

Appendix B – Anti-Racism Action Plan Updates

Commitment	Progress Update
PCG are visible and lead by example in relation to anti-racism, ensuring the organisation meets the expectations around anti-racism as defined in this action plan. Ideas and initiatives around anti-racism are visibility driven at the top of the organisation, to help permeate action and drive at all layers of the organisation. Existing networks and initiatives, such as staff networks and Cultural Diversity Champions, are supported by their Sponsor and their needs and ideas are represented at PCG.	Strategic Leadership
	The Staff Networks are becoming more established and strengthening their connections with PCG/Senior Management sponsors. With all Networks having co-chairs in place. Chris Whyte – Gender Equity Network Nigel Chapman – Diverse Ability Network Kibibi Octave – REN (including Black Staff Forum, Asian Staff Group and the Muti Faith Group) Minesh Patel – LGBTQ+ Network Marsha Henry – Early Careers Network Following on from bespoke EDI Reports provided to all areas of the Council last year, all Directors have now access to an EDI Dashboard, which enables them to review and monitor EDI data for their own Directorate. This data also includes information on the equal pay gaps (gender, ethnicity and disability) and enables comparisons against other Directorates and the Council overall. This data can be refreshed much more frequently, enabling more accurate data to action. To assist in the creation and action of an action plan for each area, meetings with Directors and DMTs are being set up, alongside Equity Champions where data is being reviewed, alongside input from the Equity Champions to see how the work can be progressed and monitored over time and communicated to employees, to be as impactful as possible. In addition, HR Business Partners will also be brought in to understand the data to assist in the input in this process.
Building on existing evidence and examples, Brent demonstrates and is seen as an	We are continuing our work on tackling race inequality and work closely with our Race Equity Network and the Black Staff Forum on awareness and educational events. The pulse staff survey in 2025 did highlight that 64 % of staff positively felt that the Council takes tackling racial inequality seriously, which was lower than would have been hoped and one percentage point lower than the last pulse survey in 2023. Since September 2025, mandatory Anti Racism and Inclusion training has been rolled out to all employees to gain a greater

organisation that understands racial inequality and seeks to be proactive in tackling injustice. This includes signing up to the Unison Anti-Racism Charter and the London Local Government Anti-Racism Statement.	understanding of anti racism, bias and privilege and ways to stand up and tackle this. We continue to run events corporately such as Race Equity Week, to highlight how we can tackle injustice when we see it. Events included Active Bystander training and an intersectional joint Network event run by the Race Equity Network and LGBTQ+ Network which highlighted the layers of discrimination that people may face. Work on EDI data has also been reviewed to understand the trends and patterns of the progress of Black, Asian and Multi ethnic staff entering the organisation compared to their white counterparts.
Employee Lifecycle	
Bias reduced as far as possible within the recruitment process. More progression of Black, Asian and Minority Ethnic talent into senior roles. Better support for colleagues seeking to progress within the organisation, seeking to replicate the model and offer for our national graduate trainees.	We continue to be data driven, looking at where potential bias may exist. Following on from the review of recruitment data, initial work is being done to explore ways of conducting a pay audit, with particular focus on ethnicity (ethnicity pay gap). The reverse mentoring scheme is also due to be opened up for Black Asian and Multi Ethnic staff and the next cohort is due to start in the summer of 2026.
Continue to maintain an organisation that is reflective of the Brent population.	The Annual Workforce Equality Report and pay Gap Reports have been published for 2026 and show the progress made in terms of actions and representation. For example, again, 71% of our workforce are from Black Asian and Multi Ethnic (BAME) backgrounds. However, there has again been an increase in the proportion of BAME staff at the top (5%) levels of the Council - this year this stands at 47% (from 42%). There has been no change in the proportions of individual ethnicities

Seek, as best as possible, to ensure the organisation is reflective of the Brent population at all levels of seniority.	which make up the BAME grouping in the Council, which are as follows, continued work needs to take place to explore possibilities of reducing the pay gaps: Black groups - 36% (population: 17%) Asian groups - 27% (population: 33%) Mixed/ Other ethnic groups - 8% (population: 14%) There has also been no change in the proportions of BAME groups in the grade bandings and so BAME groups continue to make up 42% of HAY graded posts. This year, there has also not been a change in the proportions of BAME staff whose pay has progressed - 70%. We are continuing to carry out work which takes deeper dives into the recruitment data at key stages of the recruitment process for specific ethnic groups at HAY grades to more closely reflect the communities we serve.
Improving the organisational knowledge and understanding of language and experience and white privilege through: • open conversations in collaboration with networks and groups • Sessions run by external/specialist organisations	Since the launch of the mandatory Anti-Racism and Inclusive Practices in-person training in Sept 2025, we have had over 700 staff attend. The topic of language features heavily in activities and discussions where the promotion of our corporate Language Guide features also. The topics of power, privilege cultural competency and communication are also topics of discussion, with over 90% of attendees agreeing that they can recognise privilege and how it shapes perspectives and interactions. In addition, 91% of attendees feel more committed to being more inclusive in the workplace.
Training and Development	
The organisation has a robust EDI and anti-racism learning and development offer that is well attended, encourages curiosity	Anti Racism training workshops have been delivered across the organisation at all levels and to date over 600 staff have completed. This training is ongoing with scheduled sessions weekly. In addition, training for all c.100 members of Senior Managers' Group (Heads of Service and upwards) was provided, with 66 of these having attended. 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

and enables people to understand how to embed EDI and anti-racism within their work.	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 the last rolling year include: Introduction to EDI: 262 staff attended Unconscious bias: 427 staff attended Neurodiversity: 176 staff attended Management Induction: 94 staff attended (of which EDI is a part) 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.
The organisation has robust anti-racism training, as part of the broader EDI learning and development offer.	Since the launch of the mandatory Anti-Racism and Inclusive Practices in-person training in Sept 2025, we have had over 600 staff attend. The topic of bias and microaggressions features heavily in activities and discussions. Feedback to date has been very positive and attendees have indicated a high level of learning through the exercises and discussions within the session, with close to 92% of attendees being satisfied with the training session. In addition, 86% of attendees felt confident in applying the ways they can be more anti-racist in the workplace and 91% felt more committed to being more inclusive in the workplace, as a result. The programme is due to continue until all staff have attended.
Policies and Processes	
Anti-racism is embedded within our processes and procedures, where necessary.	Our policies and processes are regularly reviewed to ensure they align with and support our commitments and working practices. The Workplace Resolution Policy and Disciplinary Process provide clear, fair routes for employees to raise concerns or grievances, helping issues to be addressed consistently, appropriately, and at the earliest opportunity
The organisation establishes guidance around terminology when referring to Black, Asian and	Following extensive consultation, the term Black, Asian and Multi-Ethnic has been adopted. Consultation has included engagement through Staff Values sessions, including an all-staff survey, senior management discussions, Staff Networks and PCG input. These engagement exercises provided clear opportunities for the workforce to share their views and contribute to the selection of the terminology. We are mindful that language evolves over time, and that views on terminology may change. We are open to reviewing this in approximately 24

multi ethnic communities in the workplace	months' time as part of ongoing learning and development. Communication around the new terminology, to be used across the Council, is currently underway and will be reflected in updated guidance.
Strategies and Action Plans	
The organisation adopts the Anti-Racism Action Plan and it is embedded within the broader ambitions around EDI. The action plan is monitored, reviewed and delivered.	We continue to monitor progress against our EDI dashboard, through the EDI Board
Staff Networks	
Staff networks continue to operate autonomously acting as a support network, educator and critical friend. Staff networks continue to feel supported and enabled to grow and flourish.	Staff Networks continue to educate and raise awareness through informative and engaging events, several of which are intersectional: The REN and LGBTQ+ Networks are collaborating on a joint event during Race Equity Week. Five Network Chairs have volunteered in the creation, adoption, and delivery of mandatory anti-racism and inclusion training, demonstrating strong commitment and disseminating the Council's anti-racist stance. Networks actively participate in the EDI Board, helping the Council understand workforce needs. Both the Diverse Ability Network and the LGBTQ+ Network have conducted surveys to highlight member needs, with follow-up surveys planned to benchmark progress. In conjunction with the LGBTQ+ Network, the Council is progressing with the PRIDE UK Standard and framework to strengthen LGBTQ+ inclusion. The Gender Equity Network is launching a survey on women's health. The Early Careers Network held a vision boarding event to help employees prioritise key goals. The Multi-Faith Group is running a Faith Literacy session on inclusion and supporting colleagues of diverse faiths Overall, the Networks and Groups remain proactive and enthusiastic, driving initiatives that make the Council a more inclusive and supportive workplace.
Cultural Diversity Champions continue to feel supported	Equity Champions play a vital role in embedding EDI across the Council, supporting both strategic decision-making and practical initiatives: 16 Equity Champions were recruited as part of a successful campaign and are becoming embedded within their respective Directorates, with some continual movement in numbers of ECs as time progresses.

and enabled to grow and flourish. Cultural Diversity Champions provide effective support and advice to staff, teams and services. Cultural Diversity Champions feedback themes, experiences and challenges experienced by staff. Cultural Diversity Champions consistently report on cases.	All Champions invited to DMTs to discuss insights from the EDI equality dashboard and support monitoring and evaluation of resulting actions. Six Equity Champions have volunteered to both design and deliver the Council's mandatory anti-racism training, demonstrating strong commitment and directly contributing to a more inclusive workplace. In addition, four Champions have volunteered to become Equality Impact Assessment Link Officers, who support colleagues across the council to complete EIAs. A new form is being devised to help to log issues in a more streamlined and effective way for annual reporting of feedback and cases.
Community Engagement	
The organisation proactively engages with and builds relationships, across services, a range of community representatives and groups in the interest of tackling racial inequality in Brent.	During Year 2, a paper was presented to the EDI Board setting out the team's approach to EDI. The paper outlined how our EDI approach incorporates anti-racism principles and responds to the needs of Brent's diverse communities, drawing on learning from existing engagement activity. The EDI Board was asked to consider and endorse the following proposals: • Community Engagement Framework Endorse the development and implementation of a Council-wide Community Engagement Framework aligned with Brent's EDI commitments. This framework will establish a consistent and strategic approach to engagement across all services, with ongoing review to ensure continued relevance and impact. • Community Insight Infrastructure Endorse strengthening the Council's community insight infrastructure, including shared data, reporting mechanisms and organisational learning, to ensure engagement intelligence systematically informs policy development, service design and decision-making. • Resident-led Forums Endorse the continued role and use of resident-led forums – including the Pensioners Forum, Disability Forum, Multi-Faith Forum and Brent Connects – to strengthen participation, representation and community influence. This includes consideration of a greater role for the VCSE sector in convening and coordinating these forums.

- Internal Community Engagement Network

Endorse strengthening the internal Community Engagement Network, ensuring representation from key services and directorates to improve coordination, share best practice and support consistent, inclusive engagement across the Council.

- Targeted Engagement Pathways

Comment on the opportunity to develop targeted engagement pathways for communities, informed by data and insight, with the potential for named service leads, clear milestones and measurable outcomes to strengthen inclusive engagement.

- Next Generation Engagement

Note the potential to establish a 'Next Gen Engagement' initiative, focused on embedding children and young people's voices at the heart of engagement activity, and amplifying youth perspectives in the Council's engagement approach.

- Future Engagement Models

Note that discussions are underway to explore alternative approaches to the Brent Connects model, with a view to identifying options that best support inclusive engagement. Further detail on potential approaches will be developed and shared with the Board post-election for comment.

Alongside this strategic work, we continue to embed inclusive engagement practice across Council departments. This includes supporting services to apply EDI and anti-racist principles in day-to-day engagement, building internal capability through shared standards, guidance and learning, and strengthening cross-departmental collaboration via the Community Engagement Network. This ensures inclusive engagement is integrated into service planning, delivery and decision-making across the organisation.