



Cabinet
23 February 2015

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

Wards Affected:
[ALL]

Future Development of Children's Centres

1.0 Summary

1.1 This report details the initial outcome of ongoing consultation with staff and service users on the development of a sustainable model for the borough's children's centres to be implemented from September 2015. This report recommends a preferred option following consideration of the consultation and requests approval to invite tenders in respect of the management and operation of Children's Centres as required by Contract Standing Orders 88 and 89.

2.0 Recommendations

2.1 That the initial outcome of the consultation on the development of a sustainable model for the borough's children's centres as detailed in paragraphs 3.1- 3.2 of the report and Appendices 3 and 4 be noted.

2.2 That the invitation of tenders for the management and operation of Children's Centres on the basis of the pre-tender considerations set out in paragraph 4.0 of the report be approved.

2.3 That officers be authorised to evaluate the tenders referred to in 2.2 above on the basis of the evaluation criteria set out in paragraph 4.7 (vi) of the report.

2.4 That an exemption from Contract Standing Order 104 (b) be granted to permit evaluation of bids on the basis of quality criteria alone within a price envelope.

2.5 That approval be given to the inclusion in the invitation to tender documents of

a draft form of lease(s) and/or licence, to be on terms agreed by the Strategic Director of Regeneration and Growth in consultation with the Director of Legal and Procurement to be granted to the preferred partner of the Children Centres.

- 2.6 That it be noted that organisations tendering will be expected to demonstrate that they will work with local voluntary organisations as service providers in children's centres and that will be assessed as part of the tender evaluation
- 2.7 That the Strategic Director of Children and Young People, in consultation with the Lead Member, be authorised to approve the final service specification.

3.0 Detail

3.1 Consultation – General

3.1.1 Pursuant to the Cabinet decision of 10 November 2014, there has been consultation carried out with service users, potential service users and our partners and providers of services. The initial findings are reported at Appendix 3 and 4. An external community engagement organisation was utilised to carry out part of the consultation to ensure some independent overview and challenge of the process.

3.1.2 As a headline summary of the response from **parents and carers**, three key concerns were repeatedly raised across all areas:

- that users value the services highly and are very concerned lest children's centres close.
- that they value the current staff and want continuity
- that they are worried that a new provider might stop or charge excessively for services which they value and need reassurance that the council is not planning to close services.

3.1.3 Approximately 500 people responded to the consultation (*the exact figures will be included in the full report which is expected in early February and will be included as Appendix 7*); this includes responses collated on-line, from focus groups, public and professional/partner questionnaires. The following details high level feedback from the consultation activities:

3.1.4 Key aspects of what is valued by users of the children's centres are:

- Parents see learning and development of their children
- New structured programme – children learning through play
- Parent learning and socialisation (ESOL, Baby Massage, Aromatherapy)
- Ability to get children 'out of the house'

- Close to home
- Small steps to employment for parents (confidence, language, networks, skills)
- Knowledge – first aid put into practice in home accident (example where parent did not need to take child to A & E)
- Access to early support – speech and language therapy, parenting classes, new parent workshops
- Good parent/staff relationships
- Improvement in children’s behaviour
- Day trips – discounted rates e.g. £5 for 10 swimming lessons
- Preparation for nursery means children have command of English and are not isolated at nursery school

3.1.5 The wider benefits parents gain from the Children’s centres are immersion into community life in Brent thereby enabling their children to settle and be more likely to secure educational attainment. These benefits mean that Children’s Centres are highly valued by users.

3.1.6 There were three clear major concerns among parents about the proposed partnership:

- Potential future closure of Children’s Centres if additional funds are not raised
- A new partner will shift focus to ‘business’ rather than children and families
- The potential introduction of costs to parents to access the services that are currently free

3.1.7 However, despite voicing these concerns parents mainly supported the introduction of a partnership model to protect and secure Children’s Centre Services.

3.1.8 There are concerns that the partners’ requirement to raise funds may shift the focus from ‘children’s outcomes’ to ‘income generation’. One parent described the proposal as ‘a high risk strategy that may fail if funds are not raised’. Parents do not want a focus on business to overshadow the focus on children and families.

3.1.9 The strongest request to the Council is to secure continuity of staffing. Parents have significant affection and respect for the staff at the Children’s Centres, and clearly recognise the difference that the staff have made to their lives and their children. Parents would like existing staff to remain as they have relationships and trust in the people they know.

3.1.10 Costs are also a key concern. Parents with two or more children voiced praise for the ‘low or no cost’ of services, that they would not be in a position to afford if they were required to pay.

- 3.1.11 Those service users classed as ‘the middle class’, who do not receive benefits and would be the likely ones to face increased charges for use explain that while they worked and earned money, they also had very low disposable incomes and would find it challenging to meet charges for services.
- 3.1.12 Whilst there is recognition that money will need to be raised to secure the future of services, parents recognise the financial value they gain from ‘free and minimal contribution services’. They want a partner that will protect children’s outcomes as well as source income. Many parents told us they could not afford to pay per session in the future; which would lead to less use of the services by parents.
- 3.1.13 Despite these concerns there is support for the introduction of a partner organisation to maintain the delivery of services.
- 3.1.14 There is overwhelming support for a model that enables services to continue with as little change or cost implication as possible. Parents were able to identify some potential positive impacts from the new approach, and were keen to see a new partner explore opportunities to further develop services and provide more programmes
- 3.1.15 Parents hope that any new partner will:
- Continue to support disadvantaged families
 - Increase the number of sessions and programmes available
 - Keep costs minimal, or out of, delivering services
 - Not over-estimate parental contribution to delivering sessions (the example was given of parent led music sessions not having the same input and impact as professionally tutored classes).
- 3.1.16 Attached as Appendix 5 are the two consultation documents used for online and drop in the box responses at children’s centres. These booklets were widely circulated. Further workshops for targeted families took place on 16 and 17 January 2015. A full report on all public consultation is attached as Appendix 7.
- 3.1.17 To gain views of **partners and providers**, a booklet was sent to all our partners, an online questionnaire was available and a provider/partner consultation meeting was held.
- 3.1.18 Key concerns raised by partners/providers were their worries that current partnerships and agreements would not be honoured/continued.
- 3.1.19 The Head of Service also visited each Headteacher with a centre on the school site for a discussion around the implications for schools in regard to partnership working and where there are shared utilities and services that schools currently invoice the council for. The Headteachers were broadly in

agreement that working with a partner/partners was an acceptable way forward.

3.1.21 Throughout the consultation few other alternatives to the partnering proposal were suggested by any of the groups, except for the proposal that a small charge for services and hiring out the buildings be introduced to offset the need to make budget savings. These had been explored before and would not create the required savings.

3.1.22 Five out of six independent chairs of the Children's Centres Advisory Board made a suggestion for the Council to approach all schools, both primary and secondary, to see which of them would have the commitment to the Early Years and offer their skills and expertise to 'develop an integrated, organic model of education'. While the Curzon/Fawood school-run model of children's centre delivery works well, there are no other federations with the critical mass and specialism in early years. To assign/transfer the centres out to schools individually would not deliver the required cost savings and would require more central support than is currently in place to support, co-ordinate and quality assure.

3.2 Consultation - managers, staff and unions

3.2.1 Consultation with managers, staff and unions has also taken place. This is in addition to the formal consultation under TUPE policy as it was important for staff to be fully aware of the possible implications for them.

3.2.2 A consultation based on the Council's Transfer of Undertaking (Protection of Employment) Regulations 2006 ("TUPE") Policy started in November and is continuing. Staff are clear that this will only be implemented if Cabinet approve the proposals at the February Cabinet meeting. In general, staff questions and comments show there is a level of concern about security of jobs if the service is tendered and staff transfer by way of TUPE. 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.

3.2.3 The unions which represent the Children's Centre staff (GMB and Unison) are very clear that they are opposed as a matter of principle to the contracting out of council services of any sort and they do not support the proposals.

3.3 Overall officers' conclusion from the consultation process is that the tendering for a partner to deliver and manage childrens' centres, staff and services remains the preferred way forward as it seems the only option to maintain this well valued service, sustain outcomes and still produce a saving to the council.

3.4 In addition officers have tested the market for possible providers. Officers have consulted widely with potential public, private and voluntary sectors through a range of mechanisms including a formal open stakeholder event

held at Brent Civic Centre on the 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.

- 3.5 Cabinet should note that the proposal does not include the three centres run currently by the governing body of the federated maintained nurseries Fawood and Curzon. They manage, via a service level agreement Fawood, Curzon Crescent and Challenge House Children Centres which effectively means that two providers would be running children's centres in Brent.
- 3.6 In view of the reasons detailed above, it is recommended that the Council should seek a partner to take over the management and operation of the 14 Children's centres listed at Appendix 6. In order to select an appropriate partner, it will be necessary to conduct a tender process.

4.0 **Proposed Tender Procedure**

- 4.1 Cabinet should note that the proposed tender process departs from traditional tenders in some respect to reflect the unique nature of the service being procured. In working up these proposals officers have consulted widely including with a diverse range of potential suppliers from the public, private and voluntary sectors, other local authorities who have similar arrangements up and running and other interested stakeholders. The main differences from traditional tendering approaches are as follows:

4.2 One stage approach

In the previous report presented to Cabinet, officers referred to the possibility of using a combination of the restrictive or competitive dialogue route as an appropriate procurement strategy for tendering the requirement. However, following consultation with the potential market and other internal discussion, there were clear concerns about the cost and time required for a tender process using a combination of the restrictive or competitive dialogue route. In order to reduce time and bidding costs for both bidders and the authority, a single stage procurement approach outlined at paragraph 4.7 (vi) of this report is now proposed. Whilst the procurement of a partner for the relevant service is not straightforward, officers believe by producing a comprehensive set of tender documents containing all relevant information on TUPE, pensions, property and other service matters, the single stage approach can work well and the amount of clarification usually associated with such procurements will be minimised.

4.3 Quality led evaluation

Officers are of the view that rather than seeking bids which may prove unaffordable to the Council, it is better for the Council to indicate its budget for the service (a price envelope) and to ask organisations to propose how they would deliver the service against such a budget. It is therefore proposed to undertake a quality led evaluation, with bidders advised in the tender documents the proposed budget they will be required to deliver the services within over the potential five years of the contract. The budget will reflect the savings the Children's and Young People's Department has to deliver to meet the Council's wider objectives as outlined in the Financial Implications in Section 5 of this report. By providing this information, officers consider bidders will be able to better plan how they will deliver the services over the life of the contract and crucially to retain key staff. Evaluation teams will also thus be able to focus exclusively on evaluating the quality of bidders proposed service delivery and would intend to request and evaluate method statements addressing the following:

- MS 1 Meeting the Needs of the service
- MS 2 Diversity
- MS 3 Staff training and Development
- MS 4 Contract mobilisation
- MS 5 Quality
- MS 6 Targets and performance management
- MS 7 Stakeholder engagement and partnership working
- MS 8 Partnership Board working
- MS 9 Marketing and Communication
- MS 10 Health and safety
- MS 11 Safeguarding
- MS 12 Application of experience of property and portfolio management
- MS 13 Income Generation
- MS 14 How would you plan to work with the local voluntary and SME sectors

4.4 Efficiency savings

Bidders will be asked to produce annual cost efficiency plans which will detail how they will deliver additional efficiency savings at the centres through better operational and resource management.

4.5 Income generation

As indicated in the previous Cabinet report, an advantage of adopting the approach proposed in the report is that third parties are able better to potentially attract or identify additional revenue streams not open to the authority such as lottery funding and other grants. Bidders will therefore be asked to detail in a method statement how they will generate additional revenues through such things as better utilisation of buildings, delivery of other services which can be paid for at users' discretion, sponsorship,

submitting bids for lottery funding, etc. The income raised would be used to reinvest in service improvements.

4.6 Partnership Board

A genuine partnering approach to the operation of the contract will be adopted. A partnership Board will be established to oversee the strategic and operational performance of the contract. Board membership would include the Strategic Director, Children and Young People, senior representation from the successful bidder organisation and service user representatives.

4.7 In accordance with Contract Standing Orders 88 and 89, pre-tender considerations have been set out below for the approval of the Cabinet.

Ref.	Requirement	Response	
(i)	The nature of the service.	The management and operation of Children's Centres	
(ii)	The estimated value.	£2.4m	
(iii)	The contract term.	The contract will be for a period of 4 years with the option to extend for a further 12 months.	
(iv)	The tender procedure to be adopted.	This is a Part B service therefore exempt from the normal advertising and timescales requirement of the EU procurement directives. To meet the timetable set by the Service a single stage approach is recommended.	
	The procurement timetable.	Indicative dates are:	
		Adverts placed/ Invite to tender	2 March 2015
		Deadline for tender submissions	14 April
		Panel evaluation	15-29 April
		Report recommending Contract award circulated internally for comment	30 April - 8 May
		Cabinet approval	June tbc
		Contract Mobilisation	June –1 September
		Contract start date	2 September
(vi)	The evaluation criteria and process.	1. A single stage tender process will be followed which will mean that tenderers' responses to the Council's qualification questionnaire and tender will be evaluated simultaneously. For the qualification	

Ref.	Requirement	Response
		<p>questionnaire evaluation, tenderers' will be evaluated to ensure they meet the Council's financial standing requirements, technical capacity and technical expertise.</p> <p>2. Tenders will be evaluated using the following high level quality evaluation criteria;</p> <ul style="list-style-type: none"> • Tenderer' 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 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
(vii)	Any business risks associated with entering the contract.	Financial Services and Legal Services have been consulted concerning this contract and have identified the risks associated with entering into this contract set out in sections 5 and 6 of the report.
(viii)	The council's Best Value duties.	The adoption of a competitive tendering process will ensure the council achieves best value for money from this tender.
(ix)	Consideration of Public Services (Social Value) Act 2012	See Section 9 below.
(x)	Any staffing implications, including TUPE and pensions.	See section 8 below.
(xi)	The relevant financial, legal and other considerations.	See sections 5 and 6 below.

4.8 The Cabinet is asked to give its approval to these proposals as set out in the recommendations and in accordance with Standing Order 89.

5.0 Financial Implications

5.1 In determining the proposed contract price a number of factors have been taken into account, including the existing budget for the centres, other budgets that are in scope of the contract (business support staff within HR that solely support the centres and facilities management / running costs that are located within Regeneration and Growth) and the required level of savings. This is shown in the table below.

	£m
Existing budget for the children's centres in scope of the contract (Children and Young People budget)	2.5
Other facilities management / running costs (Regeneration and Growth budget)	0.1
Business support staff (HR budget)	0.2
Total budget envelope	2.8
Total Savings required	(0.4)
Proposed contract price	2.4

5.2 In relation to the total budget envelope that will be used to pay for the contract, the HR and Regeneration and Growth budgets will transfer to the Early Years service, within Children and Young People. These budgets have been specifically earmarked for this contract and are prior to savings committed between 15/16 and 16/17 for HR and Regeneration and Growth.

5.3 The total savings committed for the Early Years service is £0.5m, of which £0.4m will be delivered directly through the proposed contract and £0.1m through Children's Centre services that will be retained by the Council and are outside the scope of this contract, for example Fawood CC, Curzon Crescent CC, Speech and Language Therapy contracts and the Citizen's Advice Bureau contract.

5.4 As described in paragraph 4.3 the Invitation to Tender will include a method statement on income generation as it is anticipated that bidders will have access to additional funding and make better use of the buildings. Efficiency savings can also be made through a more established pool of volunteers. In recognition of this additional income and efficiency savings it is proposed to reduce the contract price year on year by 3%. This will enable the contract to deliver additional savings of £0.210m between years 2-4 (and £0.280m if

extended to year 5) which is over and above the £0.500m originally committed, as shown below.

	Contract Price £m	Additional 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
Total		0.780

5.5 As part of the proposed contract there are four buildings which will withdraw from the current Facilities Management contract with Europa, which will incur a one off exit fee to the Council under the existing contract terms. The total cost is estimated to be £30,000 and will be funded from Early Years budget.

6.0 Legal Implications

6.1 Legislation about children's centres is contained in the Childcare Act 2006 and subsequent Statutory Guidance issued by the Department for Education, which local authorities must have regard to when exercising their functions under the Childcare Act 2006.

6.2 Under section 5D of the Childcare Act 2006 the council must consult before making any changes to the services provided through existing children's centres and in undertaking that consultation, the council has a duty to factor in the four underlying obligations that the council is required to follow in undertaking any consultation. These obligations are that:

- a) Consultation must be at a time when proposals are at a formative stage;
- b) The proposer must give sufficient reasons for its proposals to allow consultees to understand them and respond to them properly;
- c) Consulters must give sufficient time for responses to be made and considered; and
- d) Responses must be conscientiously taken into account in finalising the decision.

6.3 The report sets out the steps that officers have taken in consulting with various groups and concludes that the management and operation of children's centres service should be tendered by way of a contract.

6.4 The estimated value of the contract for the management and operation of children's centres is in excess of the relevant threshold under the Public Contracts Regulations 2006 ("the EU Regulations") for Services contracts.

The contract is however classed as a contract for a Part B Service under the EU Regulations and as such is not subject to the full requirements of the EU Regulations (save that there must be a technical specification contained in the contract documents and on award of contract the Council must issue a Contract Award Notice in the OJEU within 48 days of award). The procurement of the contract for the management and operation of children's centres is nonetheless subject to the overriding EU Treaty principles of equality of treatment, fairness and transparency in the award of contracts.

- 6.5 As the estimated value of the contract over the term of the contract (including the 12 month extension) is £12 million, it is classed as a High Value Contract under the Council's Contract Standing Orders and Financial Regulations and the Cabinet must approve the pre-tender considerations set out in paragraph 4.7 above and the inviting of tenders.
- 6.6 Contract Standing Order 104(b) requires tenders for Services to be evaluated and awarded on the basis of the most economically advantageous offer to the council which is a combination of price and quality criteria. As detailed at paragraph 4.3 however, officers are of the view that rather than seeking bids which may prove unaffordable to the council, it is better for the council to indicate its budget for the service (a price envelope) and to ask organisations to propose how they would deliver the service against such a budget. Members are therefore requested to grant an exemption from Contract Standing Order 104 (b) to allow a quality led evaluation. As this a Part B Service, evaluation on the basis of quality criteria alone is not precluded.
- 6.7 Once the tendering process is undertaken, officers will report back to the Cabinet in accordance with Contract Standing Orders, explaining the process undertaken in tendering the contracts and recommending award.
- 6.8 Members are referred to section 8.0 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.
- 6.9 The Barham satellite Children's Centre is on land held by the Barham charity of which the Council is trustee. Therefore the Trust consent will be required in respect of a partner providing services at the Children's Centre.
- 6.10 Alperton, Three Trees and Hope Children's Centres are in premises leased to the Council. The leases of Alperton and Three Trees Children's Centre have provisions permitting the assignment or subletting for Sure Start Children Centre purposes subject to the prior consent of Alperton and Queens Park Schools. The Hope Centre Lease, which is for 3 years, permits sharing of the premises and will require a variation of the terms. Applications for consent, and where applicable variations to lease, will be made for this purpose

7.0 Diversity Implications

- 7.1 Equalities Impact Assessments have been carried out for both staff impact and for service user impact as part of this project and are attached as Appendices 1 and 2.
- 7.2 Children's centres were established to tackle disadvantage and promote equality of opportunity. Work is carried out to target particular groups, eg Somali community, eastern European families, Traveller families to address disadvantage.

8.0 Staffing and Accommodation Implications

- 8.1 Subject to consultation and further consideration by the Cabinet, any outsourcing of the management and operation of the identified children's centres would have significant staffing and accommodation implications. TUPE will apply to approximately 60 council staff working in the centres likely to transfer to a provider appointed as a result of the tender. Pursuant to TUPE any new provider will be required to meet obligations under the legislation. The procurement process will require that all prospective providers must operate consistently with Brent TUPE processes to protect the rights and benefits of Brent employees.
- 8.2 A requirement will be imposed on the provider to permit former council staff to continue to access the Local Government Pension Scheme ("LGPS") if they wish by the provider becoming an admitted body under the LGPS. An admitted body under the LGPS will generally bear liability for any pensions' deficit that may accrue. It is 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. As the council is setting a funding envelope for the contract, placing 100% of risks on the provider will instead translate into the provision of fewer services or a lower quality service. In the circumstances, Officers' intention is to seek 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.
- 8.3 Accommodation implications include ensuring that the partner is able to maximise use of the children's centre buildings for the benefit of children and the wider community
- 8.4 The centres would be offered at a peppercorn rent. In some cases a service charge would be applied where for instance the building is not standalone and Brent will need to continue to have a responsibility for maintenance and utility provisions. Grant conditions when the centres were originally provided would require the repayment of grant if the property was rented at a market rent.

8.5 The centres would in the majority of cases be leased to the operator who will then take on full responsibility for the repair and maintenance of the building. Leases would be for a period of five years with appropriate break clauses. In the case of the Granville Children's Centre this would not be guaranteed for the full term as the building is subject to review within the wider regeneration of South Kilburn. This centre would not be offered on a full lease.

9.0 Public Services (Social Value) Act 2012

9.1 It should be noted that the nature of the services being procured naturally align themselves to the requirements of the act as they are aimed at supporting and improving the lives of some of the most vulnerable and deprived sections of the local community. Officers are seeking to boost the local economy through the organization of stakeholder events which promote opportunities for potential suppliers from the local community to start a dialogue which may lead to them either acting as sub contractors for the delivery of certain services in centres to larger organisations or forming consortia to bid for the work themselves. Evaluation of bids will include looking at bidders proposals to work with the local voluntary sector.

10.0 Background Papers

10.1 Cabinet report of 10 November 2014.

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GAIL TOLLEY
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**Appendix 1
Equalities Impact Assessment**

CHILDREN'S CENTRES

CHANGES TO GOVERNANCE AND MANAGEMENT

**EQUALITY IMPACT ASSESSMENT (Staffing)
Updated January 2015**

1. Roles and Responsibilities: please refer to stage 1 of the guidance	
Directorate: Children and Young People Service Area: Early Years and Family Support	Person Responsible: Name: Sue Gates Title: Head of Early Years and Family Support Contact No: 020 8937 2710 Signed:
Name of policy: Children's Centres Changes to Governance and Management	Date analysis started: 10 October 2014 Completion date Review date: 6 January 2015
Is the policy: New <input checked="" type="checkbox"/> Old <input type="checkbox"/>	Auditing Details: Name: Title: Date Contact No: Signed:
Signing Off Manager: responsible for review and monitoring Name: Sara Williams Title: Operational Director Date Contact No: 02089376422 Signed:	Decision Maker: 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.

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.

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:

By Age Band	Headcount	Percentage of Total
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%
Total	57	

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

By Religion	Headcount	Percentage of Total
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%
Total	57	

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

By Gender	Headcount	Percentage of Total
Female	53	92.98%
Male	4	7.02%
Total	57	

By ethnic origin	Headcount	Percentage of
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		Total
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%
Total	57	

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

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

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

- 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

- It is not possible to analyse the other protected characteristic of gender re-assignment, or pregnancy due to lack of available data.

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.

(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.

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.

(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 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.

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.

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 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.

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.

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.

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.

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.

7. Analysis summary

Please tick boxes to summarise the findings of your analysis

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

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.

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

Appendix 2 Equalities Impact Assessment

Children's Centre Community Consultation

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

Person Responsible
Ilona Maragh
Last Review
10th January, 2015
Next Review
n/a

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 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. 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.

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).

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

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

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.

3.4 Does the proposal relate to an area with known inequalities?
No

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

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

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.

Supporting documentation can be found here :
ENGAGEMENT-OF-CHILDREN-AGED-0-4-YEARS.docx

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:

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

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.

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

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

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.

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)

	Population* (Jan-14)	Registered	Percentage Registered
Asian - Bangladeshi	188	82	44%
Asian - Chinese	68	66	96%
Asian - Indian	3233	2,549	79%
Asian - Other Asian	2621	1,236	47%
Asian - Pakistani	1499	614	41%
Black - African	3708	1,417	38%
Black - Caribbean	1990	439	22%
Black - Other Black	565	595	105%
Mixed - Other Mixed	668	714	107%
Mixed - White & Asian	239	145	61%
Mixed - White & Black African	213	74	35%
Mixed - White & Black Caribbean	373	97	26%
Other ethnic group	1481	1,156	78%
White - British	1367	1,060	78%
White - Irish	276	136	49%
White - Other White	2700	2,267	84%
Not obtained/Refused	519	5,016	967%
Grand Total	21708	17,663	81%

**Based on percentages from Jan-13 school census*

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.

Supporting documentation can be found here :
[ethnicity-and-engagement-rates-.xlsx](#)

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.

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'.

The growth in registration and engagement of fathers/ male carers is set out below.

Description	2010/11	2011/12	2012/13
Fathers with a 0-5 year old reached within period	1179	1126	1292
Fathers registered with a 0-5 year old within period	7030	8625	10056

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](#)

5.9 Sexual orientation (select all that apply)

Neutral

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

Neutral

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

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

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.

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

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

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 voluntary sector 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

Appendix 3
External brief reports re consultation



MUTUALGAIN

Summary Feedback Report on the Future of Brent's Children's Centres consultation

Susan Ritchie
01/12/14

This summary report provides the key findings from seven consultation events held on 11th and 12th November 2014. The events were arranged to engage the parental voice in the consultation on the Children Centre's. They form part of a programme of consultation initiatives that are open until January 2015.

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Introduction

The London Borough of Brent has put in place a number of mechanisms for parents, carers, families, and future users of Children's Centres to comment on the Future of Brent's Children's Centres consultation. The Council wanted to attract views from a variety of groups, using the following approach:

- Direct mail to every parent/carer who uses the services – a copy of the proposal and attached questionnaire delivered to 24,000 homes in Brent¹.
- An online survey (http://brent-consult.objective.co.uk/portal/candf/consultation_on_proposals_for_the_future_of_brents_childrens_centres)
- A survey collection box in every Children's Centre
- Encouragement and support from Children's Centre staff to complete questionnaires
- Delivery of 7 Children's Centre consultation events – designed, delivered and reported independently by Mutual Gain²



¹ The full consultation proposal can be read at www.brent.gov.uk

² The timing and recruitment was set by Brent Council, with independent capture of views and opinion

Drop In Events

Seven 'drop in' style events were provided, giving opportunities for Children's Centre parents and carers to share their thoughts. The events were offered over a range of times and locations to suit varying needs.

Brent has six Children's Centre Network areas: an event was held in each of those, with an additional evening event held at Brent Civic Centre.

Each event was designed to:

- Provide information on the Proposal
- Gather views on the proposal
- Collect new suggestions for alternative service delivery models that could be considered

A flexible approach was taken to give parents enough information about the proposals and enable time to comment and ask questions (and where necessary, to signpost parents to further information and services).

A member of the Children's Services Operational Team attended most events in an observation role, but provided assistance with technical enquiries related to other childcare matters as needed.

Structure of Events

At each location, parents and carers were provided with:

- An explanation of the proposal
- An explanation of the future role of the Council
- An explanation of the expectations of an appointed 'partner organisation'
- Opportunities for questions to be asked
- Opportunity to contribute to the thinking around the challenge (gathered and recorded visibly using large scale templates)
- A personal 'vote' using 'sticky backed ticks' to support or not support the proposal

Consultation Questions

Participants were asked to provide their views on the following:

1. What do you like most about the Children's Centres?
2. How do you think the proposal will impact on the Children's Centres?
3. Do you have any additional suggestions for a new service delivery model?

Using 'sticky back ticks' they were asked to indicate their support or non-support for the partnership model

Findings: Highlights

This summary report provides the key findings from the events. A Full Report with demographic profiles will be submitted at the end of the consultation in January 2015. Despite the events being offered at all seven locations, only three locations attracted any participation:

- Wembley Primary
- Alperton
- Three Trees

Due to this low participation, a large template has been left for distribution and use in the other Children's Centres. The Template will be mounted on a wall and parents encouraged to leave their comments – known as a 'Talking Wall' in engagement terms, it provides another opportunity for those who may not want to engage face to face, but have a comment to make. These templates will be collated and reported on in the full report.

Participation

Participation in the events was lower than expected, despite significant postal attempts to engage parents. A total of 23 parents attended the sessions. Despite the lower number attending the events, there are clear shared views across the three network areas that achieved better participation. From this we are able to provide the key findings from those who took part.

The majority of participants in these events came from BAMER communities (Black and Minority Ethnic Refugee) groups. These community members are known not to participate in traditional consultation methods (written questionnaires and online surveys), which provided a welcome voice in the engagement, and can contribute to the next stages of how the Council consider the Future of Brent's Children's Centres.

Many of the parents we spoke with speak English as a Second Language. They were all able to present their views clearly and concisely with no language problems: we thank them for their valuable time.



What do you like most about the Children's Centres?

Parents were very easily able to identify the areas of Children's Centre work that they value: they quickly identified the benefits they have personally gained and how this has contributed to their children's development, and their own socialisation in the Brent community. This was poignant from Polish parents who are particularly appreciative of the ability to learn English themselves and how this supports the preparation of their children for school.

The key things most liked and valued are:

- Learning and development of the children
- New structured programme – children learning through play
- Parent learning and socialisation (ESOL, Baby Massage, Aromatherapy)
- Ability to get children 'out of the house'
- Close to home
- Small steps to employment for parents (confidence, language, networks, skills)
- Knowledge – first aid put into practice in home accident (parent did not take child to A & E)

- Access to early support – speech and language therapy, parenting classes, new parent workshops
- Good parent/staff relationships
- Improvement in children’s behaviour
- Day trips – discounted rates e.g. £5 for 10 swimming lessons
- Preparation for nursery means children have command of English and not isolated at nursery school

Parents recognise and value the way Children’s Centres support their aspirations for future success

Many of the parents we spoke with are recent arrivals to the UK and have faced challenging experiences whilst settling in the UK. Language barriers, housing need and immersion into community life in Brent gave them additional aspirations for

Parents value the opportunity to learn and develop their children, and themselves, as part of their family immersion into the Brent community. It helps them plan for their long-term future.

their children to settle and secure educational attainment. This gives them an acute understanding of the wider benefits they gain from the Children’s centres and therefore the Children’s Centres are highly valued by them.

Parents value the ‘low/no cost’ of Children’s Centre services

Closely connected to their recent arrival status, are the challenging economic pressures many parents face. In particular, parents with two or more children voiced praise for the ‘low or no cost’ of services, that they would not be in a position to afford if they were required to pay.

Parents do not want the new partner to focus on income over children's outcomes

How do you think the Proposal will impact on children's centres?

There were three clear major concerns among parents about the proposed partnership:

- Potential future closure of Children's Centres if additional funds are not raised
- A new partner will shift focus to 'business' rather than children and families
- The potential introduction of costs to parents to access the services that are currently free

Despite voicing these concerns **all parents fully supported the introduction of a partnership model** to protect and secure Children's Centre Services.

There is a perceived threat of 'closure' that needs to be addressed so that parents can engage meaningfully and make a contribution to finding a solution to the Children's Centres future; so that their creative ideas can be considered.

Parents have a perception that the Council intends to close services

There are concerns that the partners' requirement to raise funds may shift the focus from 'children's outcomes' to 'income generation'. One parent described the Proposal as 'a high risk strategy that may fail if funds are not raised'. These concerns were very much shared in all the discussions and parents do not want a focus on business to overshadow the focus on children and families.

There is recognition that money will need to be raised to secure the future of services; as each group recognise the financial value they gain from 'free and minimal contribution services' – but they **want a partner that will protect children's outcomes as well as source income.**

Costs were present throughout the discussion groups. Many parents told us they could not afford to pay per session in the future; which would lead to less use of the services by parents like them.



Costs were also raised by two families in different consultation events, from a different perspective; they raised fear for costs to 'the middle class' who do not receive benefits and would be the likely ones to face increased charges for use. One parent explained that while they worked and earned money, they also had commitments and it should not be assumed that they have significant disposable income.

These dialogues led to parents making suggestions for the levels of affordable contribution they could, and would, make to maintain and protect services. These suggestions are detailed on [page 10](#), and ranged from £1 per session to £5 per week.

Parents are concerned that costs will be introduced that may exclude them from using the services

Some parents are concerned that costs will target economically active families

Majority of parents are willing to make a small contribution to attend specific programmes

Despite these concerns there is support for the introduction of a partner organisation to maintain the delivery of services.

There is overwhelming support for a model that enables services to continue with as little change or cost implication as possible. The facilitator allayed the initial fears of 'closure' and enabled participants to understand that this new approach is aimed at securing services, and provided confidence that their suggestions would help the development of an appropriate model for Brent.

Key questions raised about the new approach:

- Will there be reduced diversity in current programmes?
- Who will be the new partner?
- Is there a partner lined up?
- Will a 'private' partner change the focus to business rather than on children and families

The questions above were repeated at all the consultation events – and gives an indication that parents welcome more information on any future tender process. We would suggest that parent representation could be sought to inform the implementation of the new approach.

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Parents need a clear explanation of the tender process

Parents were able to identify some potential positive impacts from the new approach, and were keen to see a new partner explore opportunities to further develop services and provide more programmes. Examples were recorded about waiting lists for programmes at two Children's Centres and a desire for a new partner to increase access to services.

Support given for the proposal

- A new partner may raise additional funds
- A new partner might broaden the current offer
- The new approach could attract additional services e.g. immunisations, GPs
- The new partner might bring back services that have stopped – music classes delivered by professional musicians

Parents support the Proposal as the opportunity to save Children's Centre Services

Hopes for the new partnership

In discussing the challenges facing Brent Council – cuts, population growth and need, the parents articulated their hopes for the future service. They hope that the new partner will:

- Continue to support disadvantaged families
- Increase the number of sessions and programmes available
- Keep costs minimal, or out of, delivering services
- Parental contribution to delivering sessions is not over estimated (example given of parent led music sessions not having the same input and impact as professionally tutored classes)

Parents expressed the need for the Council to continue its role in quality assurance, educational standards and the performance management of the partner. However, their greatest request to the Council is to protect the staff. Parents have significant affection and respect for the staff at the Children's Centres, and clearly recognise the difference that the Centre staff have made to their lives and their children. Parents

would like existing staff to remain as they have relationships and trust in the people they know.

Parents support the need to generate income and accept business and charitable involvement in Children's Centres

Parents want the existing staff to remain in their roles: they want 'quality' to be maintained

Suggestions for a new model for the Future of Brent's Children's Services

Parents were invited to offer their suggestions for new approaches to delivering the Children's Centre Services. They were encouraged to put forward ideas that could make a difference and assist in shaping a new model.

The most frequent suggestion heard was for parents to make a small financial contribution to the costs of delivering sessions. Although there are concerns about the level of costs and how this impacts of families with two and more children, there is a willingness to contribute rather than lose the service.

Parents' suggestions were:

- A small cost to parents
- Seek support from Charities
- Sponsorship is sought from large energy suppliers – electricity, gas etc.
- Individual benefactors are approached – here and abroad
- Sponsorship from large businesses e.g. Lego, Sony and Early Learning Centre
- Evening room and ground hire to the community
- Health checks in centres to encourage attendance
- Centres should deliver more services like NHS dentist, speech therapy
- Reduce waste through printing and advertising
- Go hard on Central Government and reject cuts – 'education should not be compromised

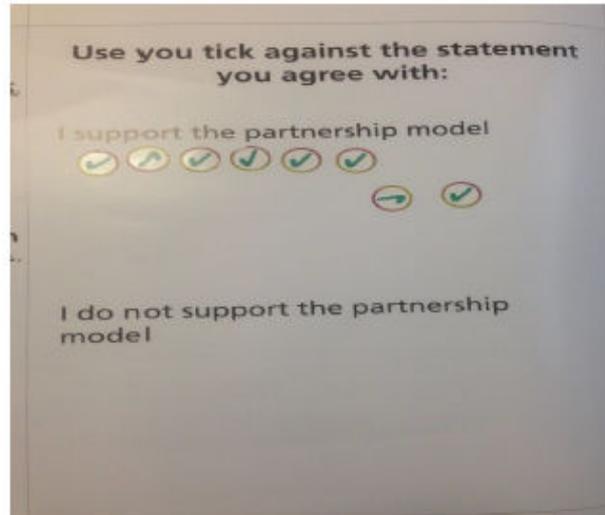
Voting with sticky backed ticks

Each parent was given a single sticky tick and asked to place it against the statement that most reflected their view:

I support the partnership model

I do not support the partnership model

23 supporting ticks were recorded in total, and 0 recorded as not supporting the proposal – full support of those in attendance, for the introduction of a partner organisation to maintain and secure delivery of Children’s Centre Services in Brent.





What do you like most about the children's centres?	How do you think the proposal will impact on children's services?
<p>New timetable - more structured better programme - kids learning thru play: Maths session Beneficial Courses for parents: parenting ESOL - Aromatherapy - baby massage Workshops for new parents: Excursions - discounted rate Baltic's November - day trip Legoland Swimming £5 - ten lessons @ Nutfield → Children know each other 'its nothing' - children benefit: - Preparing them for nursery - help with learning languages.</p>	<p>costs for families - Will the partner change Should be low - not high lots of families won't be able to attend lots of sessions £1- is ok. Who is the partner - high risk system will fail if parents not secure - No longevity - unknown lifetime - Partner might think 'business model' lead them to introduce fees - May then lack diversity in programme - look at the costs. - Hope for no centre closures - Did the partnership model work in Greenwich?</p>
<p>Any other suggestions:</p> <ul style="list-style-type: none"> - Families pay a small fee for use/activities - Grantville + three trees - Charge small amounts to parents - Council should lobby Government - state the benefits to parents - Go in harder -> wake up the gov. - Should not compromise on educ. <p>- Sponsors: Charity, Early Learning Centre, Groups/businesses geared towards children M1 Sony, Leg</p>	<p>Use you tick against the statement you agree with:</p> <p>I support the partnership model</p> <p style="text-align: right;"> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> </p> <p>I do not support the partnership model</p>



Next Steps

Due to the lower than expected levels of participation, MutualGain recommends that additional activity is undertaken to gather the views of vulnerable families and working families, through planned focus group discussions

Future engagement activities should consider using incentives to encourage participation and consider if there are other locations in the community to attract more parents into the consultation programme.

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Appendix 4

External brief reports - consultation

The Future of Brent's Children's Centre Consultation Statement from MutualGain

Feedback received from parents through face to face engagement and online/paper surveys has provided some clear messages that will assist Brent Council in making a decision on the future model of service to be delivered to parents and children in Brent. There is overwhelming support to **maintain the existing number of Children's Centre sites**, with an appetite to increase the services that are delivered.

Brent Parents are **concerned about potential future closures** and the introduction of costs to them. In short parents want all services to be maintained at all sites, and would **prefer to make a zero or no financial contribution** for these services.

Parents are concerned about 'access' and transport costs that could be incurred if some services move location in the future.

There are also concerns about the future quality of service delivered and **a desire to retain the existing members of staff currently in post**. Parents have good relationships with staff and want to maintain the level of trust and support they have. There is recognition of the value added to children and parents lives by the Centres and widespread support for the Centres to continue to support the most vulnerable families in need.

Some parents have a perception of 'under use' of some Children's Centre sites; **the current networked delivery model may not be fully understood by parents**, but does provide an opportunity for additional/new service configuration in the future model that could bring in funds to support and protect the existing services.

Parents are supportive of a partnership model to protect the services they currently access, and have confidence in the Councils proposed role in the future and would like to be kept informed of any future procurement process.

Parents who responded to the online survey articulated the same concerns, but also expressed **a strong need for 'localising' a future model**. Examples were given of a model that included multiple use of the buildings for youth and community use where needed, and several comments were put forward that buildings should not be sold or land used for housing in the future.

Recommendation:

The engagement to date has secured the views of parents from diverse multi ethnic groups. The consultation will benefit from undertaking four focus groups with parents who are currently underrepresented:

- Group 1: Families with children that have had a social care assessment, CAF or are in Troubled Families
- Group 2: Families with Nursery Education Grant with 2 children
- Group 3: Families with children likely to have additional needs at school (as provided by SENAS)
- Group 4: Families with children with lower levels of additional needs

Emerging Feedback from the surveys identifies:

- Extend the building use to meet wider community needs
- Protect the buildings and land from sale
- The need for an Impact assessment to consider within the context of additional planned changes i.e. future of VCS and charitable organisations also under threat.

The final Report will contain full analysis and ethnicity data where provided.

The highlight report submitted in December identified the following priorities that were further echoed in the paper and online surveys:

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 childrens 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
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13. Parents support the need to generate income
14. Parents accept business and charitable involvement in Children's Centres

Appendix 5

Consultation booklets

Proposals for the Future of Brent's Children's Centres

25 November 2014 – 14 January 2015



www.brent.gov.uk/CCconsultation



LOOKING TO THE FUTURE

Children's centres are an important part of Brent's services to children aged from 0 to 4 and their families, especially to those in the greatest need. A number of local authorities' children's centres are faced with closure and cuts to their services. In Brent we are looking for options which can safeguard the future of children's centres while recognising that the council has less money.

THE CURRENT OFFER

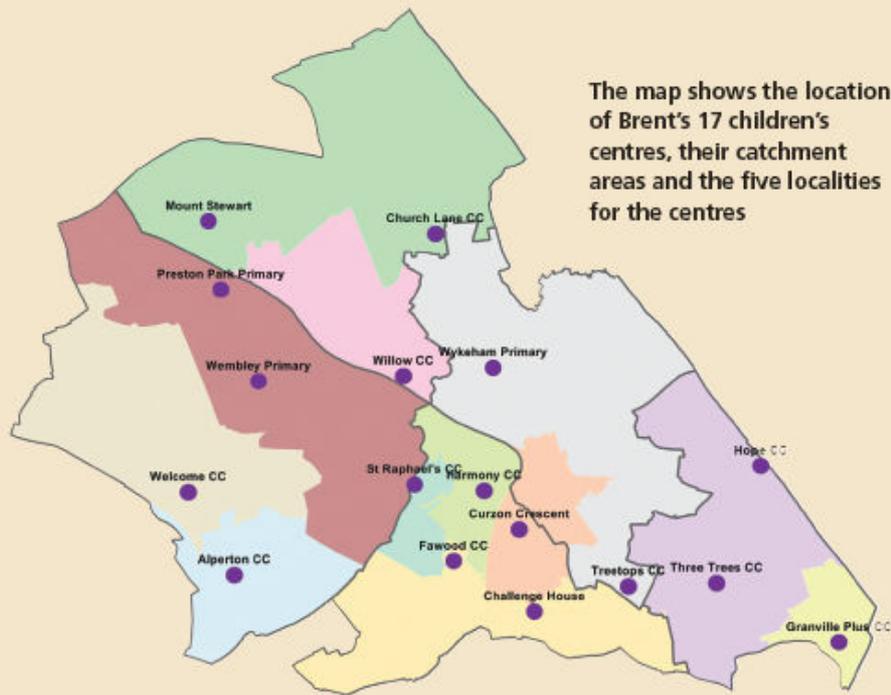
Brent Council has 17 children's centres providing a range of services to families and children, including group activities for children and their parents and carers. These activities and services meet the requirements of the core purpose of children's centres which are to 'improve outcomes for young children and their families, with a particular focus on the most disadvantaged families, in order to reduce inequalities between families in greatest need and their peers in:

- child development and school readiness;
- parenting aspirations, self-esteem and parenting skills;
- child and family health and life chances.*

(* Department for Education, Sure Start Children's Centre's Guidance April 2013).

WHY ARE WE CONSULTING?

Brent's funding for children's centres is being reduced. In 2012 we changed our delivery model by clustering centres into locality working with a team managed by a network manager. These localities are Harlesden, Kilburn, Kingsbury, Wembley and Willesden. However, in order to run the centres and continue to provide opportunities and protect services in particular for the most vulnerable we need to make further changes.



NATIONAL CHANGES AFFECTING BRENT

Since the first children's centre opened in Brent in 2005 central government policy on supporting families and young children has changed. There is no longer specific funding to pay for children's centres. Instead national initiatives have been introduced to support families in different ways. These include:

- Funding for 15 hours' free childcare for two year olds in low income families
- Funding for 15 hours' free childcare for all three and four year olds
- A Family Nurse Partnership which delivers a home visiting programme for first time mothers and fathers under the age of 19
- A Public Health Healthy Child Programme for children, young people and families, which focuses on early intervention and prevention. It offers a programme of screening tests, immunisations, developmental reviews, information and guidance on parenting and healthy choices. It aims to identify families which need additional support or who are at risk of poor health.

- More funding directly to schools which can be used to provide before and after-school activities for children
- More funding for health visitors to support new parents (in Brent the number of health visitors is increasing considerably).
- More funding for the Troubled Families Programme (known as the Working with Families programme in Brent) which works with families who have a number of complex issues.

At the same time as these changes, overall the council has seen large reductions in the funding it receives from central government. This means that we expect the council funding to reduce by half across all services over the next two years.

We must therefore look at all the services we provide to see how we can do things differently.

SUMMARY OF PROPOSALS

We have reviewed all the services children's centres provide. We know from satisfaction surveys and the increasing use of children's centres that they are greatly valued. The proposal is that Brent Council wants to continue to provide children's centres, but in partnership with providers from the voluntary sector, community or business.

Given the increased choice of early years' services available to parents and the focus on supporting the most vulnerable children and families we believe the best way to maintain all of the children's centres and their teams, while increasing and improving services, is to work in partnership with other providers which could be a charity, community organisation or business.

Brent Council would continue to fund the targeted services for the most vulnerable families and be responsible for the overall quality of the provision while our new partners would generate funding and resources such as volunteers for the delivery of universal services for all families. The provider would also manage the staff, buildings and general service delivery to maximise benefits for local communities. This means that the current team of staff will continue to deliver services, transferring to the new provider. However, some new services, staff and volunteers may be involved.

We will ensure that the providers selected are as passionate about children's centres as we in Brent are and that we will continue to involve parents and carers in all aspects of the future of children's centres.

In developing this proposal we have taken into account changes already made in 2012 to the way children's centres operate, the newly funded services and programmes the government has introduced and the satisfaction local families have shown with services and the need for us to make savings.

Children's centre services will continue to be delivered from all current buildings, these include:

Alperton, Church Lane, Granville Plus, Harmony, Hope, Mount Stewart, Preston Park, St Raphael's, Three Trees, Wembley Primary, Willow, Wykeham, Welcome and its satellite Barham Park, and Tree Tops.

Curzon, Fawood and Challenge House children's centres are not included in the proposal and they will continue to be managed in partnership with the maintained nursery governing body.

Some of the buildings are expected to remain under the management of Brent Council.

WHAT ARE THE ALTERNATIVES?

While we want to be clear about the proposal to enter into a partnership arrangement, there are alternative approaches. For example, to reduce the number of centres overall or to increasingly run the services from other buildings such as schools and community centres rather than having dedicated buildings. We would welcome your proposals and ideas.

HAVE YOUR SAY

We would like to hear your views on the proposal. The consultation runs from 25 November until 14 January 2015. Please complete the questionnaire in this booklet. There is a section at the end for you to add any other comments that you would like us to consider.

The consultation form can be returned to us by post:

**Early Years and Family Support,
6th Floor Brent Civic Centre,
Engineers Way, Wembley, HA9 0FJ**

They can also be scanned and emailed to:

cfis@brent.gov.uk or put in a drop box at each children's centre.

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You can also request a paper copy by emailing:
CFIS@brent.gov.uk or calling: **020 8937 3001**.

You can have your say online by visiting:
www.brent.gov.uk/CCconsultation

All comments must be received by 5pm on 14 January. Comments received after this time cannot be considered.

CONSULTATION EVENTS

We will be holding consultation events where you can find out more information, talk to the team at Brent Council who have developed the plans, and share your views. You are encouraged to attend.

Locality	AM	PM
Kilburn	No event	Three Trees, 12 December 3.30-5pm
Harlesden	No event	St Raphael's , 11 December 12.30-2pm
Kingsbury	Willow, 12 December 11.30-1pm	No event
Wembley	Alperton, 12 December 9-10.30am	Wembley Primary, 11 December, 3.15-4.45pm
Willesden	Wykeham, 11 December 10-11.30am	No event

There will also be a consultation event at Brent Civic Centre on 11 December, 6-7.30pm

WHAT HAPPENS AFTER THE CONSULTATION?

Once the consultation has closed on 14 January 2015 all comments will be reviewed by Brent Council. The Cabinet of the council will be asked to take the comments received from both the public and staff consultations into account when deciding the future of children's centres. If the proposal to work with partners is approved we would also need the Cabinet's authority to start a tender process, carried out fairly under the council's procurement rules, to find the right provider. The results of this consultation will be available online, in the children's centre newsletters and at a follow-up meeting at Brent Civic Centre.

CHILDREN'S CENTRE QUESTIONNAIRE

Brent Council is seeking your views about the future of the Children's Centre Service. If you are a Brent Resident and have a child under 5 years of age or you are a carer/parent to be, please complete this questionnaire and tell us what you think. Please only go to question 8 if you do not use a children's centre and complete the rest of the questionnaire.

1. How often do you use a children's centre? (Please tick one)

- At least once a week
- At least once a month
- At least once every three months
- Less often than once every three months
- Never (please go to Question 8)

2. Which is your nearest children's centre? (Please tick one)

- | | | | |
|-----------------------------------|--------------------------|--------------------------------------|--------------------------|
| Alperton Children's Centre | <input type="checkbox"/> | Hope Children's Centre | <input type="checkbox"/> |
| Curzon Crescent Children's Centre | <input type="checkbox"/> | St Raphael's Children's Centre | <input type="checkbox"/> |
| Harmony Children's Centre | <input type="checkbox"/> | Welcome/Barham Park satellite centre | <input type="checkbox"/> |
| Preston Park Children's Centre | <input type="checkbox"/> | Wykeham Children's Centre | <input type="checkbox"/> |
| Three Trees Children's Centre | <input type="checkbox"/> | Church Lane Children's Centre | <input type="checkbox"/> |
| Willow Children's Centre | <input type="checkbox"/> | Fawood Children's Centre | <input type="checkbox"/> |
| Challenge House Children's Centre | <input type="checkbox"/> | Mount Stewart Children's Centre | <input type="checkbox"/> |
| Granville Children's Centre | <input type="checkbox"/> | Wembley Children's Centre | <input type="checkbox"/> |
| Tree Tops Children's Centre | <input type="checkbox"/> | | |

3. Which centre/s do you regularly use? (Tick all that apply)

- | | | | |
|-----------------------------------|--------------------------|--------------------------------------|--------------------------|
| Alperton Children's Centre | <input type="checkbox"/> | Hope Children's Centre | <input type="checkbox"/> |
| Curzon Crescent Children's Centre | <input type="checkbox"/> | St Raphael's Children's Centre. | <input type="checkbox"/> |
| Harmony Children's Centre | <input type="checkbox"/> | Welcome/Barham Park satellite centre | <input type="checkbox"/> |
| Preston Park Children's Centre | <input type="checkbox"/> | Wykeham Children's Centre | <input type="checkbox"/> |
| Three Trees Children's Centre | <input type="checkbox"/> | Church Lane Children's Centre | <input type="checkbox"/> |
| Willow Children's Centre | <input type="checkbox"/> | Fawood Children's Centre | <input type="checkbox"/> |
| Challenge House Children's Centre | <input type="checkbox"/> | Mount Stewart Children's Centre | <input type="checkbox"/> |
| Granville Children's Centre | <input type="checkbox"/> | Wembley Children's Centre | <input type="checkbox"/> |
| Tree Tops Children's Centre | <input type="checkbox"/> | | |

7

4. Which services do you use at the centre? (Tick all that apply)

- | | | | |
|---|--------------------------|--|--------------------------|
| Childminding Network | <input type="checkbox"/> | Stay & Play sessions – including Messy Play, Babies Cafe, Baby Bop | <input type="checkbox"/> |
| Citizen's Advice Bureau | <input type="checkbox"/> | Well Baby Clinic - health visitor run clinic for weighing babies, advice & support, and breast feeding support | <input type="checkbox"/> |
| Counselling 1:1 and couples work | <input type="checkbox"/> | Adult Training and Employment support - Job Centre Plus, Ingeus, Reed and all the adult/family learning courses, such as ESOL. | <input type="checkbox"/> |
| Dad's sessions | <input type="checkbox"/> | Other, please specify: | |
| Family Support Services – including Parenting Programmes, such as Strengthening Families, Strengthening Communities and Parents Power | <input type="checkbox"/> | | |
| Nutrition Services – including Weight Management, Children's Activity, Cook & Eat and Drop ins | <input type="checkbox"/> | | |
| Speech & Language support - Music & Rhyme Time, Talking Toddlers, Parent Workshops and Play & Talk Workshops | <input type="checkbox"/> | | |

5. Which of these services has made the greatest difference to your child and you / or your family? (List your top 3 services below)

1.
2.
3.

6. Have you used any other sites to get services or support?

- Yes No

7. If you answered yes to question 6, please tell us the site/s you have used.

8. Please tell us why you don't use a children's centre

9. Further to the information in the council's draft proposals attached to this questionnaire, what do you feel the impact of the proposals will be for the centre that you attend? (Please write in)

10. To what extent do you agree or disagree with Brent Council's overall proposals for changes to children's centre provision in the borough? (Please write in)

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- I don't know

11. What do you feel the impact will be for all children's centres in Brent? (Please write in)

12. Do you have any additional comments on the proposals? (Please write in)

9

ABOUT YOU

To ensure we are meeting your needs, we are asking questions about you because we want to ensure we are welcoming all members of our diverse community. You do not have to answer these questions but we hope you will. All information will be kept strictly confidential. This information helps us to provide better services.

13. Are you a (tick one box)

- Prospective Parent
- Mother
- Father
- Grandfather
- Grandmother
- Child Minder
- Other Relative / Carer – please specify: _____

14. What is your age group? (tick one box)

- | | | | |
|-------|--------------------------|-------|--------------------------|
| 16-24 | <input type="checkbox"/> | 55-64 | <input type="checkbox"/> |
| 25-34 | <input type="checkbox"/> | 65-74 | <input type="checkbox"/> |
| 35-44 | <input type="checkbox"/> | 75+ | <input type="checkbox"/> |
| 45-54 | <input type="checkbox"/> | | |

15. Which of these groups do you feel you belong to? (tick one box)

- | | | | |
|-------------------|--------------------------|-------------------------------|--------------------------|
| Asian Indian | <input type="checkbox"/> | Mixed White & Asian | <input type="checkbox"/> |
| Asian Pakistani | <input type="checkbox"/> | Mixed White & Black African | <input type="checkbox"/> |
| Asian Bangladeshi | <input type="checkbox"/> | Mixed White & Black Caribbean | <input type="checkbox"/> |
| Asian Other | <input type="checkbox"/> | Mixed Other | <input type="checkbox"/> |
| Black African | <input type="checkbox"/> | White British | <input type="checkbox"/> |
| Black Caribbean | <input type="checkbox"/> | White Irish | <input type="checkbox"/> |
| Black Other | <input type="checkbox"/> | White Other | <input type="checkbox"/> |
| Chinese | <input type="checkbox"/> | Other Ethnic Group | <input type="checkbox"/> |

Other, please specify: _____

16. Do you consider yourself to have a disability? (tick one box)

- 10 Yes No

**17. Does your disability or impairment affect your daily life?
(tick one box)**

Yes No

18. What is your religion? (tick one box)

Baha'i	<input type="checkbox"/>	Islam	<input type="checkbox"/>
Buddhism	<input type="checkbox"/>	Sikhism	<input type="checkbox"/>
Christianity	<input type="checkbox"/>	Taoism	<input type="checkbox"/>
Hinduism	<input type="checkbox"/>	No religion	<input type="checkbox"/>
Jainism	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>
Judaism	<input type="checkbox"/>	Other	<input type="checkbox"/>

19. What is your sexual orientation? (tick one box)

Bisexual	<input type="checkbox"/>
Gay	<input type="checkbox"/>
Heterosexual	<input type="checkbox"/>
Lesbian	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>

**20. Have you been pregnant within the last six months or are you
breastfeeding?**

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>

11.2018 BOU 7182

Proposals for the Future of Brent's Children's Centres

25 November 2014 – 14 January 2015



www.brent.gov.uk/CCconsultation



www.brent.gov.uk/CCconsultation



LOOKING TO THE FUTURE

Children's centres are an important part of Brent's services to children aged from 0 to 4 and their families, especially to those in the greatest need. A number of local authorities' children's centres are faced with closure and cuts to their services. In Brent we are looking for options which can safeguard the future of children's centres while recognising that the council has less money.

We are currently consulting with service users and potential service users around the future of Brent's children's centres and would value your views and ideas as people who are involved or impacted by the children's centres services in your locality.

Whilst children's centres staff are welcome to comment through this process and put forward their ideas, there is a separate consultation of staff taking place regarding any possible impact on them as employees, should changes be made following the consultation with the public and professionals.

THE CURRENT OFFER

Brent Council has 17 children's centres providing a range of services to families and children, including group activities for children and their parents and carers. These activities and services meet the requirements of the core purpose of children's centres which are to improve outcomes for young children and their families, with a particular focus on the most disadvantaged families, in order to reduce inequalities between families in greatest need and their peers in:

- child development and school readiness;
- parenting aspirations, self-esteem and parenting skills;
- child and family health and life chances;*

(* Department for Education, Sure Start Children's Centres Guidance April 2013).

WHY ARE WE CONSULTING?

Brent's funding for children's centres is being reduced. In 2012 we changed our delivery model by clustering centres into locally working with a team managed by a network manager. These localities are Harlesden, Kilburn, Kingsbury, Wembley and Willesden. However, in order to run the centres and continue to provide opportunities and protect services in particular for the most vulnerable we need to make further changes.

3. How do you think this will impact on children's services?

4. Do you or have any further comments/suggestions?

WHAT HAPPENS AFTER THE CONSULTATION?

Once the consultation has closed on 14 January 2015 all comments will be reviewed by Brent Council. The Cabinet of the council will be asked to take the comments received from both the public and staff consultations into account when deciding the future of children's centres. If the proposal to work with partners is approved we would also need the Cabinet's authority to start a tender process, carried out fairly under the council's procurement rules, to find the right provider. The results of this consultation will be available online, in the children's centre newsletters and at a follow-up meeting at Brent Civic Centre.

Questionnaire on the future of Brent's children's centres

Brent Council is seeking your views about the future of the children's centres. Please complete the questionnaire and tell us what you think. There is a box at the end for you to add any other comment that you would like us to consider.

1. How are you involved with the children's centres?

- Member of Local Authority Children's Centre Staff Member of Local Advisory Board
- Partner delivering services in children's centre, if so
 Manager/strategic level Practitioner/Service Delivery
- Commissioned/Spot Purchase Service, if so
 Manager/strategic level Practitioner/Service Delivery
- Local School, if so
 Nursery Primary Secondary SEN Specialist PVI setting
- Other (please specify).....

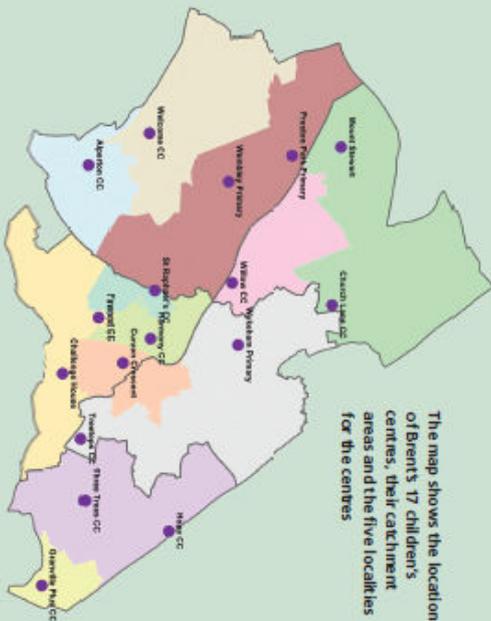
2. How much do you agree or disagree with the council's proposals for the futures of children's centres?

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Disagree Strongly

Further Comments (please specify).....

6

The map shows the location of Brent's 17 children's centres, their catchment areas and the five localities for the centres



NATIONAL CHANGES AFFECTING BRENT

Since the first children's centre opened in Brent in 2005 central government policy on supporting families and young children has changed. There is no longer specific funding to pay for children's centres. Instead national initiatives have been introduced to support families in different ways. These include:

- Funding for '15 hours' free childcare for two year olds in low income families
- Funding for '15 hours' free childcare for all three and four year olds
- A Family Nurse Partnership which delivers a home visiting programme for first time mothers and fathers under the age of 19
- A Public Health Healthy Child Programme for children, young people and families, which focuses on early intervention and prevention. It offers a programme of screening tests, immunisations, developmental reviews, information and guidance on parenting and healthy choices. It aims to identify families which need additional support or who are at risk of poor health.

3

- More funding directly to schools which can possibly be used to provide before and after school activities for children
- More funding for health visitors to support new parents (in Brent the number of health visitors is increasing considerably).
- More funding for the Troubled Families Programme (known as the Working with Families programme in Brent) which works with families who have a number of complex issues.

At the same time as these changes, overall the council has seen large reductions in the funding it receives from central government. This means that we expect the council funding to reduce by half across all services over the next two years.

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In developing this proposal we have taken into account changes already made in 2012 to the way children's centres operate, the newly funded services and programmes the government has introduced and the satisfaction local families have shown with services and the need for us to make savings.

4

Children's centre services will continue to be delivered from all current buildings, these include: Alporton, Church Lane, Granville Flus, Harmony, Hope, Mount Stewart, Preston Park, St Raphael's, Three Trees, Wembley Primary, Willow, Wykeham, Welcome and its satellite Barham Park, and The Tops.

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5

Appendix 6

List of Children's Centres in their clusters

Willesden

Treetops Children's Centre	Doyle Gardens London NW10 3SQ	Tel: 020 8838 3901
Wykeham Primary Children's Centre	Annesley Close London NW10 0ES	Tel: 020 8937 5960

Wembley 1

Wembley Children's Centre	East Lane Wembley HA9 7NW	Tel: 020 8937 5590
Alperton Children's Centre	Alperton High School, The Annexe South Building Ealing Road Wembley HA0 4PW Locality Wembley	Tel: 020 8937 3860
Barham Park Children's Centre	Barham Park Children's Centre Harrow Road, Wembley HA0 2HB	Tel: 0208 903 9541

Wembley 2

Preston Park Children's Centre	Preston Park Primary School College Road, Wembley HA9 8RJ	Tel: 020 8937 5980
The Welcome Children's Centre	Wembley Centre For Health & Care 116 Chaplin Road Wembley HA0 4UZ	Tel: 020 8903 9541

Kilburn

Granville Plus Children's Centre	80 Granville Road London NW6 5RA	Tel: 0208 937 6580
Three Trees Children's Centre	Tiverton Road London NW10 3HL	Tel: 020 8459 4385
Hope Children's Centre	228 Walm Lane London NW2 3BS	Tel: 020 8937 6490

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Harlesden 1

Challenge House Children's Centre	One Stop Community Stores Ltd Bank Buildings 1-2 High Street , London NW10 4LT	Tel: 020 8937 4025
Curzon Crescent Children's Centre	Curzon Crescent Children's Centre Curzon Crescent London NW10 9SD	Tel: 020 8459 6813
Fawood Children's Centre	35 Fawood Avenue London NW10 8DX	Tel: 020 8965 9334

Harlesden 2

Harmony Children's Centre	38 Bridge Road Neasden Brent NW10 0BX	Tel: 020-89373620
St Raphael's Children's Centre	St Raphaels Community Centre, Rainborough Close London NW10 0TS	Tel: 020 8937 3620

Kingsbury

Church Lane Children's Centre	Church Lane London NW9 8JD	Tel: 020 8937 3890
Mount Stewart Children's Centre	Mount Stewart Infant School Carlisle Gardens Harrow HA3 0JX	Tel: 020 8937 5970
The Willow Children's Centre	Barnhill Road Wembley HA9 9YP	Tel: 0208 937 6560