



**Cabinet**  
29 June 2015

**Report from the Strategic Director of  
Children and Young People**

For Action

Wards Affected:  
ALL

**Authority to award contract for Children's Centres Services**

**Appendices 3 and 8 are Not for Publication**

**1.0 Summary**

1.1 This report requests authority to award contracts as required by Contract Standing Order No 88. This report summarises the process undertaken in tendering this contract and, following the completion of the evaluation of the tenders, recommends to whom the contract should be awarded.

**2.0 Recommendations**

- 2.1 That Members award the contract for Children's Centres Services to Barnardo Services Ltd. This is the company authorised by the Trustees of the Charity to sign any contracts.
- 2.2 That Members authorise the Operational Director Property and Projects to enter lease and licence agreements in accordance with the details set out in the Appendix 6 in consultation with Strategic Director of Children and Young People and the Chief Legal Officer.
- 2.3 That Members note the implications under the Transfer of Undertakings (Protection of Employment) Regulations 2006 for Council staff arising from the award of the contract for Children's Centres Services as set out in Section 7 and agree to the transfer of such staff.

**3.0 Detail**

- 3.1 The background to the procurement of a contract for the management and operation of children's centres is set out in the reports to Cabinet of 10 November 2014 and 23 February 2015. Following Cabinet's approval to tender the contract on 23 February 2013 tenders were sought for the management and operation of children's centres.
- 3.2 As approved by Cabinet, the proposed contract was tendered on the basis that it was for an initial term of four years with an ability for the council to extend the term by a further twelve months.
- 3.3 The tender documentation made it clear that there is a need for strong partnership arrangements with the successful provider, not only with the council but with other stakeholders in order to achieve the core offer for children's centres. The service specification provided as part of the tender documentation, included the needs of the service and covered the concerns identified by parents/carers during consultation. The documentation did however make it clear that whilst the successful provider would be responsible for the full management and operation of relevant children's centres, the council would remain responsible for:
- Sufficiency
  - Quality
  - Providing adequate data
  - Ofsted inspection

### ***The tender process***

- 3.4 Advertisements were placed in the Official Journal of the European Union (OJEU), the London Tenders Portal and Contracts Finder on the 13 of March 2015 seeking initial expressions of interest, which elicited 45 initial enquires. Contractors were provided with an outline specification and details of the tender approach and were invited to complete qualification questionnaires using the Council's Electronic Tendering Facility. Some of the initial enquiries were from small organisations and other local authorities interested in our approach. In the event, six organisations showed serious interest, attending site inspections of the children's centres and becoming involved in the tender clarification process. Prior to the deadline for submission, two well established organisations sent a letter to the Strategic Director of Children and Young People informing that they would be unable to deliver the required services within the proposed budget envelope and so they withdrew. Four contractors subsequently completed the qualification questionnaire and submitted bids.
- 3.5 A single stage tender process was followed for the procurement which meant that tenderers' responses to the Council's qualification questionnaire and tender were to be evaluated simultaneously. For the qualification questionnaire evaluation, tenderers' responses were evaluated to ensure they met the

Council's requirements with regard to financial standing, technical capacity and technical expertise.

- 3.6 Tenders were assessed on the basis of the most economically advantageous offer to the Council. The budget for the contract was fixed for each of the individual contract years by the Council and therefore tenders were evaluated using the following high level quality evaluation criteria:

Tenderer's proposed business model

Tenderers' proposed plans for ensuring effective quality management of the service and plan to achieve and maintain performance to contract standards, requirements and targets including self monitoring and evaluation

Tenderer's approach to working in partnership with all stakeholders including children, young people and their parents, carers, the council, health and the local voluntary sector.

Health and safety policies and how they will be applied to the contract

Tenderer's proposals to adhering to child protection requirements

Application of previous experience to the delivery of the contract

- 3.7 Tenderers were required to submit method statements providing details of their proposed arrangements for performing the contract. Tenderers were informed that the method statements would be included in the final contract to ensure that they were contractually enforceable. These method statements are detailed in Appendix 1.

### ***Evaluation process***

- 3.8 The tender evaluation was carried out by a panel of officers from Children and Young People Services, Finance, Health & Safety, Property and Public Health. Also in addition were two Parent Advisors, external Independent Chair of children's centres Advisory Board and NHS representatives to assist with the evaluation.
- 3.9 All tenders had to be submitted electronically no later than 1200hrs on the 8th May 2015. Tenders were opened on 8<sup>th</sup> of May 2015 and 4 valid tenders were received. Each member of the evaluation panel read the tenders using evaluation sheets to note down their comments on how well each of the award criteria were addressed.
- 3.10 The panel met on 29 of May 2015 and each submission was marked by the whole panel against the award criteria in accordance with the tender evaluation methodology at Appendix 2.
- 3.11 The names of the tenderers are contained in Appendix 3. The scores (summary and detailed) received by the tenderers are included in Appendix 4. It will be noted that Tenderer B was the highest scoring tenderer, scoring well in relation to all elements of the evaluation criteria and providing Officers with

assurance that it could deliver children centre services to a high standard. Officers therefore recommend the award of the contract to Tenderer B, namely Barnado Services Ltd.

3.12 The proposed contract will commence 1 of September 2015 subject to the Council's observation of the requirements of the mandatory standstill period noted in paragraph 5.2 below.

#### 4.0 Financial Implications

4.1 The Council's Contract Standing Orders state that contracts for supplies and services exceeding £250k or works contracts exceeding £500k shall be referred to the Cabinet for approval of the award of the contract.

4.2 The contract will be for four years, with the option to extend for one additional year. The total cost of the contract will be £9.340m of the initial contract term and if extended will be £11.500m. The cost per year is broken down as follows:

	£m
Year 1	2.440
Year 2	2.370
Year 3	2.300
Year 4	2.230
Year 5 (Optional)	2.160
Total	11.500

4.3 The contract will be funded from the existing budget for Children's Centres within the Children & Young People budget. The contract will deliver the following savings over the proposed five year contract term:

	Contract Price £m	Saving £m
Year 1	2.440	0.500
Year 2	2.370	0.070
Year 3	2.300	0.070
Year 4	2.230	0.070
Year 5 (Optional)	2.160	0.070
One Off charge from Europa Contract		-0.030
Total		0.750

#### 5.0 Legal Implications

- 5.1 The services to be provided under the proposed contract fall within Schedule 3 of the Public Contracts Regulations 2015 (PCR 2015). The value of this contract over its lifetime is higher than the EU threshold for Schedule 3 services (currently £625k) and the award of the contract therefore governed by the PCR 2015. The award is subject to the Council's own Standing Orders in respect of High Value contracts and Financial Regulations.
- 5.2 Given that the award of the contract is governed by the PCR 2015, the Council must observe a mandatory minimum 10 calendar day standstill period before the contract can be awarded. Therefore once the Cabinet has determined which tenderer should be awarded the contract, all tenderers will be issued with written notification of the contract award decision. A minimum 10 calendar day standstill period will then be observed before the contract is concluded – this period will begin the day after all Tenderers are sent notification of the award decision – and additional debrief information will be provided to unsuccessful tenderers in accordance with the EU Regulations. As soon as possible after the standstill period ends, the successful tenderer will be issued with a letter of acceptance and the contract can commence.
- 5.2.1 Members are referred to section 7.0 below in relation to staffing issues. Given that the proposed tender would result in transfer of more than 20 council staff, the decision to transfer such staff following any tender is one reserved to Cabinet.
- 5.3 The preferred tenderer is Barnardo Services Ltd. Barnardo Services Ltd is a private limited company established as a subsidiary by Barnardo's which is a registered charity. As part of the tender process, Barnardo's executed a Parent Company Guarantee Undertaking confirming it would guarantee the performance of it Barnardo Services Ltd. Therefore, if there is some breach of the contract by Barnardo Services Ltd, Barnardo's will step into its subsidiary's shoes and perform the contract in its place.
- 5.4 Members are referred to section 9.0 below in relation to property issues.

## **6.0 Diversity Implications**

- 6.1 Equalities Impact Assessments were carried out for both staff impact and for service user impact as part of this project for the report to Cabinet on 23 February 2015. They have been updated for this report and are attached as Appendix 5.
- 6.2 Children's centres were established to tackle disadvantage and promote equality of opportunity. Work is carried out to target particular groups e.g. Somali community, eastern European families, Traveller families to address disadvantage.

## **7.0 Staffing Implications**

- 7.1 There are implications under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (“TUPE”) for Council staff arising from the awarding of this contract.
- 7.2 Officers identified a total of 55 council employed staff as potentially liable to transfer to a contractor pursuant to TUPE. This figure will be finalised during the detailed TUPE conversations that happen post contract award. Pursuant to TUPE the new provider will be required to meet obligations under the legislation.
- 7.3 The staff and Unions have been kept informed during the procurement process. The council intends to work with the selected contractor to ensure that Brent staff will have the best possible support during this time. Each of the tender organisations offered a staffing structure document designed to save money. The Council’s existing staffing structure is attached as Appendix 7. The preferred provider’s proposed structure chart is attached as Appendix 8 of the report.
- 7.4 Council employed staff transferring to a contractor under TUPE would do so on their current terms and conditions of employment. Although pension rights do not transfer under TUPE, the Council is under a legal obligation to secure pension rights for its staff who do transfer, which was done by requiring contractors to confirm they would either provide such staff with continued access to the Local Government Pension Scheme (“LGPS”) or provide pension arrangements that are broadly comparable to the LGPS. All contractors submitting tenders did so on the basis that they would apply for admitted body status thus allowing staff continued access to the LGPS.
- 7.5 An admitted body under the LGPS will generally bear liability for any pensions’ deficit that may accrue. As indicated in the report to Cabinet dated 23 February 2015, it was not considered to be in the council’s interest to place 100% of all pensions’ risks on the provider as the provider has no real control over such risks. Where the provider has to bear full pensions risks, its bid will generally be more expensive. In the circumstances, officers sought bids on the basis that a pensions’ risk share agreement will be offered, with the standard form of pensions risk share agreement, agreed by the General Purposes Committee, issued with the Invitation to Tender.

## **8.0 Public Services (Social Value) Act 2012**

- 8.1 It should be noted that the nature of the services being procured naturally align themselves to the requirements of the Public Services (Social Value) Act 2012 as they are aimed at supporting and improving the lives of some of the most vulnerable and deprived sections of the local community. Officers sought to boost the local economy through the organization of stakeholder events to promote opportunities for potential suppliers from the local community to start

a dialogue which may lead to them acting as sub-contractors for the delivery of certain services in centres. Evaluation of bids also included looking at bidders proposals to work with the local voluntary sector.

## **9.0 Property Implications**

- 9.1 Appendix 6 sets out the proposed lease and licence framework for each of the centres. The Centres will have a variety of legal arrangements reflecting the particular circumstances of each of the properties. The preference is to pass the full repairing and maintenance responsibilities to the new provider and where the centre is stand alone this is possible. However where the site is shared then in a number of cases the Council as landlord will need to maintain responsibility for the fabric and any shared services. Costs will be recovered through a service charge. The provider will be obliged to maintain the buildings in the condition that they are presently in. Rents will be a nominal £1pa reflecting the service nature of the contract and that many of the centres have been constructed with funding from the Department for Education Children's Centres Capital Budget and the Council is unable to charge a rent without invoking grant clawback clauses.
- 9.2 The facilities management contracts between the Council and Europa/ Billfinger will be varied from 1 September 2015 to remove relevant children's centres from the main contract and in consequence a penalty payment will be incurred. The penalty payment has been estimated at £30,000 and will be funded from the Early Years budget within Children & Young People.
- 9.3 All leases will be for a five year period with a landlords break clause at year 4 which would be exercisable if the contract was not extended to 5 years. The leases will not confer any security of tenure on the provider at the end of the lease.
- 9.4 The selected provider is familiar with managing and maintaining properties.

## **10.0 Background Papers**

- 10.1 Cabinet Reports dated 10 November 2014 and 23 February 2015.

### **Contact Officers**

Sue Gates  
Head of Early Years and Family Support  
Tel: 020 8937 2710  
Email: [sue.gates@brent.gov.uk](mailto:sue.gates@brent.gov.uk)

Zivio Mascarenhas MCIPS

Senior Category Manager (Interim)  
Tel: 020 8937 1114  
Email: [Zivio.mascarenhas@brent.gov.uk](mailto:Zivio.mascarenhas@brent.gov.uk)

**GAIL TOLLEY**  
**Strategic Director Children and Young People**



## APPENDIX 1

### Method Statement Request

#### Method statements

The purpose of the method statements is to help the Authority evaluate your organisation's approach to delivering the requirements of the specification. Your responses will be incorporated into the contract. You are advised to describe in detail how your organisation will meet the requirements of the specification and to highlight innovative methods you have used on other contracts that you plan to use to deliver these services.

#### **Statement 1: Meeting the needs of the service (EC1 - 20%) max 2000 words**

Please describe how you aim to meet the requirements and outcomes as stated in the service specification. You should detail how you will address the requirements of aspects of the Council's Borough Plan that are relevant to Children's Centres. You should also show that your model of service delivery is sustainable, adding a breakdown as to how funding will be used during the term of the contract (see Document (j)).

#### **Statement 2: Diversity (EC1 - 3%) max 800 words**

Please describe how you will ensure that the services you provide meet the diverse needs of children, their parents and multiagency practitioners, including foster carers, social workers and health and education colleagues using the service.

#### **Statement 3: Staff Training and Development (EC1 - 10%) max 1200 words**

- a) Please attach a copy of your proposed staffing structure for the operation of the centres. Clearly indicate which staff are permanent, temporary and voluntary. Also include the CVs of key management staff. If you envisage the staff structure changing in any significant way during the term of the contract, please provide full details.
- b) If you plan to use volunteers to help deliver the service, please describe how many you plan to use and in what capacity. How will voluntary staff be managed, trained and developed?
- c) Describe how you will ensure the retention of qualified staff and provide examples and evidence of how your strategies have succeeded in retaining such staff.
- d) Describe your proposed approach to the training of staff to include details of your approach to staff achieving formal qualifications and continuous professional development.
- e) How will you ensure that there are adequate suitably trained and experienced numbers of staff deployed to deliver the requirements of this contract at all times?
- g) How you manage/ monitor the performance of staff delivering the contract.

**Statement 4: Contract mobilisation (EC1 - 3%) max 800 words (plus project plan)**

Please describe your approach to contract mobilisation assuming a short lead-in period of 2 months before the contract commencement date. Provide a project or appropriate plan with key milestones and time lines.

**Statement 5: Quality (EC2 - 15%) max 1000 words**

Please describe your approach to ensuring that the service continually meets the needs of service users and other customers including the Council and deals with user feedback both positive and negative.

**Statement 6: Targets and Performance management (EC2 - 10%) max 1200 words**

Please describe how you will ensure the services you deliver meet the requirements for performance targets, measures and outcomes set out in the specification. Describe any methods/tools that will be used with examples of when you have achieved similar targets.

**Statement 7: Stakeholder Engagement/Partnership working (EC3 - 5%) max 800 words**

Describe how you will engage with parents and staff in the development of the service

Please also describe how you will work at all times in partnership with stakeholders to meet the requirements of the specification in particular

- children
- Children's parents/carers
- Commissioners
- Multiagency practitioners including foster carers, health, education and council staff

**Statement 8: Partnership Working (EC3 -5%) max 1200 words**

- a) How will your organisation encourage parents and community members to come forward to serve on the partnership board and Steering Group?
- b) How will your organisation monitor and support the effectiveness of the partnership board and Steering group?
- c) How will your organisation maintain and develop positive relationships with other forums such as parents' forums which represent users and the local community?

**Statement 9: Marketing and Communication (EC3 - 2%) max 400 words**

Please describe in detail how you will market and communicate the services to key stakeholders including:

- children

- Children's parents/carers
- Commissioners
- Multiagency practitioners including foster carers, health, education and council staff

**Statement 10: Health and safety (EC4 - 2%) max 800 words**

Please provide details of how your health and safety policies will be applied to the delivery of Children's Centre services.

**Statement 11: Safeguarding (EC5 - 5%) max 800 words**

Please complete Appendix 1

Briefly describe how your policies for safeguarding children will be applied to this contract.

**Statement 12: Property management (EC6 -10%) Max 1200 words**

Please describe your experience of managing properties and how this experience would be applied to the management of the Children Centre property portfolio.

**Statement 13: Income Generation (EC1- 5%) Max 2000 words**

The Council has recognised the need to diversify its sources of income and create a long term, sustainable income generation programme. Please can you provide:

- A high level overarching income generation strategy which summarises your organisation's potential responses in the following areas:
  - Income generation through trading and sale of services.
  - Potential changes/improvements to your organisation's operations and/or business model which would secure efficiencies and/or more stable income streams, for example better utilisation of the buildings.
  - Fundraising – Securing new or improved fundraising performance
  - From all sectors (corporate, trusts and public sector funding bodies).
  - Other Potential grants available to your organisation.
  - Potential sponsorships.
  - Other sources
- Within the context of the broad overview described above, please produce a high level implementation plan setting out steps and timelines to achieve the proposed objectives.

**Statement 14: Working with the local Voluntary and SME sectors (EC3 - 5%) Max 1200 words**

Please describe your approach to working with the local voluntary and SME sector in Brent, to ensure reach to new and emerging communities and to ensure a cohesive and joined up service.

## APPENDIX 2

### Tender Evaluation Methodology

#### Evaluation of Tenders

Evaluation of tenders will consist of the evaluation of:

- 1 Qualification Questionnaires – evaluated in accordance with a separate Qualification Questionnaire Evaluation Methodology; and
- 2 Bids - evaluated in accordance with the methodology set out below

#### Evaluation of Bids

Bids will be evaluated in accordance with the methodology set out below.

#### **Overall evaluation criteria for bids**

Tenders will be evaluated to identify the economically most advantageous tender having regard to:

Price - the Authority has provided Tenderers with a Pricing Schedule which sets out the Contract Price payable for each year of the Contract Period.

Quality - Quality criteria will comprise 100 per cent of the evaluation weighting for bids. Evaluation will be conducted on the basis of analysis of bidders' method statements requested in response to the ITT.

#### **Evaluation of Price**

Tenderers are required to confirm that their bid will be delivered for the sums detailed in the Pricing Schedule and demonstrate this by completing a proposed price breakdown for each year of the Contract Period.

#### **Evaluation of Quality**

The overall weighting for Quality is 100 per cent.

The criteria and their relative weightings used to evaluate Quality criteria are detailed in the table below.

Tenderers are required to complete Method Statements detailed in Document (i). The Method Statements and their relative weightings are detailed in the table below.

<b>Criteria Number</b>	<b>Criteria</b>	<b>Weighting</b>	<b>Method Statement</b>	<b>Method Statement Weighting</b>
EC1	Proposed business model	41%	MS 1	20%
			MS 2	3%
			MS 3	10%

			MS 4	3%
			MS 13	5%
EC2	Tenderer's proposed plans for ensuring effective quality management of the Services and plan to achieve and maintain performance to Contract standards, requirements and targets including self-monitoring and evaluation	25%	MS 5	15%
			MS 6	10%
EC3	Tenderer's proposed approach for working in partnership with all stakeholders including the children, young people and their parents, Council, and any other relevant agencies/ organisations	17%	MS 7	5%
			MS 8	5%
			MS 9	2%
			MS 14	5%
EC4	Appreciation of Health and Safety and how it will be applied to the Contract.	2%	MS 10	2%
EC5	Tenderer's proposals for adhering to Child Protection requirements	5%	MS 11	5%
EC 6	Application of previous experience to the delivery of the Contract.	10%	MS 12	10%

### **Scoring system for evaluation of Bids**

The system for scoring Method Statements will be as follows:

Score	Acceptability	Tenderer Response Demonstrates
0	Unacceptable	Information is either omitted or fundamentally unacceptable and/or there is insufficient evidence to support the proposal to allow the Authority to properly evaluate
1	Major Reservations	The information submitted has insufficient evidence that the specified requirements can be met and/or there are significant omissions, serious and/or raises many concerns
2	Some Reservations	The information submitted has some minor omissions against the specified requirements. The solution achieves basic minimum standard in some respects but is unsatisfactory in others and raises some concerns

3	Satisfactory	The information submitted meets the Authority's requirements and is acceptable in most respects, and there are no major concerns
4	Good	The information submitted provides good evidence that the specified requirements can be met. It is a full and robust response, and any concerns are addressed so that the proposal gives confidence
5	Outstanding	The information submitted provides strong evidence that the specified requirements will be exceeded, and provides full confidence with no concerns

For each method statement Tenderers must score a minimum of 2 in order for their bid to be considered further.

Tenderers should note that word limits for method statements will be strictly applied and words beyond the specified limit will not be taken account of in the evaluation scoring.

Should a Tenderer fail to achieve a score of 55% for its bid, this will preclude further consideration of the tender.

### **Evaluation panel**

Tenderers responses will be evaluated by a team of Council officers, stakeholders and advisers drawn together by the Council with expertise in the delivery of these services.

## APPENDIX 4

### CHILDRENS CENTRE'S SERVICES CONTRACT

#### TENDER EVALUATION GRID

(Pricing is a fixed budget by the Council, therefore no evaluation was required.)

#### Quality scores - Summary :

Contractor referred to as:	Final Quality Scores:
Contractor A	56.20%
Contractor B	76.00%
Contractor C	66.20%
Contractor D	62.60%

#### Quality scores - Detail

##### Contractor A

Evaluators	Quality Criteria	Head Weighting	Method Statements	Sub-Criteria	Weighting	Moderated Score	Weighted Score
EC1	Proposed business model	41%	MS 1	Meeting needs of Service	20%	3	12.00
			MS 2	Diversity	3%	3	1.80
			MS 3	Staff Trg & Dev	10%	3	6.00
			MS 4	Mobilisation	3%	3	1.80
			MS13	Income Generation	5%	3	3.00
EC2	Tenderer's proposed plans for	25%	MS5	Quality	15%	2	6.00



	ensuring effective quality management of the Services and plan to achieve and maintain performance to Contract standards, requirements and targets including self-monitoring and evaluation		MS6	Performance Mgmt	10%	2	4.00
EC3	Tenderer's proposed approach for working in partnership with all stakeholders including the children, young people and their parents, Council, and any other relevant agencies/ organisations	17%	MS 7	Stakeholder Engagement	5%	3	3.00
			MS 8	Partnership Working	5%	3	3.00
			MS 9	Mktg & Comms	2%	3	1.20
			MS 14	Working with SME/Vol	5%	3	3.00
EC4	Appreciation of Health and Safety and how it will be applied to the Contract.	2%	MS 10	H&S	2%	1	0.40
EC5	Tenderer's proposals for adhering to Child Protection requirements	5%	MS 11	Safeguarding	5%	5	5.00
EC6	Application of previous experience to the delivery of the Contract.	10%	MS 12	Property Mgmt	10%	3	6.00
<b>TOTAL</b>		100%			100%		56.2

## Contractor B

Evaluators	Quality Criteria	Head Weighting	Method Statements	Sub-Criteria	Weighting	Score Moderated	Weighted Score
EC1	Proposed business model	41%	MS 1	Meeting needs of Service	20%	4	16.00
			MS 2	Diversity	3%	4	2.40
			MS 3	Staff Trg & Dev	10%	4	8.00
			MS 4	Mobilisation	3%	4	2.40
			MS13	Income Generation	5%	4	4.00
EC2	Tenderer's proposed plans for ensuring effective quality management of the Services and plan to achieve and maintain performance to Contract standards, requirements and targets including self-monitoring and evaluation	25%	MS5	Quality	15%	4	12.00
			MS6	Performance Mgmt	10%	3	6.00
EC3	Tenderer's proposed approach for working in partnership with all stakeholders including the children, young people and their parents, Council, and any other relevant agencies/ organisations	17%	MS 7	Stakeholder Engagement	5%	3	3.00
			MS 8	Partnership Working	5%	3	3.00
			MS 9	Mktg & Comms	2%	4	1.60
			MS 14	Working with SME/Vol	5%	3	3.00

EC4	Appreciation of Health and Safety and how it will be applied to the Contract.	2%	MS 10	H&S	2%	4	1.60
EC5	Tenderer's proposals for adhering to Child Protection requirements	5%	MS 11	Safeguarding	5%	5	5.00
EC6	Application of previous experience to the delivery of the Contract.	10%	MS 12	Property Mgmt	10%	4	8.00
<b>TOTAL</b>		100%			100%		76

### Contractor C

Evaluators	Quality Criteria	Head Weighting	Method Statements	Sub-Criteria	Weighting	Moderated Score	Weighted Score
EC1	Proposed business model	41%	MS 1	Meeting needs of Service	20%	3	12.00
			MS 2	Diversity	3%	4	2.40
			MS 3	Staff Trg & Dev	10%	3	6.00
			MS 4	Mobilisation	3%	3	1.80
			MS13	Income Generation	5%	4	4.00
EC2	Tenderer's proposed plans for ensuring effective quality management of the Services and plan to achieve and maintain performance to Contract standards, requirements and targets including self-monitoring	25%	MS5	Quality	15%	3	9.00
			MS6	Performance Mgmt	10%	4	8.00

	and evaluation						
EC3	Tenderer's proposed approach for working in partnership with all stakeholders including the children, young people and their parents, Council, and any other relevant agencies/ organisations	17%	MS 7	Stakeholder Engagement	5%	3	3.00
			MS 8	Partnership Working	5%	3	3.00
			MS 9	Mktg & Comms	2%	3	1.20
			MS 14	Working with SME/Vol	5%	3	3.00
EC4	Appreciation of Health and Safety and how it will be applied to the Contract.	2%	MS 10	H&S	2%	2	0.80
EC5	Tenderer's proposals for adhering to Child Protection requirements	5%	MS 11	Safeguarding	5%	4	4.00
EC6	Application of previous experience to the delivery of the Contract.	10%	MS 12	Property Mgmt	10%	4	8.00
<b>TOTAL</b>		100%			100%		66.20

## Contractor D

Evaluators	Quality Criteria			Sub-Criteria	Weighting	Score Moderated	Weighted Score
EC1	Proposed business model	41%	MS 1	Meeting needs of Service	20%	3	12.00
			MS 2	Diversity	3%	4	2.40
			MS 3	Staff Trg & Dev	10%	3	6.00
			MS 4	Mobilisation	3%	3	1.80

			MS13	Income Generation	5%	3	3.00
EC2	Tenderer's proposed plans for ensuring effective quality management of the Services and plan to achieve and maintain performance to Contract standards, requirements and targets including self-monitoring and evaluation	25%	MS5	Quality	15%	3	9.00
			MS6	Performance Mgmt	10%		
						3	6.00
EC3	Tenderer's proposed approach for working in partnership with all stakeholders including the children, young people and their parents, Council, and any other relevant agencies/ organisations	17%	MS 7	Stakeholder Engagement	5%	3	3.00
			MS 8	Partnership Working	5%	3	3.00
			MS 9	Mktg & Comms	2%	4	1.60
			MS 14	Working with SME/Vol	5%		
						3	3.00
EC4	Appreciation of Health and Safety and how it will be applied to the Contract.	2%	MS 10	H&S	2%		
						2	0.80
EC5	Tenderer's proposals for adhering to Child Protection requirements	5%	MS 11	Safeguarding	5%		
						5	5.00
EC6	Application of previous experience to the delivery of the Contract.	10%	MS 12	Property Mgmt	10%		
						3	6.00
<b>TOTAL</b>		100%			100%		62.60



## APPENDIX 5

### EQUALITIES IMPACT ASSESSMENT

# Children's Centre Community Consultation

**Department**  
Children and Young People  
**Created**  
10th January, 2015  
**Status**  
Complete

**Person Responsible**  
Harjinder Sangha  
**Last Review**  
1<sup>st</sup> June, 2015  
**Next Review**  
n/a

We are reviewing this proposal at this stage as cabinet previously approved for the children's centres to go out to tender. We now have a chosen provider which needs to be approved by cabinet. This EIA will contribute to the next decision making process.

#### Screening Data

1. What are the objectives and expected outcomes of your proposal? Why is it needed? Make sure you highlight any proposed changes.

Against a background of substantial cuts by central government, Brent Council wants to maintain and strengthen

Children's Centre services through engagement of a partner in the management and delivery of Children's Centres. By re-commissioning, Brent Council aims to:

- Secure our Children's Centres long term sustainability;
- Improve outcomes for children aged 0-4 years and their families; and
- Narrow the gap for vulnerable and disadvantaged children and families at risk of poor outcomes.

The Cabinet approved a proposal to tender the management and day to day governance of the Children's Centres to an experienced provider with that provider taking on the running of the buildings, the employment and management of staff and the responsibility for service delivery to meet the core offer requirements. See Attached.

Under this model the selected provider will resource and develop the required universal services and the Local

Authority will fund the targeted Early Intervention services for the most vulnerable families. Under this model the strategic role for the Early Years Service will be to secure good quality children's centres, challenge practice and performance management, supporting good Ofsted outcomes and focusing resources on the targeted households and other families with additional needs.

Essentially this model attempts to deliver a similar level of service to the current model (or potentially better) for a reduced level of resourcing from the local authority. It looks to future sustainability, since external service providers will have the ability to leverage in additional funds from their own contacts for example the National Lottery, European funding, etc. which the current service, as a council service, cannot access.

The partnership delivery model proposed is one that has been put in place in other local authorities and there are

several strong providers present in the market. The contract will specify outcomes from the centres and the Council would fund the targeted work, while the contractor would be expected to provide universal services using volunteers and by raising funding from other sources. The provider will have the use of

the buildings such that they could diversify community use if it contributed to the essential aims of the Children's Centres and the core services were successfully delivered. This has the potential for wider community benefits.

There are no changes in relation to the objectives and expected outcomes. The need for this proposal to tender remains unchanged. The Council's aims continue to be to:

- Secure our Children's Centres long term sustainability;
- Improve outcomes for children aged 0-4 years and their families; and
- Narrow the gap for vulnerable and disadvantaged children and families at risk of poor outcomes

This proposed model of service delivery remains the same with the provider attempting to deliver a similar level of service or better. There will be a reduced level of resourcing from the local authority, with the provider looking into future sustainability as above.

## 2. Who is affected by the proposal? Consider residents, staff and external stakeholders.

The proposed changes will result in TUPE transfer of staff to the successful contractor, as has occurred in other local authorities that have undertaken similar commissioning. This is the subject of a separate EIA.

This EIA relates to the children and families that access services through Brent's network of Children's Centres.

Broadly speaking, this model is preferred given its essentially neutral in relation to impact on protected groups

(although if the Council were otherwise compelled to reduce substantially reduce the number of Children's Centres through continuing within in-house provision this would materially impact protected groups).

The proposed changes and who it will affect remain the same. The separate staff EIA has also been updated to reflect this. This model continues to remain neutral in relation to impact on protected groups.

### 3.1 Could the proposal impact on people in different ways because of their equality characteristics?

Yes

If you answered 'Yes' please indicate which equality characteristic(s) are impacted

Age

Disability

Pregnancy and maternity

Race

Religion or belief

Sex

This continues to remain the same and unchanged.

### 3.2 Could the proposal have a disproportionate impact on some equality groups?

Yes

If you answered 'Yes' please indicate which equality characteristic(s) are impacted

Age

Disability

Pregnancy and maternity

Race

Religion or belief

Sex

This continues to remain the same and unchanged.

### 3.3 Would the proposal change or remove services used by vulnerable groups of people?

No



The new service provider would be required, at a minimum, to continue to deliver all services currently in place. The Council will however require the new provider to seek opportunities to increase and improve service delivery.

This continues to remain the same and unchanged.

3.4 Does the proposal relate to an area with known inequalities?

No

This continues to remain the same and unchanged.

3.5 Is the proposal likely to be sensitive or important for some people because of their equality characteristics?

Yes

If you answered 'Yes' please indicate which equality characteristic(s) are impacted

Age

Disability

Pregnancy and maternity

Race

Religion or belief

Sex

This continues to remain the same and unchanged.

3.6 Does the proposal relate to one of Brent's equality objectives?

Yes

The proposal relates to Brent equality objective (5) to ensure that sound equality practices underpin our Procurement and commissioning processes. It is fundamental that any successful provider that delivers services on behalf of Brent Council can demonstrate that they can successfully meet all commitments vis-a-vis Equality Act (2010). For example, the service specification makes specific reference

This objective is about making sure that when we choose somebody, such as a building company, to provide services on our behalf, fairness and equality are at the centre of the process. The specification, for example, details that the provider will be expected to maintain consistency of key management policies and procedures across all Children's Centres. These will be agreed with Brent Council and are expected to include:

- Confidentiality and data protection
- Complaints
- Equality and diversity
- Health and safety
- Information sharing
- Marketing and promotion
- Safeguarding
- Staff training and development

This continues to remain the same and unchanged. The proposal continues to relate to objective (5) ensuring sound equality unpins the commissioning and procurement process.

## Recommend this EA for Full Analysis?

Yes

## Comments

There has been wide-ranging consultation with service users, potential service users and our partners and providers of services . This includes an online survey, consultation drop-in with

service users and potential service users and a drop-in box at all children's centres. Consultation booklets were widely circulated that set out the purpose and context for the consultation.

In addition, a partner/provider booklet was sent to all partners, an online questionnaire was available and a provider/ partner consultation meeting was held. There were also targeted consultation activities with all Headteachers and strategic partners through the Children's Centre Locality Advisory Boards and Brent Children's Centre Strategic Partners Group.

## Rate this EA

N/A

## Impact Assessment Data

5. What effects could your policy have on different equality groups and on cohesion and good relations?

### 5.1 Age (select all that apply)

Positive

Children's centres prioritise outcomes for families with children aged 0-4 years.

The Department for Education (DfE) developed the "Core Purpose" of Sure Start Children's Centres in 2011/12 and the vision and principles underpin the statutory guidance and inform the expectations within the inspection framework. The revised Ofsted framework for the inspection of children's centres, issued in March 2013, describes centres as a "one stop shop" for children under five and their families to help them secure good outcomes in the following areas:

- Readiness of children for school.
- Improved parenting.
- Opportunities for adults to participate in activities that improve their personal skills, education and employability.
- Development of healthy lifestyles.
- Parents' understanding of their responsibilities for their children's safety and well-being.

The service specification relevant to the management and delivery of Brent Children's Centres reiterates this core

priority to secure positive outcomes for families with children aged 0-4 years. Specifically, the service specification commits the service provider to continue the 'good' practice (as measured by Ofsted) of registering and engaging at least 65% of children aged 0-4 years in early childhood services and activities.

As the attached document shows Brent Children's Centres working with partner agencies is engaging children well in excess of the 65% target for 'good'. This is true in all Brent children's centre localities and is crucial to whether Brent is rated good or otherwise. Given this, the Council has included the requirement that this positive focus on 'age' remains and so any anticipated service provider must deliver at least this level of engagement with families with children aged 0-4 years. To make this work effectively, we leverage existing partnerships e.g. Children's Social Care, Brent Family Solutions, Health Visiting to ensure that we can properly identify which families to focus efforts so that we can continue to have this positive impact related to age. This includes detailed data sharing, continued strategic oversight of Children's Centres through the Brent CC Strategic Partners Group and continued provision of detailed reports to any new service provider.

The service provider will need to understand their duty to cater for the needs of younger children, to prepare them for school readiness to enable children to meet Key Stage 1 and 2 requirements and to enhance their quality of opportunity later in life.

## Contact Rate of TARGET CHILDREN at Brent Children's Centres

Locality/Children's Centre Catchment	01 Apr 2012 – 31 Mar 2013			01 Oct 2012 - 30 Sept 2013			01 Apr 2013 – 31 Mar 2014			Target 2013/14
	Children's Centre and Partner Agency Contact	Target Population	Percentage	Children's Centre and Partner Agency Contact	Target Population	Percentage	Children's Centre and Partner Agency Contact	Target Population	Percentage	
Harlesden	1202	1816	66%	1223	1640	75%	1170	1590	74%	65%
Curzon Crescent Children's Centre*	363	511	71%	354	448	79%	355	456	78%	
Fawood and Challenge House Children's Centres	495	763	65%	535	732	73%	496	702	71%	
Harmony Children's Centre	201	337	60%	211	298	71%	194	275	71%	
St Raphael's Children's Centre	143	205	70%	123	162	76%	125	157	80%	
Kilburn	666	1040	64%	719	1029	70%	689	988	70%	65%
Granville Plus Children's Centre	213	347	61%	253	354	71%	257	353	73%	
Three Trees and Hope Children's Centres	453	693	65%	466	675	69%	432	635	68%	
Kingsbury	514	763	67%	530	745	71%	508	708	72%	65%
Church Lane and Mount Stewart Children's Centres	352	519	68%	371	519	71%	350	490	71%	
The Willow Children's Centre	162	244	66%	159	226	70%	158	218	72%	
Wembley	917	1336	69%	982	1343	73%	1014	1321	77%	65%
Alperton Children's Centre	175	252	69%	181	250	72%	193	240	80%	
Welcome Children's Centre	424	596	71%	431	592	73%	463	582	80%	
Wembley Primary and Preston Park Children's Centres	318	488	65%	370	501	74%	358	499	72%	
Willesden	818	1360	60%	884	1326	67%	848	1250	68%	65%
Curzon Crescent Children's Centre*	116	191	61%	119	172	69%	117	165	71%	

Treetops and Wykeham Children's Centres	702	1169	60%	765	1154	66%	731	1085	67%	
Brent Total	4117	6315	65%	4338	6083	71%	4229	5857	72%	65%
Out of Borough/Address not disclosed	300	378	79%	376	468	80%	356	446	80%	-
Grand Total	4417	6693	66%	4714	6551	72%	4585	6303	73%	-

- NB \*Curzon Crescent is split across 2 localities, Harlesden and Willesden
- Partner agency contact includes Health Visiting Team, Social Care, Early Help and Family Solutions

The effects of this proposal on age remain unchanged. The service provider will need to understand their duty to cater for the needs of younger children. The provider will need to ensure delivery of services under the Core Purpose and also ensure these are at 'good' (as measured by Ofsted) under the above indicators.

## 5.2 Disability (select all that apply)

### Positive

Specific provision is made for parents and children with disabilities and additional needs through Brent Children's Centres. It is acknowledged that this is an area of strength for Brent Children's Centres. For example, Ofsted inspectors reported in the Wembley team 1 inspection that 'there are a number of children in the area with disabilities and special educational needs. Many of these have benefitted from the Special Needs Groups run at the centre. This provision is enhanced as parents have access to a fully trained special needs coordinator for support and advice.'

Core to delivery of positive outcomes for parents and children with disabilities and additional needs is ensuring these families are included in the local definition (set by the Brent Children's Centre Strategic Partners Group) of 'target group' households. These households and children are known and their registration/ engagement with Children's Centres monitored. For example, as at March 2014:

### Children with Additional Needs

Date	Age Group / Gender	Under 1	Age 1	Age 2	Age 3	Age 4	Grand Total
March 2014	Female	0	12	22	31	50	115
	Male	5	15	58	119	111	308
	Total	5	27	80	150	161	423

Date	Age Group / Gender	Under 1	Age 1	Age 2	Age 3	Age 4	Grand Total
September 2014	Female	4	4	23	37	35	103
	Male	4	12	41	96	146	299
	Total	8	16	64	133	181	402

Data Source: Brent Local Authority, Special Educational Needs Assessment Service (SENAS)

NB Based on statutory notifications, received from community paediatricians, on a pre-school children who are likely to have additional needs at school.

As a result, Children's Centres have data to enable them to specifically target and engage families with disabilities/additional needs. This tends to result in bespoke support for families with disabilities, including access to specific provision such as 'special needs groups' for families with children aged 0-4 years with disabilities operate across the borough, targeted speech and language therapy assistance, priority access to universal services such as 'stay and play' sessions, additional support to access

childcare and access to a commissioned Citizens Advice Bureau service that assists with financial literacy, debt management and housing.

To ensure good quality personalised support for individual children and their families, a borough wide lead for children with additional needs (Willow Nursery head teacher) is responsible for the coordination of support for children with additional needs, as well as acting as an expert source of advice, guidance and consultancy for individual families with children with additional needs and multiagency practitioners working with Children's Centres. To enhance this provision, each locality also has at least one trained and designated 'special needs' early years worker.

Where needs arising from disability are more complex, the Brent Family Solution team will lead work to develop a plan alongside the family for addressing the holistic needs of the family, working in partnership with individual Children's Centres.

Brent Council remains committed to sustaining this good practice in the proposals for a new model of management and delivery of Children's Centres. The service specification makes clear these commitments. See, for example, requirements 3.9, 3.16-3.18, 3.24-3.25.

3.9 The Service Provider will ensure that all Children's Centre services are accessible to children with Special Educational Needs (SEN) and disabilities.

3.16 The Service Provider will work closely with the Willow Nursery (or other) lead responsible for borough wide coordination of early years support for children with additional needs/ disabilities. The Service Provider will contribute to the identification of children with special needs to plan and deliver packages of support for children and families and fully participate in the Early Support Programme, which supports parents and carers of disabled children aged five and under.

3.17 The Service Provider will ensure that at least one early years worker within each locality is appropriately trained and designated to act as a focal point for early years support for children with additional needs/ disabilities. These early years workers will have access to ongoing advice and guidance from the Willow Nursery (or other) lead responsible for borough wide coordination of early years support for children with additional needs/ disabilities.

3.18 Where specialist and targeted services for children with additional needs and disabilities are offered at individual Children's Centres, the Service Provider will continue to deliver these services at that Centre and/or at other outreach venues, as required.

3.24 A key priority for Brent Council is the provision of early help support that provides intensive support to families that are at greater risk of escalating problems. The Brent Family Solutions Team coordinates provision for this cohort of families and the Service Provider must ensure that all staff, most particularly family support workers, community involvement workers and early years workers, play an active role as part of the team around the family model of working, as required with families accessing support through this team.

3.25 The Service Provider will comply with all relevant policies, processes and procedures in relation to children and families engaged with statutory social care provision. This includes working closely with Brent Social Care teams to support families where there is or has been a Child in Need Plan, Child Protection Plan, Looked After Child Plan, Fostering and Adoption Plan etc. using the guidelines within the protocols to identify and share information and to inform planning and service delivery. The Service Provider will also work with local social care professionals to review arrangements in identifying families in need and providing support.

The effects of this proposal on disability remain unchanged. The provider will ensure that Children's Centres use data to enable them to specifically target and engage families with disabilities/additional needs and ensure good quality personalised support for individual children and their families as above.

5.3 Gender identity and expression (select all that apply)  
Neutral

This continues to remain the same and unchanged.

#### 5.4 Marriage and civil partnership (select all that apply)

Neutral

This continues to remain the same and unchanged.

#### 5.5 Pregnancy and maternity (select all that apply)

Positive

Children's Centres specifically provide support to, and engage with parents from the ante-natal period through to the child commencing at school. In Brent, community midwives deliver ante-natal support from Children's Centre settings and for young mums, a Family Nurse Partnership that begins ongoing 1:1 support for young mums with a dedicated midwife and health visitor from the ante-natal period through to the child's third birthday is now in place. The Council working with partners in delivery of maternity services and the Healthy Child programme remains committed to these practices.

To promote positive pregnancy/maternity, all Children's Centres have achieved accreditation as a Healthy Early Years setting which includes ensuring that provision promotes and supports breastfeeding, early childhood immunization, smoking cessation, physical activity and healthy food/drinks for all parents, with a particular focus on parents to be.

Brent outcomes in relation to breastfeeding initiation, conception rates for young mums and smoking during pregnancy are especially good relative to the rest of England (see attached). A key area of focus is improving physical activity and diet so as to impact the poorer outcomes in relation to obesity both for children and for parents. The positive approach taken by Brent Children's Centre in this respect is recognised. For example, the most recent Ofsted inspection of Wembley team 2 identified 'Health outcomes are generally good with an exceptionally high percentage of mothers breastfeeding at six-to-eight weeks (77%), far greater than the national figure. Immunisation rates are also good and there are very low rates of smoking in pregnancy. Childhood obesity is higher than the national figure which the group is trying to counteract with healthy cooking sessions and encouraging healthy eating in the centres. Dental-health specialists attend sessions in response to high levels of childhood cavities'.

Brent Council remains committed to sustaining this good practice in the proposals for a new model of management and delivery of Children's Centres. The service specification makes clear these commitments. See for example 3.29-3.30.

3.29 The Service Provider will support community health services to ensure all parents with babies and very young children have access to the Healthy Child Programme and that all pregnant women and their families have access to antenatal advice and support.

3.30 The Service Provider will provide access to information, guidance and signposting about:

- Breastfeeding, nutrition, hygiene and safety.
- Immunisations
- Smoking cessation
- Healthy lifestyles e.g. healthy eating and physical activity
- Good physical and mental health for children and families, including healthy relationships and information and
- guidance to support families affected by domestic violence and substance misuse
- Dental hygiene, including how to register with dentists
- Other public health programmes that operate within the borough

Supporting documentation can be found here :  
[HealthProfile2014Brent00AE.pdf](#)

At a minimum the new provide must continue to deliver services already in place, however we will be expecting the service provider to improve service provision for this protected group.

This continues to remain the same and unchanged. As a minimum the new provider will continue to deliver services already in place and enhance where possible services for this protected group.

## 5.6 Race (select all that apply)

### Positive

Children's Centres have a very particular role in enabling access to all families from all ethnic backgrounds. Brent is one of the most ethnically diverse local authorities in the UK- 92.0% of school children are from a minority ethnic group this is the second highest for any local authority in England.

Children's Centres monitor the registration and engagement of families from different ethnic backgrounds and make specific efforts to target families that are not engaging. The analysis below shows that BAME users have the highest levels of service user engagement of the children's centres.

The Service Provider will need to understand the cultural diversity of the community which it will serve and ensure provision of services to meet our client group requirements. At a minimum they must continue to deliver services already in place, however we will be expecting the service provider to improve service provision that will enhance quality of opportunity for our BAME users. For example, applying for grants specifically targeted at provision for BAME users.

To assist the service provider, the local authority will continue to provide detailed breakdowns of ethnic communities, as well as additional data relevant to families to specifically engage because of their higher levels of need on at least a termly basis. This will ensure that there is a continued focus on identifying and engaging these families.

Registration Rate (as @ 17/12/14) - Based on Jan-14 under 5 population (21,708)

Ethnicity Level 2	Children's Population (Jan-14)*	Children Registered (as at 01-Jun-15)	Percentage Registered
Asian - Bangladeshi	176	80	45%
Asian - Chinese	63	61	96%
Asian - Indian	3307	2472	75%
Asian - Other Asian	2595	1144	44%
Asian - Pakistani	1452	604	42%
Black - African	3555	1455	41%
Black - Caribbean	1879	425	23%
Black - Other Black	528	492	93%
Mixed - Other Mixed	685	634	93%
Mixed - White & Asian	254	135	53%
Mixed - White & Black African	225	74	33%
Mixed - White & Black Caribbean	349	104	30%
Other ethnic group	1469	1230	84%
White - British	1306	963	74%
White - Irish	263	129	49%
White - Other White	2981	2189	73%
Not obtained/Refused**	620	4744	766%
<b>Grand Total</b>	<b>21708</b>	<b>16935</b>	<b>78%</b>

\* The Jan-14 School Census has been used to provide an indicator of the ethnic make-up within Brent. These percentages have been applied to the Jan-14 under 5 child population provided by NHS Brent, to obtain an approximate number of children within each ethnicity group

In making specific provision to target and engage families from diverse ethnic communities and so ensure that

Children's Centres bring families together from across all ethnic backgrounds:

- (a) our staff teams represent diverse communities
- (b) Children's Centres prioritise recruiting and supporting parent volunteers that speak community languages
- (c) parent volunteers are proactively engaged in supporting the engagement of families that do not speak English and delivering services in community languages (for example, some of our parenting programmes are delivered by trained Somali volunteer facilitators for Somali parents)
- (d) adult education services provide English language courses through or in collaboration with Children's Centres and this is augmented with additional conversational English language sessions through Children's Centres
- (e) ensuring that all of Brent's Parents Voice groups (parents forums that operate as part of the governance of children's centres in all localities) and Locality Advisory Boards (that are the key board governing children's centres in all localities) have parents from different ethnic groups participating
- (f) annual parent impact and satisfaction study also draws out qualitative differences in the experiences of families from different ethnic backgrounds (as well as where there are parents/children with disabilities, young parents and parents that are not in work/households where no adult is in work).

The most recent report identifies that families from Black and minority ethnic communities typically have high levels of satisfaction with Brent Children's Centres and report positive impacts in all key outcome areas both for parents and for children.

Brent Children's Centres' community involvement workers will proactively engage parents that attend our Children's Centres to contribute to overall governance so that the cultural diversity of Brent is represented in service planning. As a result, there are more than 100 parents participating in Parents Voice across the five localities.

It is also the case that we review the satisfaction and impact rates associated with families from different ethnic groups to ensure that we can meaningfully address and engage all families; and so positively undertake work to promote the participation of all groups. We note, for example, in the attached parent satisfaction and impact report, the extent to which ethnic groups report equally positive levels of satisfaction (99%) and high levels of benefit for parents and for children from engagement. We will continue to monitor these differences on an ongoing basis, coupled with our detailed work about who is accessing the Centre and what we can do in a targeted way to ensure that all communities are engaging.

As noted above, this had led to specific provision for specific communities such as Somali parents (working alongside local community organisations) and focused work to engage communities as well. For example, at Wembley team two, Gujarati parent volunteers have been recruited to assist with work to support other Gujarati speaking parents.

Similarly, this analysis points to a need for more engagement with Polish parents who are engaging less with the children's centre. As a result, the Action Plan has a focus on the recruitment of a Polish parent volunteer.

## **Children's Ethnicity**

### **Registration of ALL Children under 5 at Brent Children's Centres by Ethnicity (Living in Brent)**

<b>Ethnicity Level 2</b>	<b>Children's Population (Jan-14)*</b>	<b>Children Registered (as at 01-Jun-15)</b>	<b>Percentage Registered</b>
Asian - Bangladeshi	176	80	45%
Asian - Chinese	63	61	96%
Asian - Indian	3307	2472	75%
Asian - Other Asian	2595	1144	44%



Asian - Pakistani	1452	604	42%
Black - African	3555	1455	41%
Black - Caribbean	1879	425	23%
Black - Other Black	528	492	93%
Mixed - Other Mixed	685	634	93%
Mixed - White & Asian	254	135	53%
Mixed - White & Black African	225	74	33%
Mixed - White & Black Caribbean	349	104	30%
Other ethnic group	1469	1230	84%
White - British	1306	963	74%
White - Irish	263	129	49%
White - Other White	2981	2189	73%
Not obtained/Refused**	620	4744	766%
<b>Grand Total</b>	<b>21708</b>	<b>16935</b>	<b>78%</b>

- **NB** \* The Jan-14 School Census has been used to provide an indicator of the ethnic make-up within Brent. These percentages have been applied to the Jan-14 under 5 child population provided by NHS Brent, to obtain an approximate number of children within each ethnicity group
- \*\*There are a high number of unknown ethnicities on eStart
- Previous data table included children that were registered to a Brent Children's Centre, but living out of borough. The above table only includes those living in Brent

### **Contact Rate of ALL Children under 5 at Brent Children's Centres by Ethnicity (Living in Brent)**

<b>Ethnicity Level 2</b>	<b>Children's Population (Jan-14)*</b>	<b>Children seen between 01/04/2014 and 31/03/2015**</b>	<b>Percentage Seen</b>
Asian - Bangladeshi	176	64	36%
Asian - Chinese	63	48	76%
Asian - Indian	3307	1530	46%
Asian - Other Asian	2595	761	29%
Asian - Pakistani	1452	455	31%
Black - African	3555	1110	31%
Black - Caribbean	1879	358	19%
Black - Other Black	528	446	85%
Mixed - Other Mixed	685	515	75%
Mixed - White & Asian	254	98	39%
Mixed - White & Black African	225	57	25%
Mixed - White & Black Caribbean	349	79	23%
Other ethnic group	1469	961	65%
White - British	1306	777	59%
White - Irish	263	93	35%
White - Other White	2981	1511	51%
Not obtained/Refused***	620	3165	511%
<b>Grand Total</b>	<b>21708</b>	<b>12028</b>	<b>55%</b>

- **NB** \* The Jan-14 School Census has been used to provide an indicator of the ethnic make-up within Brent. These percentages have been applied to the Jan-14 under 5 child population provided by NHS Brent, to obtain an approximate number of children within each ethnicity group
- \*\* Based on data extracted from eStart on 01-Jun-15
- \*\*\*There are a high number of unknown ethnicities on eStart
- Previous data table included children that were registered to a Brent Children's Centre, but living out of borough. The above table only includes those living in Brent

This continues to remain the same and unchanged. The new Provider will need to understand the cultural diversity of the community and use data to plan and ensure provision of services to meet our client group requirements. At a minimum they must continue to deliver services already in place but also to improve service provision that will enhance quality of opportunity for our BAME users. The data presented has been updated to reflect more up to date registration and engagement rates for BAME users.

#### 5.7 Religion or belief (select all that apply)

##### Positive

As part of a strong commitment to diversity and inclusion and fostering good community relations, Children's Centres ensure that all major religious festivals and celebrations for Brent residents are integrated into their provision. In addition to displays set up within the Centres, Children's Centres will host celebratory events that all families can participate in (whether affiliated to the particular religion or not).

Staff also take account of the different requirements of families' religious beliefs, for example, in support for healthy eating and physical activity. This is a requirement of Children's Centres' Healthy Early Years Status accreditation (which all Children's Centres have achieved). Similarly, Brent's parenting programmes (all accredited programmes delivered by appropriately qualified practitioners) take account of different belief systems as part of how people parent. This is especially true of the Strengthening Families, Strengthening Communities parenting programme which is delivered at least once each term on a rotating basis throughout all localities.

This is not to say that different beliefs which are inconsistent with positive child development and UK law, for example in relation to the safeguarding and protection of children are viewed acceptable. These are not and all staff and parent volunteers delivering services through Children's Centres must have had safeguarding training and understand Brent's commitment to, and policies and procedures in relation to safeguarding. Parenting programmes, for example, challenge beliefs which are not conducive to positive outcomes for children such as smacking children.

However, this is done in a way that educates parents about the sustained benefits to child development and parent/ child relationships through routine setting and behaviour management not challenging religious beliefs.

In this way, Children's Centres are contributing to the fostering of good relations for families with different religions/ belief systems.

The new Service Provider will need to demonstrate awareness and knowledge of supporting families with diverse religions and beliefs and how they might seek to further improve service provision to support these families.

This continues to remain the same and unchanged. The service provider will have a strong commitment to diversity and inclusion and fostering good community relations.

#### 5.8 Sex (select all that apply)

##### Positive

A key priority for Brent Children's Centres is engagement of all parents. This is consistent with the 'whole family' model of working that is in place across the Early Years and Family Support Service. Registration and engagement rates of both female and male parents/carers is recorded and monitored.

In the last 18 months, this approach has led to much more concerted focus on engagement of dads/ male carers where traditionally dads/ male carers have been largely disengaged from participation in services with Children's Centres. This includes offering a diverse range of parenting and peer support interventions that are specific to dads/ male carers (see attached) led by a children's centre network manager with responsibility for the 'dad's programme'.

#### **Registration of Fathers at Brent Children's Centres**

	<b>Fathers Registered*</b>
--	----------------------------

Living in Brent	11131
Out of Borough	598
<b>Total</b>	<b>11729</b>

NB \* Based on data extracted from eStart on 01-Jun-15

### **Contact Rate of Fathers at Brent Children's Centres**

	Fathers Seen between 01/04/2014 and 31/03/2015*
Living in Brent	2915
Out of Borough	135
<b>Total</b>	<b>3050</b>

NB \* Based on data extracted from eStart on 01-Jun-15

While universal and targeted services are all taken up by mums/ female carers, there are also specific programmes of support that are relevant to mums with specific requirements too. For example, Brent Children's Centres all offer programmes for mums affected by domestic abuse (this includes bespoke in-refuge support for mums and children affected by domestic abuse) and all Children's Centre localities have qualified staff for identifying and engaging mums affected by domestic abuse. There are also physical activity programmes specifically for mums too. As noted previously, as part of all Children's Centres achieving their Healthy Early Years Status accreditation, all Children's Centres needed to demonstrate positive approaches to educating and supporting mums with breastfeeding and smoking in pregnancy.

Brent Council remains committed to sustaining this good practice in the proposals for a new model of management and delivery of Children's Centres. The service specification makes clear these commitments. See for example 3.22 and 3.23.

3.22 The Service Provider shall ensure that each Children's Centre provides welcoming, inclusive supportive services for all fathers and male carers which respond to their needs. Such services will be delivered in an environment where they are accepted and free to participate without being judged. This will include across the borough at least once weekly activities that cater specifically to the requirements of fathers and male carers. At least one Children's Centre network manager should be a designated 'father's lead' to ensure appropriate senior level coordination of support through Children's Centres for fathers and male carers.

3.23 Working closely with the Brent Family Nurse Partnership health professionals, the Service Provider shall be responsive to local need for support for teenage and young parents by providing specialist, tailored support, including support for teenage and young fathers. Services will be delivered in ways that encourage teenagers to access early advice and support through Children's Centres.

Supporting documentation can be found here :  
[Father-figure-activities.pdf](#)

[This continues to remain the same and unchanged.](#)

5.9 Sexual orientation (select all that apply)  
 Neutral

[This continues to remain the same and unchanged.](#)

5.10 Other (please specify) (select all that apply)  
 Neutral

[This continues to remain the same and unchanged.](#)

6. Please provide a brief summary of any research or engagement initiatives that have been carried out to formulate your proposal.

What did you find out from consultation or data analysis?

Were the participants in any engagement initiatives representative of the people who will be affected by your proposal?

How did your findings and the wider evidence base inform the proposal?

There has been consultation carried out with service users, potential service users and our partners and providers of services. To support this consultation, booklets for parents and for partners were created and distributed that set out the context and purpose of the proposals and consultation activity. From November 2014- January 2015, consultation has included paper and online surveys and drop in the box feedback at all Children's Centres, an online questionnaire for partners, a provider/ partner consultation meeting and individual meetings by the Head of Early Years and Family Support Service with all headteachers which have Children's Centres co-located with the school site.

There have been especially good levels of engagement from ethnically and culturally diverse parents. Key findings for parents are:

1. Parents value the opportunity for learning and development of their children and themselves as part of their family immersion into the Brent community while planning for their long term future.
2. Parents recognise and value the way Children's Centres support their aspirations for future success
3. Parents value the 'low/no cost' of Children's Centre services
4. Parents have a perception that the Council intends to close services
5. Parents do not want the new partner to focus on income over children's outcomes
6. Parents are concerned that costs will be introduced that may exclude them from using the services
7. Some parents are concerned that costs will target economically active families
8. The majority of parents are willing to make a small contribution to attend specific programmes
9. Parents need a clear explanation of the tender process
10. Parents support the Proposal as the opportunity to save Children's Centre Services
11. Parents want the existing staff to remain in their roles
12. Parents want quality to be maintained
13. Parents support the need to generate income
14. Parents accept business and charitable involvement in Children's Centres

Key additional concern raised by partners were that current partnerships and agreements would not be honoured/continued. The Headteachers were broadly in agreement that working with a partner/partners was an acceptable way forward.

Throughout the consultation few other alternatives were suggested except for a small charge for services and hiring out the buildings. These had been explored before and would not create the required savings.

Consultation with managers, staff and unions has also taken place, albeit that this was not strictly required as a

separate function at this stage. Nonetheless, employees working for Brent Children's Centres have been consulted. Their perspectives are integrated into a specific EIA relevant to staff.

Officers have also consulted widely with potential public, private and voluntary sectors through a range of mechanisms including a formal open stakeholder event held at the Civic Centre on 10 December 2014, soft market testing and web based market discussion. The consensus view is that, given the relatively small number of buildings covered by the contract, to deliver the efficiencies and service improvements expected by the Council, this objective would best be met through the letting of a single contract. It should be noted that the small number of other authorities who have externalised the running of their Children's Centres such as Hampshire, Hertfordshire, Essex, Greenwich have significantly more centres than Brent. e.g. Hertfordshire CC have issued a tender recently for the management and operation of over 80 centres.

The attached service specification resonates strongly with the views set out by parents and partners. In seeking to tender a partner to deliver and manage Children's Centres, staff and services, it enables the maintenance of this well valued service with good outcomes and still produce a saving to the Council. It means there is no requirement for large scale reductions in staffing and Children's Centre sites or the introduction of fees that would limit families especially those with greater levels of need from engaging with Children's Centre services (e.g. families with disabled children, families that are new arrivals to UK, families without paid work or in low paid work, young parents etc.), while at the same time ensuring

continued good quality and securing of positive outcomes for children and families, particularly those at greater risk of poor outcomes.

The Children's Centres are located in areas of higher rates of deprivation in the borough. The borough profiles indicate that these areas have the highest rates of BAME and younger aged residents. The Council are seeking to continue the provision of services at the same time as delivering saving efficiencies. In order to achieve this, the proposal is to work with a new provider. The new service provider would need to be aware of the ethnic profile of the community it will be serving and have knowledge and understanding of their needs, ensuring they can deliver services to meet the needs of Brent's diverse community.

Supporting documentation can be found here :  
brent-council-CC-service-specifications-2-.docx

Brent Early Years and Family Support Services commissioned Cordis Bright to conduct a large-scale evaluation with parents of children aged 0-4 years about their take-up of, use of, and impact from support available through Brent children's centres. This evaluation does not affect the formulation of the proposal however can be used by the service provider to plan service delivery based on what services users are saying. The areas users have fed back on are:

- Health and wellbeing, e.g. emotional health, physical health, diet and exercise, breastfeeding and immunisations.
- Positive parenting, e.g. safety and safeguarding, accidents, behaviour and child development.
- Child and adult learning, e.g. reading, playing, communication, school readiness, work, training and volunteering.
- Family and community resilience, e.g. community engagement, employment, volunteering, housing and benefits.

The participants in the evaluation included those groups representative of the people who will be affected by the proposal. The evaluation provides good indication of where they would like to see improvements in service provision, which can be used to shape service delivery. The provider is required to collate and analyse data on the demographics of the service users to put in place adequate action plans to ensure protected groups are not adversely impacted in any way.

7. Could any of the impacts you have identified be unlawful under the Equality Act 2010? Prohibited acts include direct and indirect discrimination, harassment, victimisation and failure to make a reasonable adjustment.  
No

This continues to remain the same and unchanged.

8. What actions will you take to enhance the potential positive impacts that you have identified?

As set out in the main body of the EIA, the service specification for the proposed way forward with management and delivery of Brent Children's Centres articulates commitments for any potential provider to sustain the good practices and positive impacts associated particularly with age, sex, disability and race/ethnicity.

As noted in the previous sections, good quality data sharing enables Brent Council to understand specifically performance of children's centres in relation to key determinants such as age, disability, race and sex. In this context, the Council has already taken steps to ensure that children's centres positively contribute to the equality agenda, most particularly in relation to these protected characteristics.

To sustain this positive outcome and impact, the Council isn't simply seeking to engage a partner to continue this on their own. We recognise this can only happen if the Council continues to leverage existing partnerships e.g. Children's Social Care, Brent Family Solutions, Health Visiting to ensure that we can properly identify which families to focus efforts so that we can continue to have positive impacts related to age, disability etc. This includes detailed data sharing, continued strategic oversight of Children's Centres through the Brent CC Strategic Partners Group and continued provision of detailed reports to any new service provider by the local authority.

The Brent Children's Centre Performance Management Framework requires that any potential provider will continue to prioritise the engagement of service users and potential service users consistent with Brent's equality commitments. To support this, the Early Years and Family Support will continue to provide on at least a termly basis detailed household data to the provider that helps with identifying and engaging families with children aged 0-4 years, as well as provide termly performance data at the Children's Centre level, Children's Centre locality level and borough wide level that demonstrates success or otherwise in engagement with children and families (consistent with relevant protected characteristics). These reports will assist the provider as well as provide the basis for clear outcomes focused contract/ performance management.

In addition, the Brent Children's Centres' Strategic Partners Group will continue as a borough wide partnership chaired by the Head of Early Years and Family Support Services that seeks to further the integration of early childhood services and set and review performance in relation to borough and locality level targets for Children's Centres. This includes in relation to the areas set out in this EIA e.g. at least 80% engagement of all children and 65% of all children that are at greater risk of poor outcomes, families with children with additional needs/disabilities, dads and male carers and families from all ethnic communities.

This continues to remain the same and unchanged. Positive impacts remain a key priority, and this will be sustained through continuation of and enhancement of key partnerships.

9. What actions will you take to remove or reduce the potential negative impacts that you have identified?

Most importantly, the Council isn't seeking to engage a partner to work on their own to identify and engage households without the benefit of the excellent partnership working and data sharing that has been the characteristic of existing provision. The Council will continue to leverage existing partnerships- most particularly Children's Social Care, Brent Family Solutions and Health Visiting- to ensure that the provider is able to identify which families to focus efforts so that we can continue to have, and build on the positive impacts related to age, disability etc. This includes detailed data sharing, continued strategic oversight of Children's Centres through the Brent CC Strategic Partners Group and continued provision of detailed reports to any new service provider by the local authority.

10. Please explain how any remaining negative impacts can be justified?

11. What did this equality analysis conclude?

The proposal was accepted without changes

This proposal to tender the children's centres has now been approved by cabinet. The chosen provider is Barnardo's. Their proposal reflects well Brent Council aims to which are:

- Secure our Children's Centres long term sustainability;
- Improve outcomes for children aged 0-4 years and their families; and
- Narrow the gap for vulnerable and disadvantaged children and families at risk of poor outcomes.

This proposed model of service delivery remains the same with the provider attempting to deliver a similar level of service or better. There will be a reduced level of resourcing from the local authority, with the provider looking into future sustainability as above. All areas of analysis show positives outcomes for the equality groups and the equality characteristics.

The service provider will need to understand their duty to cater for the needs of younger children. The provider will need to ensure delivery of services under the Core Purpose and also ensure these are at 'good' (as measured by Ofsted) under the above indicators.

The provider will ensure that Children's Centres use data to enable them to specifically target and engage families with disabilities/additional needs and ensure good quality personalised support for individual children and their families as above. The new Provider will need to understand the cultural diversity of the community and use data to plan and ensure provision of services to meet our client group requirements. At a minimum they must continue to deliver services already in place but also to improve service provision that will enhance quality of opportunity for our BAME users. The data presented has been updated to reflect more up to date registration and engagement rates for BAME users.

The examples presented by Barnardo's in their proposal gives confidence in their experience and ability to take on this proposed model of delivery. Barnardo's have extensive experience of managing children's centre across the nation. They have scored well in all areas and shown clearly how they consider equality and diversity as part of their service delivery. They use innovative practice and service delivery to ensure and increase engagement with communities that would otherwise not engage. Barnardo's present all positive indicators in relation to this equality analysis.

I confirm that this equality analysis represents a fair and reasonable view of the implications of this proposal on equality and that appropriate actions have been identified to address the findings.

Enter your name

Sue Gates

Enter your designation

Head of EARLY YEARS AND FAMILY SPPORT

Enter your department

Children and Young people

Enter today's date

1<sup>st</sup> June 2015

**Outstanding Actions**

No outstanding actions

## **CHILDREN'S CENTRES**

### **CHANGES TO GOVERNANCE AND MANAGEMENT**

#### **EQUALITY IMPACT ASSESSMENT (Staffing)**

Updated June 2015

<b>1. Roles and Responsibilities:</b> please refer to stage 1 of the guidance	
<b>Directorate:</b> Children and Young People  <b>Service Area:</b> Early Years and Family Support	<b>Person Responsible:</b> Name: Sue Gates Title: Head of Early Years and Family Support Contact No: 020 8937 2710 Signed:
<b>Name of policy:</b> Children's Centres Changes to Governance and Management	<b>Date analysis started:</b> 10 October 2014  <b>Completion date</b>  <b>Review date:</b> 1 <sup>st</sup> June 2015
<b>Is the policy:</b>  New <input checked="" type="checkbox"/> Old <input type="checkbox"/>	<b>Auditing Details:</b> Name: Title: Date Contact No: Signed:
<b>Signing Off Manager:</b> responsible for review and monitoring Name: Sara Williams Title: Operational Director Date Contact No: 02089376422 Signed:	<b>Decision Maker:</b> Name individual /group/meeting/ committee: Strategic Children's Senior Leadership Team  Date:

**2. Brief description of the policy. Describe the aim and purpose of the policy, what needs or duties is it designed to meet? How does it differ from any existing policy or practice in this area?**

Please refer to stage 2 of the guidance.



The purpose of the proposed change is to achieve budget reductions across the children centre provision at the same time as meeting statutory requirements and the needs of the most vulnerable families in the borough.

The proposed change is to tender the management and day to day governance of the children's centres to an experienced provider with them taking on the running of some of the buildings, the employment and management of staff and the responsibility for service delivery to meet the core purpose requirements.

This change will enable the council to continue to meet its statutory duties in a more cost efficient way as well as;

- Improve access to support for families with complex problems
- Improve process to ensure the right level of support is given to families
- Improve the range and quality of services to families with complex problems
- Make the most efficient and effective use of resources whilst continuing to improve and extend services

6 January 2015:

The process will be subject to on-going assessment and EIAs will be conducted in phases in line with the process. This will help to ensure that the EIA remains up to date and relevant. The purpose of consulting with staff on the proposal is to ensure that staff feel informed from the start of the process and are given the opportunity to put forward ideas and suggestions before any decisions are taken.

1<sup>st</sup> June 2015:

The process continues to be subject to on-going assessment and is now being updated. This will ensure the EIA remains up to date and relevant. The purpose of the staff consultation continues to be in place to maintain good relationships and also to ensure staff feel informed and part of the decisions.

### **3. Describe how the policy will impact on all of the protected groups:**

It is not anticipated that the change will have any adverse impact on any protected groups, but this will be closely monitored throughout the implementation process.

6 January 2015:

On reviewing again at this point, we do not have enough information to make an informed decision on the impacts, adverse or positive. A decision has not been taken on the future of children's centres. A report will be presented to Cabinet on the results of the consultation on 24 February 2014.

1<sup>st</sup> June 2015:

The Executive approved a proposal to tender the management and day to day governance of the Children's Centres to an experienced provider with that provider taking on the running of the buildings, the employment and management of staff and the responsibility for service delivery to meet the core offer requirements. The proposed changes will result in TUPE transfer of staff to the successful contractor, as has occurred in other local authorities that have undertaken similar commissioning. The chosen provider is Barnardo's. They have

proposed methods to ensure they can support Brent to enhance their vision for 'creating opportunities and improving lives 'and ensure delivery of key outcomes. They are proposing they are able to meet delivery of core offer. However their proposal will have a negative impact on a small number of the protected group. Barnardo's will reduce management which will allow increased frontline services. The negative impact is on a very small proportion of staff compared to the majority make up of the staff team. The negative impact is therefore minimal if looked at compared to the large scale positive impact of the remainder protected groups. Barnardo's will increase numbers of frontline staff which will allow increased delivery of core offer services therefore the larger scalp impact on the whole proposal outweighs the negative impact on a very small group in comparison. Their model is proposed based on experience of managing children's centres across the nation. They have also stated that they will consult with staff, parents, stakeholders and advisory boards before implementing changes and changes will not take place on day one. The adverse impact overall will be positive.

**Please give details of the evidence you have used:**

There are currently 55 staff (42 FTE) within the children's centres and six BIBS staff (total 61 staff affected) who will be affected as part of this change.

This figure does not include staff at Children's Centres managed through SLA by the Governing Body of Curzon and Fawood Maintained Nursery schools (Fawood, Curzon and Challenge House Children's Centres).

The breakdown of staff as at 8 January 2015 from information recorded , is set out below:

<b>By Age Band</b>	<b>Headcount</b>	<b>Percentage of Total</b>
Under 21	0	0.00%
21-30	6	10.53%
31-40	21	36.84%
41-50	16	28.07%
51-60	11	19.30%
61-70	3	5.26%
71-79	0	0.00%
<b>Total</b>	<b>57</b>	

<b>By Disability</b>	<b>Headcount</b>	<b>Percentage of Total</b>
Disabled	5	8.77%
Not Disabled	45	78.95%
PNTS / Unknown	7	12.28%
<b>Total</b>	<b>57</b>	

<b>By Religion</b>	<b>Headcount</b>	<b>Percentage of Total</b>
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No religion/belief	3	5.26%
Christian	31	54.39%
Hindu	8	14.04%
Muslim	5	8.77%
Other	3	5.26%
PNTS / Unknown	7	12.28%
<b>Total</b>	<b>57</b>	

<b>Married or in a civil partnership</b>	<b>Headcount</b>	<b>Percentage of Total</b>
Yes	19	33.33%
No	25	43.86%
PNTS / Unknown	13	22.81%
<b>Total</b>	<b>57</b>	

<b>By Gender</b>	<b>Headcount</b>	<b>Percentage of Total</b>
Female	53	92.98%
Male	4	7.02%
<b>Total</b>	<b>57</b>	

<b>By ethnic origin</b>	<b>Headcount</b>	<b>Percentage of Total</b>
Asian	15	26.32%
Black	20	35.09%
Mixed Heritage	3	5.26%
White	9	15.79%
Other	0	0.00%
PNTS / Unknown	10	17.54%
<b>Total</b>	<b>57</b>	

<b>By Sexual Orientation</b>	<b>Headcount</b>	<b>Percentage of Total</b>
Lesbian, gay or bisexual	2	3.51%
Heterosexual / straight	45	78.95%
PNTS / Unknown	10	17.54%
<b>Total</b>	<b>57</b>	

<b>Currently on Maternity (December 14)</b>	<b>Headcount</b>	<b>Percentage of Total</b>
No	54	94.74%
Yes	3	5.26%
<b>Total</b>	<b>57</b>	

Gender Reassignment	Headcount	Percentage of Total
No	57	100.00%
PNTS / Unknown	0	0.00%
Yes	0	0.00%
<b>Total</b>	<b>57</b>	

- The majority of those affected are female (92.98%) which is in line with the organisational profile.
- 65% of those affected are BME. This is in line with the organisational profile. This represents a disproportionate effect on this group.
- The majority of staff are aged between 31-60 (85% collectively). There are five members of staff affected between 17-30 and are 3 people between 60-69. There is a disproportionate affect on this age range as the average age in the whole workforce is 44.
- There is a disproportionate effect on disabled staff with 7% of affected staff declaring a disability as the workforce average is 8%.
- The majority (69%) of those affected are heterosexual but almost a third have not responded (27%).
- There are 3 staff currently on maternity leave

**4. Describe how the policy will impact on the Council’s duty to have due regard to the need to:**

**(a) Eliminate discrimination (including indirect discrimination), harassment and victimisation;**

By consulting on the proposals with staff, and if the proposal is agreed, the implementation will follow the council’s TUPE process to mitigate against discrimination.

6 January 2015:

The Contract could contain provision that the provider will not change employees’ terms and conditions for a specified period and after this period, only if market conditions change. Where the provider is permitted to change employees terms and conditions, it would need to demonstrate an economic, technical or organisational reason for such change

Should the decision be taken to work with a partner and TUPE staff to a new a provider, checks will be undertaken to ensure their Equal Opportunities policy is fit for purpose, monitored and implemented throughout the organisation. We will also review their data on the staff profile of the organisation; staff subject to disciplinary; staff who have raised a grievance; sickness; 121 and appraisal processes, etc.

1<sup>st</sup> June 2015:

At this point we know the TUPE of staff will take place to a new provider, Barnardo's'. The new provider has stated their first priority would be to put a detailed plan in place to ensure that the TUPE transfer is managed smoothly. This includes a communications plan and details on the staff consultation process they will implement. They give example of another local authority where they transferred 200 staff from 5 different organisations, explaining the most important aspect was making sure that staff were listened to and the process explained fully. They are proposing reduction in management staff which will allow an increase in frontline staff and have stated consultation before this is done. Barnardo's ensure staff undertake Equalities and Diversity training to ensure all policies and procedures are implemented and staff champion equality. Checks will be undertaken to ensure Equalities Policy is fit for purpose and we will also review their data on the staff profile of the organisation; staff subject to disciplinary; staff who have raised a grievance; sickness; 121 and appraisal processes, etc.

**(b) Advance equality of opportunity;**

6 January 2015:

We are seeking the opportunity for staff to maintain their existing employment status regarding pensions and redundancy.

Should the decision be taken to work with a partner and TUPE staff to a new a provider, support would be provided to the staff during the transition. Should staff choose to seek alternative employment and not be part of the TUPE, training and support is available to staff to improve/further develop their skills for enhanced marketability. Through both the corporate training programmes available and all children's centre practitioners can access a range of courses on parenting programmes and skills based programmes to support their ongoing development such as coaching and mentoring, CV writing and more.

With regards to pensions and redundancy, we do not have a decision on the future of children's centres so we are unable to provide any information with regards to the impacts on these areas. However should the decision be taken to work with a partner we will be seeking some sort of reassurance that they do not plan for any immediate changes. The council are also examining the possibility of having a risk-share agreement around pensions.

In the previous paragraph you have confirmed that you will be working with Barnado's please can you amend and explain what provisions have you put in place within the contract to ensure that Barnado's advance equality of opportunity for staff?

The Contract could contain provision that the provider will not change employees' terms and conditions for a specified period and after this period, only if market conditions change. Where the provider is permitted to change employees terms and conditions, it would need to demonstrate an economic, technical or organisational reason for such change.

1<sup>st</sup> June 2015:

Barnardo's have stated they are exceptionally experienced in TUPE transfer. The TUPE transfer in Brent will be overseen by their London Region People (HR) team. They have considerable experience of managing TUPE transfers of size and complexity and bring valuable understanding of the key priorities for staff during this process ensuring:

- Open lines of communication as soon as possible post-contract award
- Dedicated(HR) People Advisors to have responsibility for each TUPE contract
- Question/Answer communication/consultation pack for all staff
- Regular briefings for all staff affected directly and indirectly, individually and in groups; pre- and post-transfer
- Information for staff about the new service model/approach, emphasising continuity of staff for vulnerable families
- Appropriate liaison with trade unions4/staff representatives as appropriate
- All transferring staff are treated as new starters to Barnardo's and inducted with a full training package

They have also reassured they will work with Brent to:

- ensure all aspects of pension transfers are considered
- Complete a transfer-in checklist—so that issues and risks are identified and the transfer opportunity is carefully evaluated as a viable proposition
- Seek an indemnity agreement in order to limit the potential liabilities incurred in the transfer
- Ensure all transferring staff working with children are subject to an enhanced V&B clearance process
- Undertake a TUPE Critical Path Analysis to evidence that they can manage their obligations under TUPE which describes our intended approach to negotiation of measures with the workforce.

Checks will be undertaken to ensure Equalities Policy is fit for purpose and we will also review their data on the staff profile of the organisation; staff subject to disciplinary; staff who have raised a grievance; sickness; 121 and appraisal processes, etc.

### **(c) Foster good relations**

Through consulting with staff and having a plan for communicating with staff, it should help to foster good relations.

6 January 2015:

All affected staff have been invited to a series of staff meetings and a further meeting is planned for 12 January. This provides an opportunity for the senior management to respond to any concerns and be open and transparent with the staff. Staff are also able to meet on a one to one basis with the Head of Service, their line managers and HR this enables individuals to choose a communications method most suitable to their needs and requirements. Regular communications with the staff on progress should help to maintain good working relationships and minimise insecurities and issues.

1<sup>st</sup> June 2015:

All staff continue to be supported and reassured through the process. Regular communication with staff allows the continuation of good working relationships. Managers

are ensuring staff receive all the necessary updates when applicable. Barnardo's have stated that 'The transferring staff team are the cornerstone of best quality services; we recognise and will build upon the good performance achieved so far, moving forward to excellence.' This gives reassurance that they will continue to maintain and enhance the relationships with staff. Barnardo's propose a detailed TUPE plan and communication plan which will support good working relationships and minimise insecurities and issues.

**5. What engagement activity did you carry out as part of your assessment?**

Please refer to stage 3 of the guidance.

**i. Who did you engage with?**

Formal consultation with affected staff began on 24 November 2014.  
One briefing for managers was held on 17 November 2014.  
Discussions and consultation with Union Groups took place after they had received the staff consultation report on 17 November 2014.

6 January 2015:

A mid point meeting will take place on 12 January. Children's centre managers and staff have been invited as well as BIBs officers in scope and their team leaders and those on maternity or long-term sickness absence. Union representatives have also been invited.

1<sup>st</sup> June 2015:

Further meetings with all staff were held on 12<sup>th</sup> January and 16<sup>th</sup> March 2015. The meetings were for information sharing and further opportunity for staff to raise questions or concerns. Again union representatives were invited.

**ii. What methods did you use?**

A predictive assessment was used based on the staff equalities data extracted from One Oracle. A series of staff meetings will be held during the consultation process; at the beginning, in the middle of the process and at the end. Staff are also able to meet on a one to one basis with the Head of Service and their line managers.

A list of FAQs will also be frequently communicated to affected staff.

Records have been kept of meetings held and questions raised, with their responses.

6 January 2015:

A report on the proposal was issued to all staff and all were invited to attend a meeting to go through the contents of the report. These meetings provide a valuable opportunity for staff to express their opinions and to ask questions to the Head of Service. This in turn enables the Head of Service to address concerns and issues with the information known at this point in the process.

1<sup>st</sup> June 2015:

The meetings were held in an open forum and as a general discussion with any

further information including opportunity for staff to ask questions.

### **iii. What did you find out?**

This is a predictive Equality Impact Assessment.

The findings from the public consultation, of which staff are also able to contribute, will be reported to Cabinet in February 2014.

6 January 2015:

The Operational Director of Early Help and Education met with Union representatives in November 2014. The union representatives are very clear that the unions are opposed to tendering out council services of any sort and they do not support the proposals.

From the managers briefing in 17 November, there was an understanding of the need to “do things differently” in order to meet the savings and ensure services are sustainable. With some positivity around working with a partner.

The feedback from the staff meetings in November is generally a feeling of anxiousness.

Staff questions and comments show there is a level of concern about security of jobs if TUPE takes place, however staff also see that the preferred proposal of working with a partner/s is a way of securing the future of Children’s Centres and they therefore broadly support the proposal.

On 23 December 2014 a collective response was received from the affected BIBS officers requesting that they be given the choice to be included or not as part of a TUPE process. This will be responded to by HR once they have investigated the issues.

1<sup>st</sup> June 2015:

Further meetings with all staff were held on 12<sup>th</sup> January and 16<sup>th</sup> March 2015. The meetings were for information sharing and further opportunity for staff to raise question or concerns. Again union representatives were invited. The further meetings did not raise any questions or queries from staff however provided reassurance and opportunity to feel part of the process.

### **iv. How have you used the information gathered?**

This is a predictive Equality Impact Assessment.

The findings from the public consultation, of which staff are also able to contribute, will be reported to Cabinet in February 2014.

6 January 2015:

As at this point there is still no decision on the future of children’s centres so responses will be included in the report for Cabinet in February. The Head of Service, will however take on board comments and feedback received to date when



meeting with the staff on 12 January and share these at the meeting.

1<sup>st</sup> June 2015:

Staff are fully aware and accepting the proposal to tender out the children's centres now. The Head of Service will ensure the chosen provider is communicated to all staff once all the necessary arrangements and agreements have been agreed by cabinet.

**v. How has it affected your policy?**

This is a predictive Equality Impact Assessment.

The findings from the public consultation, of which staff are also able to contribute, will be reported to Cabinet in February 2014.

**6. Have you identified a negative impact on any protected group, or identified any unmet needs/requirements that affect specific protected groups? If so, explain what actions you have undertaken, including consideration of any alternative proposals, to lessen or mitigate against this impact.**

Please refer to stage 2, 3 and 4 of the guidance.

The proposed change has not identified an adverse impact on any protected groups, or identified any unmet needs/requirements that affect specific protected groups but this will be closely monitored throughout the implementation process.

6 January 2015:

On reviewing equality impacts again at this point, it is unclear if there will be any negative or positive impact on any protected groups and what exactly they will be. A decision has not been made on the future of children's centres.

The process is subject to on-going monitoring and assessment to aid the identification of any impacts.

1<sup>st</sup> June 2015:

The only group that may be adversely affected is the management staff within the centres as highlighted in section 3 above. However this will be closely monitored and consultation will take place with staff, parents and advisory boards before any changes are implemented by Barnardo's.

**Please give details of the evidence you have used:**

A predictive assessment was used based on the staff equalities data extracted from One Oracle.

6 January 2015:

Responses received from staff and Union representatives will be also be used for evidence.

1<sup>st</sup> June 2015:

Responses received from staff and Union representatives will be also be used for

evidence

## 7. Analysis summary

Please tick boxes to summarise the findings of your analysis

Protected Group	Positive impact	Adverse impact	Neutral
Age	X		
Disability	X		
Gender re-assignment	X		
Marriage and civil partnership	X		
Pregnancy and maternity	X		
Race	X		
Religion or belief	X		
Sex	X		
Sexual orientation	X		

6 January 2015:

On reviewing equality impacts on protected groups again at this point, it is unclear what the impacts will be as a decision has not been made on the future of children's centres, so there are many unknown variables.

1<sup>st</sup> June 2015:

A key Barnardo's Value is **respecting the unique worth of every person**- 'every person is different but equal and everyone's unique talent should be recognised and encouraged.' All staff/volunteers undertake Equality and Diversity training to ensure policies and procedures are implemented and staff champion equality. Barnardo's will develop strategies to look at barriers to access and will identify barriers through consultation and data analysis and incorporate specific actions in our delivery plan to increase equality of opportunity. For example those with:

- physical disabilities will be provided with appropriate access routes to each of our

buildings

- limited English skills will be provided with interpreting services appropriate to the

setting- this could range from;

- a simple "Google Translate"
- help with specific words to Language Line for more complex conversations
- face-to-face interpreting for family support services
- learning disabilities will be engaged individually so they have an understanding of

services available to them and how to access them

- families who are socially isolated will be supported by community volunteers to

attend their local children's centre and meet other service users and staff.

Barnardo's have provided many examples of how they have experience of community engagement with partners and members of the community who are reluctant to engage. Positive outcomes have been presented showing how the impact on protected groups is positive.

### **8. The Findings of your Analysis**

Please complete whichever of the following sections is appropriate (one only).  
Please refer to stage 4 of the guidance.

#### **No major change**

*Your analysis demonstrates that:*

- *The policy is lawful*
- *The evidence shows no potential for direct or indirect discrimination*
- *You have taken all appropriate opportunities to advance equality and foster good relations between groups.*

*Please document below the reasons for your conclusion and the information that you used to make this decision.*

The proposed change is lawful.

The process proposes to transfer all staff to a new service provider by adhering to the Councils TUPE process.

6 January

This is to be reviewed after the EA is complete.

### **9. Monitoring and review**

Please provide details of how you intend to monitor the policy in the future.  
Please refer to stage 7 of the guidance.

We will be asking staff to update their personal information on One Oracle and we will review the data and the Equality Impact Assessment again.

**10. Action plan and outcomes**

At Brent, we want to make sure that our equality monitoring and analysis results in positive outcomes for our colleagues and customers.

Use the table below to record any actions we plan to take to address inequality, barriers or opportunities identified in this analysis.

Action	By when	Lead officer	Desired outcome	Date completed	Actual outcome
EIA update	Ilona Maragh		Positive equality monitoring	Jan 2015	Positive equality monitoring
EIA update	Harjinder Sangha		Positive equality monitoring	1 <sup>st</sup> June 2015	Positive equality monitoring

## APPENDIX 6

### LEASE AND LICENCE FRAMEWORKS

Name	Address Line 1	Address Line 2	Address Town	Proposed lease/	Services
Alpertons Children's Centre	Alpertons High School, The Annexe	South Building	Wembley	5 year lease - tenant full responsibility other than insurance	Tenant to buy some services off school
Barham Park CC	Unit 8 Barham Park	660 Harrow Road	Wembley	To be utilised under a licence - The Barham Trust will need to approve.	Operator will pay a service charge
Church Lane Children's Centre	Church Lane		London	5 year lease - tenant full responsibility other than insurance	Tenant to buy some services off school
Granville Plus Children's Centre	Granville Plus Childrens Centre	80 Granville Road	London	5 year internal repairing, 12 mth rolling break clause	Tenant to pay a service charge
Harmony Children's Centre	38 Bridge Road	Neasden	Brent	5 year internal repairing, Landlord to maintain exterior and M and E	Tenant to pay service charge for maintenance of any common parts or services.
Hope Centre	228 Walm Lane		London	Current lease from Nonwood to be extended by 5 years from 1st September 2015 and the assigned to new operator-	Landlord provides these and contained within the fixed service charge
Mount Stewart Children's Centre	Mount Stewart Infant School	Carlisle Gardens	Harrow	Proposed licence for CC to use the building for 2.5 days per week	School to operate and fully maintain building- service charge to be paid by new operator
Preston Park Children's Centre	Preston Park Primary School	College Road	Wembley	Proposed licence for CC to use the building for 2.5 days per week	School to operate and fully maintain building- service charge to be paid by new operator
St Raphael's Children's Centre	St Raphaels Community Centre	Rainborough Close	London	5 year lease - tenant full responsibility other than insurance	None
The Welcome CC	Wembley Centre for Health & Care	116 Chaplin Road	Wembley	Licence to be granted by NHS if required to utilise on a part time basis (2.5 days per week)	All to be provided by Health Centre
The Willow Children's Centre	The Willow Childrens Centre	Barnhill Road	Wembley	5 year lease - tenant full responsibility other than insurance- Brent	Brent to reimburse to licence back ground operator for floor nursery - services.
Three Trees Childrens Centre	Three Trees Childrens Centre	Tiverton Road	London	5 year lease - tenant full responsibility	
Treetops Childrens Centre	Treetops Childrens Centre	Doyle Gardens	London	Extension to lease of adjaent Nursery to cover CC. CC to have a licence to use space on a part time basis	CC to make a pro rata payment for services
Wembley Children's Centre	Wembley Primary School	East Lane	Wembley	5 yr internal repairing lease-	school to fully maintain and provide all services and operator to pay school
Wykeham Primary Children's Centre	Annesley Close		London	5 yr lease internal repairing	operator might need to pay school for repairs to any common parts- ie roof.

- Note - 1. All leases to be outside Security of Tenure 1954 LTAAct.  
 2. - All leases to contain a break clause at year 4 operable in the event that contract not extended beyond year 4  
 3. Operator will have option to terminate provision of services by schools on a terms notice

# APPENDIX 7



