Believe in Brent: Council Plan 2026-2030

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A message from our Leadership

Councillor Muhammed Butt, Leader of Brent Council and Councillor Gwen Grahl, Deputy Leader of Brent Council

Brent is a borough with enormous strengths. It is home to diverse and ambitious communities, thriving businesses, fantastic parks, vibrant high streets, and one of the most recognisable sporting landmarks in the world. It's a place with a strong identity, a rich history and so much untapped potential. That's why we believe Brent's best days are still ahead of us.

That belief must translate into changes that people can see and feel in their everyday lives. This Council Plan sets out what we want to deliver over the next four years, and the standard by which we should be judged. It will shape the decisions we take, the way we use the council's resources and the work council officers carry out every day.

We want to be honest about the context in which this Plan will be delivered: Brent has huge opportunities, but significant challenges too. Many families are struggling with the cost of living, and affordable housing is increasingly out of reach. Demand for council services is increasing while our resources to deliver them are getting tighter. There are stark differences in health outcomes and life chances across the different parts of Brent. Our changing climate is creating new challenges and will shape the borough for generations to come. These are some of the defining challenges of our time, and they demand sustained and urgent action from us all.

As well as facing into these challenges, we want this Plan to say something about how we can help people live better lives. Health, culture, sport and play are central to that ambition: they are part of the foundation of a good life, pride in our place and strong communities.

Brent has every reason to be bold about this. We are the home of the national football stadium. We have fantastic parks, green spaces and community organisations, and a proud sporting tradition that stretches well beyond the arch of Wembley. We have real opportunities ahead to transform our existing leisure facilities, invest in our parks and playgrounds, and bring forward new amenities, including a new outdoor lido for the borough.

For us, that is part of putting belief back into the borough. People should be able to look around their neighbourhood and see that things are getting better. A young person growing up in Brent should see opportunities ahead of them. Families going through a difficult period should know their circumstances today do not have to define their

future. Good health, security and opportunity should not depend on your postcode or how much money is in your pocket.

As we deliver this Plan, the critical questions we will return to will be: are we making Brent cleaner, safer, healthier and more resilient to a changing climate? And are we making Brent a better place, helping people build better lives, and creating a better Council that delivers for them? If we're focused on these things, we can build on everything that makes Brent a place to be proud of. There's still lots to do, but we believe Brent's best days are yet to come.

Kim Wright, Chief Executive of Brent Council

Like councils across the country, Brent is facing significant financial pressures. The challenges our residents face are becoming more complex, expectations from our services continue to grow, and we must continue to make every pound count.

Behind all of this are real people and real lives. More residents are coming to us for support because they are dealing with the impact of rising living costs, housing insecurity, poor health and other challenges that often overlap. The reality is that people's lives do not fit neatly into organisational structures. Someone experiencing poor mental health may also be struggling with debt or housing costs. A family seeking housing support may also need help with childcare or special educational needs.

That is why our response cannot simply be to keep doing the same. We need to work differently.

We are building a council that is both more modern and more human. A council that makes the best use of technology, focuses relentlessly on what matters most, and works across organisational boundaries to provide more joined-up support. Just as importantly, we are strengthening our partnerships with the voluntary and community sector, the NHS, the Metropolitan Police, schools and businesses because the best outcomes for residents are achieved when we work together.

This Council Plan sets out the next chapter for Brent. It reflects what we have learned, the ambitions we have for our borough, and the commitments we are making to residents over the next four years.

The priorities set out here are deliberately focused on the things that matter most to our communities. They will guide our decisions, shape our investments and help us deliver meaningful improvements to people's everyday lives. It is a commitment to our residents, our communities and our partners about the kind of borough we want Brent to be and the role we will play in making that happen.

But this Plan is about more than what we will do. It is about *how* we will do it.

The challenges ahead are significant, but so too are Brent's strengths. We are one of the most diverse, dynamic and resilient places in the country, with ambitious communities, dedicated Council staff and strong partnerships. By working together, focusing on what matters most, staying bold and curious and remaining relentless in our pursuit of better outcomes, we can meet those challenges head on.

Over the next four years, we will continue to listen, learn and adapt. We will be ambitious for our residents, courageous in how we lead change, and focused on delivering real results. Above all, we will be a council that people can trust to stand alongside them, champion their aspirations and create opportunities for everyone to thrive in Brent, making it an even better place to live, work, study and visit.

Our vision for Brent

We believe in Brent.

A Brent that is a great place to live, work, visit, study, do business and raise a family.

A Brent that is safe, clean and green.

Where people have a good, affordable place to call home.

Where every young person can succeed.

Where people live healthy, active and independent lives.

Where we’re open for business and connected to London and the world.

Where differences are celebrated and communities come together.

Where innovation and technology make life better.

Where everything we do is for our communities and residents.

A Brent to celebrate.

A Brent to believe in.

A Brent to be proud of.

About this Council Plan

This Council Plan sets out our priorities for the next four years. These priorities will guide the decisions we make, help us focus our resources and shape the work we do to deliver for residents.

This Plan sets out our three priorities:

1. A borough to be proud of
2. A borough where people thrive
3. A council that delivers for you

The first two priorities are supported by 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.

Understanding Brent

Brent is known around the world for Wembley Stadium, but it is the people, places and communities beyond the arch that make the borough unique.

Over 340,000 people call Brent home, and residents speak around 150 languages. Our communities take huge pride in Brent being one of the most culturally diverse areas in the country. This diversity is at the heart of Brent's identity.

As London's fifth largest borough, Brent has thriving town centres, from Kilburn to Ealing Road, that draw visitors from all over. It has award-winning parks and green spaces, and a vibrant small business community.

The figures below provide a snapshot of life in Brent, and some of our biggest opportunities and challenges. This Council Plan is focused on making the most of the opportunities and supporting our communities to overcome the challenges we face.

You can learn more in our Engagement and Evidence Report, which sets out the feedback and data that has helped us to develop this Council Plan.

Our opportunities

Neighbourhoods to be proud of

- 76% of residents are proud to live in Brent
- 90% of Resident Attitudes Survey respondents are satisfied with their local area
- Up to £40m in long-term Pride in Place investment for Harlesden and St Raphael's

Our diversity is our strength

- 56% of residents were born outside the UK - the highest proportion of any local authority in the country
- 85% of residents say people from different backgrounds get on well together
- £238m estimated annual contribution of Brent's cultural economy

A global destination creating local opportunities

- Almost 16,000 businesses call Brent home
- 90,000 seats at Wembley Stadium - the UK's largest stadium and Europe's second largest
- £4.35m+ spent locally by crowds at each non-sporting event at Wembley Stadium

Building on what residents are telling us

- 77% of respondents to the Resident Attitudes Survey are satisfied with the way the council runs things
- and 71% feel the council responds to residents' concerns
- The top four most valued things to residents are a safe area free from crime (32%), health services (31%), public transport (29%) and rubbish collection and recycling facilities (26%)

Investing in the future of Brent

Over the life of this Council Plan, and the years beyond, we'll be working hard to invest in major infrastructure and regeneration projects to benefit Brent's residents, businesses and communities.

Our new Local Plan will sit alongside the Council Plan and help us decide where new homes, jobs, shops and community facilities should be built, how neighbourhoods should grow, and which green spaces, heritage assets and local landmarks should be protected.

Here are some examples of the infrastructure and regeneration projects we're supporting over the coming years with our partners.

- Continuing our ambitious programme of housebuilding to build on the delivery of 20,000 new homes over the past decade

- Old Oak and Park Royal development, one of the largest regeneration projects in London, which will deliver 25,000 new homes and 65,000 new jobs
- South Kilburn estate regeneration, including at least 2,400 new homes, new health and education facilities, improved greenspace and retail facilities
- Development at Staples Corner, including new business premises, 3,000 new homes, improved greenspace and new infrastructure
- Bridge Park Leisure Centre redevelopment, which will also deliver 1,300 new homes, an adult education centre and community and green spaces
- Working with partners to support the delivery of major public transport projects, including working with Transport for London and other London councils to secure a new West London Orbital Line (WLO), and an upgrade and extension of the Bakerloo Line.

Our Challenges

A lack of affordable homes and homelessness

- 170+ households approach the council as homeless every week
- 2,550+ households live in temporary accommodation, including around 4,000 children
- £30m+ spent by the council on temporary accommodation every year.
- Brent is the 2nd least affordable place to live in England

Poverty and the cost of living

- Around 1 in 7 residents are finding it difficult or very difficult to cope with the cost of living
- 42% of children live in poverty after housing costs
- 29% of Brent's neighbourhoods are among the 20% most deprived in England
- 1 in 3 working-age adults were not in work at the 2021 Census

Health inequalities

- 7.3 years - the gap in male life expectancy linked to deprivation in Brent, compared with 3.3 years for women
- Almost 1 in 4 Year 6 pupils live with obesity

- Nearly half of residents want to increase the amount of exercise they do (45%)

Keeping our neighbourhoods safe

- 32% of residents say tackling crime and antisocial behaviour is their top priority
- 38% want the council and its partners to prioritise investment in making neighbourhoods safer
- 30.6 antisocial behaviour incidents per 1,000 residents, compared with 27.1 across London
- 2nd highest in London for hospital admissions related to violent crime, at 57.2 per 100,000 residents

Growing demand for our services

- Around 4,300 adults with no social care support in the previous year were assessed - 80% more than the London average of 2,400
- Over 20,000 children have Educational Needs and/or Disabilities
- have an Education, Health and Care Plan, a increase compared to last year

Financial pressure on councils

- £10m in savings needed by the Council in 2026/27
- £7bn projected funding gap for councils across England by 2028/29
- £5.2bn collective budget shortfall facing London councils over the next four years

What Brent Council does for you

Whether you live, work, study or do business in Brent, or are visiting, you are likely to use council services. The following list shows some of the different services we provide:

- Adult's social care
- Children's social care
- Housing
- Homelessness support
- Education and schools

- Community safety
- Responding to anti-social behaviour
- Supporting local businesses for economic growth
- Community engagement
- Waste collection and recycling
- Registration of births and deaths
- Marriage and citizenship ceremonies
- Environmental issues and climate action
- Council tax and business rates
- Elections
- Benefits and financial advice
- Libraries, culture and heritage
- Parking, roads and transport
- Parks and green spaces
- Leisure
- Public health
- Neighbourhood planning and building control

Where we spend our money

Like most councils in England, most of our money is spent on adult social care and children's social care and early help. The following list describes how the money we spend is allocated across Council services:

- 34% of our money is spent on adult social care
- 23% of our money is spent on children's social care and early help
- 23% of our money is spent on the Metropolitan Police, London Fire Brigade and other Mayor of London services. These are services funded through contributions from taxpayers, but the Council is responsible for collecting these contributions.
- 9% of our money is spent on housing and neighbourhoods

- 6% of our money is spent on waste, recycling and the environment
- 4% of our money is spent on customer and community services
- 1% of our money is spent on culture, leisure and parks

For adult social care, this includes short-term help and longer-term support for people with more complex needs. We provide support with independent living, including transport, housing and care for residents who are finding it difficult to manage at home.

We are committed to providing the best start in life for our children and young people. Our services for Brent's children and young people include, but aren't limited to, overseeing community schools and ensuring access to high-quality education, support for children in care and foster families, youth offending services, and support for children and young people with special educational needs and disabilities.

Working with others to deliver services

To make sure we're delivering the services our communities need, we work with partners like the NHS, Metropolitan Police, London Fire Brigade and other government agencies, as well as with local voluntary organisations, community groups and businesses. We're also committed to supporting residents to take action in their local areas.

We always want to hear from our communities to help us shape services around their needs within the resources we have available. Whether that is online through the Have Your Say platform, in person at one of our many events, or putting questions to elected officials at Council meetings, we have a range of opportunities for people who live and work in Brent to be involved in decision making.

Brent Council's priorities

Priority one – A borough to be proud of

We want Brent to be the best place to live, work and build a future, with neighbourhoods that are safe, welcoming and vibrant. We want it to be a place that people are proud of and celebrate.

We will work with residents, communities and businesses to invest in our homes, town centres, streets and green spaces, so people of all ages have places and spaces where they can live good lives.

Our focus areas

To see these ambitions come to life, we'll focus on three key areas:

- A good place to call home
- Thriving town centres and high streets
- Cleaner, greener, safer neighbourhoods

A good place to call home

This means:

- We will do everything possible within our means to end homelessness in Brent
- We will help everyone in Brent to access a safe, secure, quality and affordable home that meets their needs and supports them to live a good life
- More people are supported to stay in their homes, because early help prevents problems from escalating and reduces the risk of homelessness
- People experiencing homelessness are supported into stable accommodation and given the right support to regain independence
- Council tenants live in safe, well-maintained homes and receive reliable and responsive services that are focused on their needs
- Private renters live in good quality homes, understand their rights and are protected from unlawful and unfair treatment

To deliver this we will:

- Work with partners and across services to help people stay in their homes, including by providing access to the early advice and support they need
- Increase access to affordable and suitable homes, through new supply and better use of existing housing
- Explore making homes more resilient to changing climate conditions, including hotter, drier summers and colder, wetter winters
- Reduce the need for, cost of, and time spent in temporary accommodation, by helping more people move into stable homes
- Improve the quality, safety and maintenance of council homes, and act as a responsible and reliable landlord to our tenants

- Work with landlords and housing providers, and act where needed, to improve housing conditions in the private rented sector
- Launch a Housing Compact between the Council and social housing providers that sets out how we'll work together to address the housing crisis and deliver better outcomes for residents

Thriving town centres and high streets

This means:

- Residents, visitors and business owners experience high streets and town centres that are safe, clean, welcoming, green and well-maintained places to visit, spend time and do business
- Residents have easy access to a diverse mix of essential services, independent businesses, culture and leisure opportunities close to where they live, with fewer vacant shops and premises
- Communities see fewer concentrations of businesses that undermine wellbeing, such as vape shops and gambling arcades
- Residents feel proud of thriving high streets and town centres that reflect the character, identity and ambitions of their communities, with attractive public and green spaces
- Local businesses are recognised for the contribution they make to the local economy and supported to thrive, with more businesses choosing to invest in Brent

To deliver this we will:

- Work with local people and businesses to make Brent's high streets and town centres safer, cleaner, greener and more attractive
- Continue to take strong action to reduce the concentration of premises that undermine community wellbeing, including vape shops, rogue traders and gambling arcades
- Continue to invest in and support Brent's small businesses to start, grow and succeed
- Work to secure local control over income from the new visitor levy, so that we can invest in Brent and maximise benefits for local businesses and residents

- Develop a new Town Centres Strategy, that sets out how we'll invest in town centres and high streets, and work directly with businesses and communities to identify opportunities to improve them
- Embed culture and creativity into our high streets and town centres through community-led events, public art and creative use of spaces
- Review parking arrangements across the borough to make sure they remain fit for purpose and work well for everyone
- Work to make sure our businesses benefit from Brent being home to Wembley Stadium and hosting major national and international events such as UEFA EURO 2028

Cleaner, greener, safer neighbourhoods

This means:

- Residents take pride in their neighbourhoods, feel a strong sense of belonging, and have opportunities to shape and improve the places they call home.
- Residents enjoy streets and public spaces that are safe, clean, green, vibrant and welcoming, and designed around how people live, move and spend time
- Everyone feels safe and secure where they live, and as they go about their day-to-day activities, because crime and violence are tackled effectively by the Police working collaboratively with the Council and other partners
- People can choose from a range of transport modes to get around and access the services and amenities they need, including having more opportunities to walk, wheel and cycle
- People can travel around Brent easily on safe, well-maintained roads and pavements
- Everyone can access high-quality parks, open spaces and tree-lined streets across the borough, which help to address the impacts of climate change and support a more resilient Brent
- Air quality is improved across the borough, and action is taken in hotspots where pollution is at its worst

To deliver this we will:

- Work with partners, including the Metropolitan Police, London Fire Brigade, voluntary sector and others to tackle violent crime and strengthen safety in our communities

- Develop and deliver our new Community Safety Strategy with key partners
- Install emergency bleed kits in key locations across the borough and continue working with partners on knife amnesty and tackling knife crime
- Work in partnership with the Police to identify options to strengthen neighbourhood policing
- Invest in our roads and pavements, including repairing potholes and making our pavements safe
- Build on our Don't Mess with Brent campaign to tackle fly-tipping and keep streets clean and well-maintained
- Work with communities to support local initiatives that improve streets and public spaces, such as community skips and clean up days
- Continue to take action to support our communities to adapt to and mitigate the impacts of climate change
- Work with communities to plant more trees and create greener spaces across the borough
- Continue our work to introduce more green corridors throughout the borough, to link active travel routes and green spaces
- Continue to monitor and report on our air quality status to drive progress towards cleaner air across the borough
- Do everything possible within our means to try to achieve net zero for our corporate estate and operations by 2030
- Work with partners and continue to invest to ensure that residents have access to a range of transport options, including more options to use public transport, walk, wheel and cycle
- Develop new, and expand existing, School Streets where they can improve safety and reduce congestion and pollution around schools

Priority two – A borough where people thrive

We want Brent to be a place where everyone has the opportunity to build and live a good life, with access to the support, skills and opportunities they need to succeed. By supporting residents of all ages to learn, work, stay healthy and live independently, we will help people achieve their ambitions and build secure futures. We will focus more on intervening early where we can, providing the right support at the right time to

prevent needs from escalating as well as helping people navigate cost of living pressures.

Our focus areas

To see these ambitions come to life, we'll focus on two key areas:

- Tackling the cost of living by unlocking potential
- Healthy, active communities

Tackling the cost of living by unlocking potential

This means:

- Residents can access the advice and support they need to manage the cost of living early, to prevent financial difficulties from becoming a crisis
- Partners across Brent work together to reduce poverty and inequality and support residents to live secure and independent lives
- Doing all we can to alleviate poverty for children and young people, by putting support in place to help them reach their full potential
- Everyone can overcome barriers to opportunity, with no one held back by disadvantage, or prevented from reaching their full potential
- Every child and young person across Brent gets the best start in life and has the confidence, skills and opportunities they need to reach their potential
- Children and families in Brent can continue to access high-quality schools
- More residents have the skills, qualifications and opportunities they need to secure good jobs and progress in their careers
- Brent has a thriving, inclusive economy where businesses can access the skilled local workforce they need to grow and succeed

To deliver this we will:

- Provide targeted support for residents facing financial hardship through programmes including the Holiday Activities and Food Programme, Resident Support Fund – Crisis Payments, and Council Tax Support Scheme.
- Provide residents with easy access to cost of living and financial and debt management advice and support through neighbourhood-based services such as Brent Hubs, the New Horizons Centre, Best Start Family Hubs and libraries

- Support residents to identify, access and navigate financial support they may be entitled to, including pensions and the Personal Independence Payment (PIP)
- Introduce an Education Maintenance Allowance to help remove barriers to education and opportunity
- Launch a School Uniform Grant and encourage more school uniform Swap Shops to help families manage the cost of school essentials
- Develop a new Inclusive Growth Strategy to raise skill levels, improve routes into good quality employment, support business and attract investment into the borough, to make sure that growth benefits Brent's communities
- Continue our work to invest in and support schools so they can support children and young people to reach their full potential
- Work with schools, colleges, universities and employers to help residents develop the skills they need for future opportunities
- Create more opportunities for residents to access training, apprenticeships and employment support
- Use council-owned spaces such as libraries and Best Start Family Hubs to help residents access support, develop new skills and take part in cultural and community life

Healthy, active communities

This means:

- Residents can access the health, care and wellbeing support they need at the right time, helping them stay healthy, independent and connected to their communities
- Brent is a borough where everyone can be active, play and lead a healthier life
- Everyone can access affordable opportunities to be active, regardless of their age, background or income
- Every resident can enjoy parks, playgrounds and leisure facilities close to home that are safe, welcoming and vibrant spaces to play, exercise and spend time outdoors
- People can walk and cycle safely and easily across the borough, with more opportunities to choose healthier and greener ways to travel

To deliver this we will:

- Work with communities where health outcomes are poorer, including through our Public Health services, the Brent Health Matters and Brent Active Together programmes, to reduce health inequalities and make it easier to get the right support early so people can stay well and independent for longer
- Work with partners to encourage more residents to be active, improve their health and wellbeing and live independent lives
- Invest in our parks and playgrounds to create better spaces for residents to be active and spend time outdoors
- Continue to find ways to improve sport and leisure infrastructure in Brent, including exploring options for a lido in the borough, renovating existing sites and looking at ways to ensure developers contribute to improving open space
- Improve access to affordable physical activity opportunities, particularly for children and young people
- Build on the opportunities created by Brent being home to Wembley Stadium to enable more residents to take part in sport, leisure and recreation, and ensure that hosting UEFA EURO 2028 leaves a lasting legacy of better facilities, infrastructure and opportunities for our communities

Priority three – A council that delivers for you

We are committed to delivering the best possible outcomes for the residents and communities we serve – and delivering the things we've said we'll do in this Plan.

To make sure we deliver our ambitions within the financial and organisational constraints we face, we need to work differently. Over the next four years, we'll be working hard to make changes to how we do things with and for our residents.

While much of this priority is about how we work as an organisation, it's also about how we work with others. Every day, community groups, voluntary organisations, businesses and individuals across Brent work tirelessly to make a difference in their communities. We want to support them, work alongside them and build on what they do to achieve the best possible outcomes for our communities.

We will:

- Put residents and customers first, organising our work around their needs and outcomes, instead of how our departments are set up, so that it is easier for residents to access and use the services they need

- Take early, preventative action to prevent people from reaching crisis point and reduce demand for services, especially homelessness and social care services
- Ensure financial sustainability so that we can continue to afford to deliver the services that matter to residents
- Work in neighbourhoods and in a joined-up way with partners to deliver services and support in the places people live and spend time
- Empower our communities to shape a better Brent, by involving them in decision-making, enabling local action and working with them to improve services
- Empower our staff to question, innovate and lead by developing the leadership, culture, workforce and skills that we need, so that we continue to find ways to do things differently
- Use data, insight and digital tools so that our decisions are evidence-based and we can deliver services more efficiently
- Lead by example by using the Council's spending, jobs, buildings, contracts and relationships to deliver benefits for the local economy by supporting local people, community and voluntary sector organisations and businesses

Our work to change how we do things will mean that you:

- Find it easier to get the support you need, because our services are simpler, more responsive and designed around what matters to you
- Only need to tell us your story once, because our council teams and partners will work in a more joined-up way around your needs, rather than you having to navigate separate services
- Will see more of the council's time and resources focused on the things that matter the most to residents
- Benefit from a council that is better able to manage its resources and respond to future challenges, because we make clearer choices about how we spend our money, and focus on preventing problems and managing demand
- Receive better services from a council that continues to improve, because we invest in the right leadership, skills, technology, data and culture to develop new, innovative and better ways of working
- Are more confident that the council is delivering on its commitments, because we have clearer plans, measures and governance arrangements in place to ensure we're accountable for the priorities that matter to residents

- See us supporting and working more closely with public services, businesses, voluntary and community organisations and other partners to improve outcomes for Brent's communities
- Hear more regularly about the work we're doing and have more opportunities to share your views, get involved and help shape decisions about what happens in your local area
- Have more opportunities to work with us to improve how we're delivering services, and have our support to take action in your local area to address challenges and make the most of opportunities

Our values

As well as being guided by our commitment to delivering good outcomes for residents, our organisational values will guide everything we do.

Collaborate proactively – this means collaborating and working together to create change and build a stronger, more inclusive Brent.

Lead Inclusively – this means celebrating diversity and embracing fairness and respect, because every voice matters at Brent.

Embrace Change – this this means being flexible and agile, taking bold steps towards our ambitions and building resilience with every change we make.

Be Bold and Curious – this means being creative, curious and bold, breaking barriers and embracing innovation to find better ways of delivering for residents.

Celebrate and Share Our Success – this means celebrating our strengths and achievements, and the pride that we have in Brent, so that we can unlock greatness and reach new heights together.

Turning ambition into action

The Council Plan sets out what we want to achieve over the next four years. Delivering on our ambitions will require focus, accountability and a commitment to working together and doing things differently. This section explains how we will turn our ambitions into action, how we will measure progress, and how we will keep residents informed about the progress we're making.

How we'll deliver on this plan

This Plan will guide the council's decisions, investment and day-to-day activity over the next four years. Each priority is supported by a set of outcomes and actions that will help us focus our efforts on the things that matter most to residents.

We'll develop an annual Delivery Plan that will sit alongside the Council Plan, which will set out in more detail what exactly we're doing to deliver on the promises we've made in the Council Plan.

Delivering our ambitions will require us to work closely with our communities, partners and businesses, making the most of the strengths that already exist across Brent.

Monitoring our progress and keeping residents informed

We will be accountable for delivering this Plan and ensure that progress is regularly reviewed by councillors and senior leaders.

We will use a range of performance measures to track our progress against the priorities in this Plan and to understand the impact our work is having. We will report regularly to Cabinet and via our communications channels on the outcomes we're achieving and difference our work is making.

Regular reporting on our progress will help us to celebrate successes, identify where more action is needed and continuously improve the services we provide.

We will continue to listen to feedback and use a range of channels to keep residents informed and involved.

Spending every pound with purpose

Like all councils across the country, we face increasing demand for services alongside significant financial pressures. This means we cannot do everything at once and must make careful choices about where we focus our resources. Through the annual budget setting process, we will prioritise spending on the services residents rely on most, invest in prevention where it can reduce future demand, and target resources where they will have the greatest impact on people's lives. Our decisions will be guided by the priorities set out in this Council Plan, so that every pound we spend, every decision we make and every service we deliver is aligned to the outcomes that matter most to residents.