



**A picture of children holding hands in the park**

# Foreword

Children and young people with special educational needs and disabilities (SEND) and their families deserve good quality, fair and timely support. The challenges to achieving this are real, but they do not have to be overwhelming. In Brent, we have chosen to respond to the challenge by working even more closely together as a Local Area. Through consistent joint working between the Local Authority, health, schools and settings, parents and carers and most importantly young people themselves, we believe that we can create Brent based solutions to better meet the specific needs of our children and young people with SEND.

This strategy, co-produced with all stakeholders and designed to be as accessible as possible, is clear evidence of our commitment to 'doing with', not 'doing to'. We are committed to meaningful action over words alone. Given this, we have created an Inclusion strategy that reflects a clear vision of where we want to get to, how we are going to get there, and why.



Nigel Chapman, Corporate  
Director CYP&CD



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Brent Parent Carer Forum



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Director of Transformation and Brent  
ICP

# Introduction

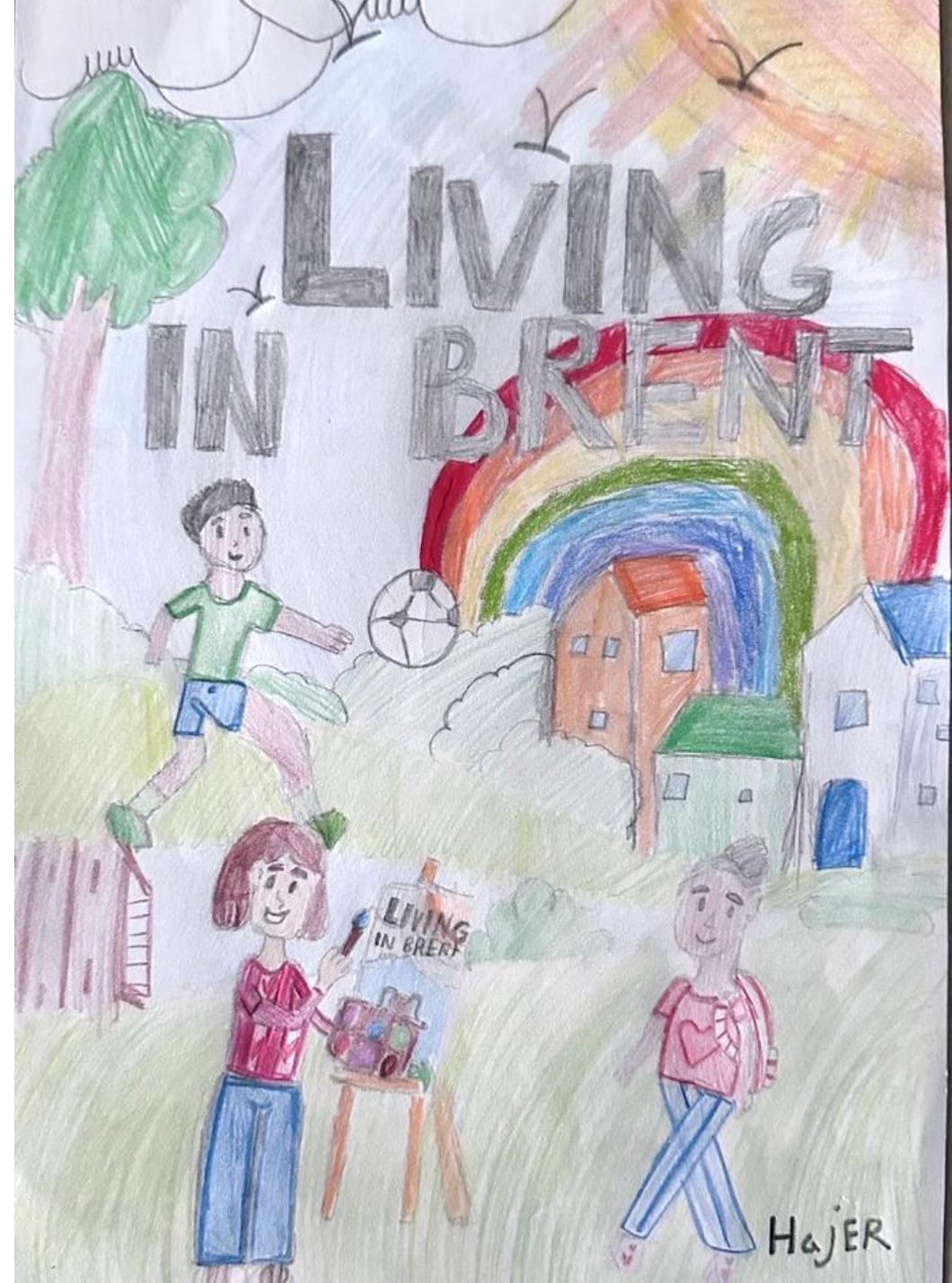
Brent is one of the most diverse boroughs in England. In the context of increasing levels of deprivation in Brent, increasing demand for support for children with SEND has highlighted inequalities and vulnerabilities across the borough.

In Brent:

- We are seeing rising levels of need in the early years (0-5) age group,
- Children with SEND are over-represented in groups deemed as vulnerable, for example children eligible for free school meals (FSM),
- Children with SEND are more likely to be suspended and permanently excluded than children who do not have SEND,
- There are the highest levels of permanent exclusion and the lowest levels of children achieving a good level of development (GLD) in our areas of highest deprivation.

Through this Inclusion Strategy, we want to work with communities to make Brent a **fairer** and **safer** place for children and young people with SEND.

**A picture of children in Brent**



# Our Inclusion Strategy

The Inclusion Strategy 2026-2029 has [three priority areas](#). To decide what Brent's priorities for children and young people with SEND should be, we [interviewed over 150 children, young people, professionals and parents and carers](#) between June and August 2025. We then looked at everything people had talked about and grouped their comments together into 'themes'. Each theme became a priority, and each priority has many agreed actions associated with it, so we can know what we need to do to, to achieve the things that matter to our community.

The three priority areas in Brent for children and young people with SEND are:

- [Improve support,](#)
- [Improve safety in the community,](#)
- [Improve preparation for adulthood.](#)

People said that these three priority areas mattered because "[there is not a 'SEND world' for children with SEND – this is their world, and we must give them the support they need to live in it well](#)".

**A picture of children playing in the playground**



# Priority 1: Improve support

This workstream will focus on the following four key areas:

1. Improved timeliness of support (e.g. reduced waiting lists for health services, early identification of need),
2. Support is more often accessed in the right place (e.g. the right type of school, services that are closer to families' homes),
3. There is a more consistent offer of support across Brent (e.g. the same level of support in each school, health service etc.),
4. All services work better together when supporting children – more 'joined-up' working between health, education and social care.

**A picture of children under a rainbow**





## Priority 2: Improve safety in the community

This workstream will focus on the following three key areas for children and young people with SEND:

1. Increased confidence to travel around Brent (by walking, cycling, on public transport and by car),
2. Increased confidence to access open spaces and nature,
3. Increased access to housing and homes that support healthy development – both for families of children with SEND and for young adults with SEND who wish to live independently.

**A picture of a temple**

# Priority 3: Improve preparation for adulthood

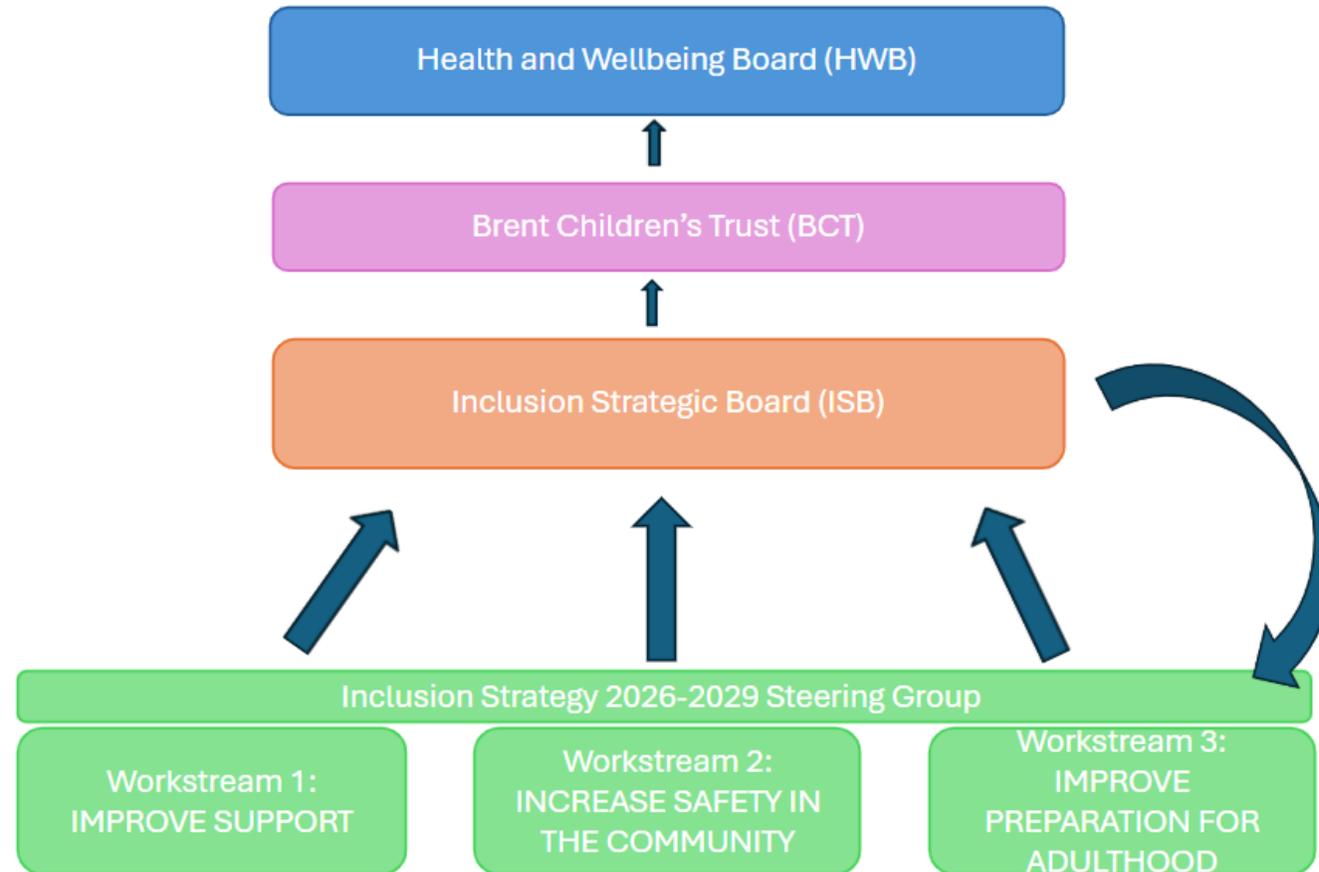
This workstream will focus on the following three key areas:

1. Increased opportunities to socialise outside of school,
2. Increased training and employment opportunities,
3. Improved transitions to adult social care (where this is part of a young person's plan).

**A picture of butterflies and flowers**



# Which groups and people will work on the Inclusion strategy 2026-29?



**A diagram showing the governance structure**

# How will we know if we are doing a good job?

**Workstreams:** these groups will meet every month. Each workstream has at least 8 members. Members come from different departments in the Council, and also from outside agencies including health and Brent Parent Carers Forum. Each workstream is made up of different actions, and each action has a named 'owner'. It is the responsibility of the action owner, and the workstream, to track progress against actions and to work on solutions to any problems.

**Inclusion Strategic Board (ISB):** this group meets six times a year and has members from every part of Brent's SEND system. Workstream leads will have to report their progress against actions to ISB and explain if things are not on track.

**A picture of Wembley Stadium**



**Brent Children's Trust (BCT):** this group meets every other month and is chaired by the Corporate Director of Children and Young People and Community Development. The group comprises leaders from the Council and health. This group will scrutinise the progress that ISB is making against the Inclusion Strategy 2026-29 priorities and provide challenge if progress is not as planned.

**Health and Wellbeing Board (HWB):** this group meets every three months. It is chaired and attended by elected members (Councillors). This board will scrutinise the work of BCT in achieving the aims of the Inclusion Strategy 2026-29. It will be an opportunity for Council officers to explain to elected members what is going well, and what is not going well, for children and young people with SEND in Brent.

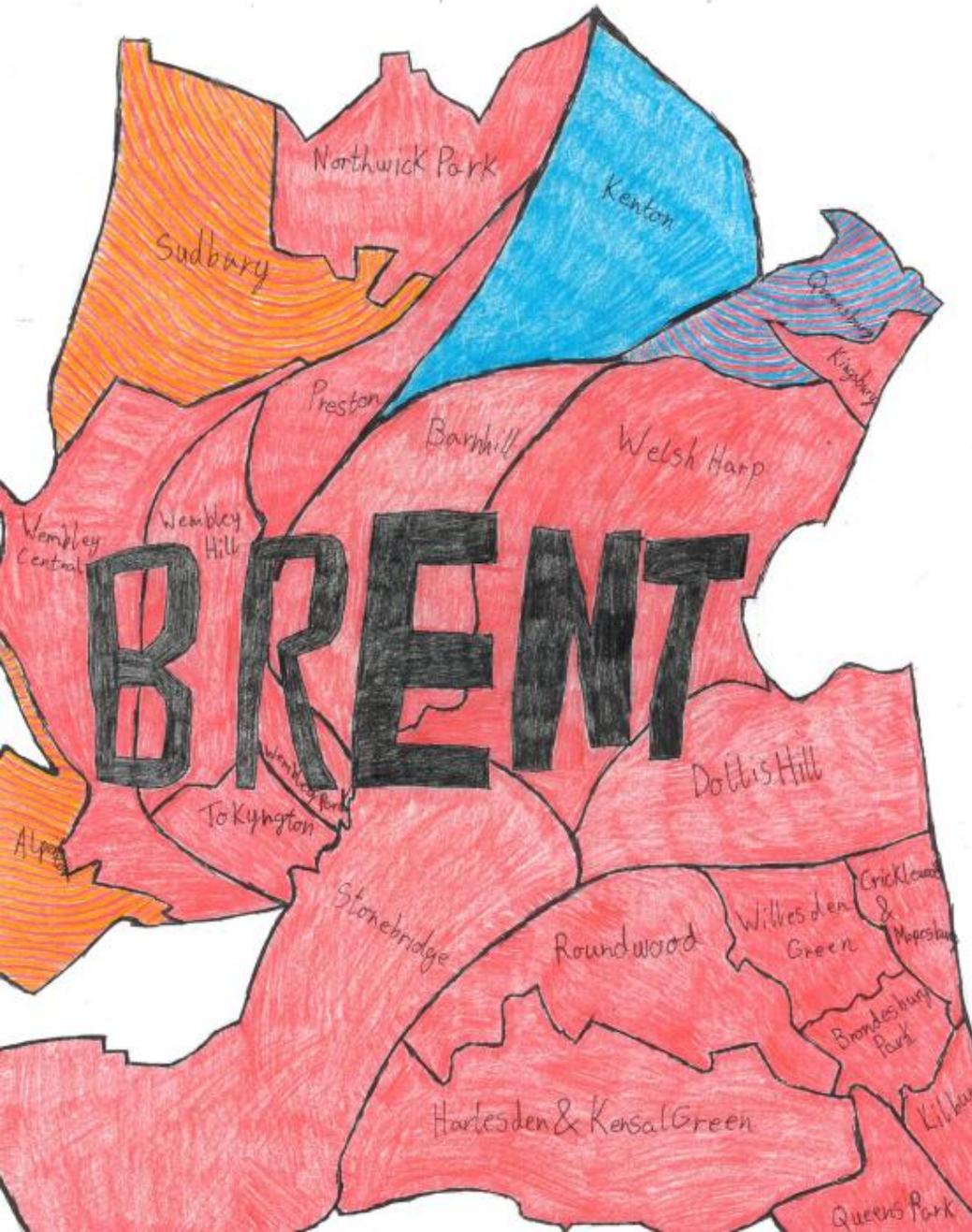
**A picture of Wembley**



# How you can get involved

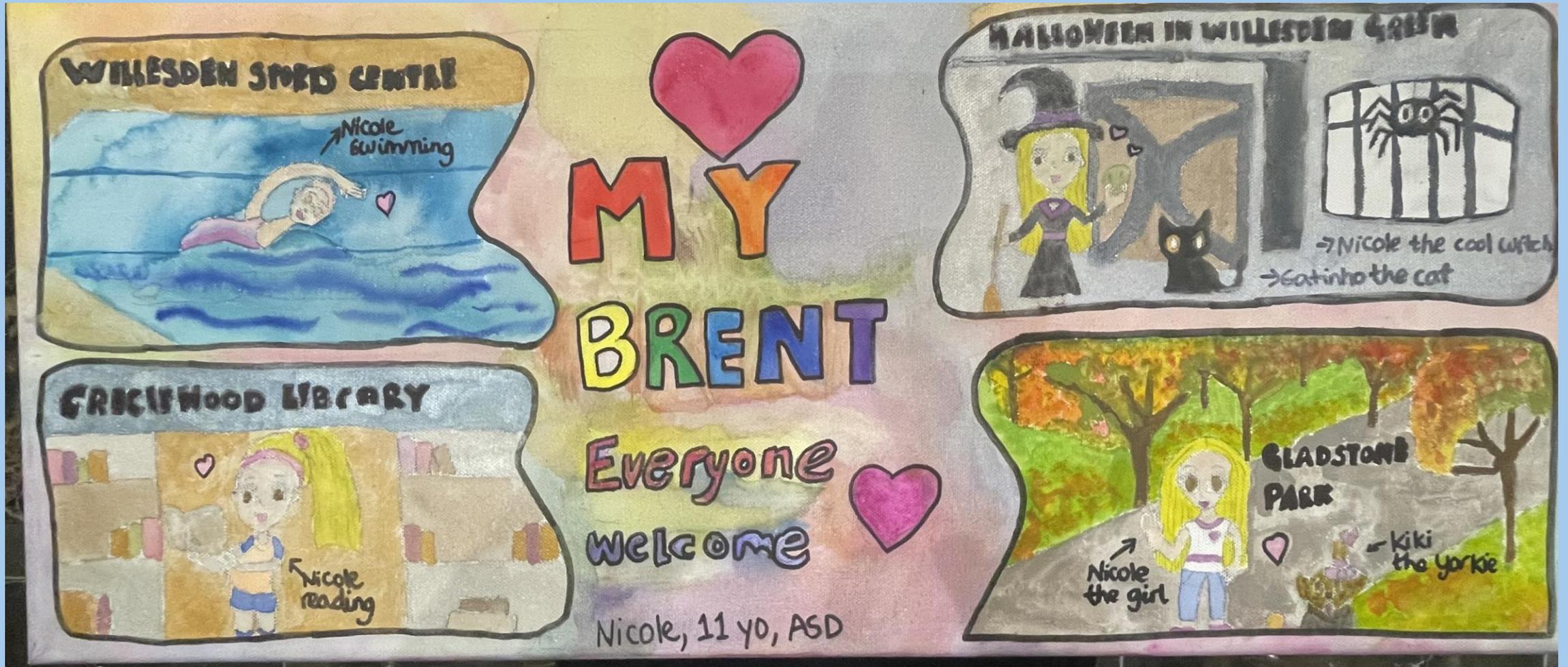
This Inclusion Strategy 2026-2029 was created by children and young people with SEND who live in Brent, and the people who support them. As the Strategy is taken forward, and actions completed, there will be further opportunities to get involved. For example:

- Termly visits by Council officers to Brent special schools and additionally resourced provisions to update children and young people with SEND on the progress made against key actions and to identify new actions.
- Brent Parent Carer Forum (BPCF) attend ISB and will be represented on all workstreams. Council officers also regularly meet with BPCF and attend BPCF events providing parents and carers with opportunities to be updated on progress and also to feedback.
- Health and Wellbeing board is livestreamed and can be attended by Brent residents where questions can be asked relating to the Inclusion Strategy 2026-2029.



**A map of Brent**

# MY BRENT



A picture of activities and places in Brent

# Appendix 1 – Workstream Membership

<b>Workstream 1</b>	<b>Workstream 2</b>	<b>Workstream 3</b>
<b>Lead:</b> Designated Clinical Officer for SEND	<b>Lead:</b> – Head of Inclusion	<b>Lead:</b> 0-25 SEND Service Manager
Service Director for Child and Adolescent Mental Health Services	Team Leader - Safety and Travel Planning	Inclusion Project Officer
0-25 SEND Manager	Environmental Monitoring Officer	Post 16 Skills Resource Manager
Community Paediatrician & Children Services Associate Medical Director for CLCH	Service Manager, Access to Education and Travel Assistance	Employment Delivery Senior Manager
Family Wellbeing Centre Manager	Head of Place Leadership	Director of Brent Parent Carer Forum
Head of Inclusion	Head of Parks and Green Infrastructure	Director and Neurodiversity Lead at Brent Parent Carer Forum
0-25 Disabled Children and Young People Service	Director of Brent Parent Carer Forum	Director and Lead for Preparing for Adulthood and Employment
SEND Outreach Service Manager	Director and Lead for Preparing for Adulthood and Employment	Head of Learning Disability, Mental Health, and Autism
SEND Support Team Manager	Inclusion Support Team Manager	Head of Inclusion
Head of Early Help	Head of Health Evidence and Insight	
Head of Health Evidence and Insight	Performance Manager	
Performance Manager	Community Safety	

# Appendix 2 – Key Meeting Dates for 2026

Inclusion Strategy Steering Group Meeting Dates	Workstream Meeting Dates			Inclusion Strategic Board Meeting Dates	Brent's Children Trust Meeting Dates
	1	2	3		
<b>6<sup>th</sup> January</b>	8 <sup>th</sup> January	14 <sup>th</sup> January	9 <sup>th</sup> January	15 <sup>th</sup> January	27 <sup>th</sup> January
<b>5<sup>th</sup> February</b>	6 <sup>th</sup> February	12 <sup>th</sup> February	13 <sup>th</sup> February		
<b>3<sup>rd</sup> March</b>	4 <sup>th</sup> March	11 <sup>th</sup> March	12 <sup>th</sup> March	19 <sup>th</sup> March	24 <sup>th</sup> March
<b>14<sup>th</sup> April</b>	15 <sup>th</sup> April	27 <sup>th</sup> April	17 <sup>th</sup> April	7 <sup>th</sup> May	19 <sup>th</sup> May
<b>5<sup>th</sup> May</b>	19 <sup>th</sup> May	29 <sup>th</sup> May	22 <sup>nd</sup> May		
<b>9<sup>th</sup> June</b>	11 <sup>th</sup> June	24 <sup>th</sup> June	18 <sup>th</sup> June	2 <sup>nd</sup> July	21 <sup>st</sup> July
<b>28<sup>th</sup> July &amp; 25<sup>th</sup> August</b>	6 <sup>th</sup> August	13 <sup>th</sup> August	25 <sup>th</sup> August	10 <sup>th</sup> September	15 <sup>th</sup> September
<b>22<sup>nd</sup> September</b>	24 <sup>th</sup> September	28 <sup>th</sup> September	22 <sup>nd</sup> September		
<b>19<sup>th</sup> October</b>	21 <sup>st</sup> October	20 <sup>th</sup> October	22 <sup>nd</sup> October	19 <sup>th</sup> November	19 <sup>th</sup> November
<b>16<sup>th</sup> November</b>	30 <sup>th</sup> November	25 <sup>th</sup> November	24 <sup>th</sup> November		

# Workstream 1 – Improve Support **A table of objectives for Workstream 1**

Area	Outcome Measure	Lead	Type of Measurement	Target	January 26 Position	Q1 Position	Q2 Position	Q3 Position	Q4 Position
Improved Timeliness of Intervention	Wait time for neurodevelopmental assessment	Service Director for Child and Adolescent Mental Health Services	Number						
	Wait time for CAMHS	Service Director for Child and Adolescent Mental Health Services	Number						
	% of EHCPs completed within 20 week	0-25 SEND Manager	%						
	Wait time for CDS	Community Paediatrician & Children Services Associate Medical Director for CLCH	Number						
	Satisfaction score for Sleep Services	Designated SEND Officer, NHS North West London ICB	Score						

# Workstream 1 – Improve Support **A table of objectives for Workstream 1**

<b>Co-produced school nursing offer for special schools approved by Brent special schools, Brent Council and the ICB</b>	Designated SEND Officer, NHS North West London ICB	Yes/ No	Yes					
<b>There is a universally agreed definition of medical equipment between Brent special schools, Brent Council and the ICB</b>	Designated SEND Officer, NHS North West London ICB	Yes/ No	Yes					
<b>There is an agreed funding allocation process for medical equipment by Brent special schools, Brent Council and the ICB</b>	Designated SEND Officer, NHS North West London ICB	Yes/ No	Yes					
<b>Satisfaction score for the Early Intervention Prevention Service</b>	Family Wellbeing Centre Manager	Score						
<b>Satisfaction score for the Continence Service</b>	Designated SEND Officer, NHS North West London ICB	Score						
<b>Percentage increase in the number of special school places</b>	Head of Inclusion	%						
<b>Percentage increase in the number of short break places available</b>	0-25 Disabled Children and Young People Service Manager	%						
<b>Percentage of families that are aware of the short break offer including eligibility</b>	0-25 Disabled Children and Young People Service	%						

# Workstream 1 – Improve Support

## A table of objectives for Workstream 1

Percentage of families that are aware of the short break offer including eligibility	0-25 Disabled Children and Young People Service	%							
Percentage increase in ARP places	Head of Inclusion	%							
Consistent offer to support across Brent	Creation of an 'Inclusion Charter' for Brent Schools	SEND Outreach Service Manager	Yes/ No	Yes					
	Percentage of Brent Schools signed up to the 'Inclusion Charter'	SEND Support Team Manager	%						
	Percentage of EHCNA that have engaged with OAP	0-25 SEND Manager	%						
	Percentage increase in the number of families with CYP with SEND accessing a FWC	Head of Early Help	%						
Multidisciplinary approach to support	Development of alternative ND support/assessment models in Brent	Community Paediatrician & Children Services Associate Medical Director for CLCH	Yes/ No	Yes					
	Creation of a combined data set for Education, Health and Social Care	Performance Manager / Head of Health Evidence and Insight	Yes/ No	Yes					

# Workstream 2 – Increase Safety in the Community

**A table of objectives for Workstream 2**

Area	Outcome Measure	Lead	Type of Measurement	Target	January 26 Position	Q1 Position	Q2 Position	Q3 Position	Q4 Position
Increased confidence to travel safely around Brent	% of CYP with SEND reporting feeling safe on the bus	Head of Inclusion	%						
	Number of reported traffic incidents around schools	Team Leader - Safety and Travel Planning	Number						
	Average vehicle speed around Brent Schools	Team Leader - Safety and Travel Planning	Number						
	Satisfaction score from parents/ carers on traffic around schools	Team Leader - Safety and Travel Planning	Score						
	Satisfaction scores from CYP with SEND on traffic around schools	Team Leader - Safety and Travel Planning	Score						
	Traffic pollution rates around Brent schools (Review how PH track)	Environmental Monitoring Officer	Number						
	Percentage of CYP with SEND who are confident to travel independently	Service Manager, Access to Education and Travel Assistance	%						

# Workstream 2 – Increase Safety in the Community

A table of objectives for Workstream 2

Increased confidence to access open spaces	Percentage of school playgrounds with access outside of school hours	Head of Place Leadership	%							
	Information campaign around responsible dog ownership	Head of Parks and Green Infrastructure								
	1. Survey with local residents pre and post campaign									
	2. % of residents who can correctly identify responsible practices									
	3. Number of complaints or incidents reported about dogs									
	4. Social media engagement numbers									
	5. Comms plan measurements									
	6. Survey parents/ children									
	Percentage of parents/ carers aware of accessible playgrounds	Head of Parks and Green Infrastructure	%							
	Satisfaction scores of accessible playgrounds	Brent Parent Carer Forum	Score							

# Workstream 2 – Increase Safety in the Community **A table of objectives for Workstream 2**

<b>Development of a CCE/ CSE Strategy for CYP with SEND</b>	Inclusion Support Team Manager	%				
<b>Percentage of confirmed/ suspected cases of CYP with SEND</b>	Inclusion Support Team Manager	%				
<b>Increased access to housing that supports healthy development</b>	Creation of a data set exploring the link between poverty, poor housing and 'SEND' in Brent	Performance Manager / Head of Health Evidence and Insight	Yes/ No	Yes		

# Workstream 3 – Improve Preparation for Adulthood A table of objectives for Workstream 3

Area	Outcome Measure	Lead	Type of Measurement	Target	January 26 Position	Q1 Position	Q2 Position	Q3 Position	Q4 Position
Increased opportunities to socialise outside of school	Establishment of an 'Inclusive Disco' delivered once per term	Inclusion Support Officer	Yes/ No	Yes					
	Satisfaction scores of CYP with SEND regarding the disco	Inclusion Support Officer	Score						
Increased employment opportunities	Percentage increase in the number of supported internship placements	0-25 SEND Manager	%						
	Percentage increase in the number of supported interns in employment within 12 months of completing the programme	0-25 SEND Manager	%						
	Percentage increase in the number of work experience opportunities for CYP with SEND	Post 16 Skills Resource Manager	%						
	Percentage increase in the number of CYP with SEND in employment	Post 16 Skills Resource Manager / Employment Delivery Senior Manager	%						

# Workstream 3 – Improve Preparation for Adulthood A table of objectives for Workstream 3

<b>Percentage increase in the number of CYP with SEND in employment</b>	Post 16 Skills Resource Manager / Employment Delivery Senior Manager	%							
<b>Improved transition to adult social care</b>	Percentage decrease in the number of CYP with SEND not identified by 18	0-25 SEND Manager	%						
	Percentage increase in the number of parents/ carers who are aware and confident of the process	Brent Parent Carer Forum	%						
	Percentage increase in the number of supported accommodation provisions for CYP with SEND	Head of Learning Disability, Mental Health, and Autism / Head of Inclusion	%						