

Appendix A – EDI Strategy Progress Updates by Commitment

Objective 1 – Inclusion: Accessibility and Cohesion

Commitment	Progress Update
Refresh Communication Strategy to ensure accessibility	As we look to the end of the current Interpreting and Language Services contract in 2026, we are exploring ways to improve the reliability and quality of the service - especially for British Sign Language interpreting. We are exploring piloting new tools that leverage the latest technology, which could allow us to improve inclusion and accessibility while also saving money. We continue to improve our written communications, to make sure that everything we publish is in plain English and easily understood. Part of this involves educating, supporting and guiding the services we work with. We promoted the new Inclusive Language Guide internally. We continue to make sure the imagery we use across our corporate channels is inclusive. From the magazine to flyers, banners and social media posts, we are always conscious of getting the right gender balance and ensuring people pictured reflect the communities we serve when it comes to ethnicity, religion, disability and LGBT+.
Review internal approach and use of inclusive and accessible language	The updated Inclusive Language guide and Equality Monitoring Guidance were launched in September 2025, as part of National Inclusion Week. Both documents are available on the intranet for all staff to access, and were promoted as part of the week's activities. The updated Inclusive Language guide includes new dedicated sections on care experience, socio-economic status, neurodiversity, dementia, and immigration. It also makes clearer the distinction between ethnicity and race, and provides a definition of those terms. The gender identity section was expanded, with additional guidance around pronouns. The Equality Monitoring guidance was updated to include care experience and socio-economic status, and includes a 'Question Bank' of standardised equalities questions to ask across different protected characteristics. Work is ongoing to ensure services are following the updated guidance around collecting equalities information, and updating relevant systems where necessary. Both the inclusive language guide and equality monitoring guidance are promoted during the Anti-Racism and Inclusive Practices training.
Raise awareness of accessibility services (e.g., SignVideo, translation)	For 2024-25 the number of calls recorded to SignVideo was 1,260 amounting to 200+ hours. SignVideo is an accessibility service provided for residents calling the contact centre who require assistance with British sign language. This service is advertised on the Brent website. Feedback suggests that an on-demand BSL video

	interpreting service would be useful for services outside of the Contact Centre - something we intend to explore as part of the new language services contract. Over the past year (Oct 2024-Oct 2025), officers used the telephone interpreting service 14,910 times (80% of DALs bookings), booked video interpreting 1,547 times (8%), booked face-to-face interpreting 1,958 times (11%), and translated 166 documents (1%). We hosted a workshop with officers from a variety of teams who use DALs in mid-November to listen to their experience of using today's service and their asks of the future service as the current contract comes to an end. They told us that the reliability of BSL interpreting could be improved (181 BSL bookings via DALs in the last year) - we know that there is a supply/demand issue with BSL interpreters, an issue which isn't unique to Brent, but there may be opportunities to improve this through a new contract. Despite making up just 1% of bookings, translation of documents accounted for 14% of spend with DALs. Video accounted for 23% of spend, and face-to-face 21%. We believe there could be opportunities to significantly reduce the spend on document translation by using existing in-house tools, now that large language models are more sophisticated and can interpret context. The most booked languages over the past year were: Arabic (6,059), Farsi (1,444), Portuguese (1,092), Somali (993), Polish (931), Gujarati (898), Tamil (672), Romanian (567). As part of the contract review, we will cross-reference this usage with Brent's Census data."
Increase awareness of, and establish new forums to better understand residents and communities	We continue to promote our front facing resident forums: Brent Connects, Pensioners Forum, Brent Multi-faith, Disability Forum. The team continue to increase awareness of all front-facing forums through various engagement methods. All the forums are resident, and member led, meaning agenda topics are tailored to each forums concerns and needs. The annual attendance across all of our forums 1,982. Pensioners, disability, multifaith forums (1153) and Brent Connects forums (829). Using the same Engagement and Promotion efforts have increased awareness and participation across our forums. The Disability Forum has attracted new attendees, while the Pensioners Forum has seen renewed interest in membership. Brent Connects continues to experience a steady rise in attendance compared to previous rounds, supported by a robust digital engagement strategy - including targeted social media promotion and positive 'word of mouth' from participants. The multi-Faith Forum continues to reach out to denominations not yet represented, though overall membership has remained relatively stable in recent months. Consultations (Brent's Have Your Say portal)

	Since October 2023 registered users to Brent Have Your Say consultation portal have doubled - from 3,849 to 8,639 in June 25, a 124% increase. Beyond registration growth, resident participation defined as users or visitors actively engaging in consultations (posting, commenting, or responding to surveys) has risen dramatically. Participation increased from 1,301 (January 2020–October 2023) to 8,109 in November 2025, representing a fivefold increase (523%) and signalling a strong upward trend in civic involvement. A new translation feature was also added to the portal this year – Consultations on the platform can now be translated into Brent’s top 10 languages, making it easier for more residents to take part. Languages are: Gujarati, Polish, Arabic, Portuguese, Tamil, Somali, Romanian, Urdu, Persian/Farsi and Nepalese This significant growth reflects the combined impact of: • Targeted internal and external promotion of the Have Your Say platform • Strategic mobilisation of the Community Engagement team’s expertise; and • The increasing number of council officers trained and supported to use the platform effectively. Together, these efforts have strengthened Brent’s culture of diverse participation and reinforced the Council’s commitment to meaningful resident engagement. Other Community Engagement activities include: Community Cohesion Day Brent Council, in partnership with the Jason Roberts Foundation and funded by MHCLG, hosted Community Cohesion Day at The Pavilion, Stonebridge, in May and June 2025. Over 1,000 residents attended two vibrant days of cultural showcases, live performances, and free activities, celebrating unity and inclusion across Brent. Radical Place Leadership in Harlesden This programme is redesigning the neighbourhood model through co-design and co-production, ensuring Harlesden’s diverse communities shape local decisions. The Community Engagement Team builds trust, facilitates dialogue, and amplifies voices to make the process inclusive. Roma Community & East African Cultural Event We’re engaging the Roma community as part of the GRT draft strategy and working with Irish Traveller and Eastern European groups to strengthen relationships. On 29 November, Brent will host an East African Cultural Event featuring traditional dances, cuisine, and the coffee ceremony, celebrating Somali, Ethiopian, and Eritrean cultures.
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Adapt services to provide flexible options (e.g., Brent Hubs, Libraries)	The Community Wellbeing Service at New Horizons has continued to embed and strengthen its integrated delivery model, demonstrating clear impact across multiple service areas. The centre is now operating effectively at scale, with Housing Options supporting an average of 100 families per week. In addition, Sufra NW London currently supports over 500 members through the community shop and café, alongside a range of wraparound services including employment support, welfare advice, and wellbeing sessions. This integrated model has improved accessibility for residents with diverse and complex needs by providing multiple services within a single, trusted location. Co-location has reduced barriers to access, particularly for residents who may experience financial hardship, language barriers, digital exclusion, disability, or other vulnerabilities. In line with our EDI commitments, services continue to be adapted to provide flexible and responsive options for residents. Through Brent Hubs and partner delivery, residents are able to access support via walk-in appointments, pre-booked sessions, community outreach, and targeted wellbeing activities. This flexibility ensures that services are responsive to differing needs, cultural contexts, and personal circumstances, enabling greater inclusion and earlier intervention. Building on Year 1 of the New Horizons Centre, Year 2 will focus on strengthening partnership working, improving coordination between services, and ensuring that support is person-centred. The success of the centre demonstrates the value of integrated, community-based provision in reducing inequality and improving outcomes for residents across the borough. Brent Libraries achieved Bronze status as Dementia Friendly venues, and are continuing to improve staff awareness. Staff training sessions are continuing in Spring 2026, alongside learning from Brent L&D team. We have worked closely with Public health team to deliver these sessions. Brent Home Libraries and Outreach Services continue to support a wide range of community based settings, including nurseries, community organisations, and readers who cannot make it into our libraries. Currently sending books and resources in to 66 organisations. We have 93 home library readers and not only provide books now, but also include puzzles, which are proving popular. From April 2025 to the end of Jan 2026 we have sent out a total of 27,551 books to organisations, and 5,728 to Home readers. Book Start packs are distributed across Libraries, nurseries (including the ones attached to schools), health centres and various outreach events. From April 2025 - Dec 2025 we have distributed 9,756 packs to Brent children and young people, and their families.
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	The Outreach team also currently co-ordinate volunteering & work experience placements across the libraries. From April 2025 - Dec 25 we have placed 136 volunteers/work experience students. In 2025/26 Brent Libraries have been leading the delivery of phase 2 of Dress to Remember. Dress to Remember is a creative programme bringing Brent residents together to celebrate memory, identity and diverse cultural heritage. Developed by Brent Public Health, Libraries, Culture and Heritage with Tuareg Productions Ltd, the project centres people living with dementia while encouraging intergenerational involvement. Participants from two community centres (Elders Voice and the Bhakti Dharma Centre) take part in workshops, guided walks, museum visits, photography and storytelling, pairing older residents with younger participants to share memories, clothing traditions and lived experiences. Supporting residents, carers and families, the programme helps people reconnect with one another and community life. In February we hosted 'Dress to Remember: An intergenerational discussion on dementia' at the Civic Centre. This forum featured interactive discussions, video screenings, and a monologue by Marsha Millar (Top Boy). It was designed for families and carers, young people, community leaders and councillors, dementia care organisations, Brent residents, and the wider community. Students from Nottingham Trent University London are supporting the project by collecting oral histories and capturing activities through film and photography to promote empathy and inclusive practice.
Assess council refurbishments and review accessibility of buildings	We have successfully accredited 19 sites under the Dementia Friendly Venues Charter. These include 6 Libraries, 2 Sports Centres, 2 Day Centres, 8 Family Wellbeing Centres, and Brent Civic Centre. 1 of the 19 venues (Vale Farm Sports Centre) achieved a Gold rating. Accrediting 19 venues is a positive step towards making Brent more dementia-friendly and inclusive. Residents living with dementia, along with their families and carers, can feel more confident accessing everyday spaces, with improved staff awareness and more accessible environments. These changes also benefit a wider group of residents, creating services that are more welcoming for all. Building on Year 2, the corporate EDI team will continue working with venue managers to support accreditation and ongoing improvement. This includes providing practical guidance, identifying low-scoring areas and recommending targeted actions, and embedding accessibility into planned works. As part of the Property Strategy approved in 2024 we are progressing with tenant surveys to establish accessibility status and identify improvements required. To date the responses from tenants have been poor but the team are

	chasing. The survey outcome will enable the Council to establish how well the Commercial portfolio is meeting accessibility standards and what can be done to improve accessibility. If tenant information is not forthcoming the commercial property team will carry out site inspections. This will be undertaken through 2026, with an estimated completion date of April 2027, after which the team will assess how best accessibility improvements can be made. The Drum Wembley is a fully accessible venue. Facilities include or can arrange the following: • Blue badge parking onsite. • Wide doorways and access routes. • Clear signage. • Changing facilities and accessible toilets with support bars. • Flexible seating options for people with varying needs, such as those who require seating with additional support. • Hearing loop systems. • Availability of sign language interpreters or live subtitling during events or presentations. • Multiple lifts to accommodate specific mobility needs. • Accessible emergency exits and routes. • Staff trained to assist people with disabilities in case of an emergency evacuation. The Events team are equipped with the knowledge and skills necessary to accommodate accessibility requirements for all events. This covers a wide range of topics, including understanding various disabilities, the legal requirements for accessibility, and the specific needs of attendees with physical, sensory, and cognitive impairments. The team is also trained to implement inclusive event practices, such as providing accessible seating, ensuring clear signage, arranging for interpreters or captioning services, and offering dietary accommodations.
Establish a new approach to EDI events, supporting community-led celebrations	As part of the new 'Enabler Approach', Brent launched the Love Where You Live (LWYL) Celebrating Diversity Fund in 2025. The fund was established to support the delivery of a programme of community cohesion and inclusion events across Brent, while strengthening collaboration with local stakeholders and enabling them to play a more active role in bringing communities together. The overarching aim of the grant was to support communities to organise events that foster community cohesion, tackle isolation, promote inclusion, and celebrate diversity in Brent. A total of £30,000 was made available through the fund. Registered organisations and Brent residents were eligible to apply for grants of up to £1,000, while collaborative bids from two or more registered organisations could apply for up to £5,000. By the closing date, a total of 58 LWYL applications had been received, comprising 30

	applications from organisations and 28 from residents. 12 applications were approved for funding and the full £30,000.00 was allocated to these projects. 7 are organisations and 5 are residents. The 2025 events programme under the refreshed approach, which includes Holocaust Memorial Day, Disabled People's Empowerment Month, Islamophobia Awareness Month, and Black History Month delivered strong overall performance, with high levels of satisfaction and positive resident impact. Key strengths included high-quality content, engaging speakers, inclusive environments, and very high willingness to attend future events. Feedback shows events are particularly valued as spaces for learning, community connection, and sharing lived experiences. Areas for improvement included earlier and clearer communications, event pacing, and clarity of messaging. The most consistent challenge was audience reach, including footfall and diversity of attendance.
Embed an engagement programme in schools giving young people a comprehensive overview of Brent's history and heritage through Libraries, Arts and Heritage	Becoming Brent was completed in October 2025. Key Developments: <u>History of Black History Month (BHM 2025):</u> A session with young people took place during BHM 2025 and featured Rosemary Laryea in conversation with Professor Kehindi Andrews, academic, author and activist. This event took place as planned, and feedback was very well received. <u>Becoming Brent Schools Project (March–June 2025):</u> This project was intended to support Brent's commitment to being an anti-racist borough by encouraging students to engage critically with Britain's colonial history, including Wembley's role in the British Empire Exhibition. Unfortunately, this did not take place due to a lack of appetite from schools to participate. <u>Autism-Friendly Mornings at The Library at Willesden Green:</u> These sessions offer a quiet, supportive environment for children aged 3–15 and their families to explore books, museum collections, and the Becoming Brent exhibition. This has been successful and is now going to be trialled at Wembley Library. <u>Public Talks and Cultural Events:</u> A series of high-profile events took place, including In Conversation with George the Poet and a documentary screening exploring Brent's Black Music History featuring Big Zeeks and a panel of experts. These events were open to all but were designed to appeal to young people. The formal evaluation report indicated a very high level of satisfaction with the public programme.

	<u>Postcards in Perspective: Brent Now and Then:</u> This interactive workshop used archival postcards from the British Empire Exhibition to explore decolonisation and changing perspectives of Brent. These sessions were open to all but deliberately designed to attract younger audiences. This was very successful, and two sessions were delivered. Although strong foundations have been established, several areas require ongoing attention: 1) Broader School Participation: Encouraging increased school engagement with Becoming Brent initiatives remains a challenge. Tailored support for teachers and enhanced outreach strategies may support higher involvement. 2) Resource Development: The development of accessible, curriculum-aligned educational resources—particularly digital content—remains an area for growth. This has proven difficult due to lack of appetite from schools. However, our regular schools engagement programme across Libraries and Heritage continues.
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Objective 2 - Narrowing the Gap: Addressing Inequalities

Commitment	Progress Update
Refresh EIA approach	The refreshed EIA template and guidance, which integrates both care experience and socio-economic status following internal recognition of those protected characteristics, was launched in November 2025. The updated template contains a two-column structure for impact, requiring both data and narrative detail. It also requires six monthly reviews for any EIAs which have significant or negative impacts. An accompanying SharePoint repository for EIA submission and for reviewing existing EIAs to learn from good practice, is also being launched as part of the refresh, which will support with delivering cumulative analysis of EIAs.
Address attainment gaps for vulnerable groups in partnership with Brent schools.	The Brent Race Equality Programme, launched in December 2024, continues to scale, with 10 universal training sessions delivered and 12 additional courses introduced, alongside increased staff participation. Engagement remains strong, with 39 schools registered for the Anti-Racist Schools Award, 23 schools participating in Every Future Foundation programmes, and 5 infant and nursery schools engaging in targeted workshops. Six secondary schools are using the Flair data platform to inform targeted action, with most participating schools implementing anti-racist policies and receiving coaching support. Schools are increasingly using data systematically, including logging and analysing racist incidents, reviewing behaviour and exclusions through race and SEND lenses, and incorporating staff and pupil voice to better understand belonging and lived experience.

	Work to reduce exclusions and disproportionality includes staff training, pupil workshops and restorative approaches, alongside curriculum review support accessed by two-thirds of enhanced schools. Effective approaches include in-school coaching, data-informed practice and structured frameworks such as the Anti-Racist Schools Award. Early evidence shows more consistent responses to racist incidents, reduced repetition in some schools, and increased confidence among pupils and staff in reporting concerns, indicating improved trust and psychological safety. Schools are also better able to identify disparities, including over-representation of Black pupils and pupils with SEND in behaviour data, enabling more targeted leadership action. While it is too early to evidence attainment and exclusion outcomes, impact is strongest in culture, leadership capability and systems, providing a strong foundation for longer-term reductions in disproportionality.
Continue to develop 'safe spaces' across the Borough and online.	Brent currently operate 15 Safe Spaces. The Community Safety Team have commenced plans to establish a safe space at Willesden Green library. This is our flagship library in Brent, and we also have the CYP/Early Help teams based here so this is an ideal location. Our Domestic Abuse Service provider Advance have confirmed that they will provide the training sessions for the staff at the library. We are in the process of liaising with the library manager to agree dates for the training sessions. Once this safe space is established, we will work towards expanding this to Wembley library. The take up of the safe space project at the LDO In Wembley has been lower than expected. We are currently waiting for Solace to provide us with the take up data for quarter 4 so that we can assess whether there has been an increase since the last quarter. We will consider how we can promote the project in collaboration with Solace. The expansion of the safe space project at Willesden Green library will allow us to engage with residents from other parts of the borough and to increase awareness of the services that are available in Brent.
Address disproportionality in fixed and permanent exclusions in schools	We continue to focus on disproportionality and inclusive practise in partnerships with schools in Brent and regularly review school level data with headteachers. The data team has upgraded our YTD Exclusions dashboard following feedback to assist with this and a disproportionality dashboard is currently in under development to become live shortly. This will allow active tracking of exclusion disproportionality across a range of metrics and by school allocation of the ISOs. One focus area was exclusions (PEX and suspensions) for boys from black ethnic groups. This fell from 201 exclusions in 2023-2024 to 100 in 2024-2025. For the academic year to date (2025-2026) there 101 exclusions

	for this group. Exclusions for CYPs with SEND fell by 939 exclusions (27.7%) from 2023-2024 to 2024-2025. For this academic year there are 463 exclusions for CYPs with SEND for YTD, which is tracking lower than last academic year. No looked after children were permanently excluded in 2024-2025 or to date for 2025-2026. We have a renewed focus on socio-economic disadvantage, where rates of exclusions for CYPs identified as Pupil Premium (PP) or in receipt of Free School Meals (FSM) appear to be disproportionate. This continues and the new disproportionality dashboard will assist with monitoring and developing workstreams for this metric.
Provide targeted cultural and literacy programmes to combat disadvantage.	Brent Libraries and Archives continue to deliver a broad range of targeted cultural and literacy programmes aimed at reducing disadvantage and improving access to learning. Work is underway to make Brent Archives content publicly accessible via the Preservica digital platform in 2026. A diverse programme of activity has been delivered across the year, including termly school sessions combining reading, arts and culture (e.g. Royal Philharmonic Orchestra workshops, author visits and storytelling), alongside borough-wide initiatives such as the Spine Festival (in partnership with 16 library services) and the Summer Fun Festival, which engaged 2,524 children with 1,233 completing the programme. Targeted programmes include Telling Tales (68 participants), Booktrust storytime programmes (over 1,100 participants), and Empathy Day and Refugee Week activities, reaching children and families across the borough. Targeted inclusion work has been strengthened through programmes such as robotics workshops (531 participants across 5 libraries), supporting STEM learning for children from disadvantaged backgrounds and those with English as an additional language. The Dress to Remember dementia programme (240 participants) has expanded inclusive outreach, successfully engaging residents who are less likely to access library services, while Public Health partnership community days have further extended reach and improved engagement with underserved communities. Early evidence indicates strong participation and positive outcomes across programmes, particularly in supporting literacy, confidence and wellbeing for children, families and older residents. The most effective approaches combine targeted outreach, partnership delivery and inclusive programme design. Key challenges remain around sustaining and scaling provision, including extending reach to more communities and securing ongoing capacity and funding to build on current impact.
Improve our understanding of	Two new needs assessments highlighting health inequalities have been published (one on Sexual and reproductive health, one on Air quality). The sexual health report led to collaboration with London Sexual Health

where and why health inequalities exist, in partnership with the NHS, and tailor our services appropriately.	service on research to target sexual health advice. With the NHS, we continue to monitor system KPIs and have introduced monitoring of KPIs for the 5 programmes, each with at least one inequalities KPI focus. Our analysis of health and care needs in emerging communities (Somali and Romanian) was presented at national conference, showcasing Brent's commitment to understanding inequalities using data. In the last 12 months (to Sept 2025), BHM held over 100 public health events with over 4000 attendees. 48% were from Asian ethnic groups and 25% from Black ethnic groups; 25% from most deprived fifth of areas; 20% in factories and 17% via buses going to community locations. Other events include the dental event programme held at schools and libraries across the borough. Over 3000 children have been examined by dental professionals in the past 5 years. In 2025 Syrian children were recorded for the first time, with 40 Syrian children examined and found to have high caries prevalence (85% vs an average of 34% overall at Brent dental events). This may be the result of Syrian families fleeing the country amid a severe hunger crisis in an ongoing and complex conflict. Malnutrition results in a lack of essential nutrients which can weaken teeth and gums, making them more susceptible to caries, decay, and infections.
Enhance digital inclusion by identifying exclusion areas and improving connectivity, skills, and device access.	The council has continued to strengthen digital inclusion through a combination of infrastructure, access and skills-based interventions. Full fibre broadband has now been expanded to 24 council-owned sites, alongside small cell installations improving 5G connectivity across public spaces. A Mobile Coverage Checker has also been introduced to improve resident access to reliable connectivity. Targeted support continues for residents at risk of digital exclusion. In 2024/25, 572 devices were distributed (including laptops, tablets and mobile devices) through the Resident Support Fund and partner referrals, ensuring support is focused on those most in need. Targeted skills programmes include digital confidence workshops for the 50+ cohort and Build and Code sessions for young people (ages 8–11), supporting both inclusion and future skills development. This work is supported by the 2026–28 Digital Roadmap, which prioritises inclusive digital access, accessible services and the ethical use of AI. Early evidence shows improved access and engagement; however, digital exclusion remains a significant challenge. Around 18–20% of adults in Brent are estimated to be digitally excluded, with risk concentrated among older residents, low-income households and disabled people. A continued focus on targeted intervention and infrastructure will be critical to reducing this gap.
Continue to co-design services with communities,	We have engaged with residents with lived experience of homelessness as part of our work to develop a refreshed Homelessness & Rough Sleeping Strategy. Over the coming months, we plan to engage more with residents with lived experience of homelessness to shape up the work we're doing on preventing homelessness,

building on models like Community Hubs and Family Wellbeing Centres.	as part of the Embrace Change portfolio. Engagement with residents with lived experience of homelessness, notably through Crisis' group, has helped to shape the support offer that the Integrated Neighbourhood Team puts into practice on the ground. This has also given strong insights into how our existing services are currently working, and how we can improve (this has helped in providing feedback that is shaping the Preventing Homelessness programme). Through engagement with residents, community leaders and VCSE organisations, we have learned a lot about community priorities and barriers. Learning from these conversations has emphasised the need for greater visibility of and join up between council and statutory services and the development of a One council approach. It has also emphasised the latent capacity within communities themselves to play a bigger role, and helped us to understand how the Council can act as an enabler for this (through provision of spaces, streamlined approaches to neighbourhood funding and supporting community leadership etc.). These learnings are shaping a number of test and learns as part of the Working In Neighbourhoods Programme (formerly Radical Place Leadership). We are testing new approaches to Community-led and community-powered initiatives (e.g. Roundwood Park Nature Connection Centre, Avenue Road Improvement Plan etc.) and identifying ways that we can amplify resident voice and influence systems change (e.g. in our approach to Council-owned spaces and collaboration with VCSE). A diverse cross-sector steering group has been set up to strengthen collaboration and empower the VCSE sector to lead change. Its first joint project (Shaping the future of Brent's VCSE) brought together local VCSE organisations, the Council and partners to better understand the sector's needs and aspirations and explore how we can work together to build a stronger, more inclusive civil society. The outcomes of the event will directly inform a new support offer for the sector. The group is also planning a Social Value Summit to shape Brent's approach to social value and co-create a Social Value Charter for local organisations.
Adapt Brent Hubs' support to assist residents facing the cost-of-living crisis.	Brent Hubs, in partnership with Sufra NW London, continue to develop and adapt their support and advice offer as part of the Community Wellbeing Service at the New Horizons Centre. The service is now operating five days a week, successfully delivering integrated support alongside Sufra's hot meals, wellbeing sessions, and discounted shop for members. Take-up across all services has been positive, demonstrating the value of co-located, wraparound provision for residents with diverse needs. Sufra continues to build membership and engagement, while Housing Options is supporting an average of 100 families per week. Adult Social Care services, which have been operating 3–4 days per week, are also moving towards full five-day provision. Together, these services are providing flexible, accessible support and advice across the borough, improving outcomes and reducing barriers for residents,

Establish an EDI monitoring dashboard to collect and share insights that improve services.	The EDI monitoring dashboard continues to operate and we continue to make adaptations to improve its impact and accessibility. We have also built bespoke and service-specific EDI dashboards to support service level monitoring and delivery, this includes HR, Brent Starts, CYP and New Horizons
Provide specialised employability support through Brent Works and commissioned services to boost social mobility, especially for those facing labour market disadvantages.	Via The UKSPF Programme Brent Works continue to support residents who need to additional support to improve their life and opportunities to work. In addition, through the mental health forum they work with partner organisations to provide advice and guidance and help residents to secure employment. In 2025 Brent Works placed 52 residents apprentices and 108 residents in to apprenticeships Brent Start offers digital skills at both at Stonebridge and at the Brent Digital Skills Hub and delivers digital skills suitable for all levels from basic to advanced. In this academic year, Brent Start has supported 396 people through its digital skills courses. Out of the 396, 306 are unemployed and approximately 210 are on benefits. Employment and job stability: A number of learners advanced in their careers, with 0.5% being promoted in their current jobs, 3.6% securing new full-time jobs, and 6.3% finding new part-time jobs. These figures reflect the effectiveness of our programs in enhancing employability and career progression. Additionally, 15.7% of respondents have remained in the same job, indicating job stability and satisfaction among a significant portion of our learners. 1.0% of learners set up their own businesses, demonstrating the practical application of skills acquired during their studies. 3.6% of respondents started volunteering, showcasing their dedication to community service and personal growth. This involvement not only benefits the community but also enriches the learners' own experiences and skills. Further Education: A substantial 22.8% of learners pursued further education, with 1.0% starting full-time courses, 3.7% enrolling in part-time courses at other colleges, and an impressive 18.1% returning for another part-time course at Brent Start. This commitment to continuous learning and skill development is a testament to the value our learners place on education The EDI Data Dashboard is used at Brent Start to identify and address a range of potential barriers affecting learner access, engagement, retention, and outcomes. At the moment the database is still at its early stages of use at Brent start but analysis of the dashboard has highlighted the need for more courses to be delivered in the Queens park and Kingsbury wards in Brent as engagement in these areas are well below the other wards.

Objective 3 – Establishing an Inclusive Workforce

Commitment	Progress Update
Strengthen corporate learning to embed EDI within the organisation.	Anti Racism training workshops have been delivered across the organisation at all levels and to date over 700 staff and managers have completed. This training is ongoing with scheduled sessions weekly. Facilitating these sessions are EDI and L&D colleagues, Equity Champions and Staff Network members who underwent a comprehensive train the trainer programme and helped to shape the module and delivery. Feedback has been consistently positive, with average ratings above 4.4 out of 5 across all questions. Participants report increased confidence in understanding key concepts, recognising racist behaviours, and applying anti-racist approaches in their roles. Many also indicate a stronger personal commitment to contributing to a more anti-racist organisation, suggesting an early shift in awareness and intent. In terms of inclusive leadership, early indications from feedback suggest that managers have a greater understanding and able to reflect on their responsibilities in setting inclusive team cultures and challenging inappropriate behaviours. The new management induction programme, which includes this training, is still being rolled out, and we will evaluate its impact on leadership practice once it is fully operational. There is a comprehensive programme of EDI activities available via the learning hub which are available for staff to complete Face to face and online modules in last rolling year include: Introduction to EDI: 262 staff attended Inclusive Leadership: 66 staff attended Management Induction 94 staff attended HR Modules (Workplace Resolution, Disciplinary and Grievance, Performance Management, Attendance (Sickness) Management) -144 managers attended We are also in the process of redesigning the management pathway. Management Induction has launched and we are reviewing the HR management modules which will form the foundation. We are currently piloting a new management development programme with Shared services comprising 12 modules and are aiming for this to be rolled out across the organisation in the Autumn. EDI will inform all the modules and is one of the key principles in design.
Establish a data informed journey of the employee	There is continual work on departmental data distribution with plans for the development of resulting action plans in early 2026. In addition, with the annual reports published, additional work to address the findings of the reports is in progress, such as the development of a working group to bring more young people into the council, and

lifecycle identifying trends across protected characteristics.	further deep dives into recruitment data affecting specific ethnic groups. Corporate work to raise the profile of equality impact assessment has been in train with plans to create a greater network of support for managers completing the assessment.
Establish and embed the internal Brent Council Anti-Racism Action Plan.	Actions arising out of the updated pay gap report will be progressed. We will continue to provide a mutual mentoring programme for our BAME staff and use L&D to support the progression of staff in the Council. In addition, we are signing up to a LGBTQ+ standard to ensure there is accountability for representation and support of these groups in the Council. We will also continue to provide additional assistance to our disabled staff through our Accessibility Specialist in the Council.
Ensure all staff have EDI performance objectives tailored to their roles.	The integration of EDI into formal performance objectives has evolved in line with changes to our performance management approach. As we move towards more regular one-to-one conversations, EDI is no longer set as a standalone objective. Instead, it is being embedded within our organisational values and behaviours, particularly through our focus on inclusive leadership. EDI expectations are reinforced through training and development activity, ensuring managers have the awareness and capability to identify and address inclusive practice issues in real time. This approach supports more continuous and responsive conversations, enabling it to be reflected more meaningfully in day-to-day management practice. There is continued work on raising the profile of the importance of sharing personal data in the Council through, not only communications channels such as the intranet and Viva, but also through the in-person training for all staff and the staff induction events to ensure seldomly heard from employees are informed. In addition, Equity Champions are encouraged to speak to their Directorates about this. Further work will be done to monitor the impact of these campaigns during the year.
Provide work experience within the council for young SEND residents.	Brent continues to advertise all its schemes, including work experience and apprenticeships inclusively, making applicants aware of the Disability Confident Guaranteed Interview Scheme and providing appropriate support where indicated. A work experience proposal which addresses a range of initiatives, including work experience, internships, student study placements, voluntary working and apprenticeships is due to go to PCG with a date to be confirmed. Brent continues to receive applications through the Disability Confident Guaranteed Interview Scheme. While we do not receive direct feedback from candidates, the scheme helps make the recruitment process more accessible

by giving people the opportunity to show their skills and experience in an interview, rather than relying only on a written application. We also offer a range of reasonable adjustments, such as extra time or rest breaks, sharing questions in advance, and providing questions in accessible formats whether printed, displayed on screen, or shared during Teams or in person interviews.

19 Brent residents (plus 3 participants from neighbouring boroughs) are taking part in the 2026 Supported Internship programme.

The largest concentration of placements is at Brent Civic Centre/Wembley Park with 9 participants (including 6 Brent residents).

Additional placement locations include:

- Harrow Retail – 3 interns
- Northwick Park – 3 interns
- Goldman Sachs – 2 interns
- Charing Cross Hospital – 1 intern
- Hammersmith and Fulham – 1 intern
- Mencap – 1 intern
- Royal Free Hospital – 1 intern
- Pavilion – 1 intern

The range of placements shows a strong cross-sector partnership providing meaningful work experience for young people.

Challenges: There are ongoing challenges in securing both internal and external placements due to the high level of support required from employers.

While outcomes are positive, the council recognises that tracking progression into employment, further education and other positive destinations remains a challenge due to the number of providers involved in delivery. Work is underway through the Inclusion Service to strengthen outcome monitoring for young people with Education, Health and Care Plans (EHCPs), supporting a more robust understanding of the effectiveness of different pathways and interventions.

Brent Start continues to support preparation for adulthood through its Supported Learning Programme, which provides tailored learning opportunities focused on employability, independence, digital skills and communication. During 2025/26 the programme supported five young people with SEND and is exploring the development of an NCIL-funded café to create further supported work experience opportunities.

	Next Steps: Planned next steps include expanding departmental participation, increasing manager understanding of inclusive employment practices, strengthening progression routes into apprenticeships and paid roles, and improving long-term outcomes tracking. Feedback continues to be highly positive, with young people developing confidence, communication skills, and independence, and managers recognising the valuable contribution SEND participants bring. The programme remains a key driver of the Council's inclusive employment and social value priorities. In addition, work is progressing through both the Brent Inclusion Strategy 2026-2029 and the emerging Employment and Skills Strategy to broaden employment pathways for young people with SEND. This includes increasing employer engagement, promoting supported internships through procurement and S106 arrangements, strengthening relationships with Disability Confident employers, exploring external funding opportunities, and developing the Welsh Harp Environmental Education Centre, which is expected to provide land-based vocational skills and employment opportunities for young people with SEND from 2027.
Support care leavers with work experience and apprenticeships within the Council	There is ongoing collaboration with the Care Leaver Team to arrange meetings with care leavers, determine what they are looking for in terms of interests and opportunities, and provide signposting where possible. No data is collated due to most young people not wanting to be labelled. One of the barriers we face as an employer is getting young people into apprenticeships or employment due to the salary on offer not matching their benefits income. More one to one support to identify roles of interest to the individuals has been offered via the LAC teams with some take up on roles not necessarily within the council. In addition enhanced one-to-one support has been provided alongside Employment & Skills in collaboration with LAC teams to help individuals identify roles of interest. As a result, some young people have proactively engaged in discussions about career pathways, including opportunities outside the council.
Reduce the ethnicity, disability and gender pay gaps.	The council continues to strengthen its understanding of workforce inequalities through detailed analysis of recruitment data and the introduction of an Inclusive Recruitment Guide to support fair and equitable hiring. This includes targeted work to identify barriers, particularly for disabled staff, alongside ongoing analysis of disparities, such as the fact that 80% of new joiners starting above the base spinal column point were men, and 20% were women. For other groups, it is hoped that the departmental action plans will go some way to address the Council-wide figures - for example, the lower levels of representation at more senior levels. This will be supported by the development of L&D's management pathways and learning offer

	Key challenges identified include delays and inconsistency in accessing reasonable adjustments and assistive technology, reliance on individuals repeatedly explaining their needs, variable manager confidence in supporting disabled staff, and uneven engagement across directorates. In response, a number of actions are being implemented, including the introduction of a Disability and Workplace Adjustment Passport to improve consistency and reduce duplication, Accessibility Drop-In sessions to provide personalised support, strengthened processes for accessing equipment and adjustments, and bespoke disability awareness training. There is also a continued focus on increasing engagement and accountability across Corporate Directors and Directorate Management Teams. Early indicators suggest positive progress, including increased engagement with accessibility support, more consistent and structured adjustment conversations, improved manager signposting, and enhanced data capture on disability-related needs. This work will be further supported by the development of management pathways, increased visibility of EDI data through Equity Champions, and the inclusion of care experience and socio-economic status as additional factors in addressing pay gaps.
Empower staff networks to foster open dialogue and support new groups as needed.	The networks have continued to provide engaging and awareness raising events, including for notable periods. Since the launch of the Early Careers Network, we have had various successful events such as an event for 'Jumping Into Management' and 'New Year Navigation: Map Your Goals'. In addition, the network participated in a competition for the Young Local Authority of the Year. The LGBTQ+ Network with the Race Equity Network have recently held an event to mark LGBTQ+ History Month and Race Equality Week. Interest was also recently generated during a joint in-person event hosted by the Staff Multi-faith Forum and the Community based Multi-Faith Forum when they held 'Faith Literacy' training, all to name a few. We have also continued to promote the Equity Champions - most recently through the Anti-Racism and Inclusive Practices training where employees are encouraged to speak to the ECs about EDI related issues and also where we have had some interest from employees to become ECs. Also, on an on-going basis the work of ECs is promoted through the Employee Induction process. Staff networks are represented at EDI Board meetings, providing a route to raise issues and influence organisational culture and decision-making. Overall membership has remained stable with steady growth, following a recent data refresh and cleansing exercise across networks.

	The Diverse Ability Network led an Autistica survey highlighting areas for improvements for neurodiverse colleagues, many of which were reviewed and are in the process of being adopted corporately. This also contributed to introducing neurodiversity as a category in the staff survey and played a strong role in the creation of an Accessibility Officer role. The LGBTQ+ Network survey identified areas for improvement, and helped to highlight the need for LGBTQ+ inclusion to become a year 2 priority area for the EDI Board. The Council has also commissioned Pride UK to support further development in this area.
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