

Appendix 2 – EQUALITY IMPACT ASSESSMENT (EIA)

POLICY/PROPOSAL :	Authority to Tender
DEPARTMENT:	Service Reform and Strategy
TEAM:	ASC Commissioning and Contracts
LEAD OFFICER:	Marica Lennon
DATE:	19 January 2026

EIA Guidance is available online, please reach out to equality@brent.gov.uk for any further support.

SECTION A – SCREENING

1. Briefly and clearly describe the policy, proposal, change, or initiative, and what it is trying to achieve.

To tender for care and support services at six supported living sites for adults with Mental Health Difficulties. We are going out to tender because the current contracts are due to end on 31/08/2026. The tender process may result in a change of provider, though the services provided will remain the same or be improved due to the changes in the specification that have been made as a result of consultation with the service users at each site.

2. Are there any groups who may be impacted by your proposal? For reference, Q4 lists all protected groups.

There are 36 units with 29 service users currently living at these sites. Service users are of mixed ages (between aged 18-65 years). All existing service users and any new service users will have a primary mental health diagnosis, receive clinical treatment and have low, medium or high mental health care and support needs. Service users are a mix of age, gender, race, religion, and disability. The care and support being commissioned onsite ranges from minimal hours to care and support 24hrs a day 365 days per year.

3. If no groups are affected, explain why.

4. Mark with an “X” the potential impact of the policy or proposal on different groups. You can mark more than one box for each group.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age - People of different age groups.		X	
Care Experience - People who have been in care for any period of their childhood.		X	
Disability - People with physical, sensory, learning, and mental health disabilities, long-term conditions, and non-visible disabilities.	X		
Gender reassignment - Transgender and non-binary people, including anyone who is proposing to, started, or who has completed a process to change their gender.		X	
Marriage and Civil Partnership - Applies mainly in the workplace, people who are married or in a civil partnership.		X	
Pregnancy and Maternity - People who are pregnant, on maternity leave, or new parents.		X	
Race and Ethnicity - People of different ethnicity, nationality, and skin colour.		X	
Religion or belief - People of all faiths, and those with no religious belief.		X	
Sex - Differences between men and women, including disparities in pay, career		X	

progression, and health outcomes.			
Sexual Orientation - People who identify as lesbian, gay, bisexual, queer, asexual, or any other non-heterosexual identity.		X	
Socio-Economic Status – People who are experiencing poverty or socio-economic disadvantage.		X	
Other relevant groups* <i>[replace this text and specify where appropriate]</i>		X	

* Other relevant groups could include Carers, Refugees or Asylum Seekers, Veterans, among others. Review the EIA Guidance for more information.

5. Complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Does the policy or proposal have implications for eliminating discrimination, advancing equality of opportunity, or fostering good relations among different groups?	X	
Does it relate to an area with known inequalities?	X	
Would it add, change, or remove services used by any groups listed in Q4?		X
Does it have negative or positive equality impacts on any groups listed in Q4?	X	
If you have answered YES to ANY of the above, proceed to section B. If you have answered NO to ALL the above, proceed straight to section C.		

SECTION B – IMPACTS ANALYSIS

6. What data and evidence have you used to understand potential impacts? This could include service user data where relevant. If there is little or no evidence, explain why, and note any plans to improve data collection in future, adding this to the Action Plan in Section E.

Brent Council is committed to working with residents, their families, advocates and representative to embed coproduction of services design and delivery. The Council continues to work closely with innovative providers and is committed to asset-based commissioning. This approach is based on the principles of building and maintaining family and community connections, relationships, and valuable engagement of activities as well as developing confidence, knowledge, skills and resilience of Brent residents.

There are 29 current service users who will be affected by the tender for a new service provider at six supported living mental health sites in the Borough. The services are going out to tender because the current contracts will end on 31st August 2026. The six sites are:

- Mental Health Supported Living Service at 54 Braemar Avenue, Wembley.
- Mental Health Supported Living Service at 18 Saint Gabriels Road, Cricklewood.
- Mental Health Supported Living Service at 69 Craven Park Road, Roundwood.
- Mental Health Supported Living Service at 144 The Mall Kenton.
- Mental Health Supported Living Service at 33 Essex Road Roundwood.
- Mental Health Supported Living Service at 155 Walm Lane Cricklewood.
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The following provides outline information about the service users

Gender

- Female 7
- Male 21

Ethnicity

- Asian or Asian British 9
- Black or Black British 13
- White 5
- Mixed -White and black African 1
- Other Ethnic Groups / Arab 1

As part of the recommissioning of six mental health sites in Brent a co-productive review of the service and service specifications has taken place. This included several engagement sessions with a range of stakeholders. Stakeholders included service users, their family members or representatives, the current care provider staff, health and social care partners.

The engagement took place at the sites and visits were arranged in advance with the relevant providers. The focus of the engagement sessions was to understand what had

worked well and what had not been effective in relation to the current delivery of care. The sessions also focused on what changes these stakeholders would like to make.

Consultation Summary

Brent Public Mental Wellbeing Strategy and Action Plan 2018-2023 estimated 16% of the adult population in Brent has a common mental health disorder, which is slightly higher than the national comparison of 15.1%. As such, engagement sessions were coordinated to get the service user feedback.

All sites were visited and arrangements made to meet the service users in groups and individually. Service user family members and representatives were given an opportunity to discuss the changes via telephone call if they were unable or unwilling to attend the engagement session. Contact details were left at the service-to-service users and family members to make subsequent contact to share further information.

The key themes – feedback

The output of these discussions has influenced the service delivery model and service specification.

Feedback from service users about what was important to them included the following:

- The desire to step down into independent accommodation
- Demonstrating an ability to maintain independent living skills and personal hygiene and self-care
- Social activities and housing meetings in services and externally.
- Night support such as a concierge service.

An anonymized pen picture of all the services users will be available as part of the tender, and the provider's ability to work with this cohort of service users will be tested as part of the tender process. Implementation will happen in consultation with the service users. It is likely that TUPE will apply so it is likely that most of the staff will remain unchanged, providing continuity. Handover of the service will only be complete when the council is satisfied that the new provider is ready.

It is likely that the procurement of a new service provider will positively impact on service delivery and the service user experience.

7. For each characteristic:

- a. Provide detail for the impact listed in the response to Q4 in the left-hand box.
- b. Provide data and evidence to explain how you reached your conclusion in the right-hand box.

Relevant data sources for Brent and its residents can be found in the EIA Guidance document.

Age	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.

<p>This tender has considered the demographic make-up in relation to the age of service users. All the people who use these services are between the ages of 18 and 65 at the point of inception. Older people are therefore not disproportionately impacted by the tender of a new service provider at each of the 6 sites. By continuing to have these services there is a positive impact of services for the adults.</p>	
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Care Experience	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
<p>There is no recorded information on this protected characteristic.</p> <p>The service specification will ensure that the council and its contracted providers will aim to provide an inclusive service</p>	

Disability	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
<p>The service is dedicated to serving vulnerable adults with low, medium to high mental health care and support needs due to varying levels of mental illness. This includes service users with severe and enduring mental health illness, who may have previously been detained under the Mental Health Act 1983, and may use drugs and/or alcohol, may have a 'dual diagnosis' and/or may have been or be involved in the criminal justice system. These individuals may be using secondary mental health services coordinated by Brent Mental Health Service staff and will have been assessed as eligible to move into supported accommodation.</p>	

Gender Reassignment	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.

<p>Not known. There is no recorded information on the gender identity for this cohort of service users.</p> <p>The service specification will ensure that the council and its contracted providers will aim to provide services that are LGBTQ+ inclusive and accommodate the needs of those who are transitioning or have had gender reassignment.</p>	
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Marriage and Civil Partnership	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
<p>There is no recorded information on this protected characteristic.</p> <p>The service specification will ensure that the council and its contracted providers will aim to provide an inclusive service.</p>	

Pregnancy and Maternity	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
<p>There is no recorded information on this protected characteristic as it is not specifically applicable to this service</p>	

Race and Ethnicity	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
<p>The service specification requires that providers place the person at the center of support planning with staff responding to individual needs and desired outcomes. Staff must receive training in equalities and diversity. Providers are also required to respond to future demographic changes.</p>	

Religion or Belief	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
<p>There is no recorded information on the religion or belief of this cohort of service users.</p> <p>However, the service specification will ensure that the council and its service providers deliver culturally and religiously sensitive services, wherever possible.</p>	

Sex	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
<p>This tender has taken into account the demographic make-up, of service users and the demographic make-up of care workers when considering the final recommendations and the development of the service model and specification.</p> <p>Some services are specifically designated for female service users. These offer a proportionate means of achieving the legitimate aim of reducing health inequalities for women, with mental ill health.</p>	

Sexual Orientation	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
<p>There is no recorded information on the sexual orientation of this cohort of service users.</p> <p>The provider will be expected to foster an inclusive, equitable, and effective environment that will help to address the higher rates of mental ill-health in the LGBTQ+ community</p>	

Socio-Economic Status	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.

The service specification will ensure that the council and its service providers deliver the same services to service users from all socio-economic backgrounds	
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Other Relevant Groups	
Provide detail for the impact listed in Q4.	Provide supporting data and evidence.
No other groups will be specifically impacted by this tender.	

8. Summarise any engagement activities with relevant groups (this may replicate some of the information listed in Q7). State whether those involved represent the people affected by your proposal, or whether more engagement is needed, which should be added to the Action Plan in Section E.

As part of the recommissioning of six mental health sites in Brent a co-productive review of the service and service specifications has taken place. This included a number of engagement sessions with a range of stakeholders. Stakeholders included service users, their family members or representatives, the current care provider staff, health and social care partners.

The engagement took place at the sites and visits were arranged in advance with the relevant providers. The focus of the engagement sessions was to understand what had worked well and what had not been effective in relation to the current delivery of care. The sessions also focused on what changes these stakeholders would like to make. The output of these discussions has influenced the service delivery model and service specification.

9. Provide more detail on any areas identified as requiring further data or detailed analysis.

No further areas require analysis.

SECTION C – CONCLUSIONS

10. Summarise your overall conclusions based on the analysis:

- If there are no impacts, state that here, and **do not complete sections E or G.**
- If you decide not to move forward, explain why, and **do not complete sections E or G.**
- If there are negative impacts, explain what you'll do to reduce them. If you choose to continue despite negative impacts, or if negative impacts remain following your action plan, provide a justification for your decision.
- If there are positive impacts, explain how these could be strengthened, where possible.

The positive impacts could not be strengthened further at this time.

SECTION D - RESULT

Select one of the following options with an "X".		
A	CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED	X
B	JUSTIFY AND CONTINUE THE POLICY/PROPOSAL	
C	CHANGE/ADJUST THE POLICY/PROPOSAL	
D	STOP OR ABANDON THE POLICY/PROPOSAL	

SECTION E - ACTION PLAN AND MONITORING

Unless your proposal has no equality impacts or you are not moving forward, complete the table below to track specific actions to:

- Reduce negative impacts and increase positive outcomes.
- Monitor actual or ongoing impacts.
- Record plans to improve data collection.
- Plan any further engagement or analysis that may be required.

Use the 'Status' column on the right to indicate whether the action is yet to start, is in progress, or has been completed.

Issue Identified	Action	Lead Officer	Completion Date	Status
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Quality and contract monitoring visits will consider protected characteristics	Confirm that quality and performance measures are being achieved	Edwin Mensah	Ongoing	
Quality monitoring information will be monitored by the Head of Service and Safeguarding Adults Board	Quality and equality issues will be identified quickly and action taken.	Edwin Mensah	Ongoing	

11. Describe how you will monitor the actual, ongoing impact of the policy or proposal?

The Service Specification and associated Schedules include

- A Quality Assurance Framework, that defines processes, standards used to ensure consistent quality in service delivery and continuous improvement,
- An Outcomes Framework with metrics and performance indicators that define measured outputs
- A Performance Management Framework that, monitors progress and provides continuous feedback, through clear expectations, regular review and evaluation.

In addition, a team of Placement Relationship Officers will monitor the contract and the quality of service provision. They will undertake regular provider audits, which will include face to face discussions with service users, deal with complaints with the aim of preventing escalation and participate in safeguarding investigations. Placement Relationship Officers will develop and deep and ongoing relationship with the provider making recommendations for improvement and monitoring the implementation of those recommendations.

Ongoing service user engagement will take place during the implementation period and beyond.

A regular Brent Provider Forum will be held all providers will be invited to attend. The Provider Forum will encourage the sharing of good practice and develop an agenda that will focus on quality and improvement. This will include speakers and workshops that focus on current issues, common challenges and emerging issues including those

SECTION F – SIGN OFF

	Signature	Date
Officer:	Marcia Lennon	
Reviewing Officer or Head of Service	Edwin Mensah	

SECTION G – REVIEW

EIAs are live documents and should be reviewed regularly, especially if there are actions still to be completed or if the proposal has significant equality impacts.

When to review

- Review every 6 months until all actions in the Action Plan above are complete.
- If new data, feedback, or changes to the service arise, revisit the EIA to make sure it's still accurate.

Who should review

- The same officer who completed the EIA should carry out the review. If there's been a staffing change, the new lead officer should take over.

What to update

- Use the Status column in the Action Plan above to show progress (e.g. Not Started, In Progress, Completed). Add comments and updates in the table below — include any new data, evidence, or feedback.

When reviews can stop

- Once all actions are complete and no further equality impacts are expected, you can stop reviewing the EIA.
- Add rows to the table below as necessary until all actions are completed.

<u>Date of 1st</u> <u>Review:</u>	
Officer:	
Comment on progress toward specific actions, and provide any data and evidence updates:	
Reviewing Officer or Head of Service:	
<u>Date of 2nd</u> <u>Review:</u>	
Officer:	
Comment on progress toward specific actions, and provide any data and evidence updates:	
Reviewing Officer or Head of Service:	

<u>Date of 3rd Review:</u>	
Officer:	
Comment on progress toward specific actions, and provide any data and evidence updates:	
Reviewing Officer or Head of Service:	