordable units per annum, Brent has consistently been in the top 10 Authorities in London in terms of numbers achieved (top in 2014/15, ninth in 2015/16, and sixth in 2016/17) and it should be recognised that the targets are ambitious.</p> <p>The Housing Partnerships team are now actively engaged with all the major developing RPs with a view to increasing the supply of affordable housing by encouraging RPs to focus their efforts and investments in Brent. The two Housing Zones in the borough are expected to deliver significant numbers of units over the next five years. Brent also has the opportunity to invest Right To Buy receipts in a variety of ways and new opportunities, both in-house and externally, are being considered.</p> <p>Following the revision of the Housing Strategy a new action plan is being developed aimed at delivering greater supply of affordable housing and a greater mix of affordable products which previously has been dominated by shared ownership developments.</p>
All social housing in the borough will reach the decent homes standard	Percentage of properties considered decent	96.8% (7989 of 8254)	96.8% (7777 of 8035)	Available in June	Amber/Green	The shortfall has largely been comprised of properties that have refused works. These properties are being targeted in 2017/18. Excluding these, there have only been two properties in each year not reaching the standard.
2.4 Ensuring good quality, accessible arts and leisure facilities						
Increase participation rates in sport, physical recreation and cultural activities.	SP 10 - The overall number of wet and dry visits to Brent's sports centres	1,488,855	1,600,785	1,650,306	Green	There has been an overall increase across all categories of visits to sports centres in the last two years. In 2016/17 visits increased by 3% compared to the previous year, mainly due to dryside usage at Willesden and Vale Farm. An increase in swim visits was due to higher attendance at Vale Farm.
	SP 07 - The overall number of swim visits to Brent's sports centres	520,550	566,614	571,079		
	The overall number of dry side visits to Brent's sports centres	968,305	1,034,171	1,079,227		Overall, library visits rose in 2016/17. Willesden Green continues to perform well, with a popular museum exhibition, art gallery exhibitions and a confident range of library events. There has similarly been an increase in issues of library items issued in 2016/17. Given the challenging situation for libraries across the country and a 30% decline in issues across London in the last year, this growth is a positive achievement.
	Total number of library items issued	1,021,180	1,059,083	1,063,996		The online interactions are a combination of website page views and social media usage. Around 70 per cent of the online interactions were carried via the Culture Service webpages and the library and heritage catalogues.
	Total number of library visits	2,112,149	2,404,283	2,436,698		
	Number of online interactions	New measure for 16/17	New measure for 16/17	3,318,556		

BETTER LOCALLY						
3.1 Building community resilience and promoting citizenship						
The proportion of people who say that 'Brent is a place where people from different backgrounds get on well together' will be amongst the highest in London	Sexual orientation hate crime	58	57	56 (Jan-Dec 2016 - note this overlaps with 15/16)	Amber/Green	In 2014, 84% of residents felt that people from different backgrounds get along well with one another. Most categories of hate crime fell across the borough from 2014/15 to 2015/16, but rose in 2016/17. Brent produced its first Stronger Communities Strategy in 2015 to bring together its diverse communities around a set of shared values. Amongst other things, this sought to prevent the marginalisation of voices from the public square and celebrating diversity, by creating safe spaces for dialogue and debate, whilst challenging hate speech and those who seek to divide our communities. The focus is now on preventative and community based solutions to neighbourhood issues that could create the conditions and environment for extremism to grow. Brent has held three "Time to Talk" events to get communities together to discuss and generate community-led solutions to hate crime, extremism and gangs, with further events planned on domestic abuse and child sexual exploitation. The event on gangs led to three further related events, and the council has also completed a skills audit of stakeholders who attended. The council has also begun work to map the implications of Brexit on the future status of EU migrants living and working in Brent. The strategy is currently being revised to further emphasise our values of cohesion and mutual respect, resilience, and active citizenship; and to develop specific actions which clearly and directly contribute to these. These are likely to include a campaign to promote the rights of these communities.
	Racist hate crime	505	484	603 (Jan-Dec 2016 - note this overlaps with 15/16)		
	Disability hate crime	4	0	0 (Jan-Dec 2016 - note this overlaps with 15/16)		
	Transgender hate crime	1	0	0 (Jan-Dec 2016 - note this overlaps with 15/16)		
	Faith hate crime	45	62	86 (Jan-Dec 2016 - note this overlaps with 15/16)		
At least 4,000 additional volunteers registered across the borough	Number of people registered as volunteer	New measure for 15/16	858	763 (Q1-3)	Green	A three-year contract is in place with Groundwork, which began in 2015/16. The annual monitoring period is a quarter behind that of the financial year, ie 1 June-30 May. For 2016/17, Q4 figures are due to be submitted in June 2017. The year 1 target of 750 was exceeded by approximately 15%, and year 2 is projected to meet its target of 1000. Local volunteers (residents and Brent staff) are placed primarily in the voluntary and third sector providing services to local residents. A review of delivery will be undertaken during 2016/17 to ensure the most effective elements can be maximised by the third sector.
Equality outcome measures amongst the best in London	Qualitative - see commentary	Qualitative - see commentary	Qualitative - see commentary	Qualitative - see commentary	Green	There has been significant progress on the equality, diversity and community cohesion agenda, evidenced by high-profile awards and recognition by external organisations. In April 2016 the council achieved the "excellent" level in the Equality Framework for Local Government, the highest public sector equality and diversity award. It has also received the Business Disability Forum Disability-smart Award, and been recognised as a best practice example in the Government's Accessible Britain Challenge. Further, Brent was the only local authority shortlisted as a finalist at the 2015 Race for Opportunity conference, and was praised for its approach to equalities monitoring in the Transparency, Monitoring and Action Award category. As an employer, the council has been accredited with Disability Employer status by the Department of Work & Pensions, and ranked among the Top 200 LGBT-Inclusive employers by the 2017 Stonewall Workplace Equality Index. Strength in equality has also helped the council retained the Silver level Investors in People accreditation.
Significantly more examples of communities taking action for themselves to improve the quality of life in their neighbourhoods	PAR 01 - Income to benefit the borough secured by local voluntary groups, with CVS support	£765,850	£1,509,639	£1,804,999	Green	A significant amount of external funding has been generated, exceeding the annual target of £640k in both 2015/16 and 2016/17. This ensures that voluntary sector organisations are able to provide and deliver quality services and initiatives, such as in the areas of music, arts, and advice services. The Council for Voluntary Service also provides a broad range of support and assistance to the voluntary and third sector, in activities such as fund-raising, projects, applications for funding, and governance.
	PAR 04 - Number of local voluntary sector groups receiving 1-2-1 advice and guidance from CVS	53 (Q1-3)	314	220		
3.2 Making sure that everyone in the borough is able to participate in local democracy, has a fair say in the way that services are delivered, and is listened to and taken seriously						
95% of residents will be registered to vote under the individual voter registration scheme	Percentage of adult population registered to vote (with numbers registered)	210,511 (2014)	213,180 (2015)	219,390 (2016)	Green	There has been a year on year increase in voter registration since the scheme was introduced. As of 1st June 2017, the numbers registered had risen to 231,827.
Election turnouts amongst the highest in London	Election turnout as percentage of electorate	Local election in 2014: 36%	General Election 2015: Brent Central - 61.41% Brent North - 63.93% Hampstead & Kilburn - 67.49%	GLA election: 43% (London: 45.6%) EU referendum: 65%	Amber/Green	Concentrated efforts are planned to combat voter apathy in advance of the 2018 local elections. The 2017 General Election saw increased turnout across the borough's Parliamentary constituencies by 3.1% to 4.8%.
Thriving Brent Connects Forums, with higher participation rates year-on-year	CCE 21 - Number of people attending Brent Connects forums	New measure for 15/16	693	846	Green	A review of community engagement activities is due to commence in June 2017, which will include the remit, attendance, influence and impact of the Brent Connects Forums. This will also look at resources (both staff and financial) and identify recommendations for the way forward.

Significantly more young people participating in local democracy events and processes like the Youth Parliament	Qualitative - see commentary	Qualitative - see commentary	Qualitative - see commentary	Qualitative - see commentary	Green	<p>The Brent Youth Parliament (BYP) has 85 members on its current mailing list. All members receive regular correspondence regarding local and national opportunities for young people. The membership has widened to include more young people in care and those representing their community groups. In 2016/17 BYP had four looked-after children, up from one in 2014/2015.</p> <p>On average, 35-40 young people attend monthly BYP meetings. Two councillors now attend BYP meetings each month and take questions from young people for the "Council Hot Seat". BYP members now also have observer status on the Community and Wellbeing Scrutiny Committee.</p> <p>During Local Democracy Week 2016, 42 young people took part in the "Great Youth Debate" event. Young people also attended the Brent Question Time event and a member of the Brent Youth Parliament sat on the panel.</p> <p>In November 2016, 23 young people from five Brent schools and one community project took part in the Children's Commissioners Takeover Day held at Brent Civic Centre. Council staff ran workshops and led roundtable discussions giving young people an insight into local democracy.</p> <p>In 2016/17, Care in Action (Brent's children in care council) participated in six interview panels as part of the recruitment of Directors and Heads of Services for posts within the Children and Young Peoples' Department. Representatives from Care in Action attend meetings of the Corporate Parenting Committee, training members on the Brent Pledge to children in care and presenting on their training of foster carers.</p>
A significant number of examples of local services being materially influenced by user views	Qualitative - see commentary	Qualitative - see commentary	Qualitative - see commentary	Qualitative - see commentary	Green	<p>Outcome Based Reviews are developing the future shape of some key services, relying heavily on resident engagement and consultation as a research methodology to better understand the needs and priorities of residents. So far these have taken place in the areas of housing for vulnerable people, employment support and regeneration.</p> <p>Healthwatch also enables user views to influence local health and social care services. For example, its programme of Enter and View visits has led to one nursing home revising its meal times and employing activity workers in response to Healthwatch recommendations.</p> <p>Many services benefit from consultation and views expressed by their users, such as selective licencing, housing strategy, social care, youth services and planning. The community engagement review mentioned above will include proposals for a consultation tracker, to identify and evidence the influence and impact of user feedback on decision-making and the shaping of services.</p>
3.3 Working with partners to find new ways of providing services that are more finely tailored to individual, community and local needs						
A range of examples of new service models developed and run in partnership with local people and organisations	Qualitative - see commentary	Qualitative - see commentary	Qualitative - see commentary	Qualitative - see commentary	Green	<p>Three Outcome Based Reviews have used a design-led approach to services, focusing on housing for vulnerable people, employment support and regeneration (with a particular focus on Harlesden). This work has led to the development of a range of models designed and run jointly with partners and residents, including:</p> <ul style="list-style-type: none"> - A community hub in Harlesden, currently in its second phase of testing led by local organisations working with the council. This consists of a core offer of advice and support services with a wider programme of themed events and activities, operating two days a week from Harlesden library, to inform the development of a longer-term solution. - Three Town Centre Manager posts to coordinate and lead capital investment plans for town centres. - The MetPatrol Plus scheme, for the council to fund additional policing in the borough, matched on a like for like basis by the police. - A partnership project with the voluntary sector to deliver a new service to single homeless people. - The New Accommodation for Independent Living project to deliver real alternatives to residential care for many of our residents with high care and support needs, including consulting tenants in extra care schemes to inform future building designs. - Procuring new solutions to support clients who no longer require Housing Related Support to move to identified accommodation. - Developing a Housing Advice Worker post to work across the London North West Hospital Trust to support individuals to access statutory housing, short-term beds (which enable people to leave hospital while they are unable to go straight home) or to return home upon discharge from hospital. This has

<p>Access to all key services 24/7 via digital channels</p>	<p>Electronic enablement of following functions: providing information collecting revenue providing benefits and grants consultation regulation (such as issuing licences) applications for services booking venues, resources and courses paying for goods and services providing access to community, professional or business networks procurement</p>	<p>Qualitative - see commentary</p>	<p>Qualitative - see commentary</p>	<p>Qualitative - see commentary</p>	<p>Amber/Green</p>	<p>The Community Access Strategy includes a key aim to make it easy for residents to contact and transact with the Council through digital channels. New online services include:</p> <ul style="list-style-type: none"> - MyAccount, a customer portal that enables residents to create one account to access a range of services simply and easily, including council tax, benefits and BHP rents, with plans to add further services in 2017 and 2018. Over 70,000 residents who have created a My Account. This also includes a web chat facility. - A comprehensive online council tax offer, enabling residents to view and manage their accounts. Around 30,000 council tax payers have activated access. - Enabling housing benefit customers to view their benefit account (activated by 20,000 customers, or 50%). - A portal enabling landlords to view details of housing benefit payments due to them. - Increasing self-service facilities in the Customer Service Centre. - Automation of telephone orders for parking permits. - A new online forms package, to which existing on line forms are being migrated, alongside the development of new online forms for less complex transactions. - Optimisation of web searches, so that residents seeking information on our website find this quickly and without the need for multiple clicks. The web site has also been improved by adding buttons on every page for payment, booking, applications and reporting. <p>This outcome will be delivered through the Digital Strategy by 2019.</p>
<p>Levels of public satisfaction with local services amongst the highest in London</p>	<p>Percentage of people who are satisfied with the way the council runs things</p>	<p>67%</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p>No robust data on resident satisfaction with public services in general has been collected during the life of the Borough Plan, so it is difficult to rate the progress on this outcome. There are service-specific surveys, such as for street cleanliness and grounds maintenance (see above, where Brent appears to be well above the national average). The annual Adult Social Care survey shows satisfaction of people who use these services to be 4.6 percentage points below the London average for London in both 2014/15 and 2015/16.</p> <p>For national context, the LGA's poll of resident satisfaction with councils nationally has found that satisfaction with the way local councils run things has stood at between 66% and 72% for the last three years. However, in February 2017, only 65% of respondents were very satisfied or fairly satisfied. A significantly higher proportion were dissatisfied overall compared to the previous poll in October 2016.</p>